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TOURNAMENTS from page 4

as these?” Lombardo is often asked. “Golfers don’t come to the Monterey Peninsula to play a mediocre golf course. They are looking for quality, something special.”

The year-around population of the Monterey Peninsula is not large enough, Lombardo feels, to support the golf courses operating there. This is one of the reasons he has taken the tournament promotion route. Evidence that his Carmel neighbors appreciate his contribution to tourism is their election of him as president of the visitor and convention bureau. Although Lombardo doesn’t minimize the effort, time and attention to detail required in this type of operation, he’s convinced there is a place for it, and Rancho Cañada might as well be it.

Rancho Cañada’s beautiful clubhouse (top photo) houses Lombardo’s golf shop, which is staffed by assistant professional Vaughn Auman (left photo). On the right is one of the course’s 36 holes.

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The recently concluded 45th Annual Conference of the Club Managers Assn. of America at the Regency Hotel in Atlanta was the largest to date for any CMAA conference. Over 1,400 registered.

Much of the credit for the running of the affair should certainly go to the genial General Chairman, Dick Worthington, manager of the Commerce Club in Atlanta. No past general chairman, however, is going to pass over giving accolades to the committees which go to make up the conference, and the Georgia Cracker Chapter Group was great.

Although the conference officially opened on Tuesday, some meetings took place early; the Saturday Club Managers Institute meeting, the Sunday CMAA board of directors meeting and the joint luncheon with the CMI board. On Monday the CMAA golf tournament at beautiful Atlanta CC took place. The Atlanta CC could not accommodate all the attendees, so some of the men and all of the women played at the Cherokee CC, an equally fine club.

Another event was the Hoe Down, held out at the fairgrounds exhibition hall. Many attendees, having been warned in advance, brought their dancing shoes and country clothes, because it was a real "shindig," complete with fried chicken, barbecued pork, cole slaw, baked beans, potato salad, hot biscuits and honey, plenty of liquid refreshments and country music.

The opening session on Tuesday was marked by the cancellation of the appearance of former Secretary of State, Dean Rusk. His spot, however, was ably filled by Earl Nightingale, whose observations were entertaining and educational.

The opening sessions were filled with routine reports of the previous year’s officers and committees. As the week progressed and other meetings and seminars and round tables continued, we waited for the "big news," which usually comes out of a conference of this type. We had only to wait for Charles Smith to report for the Certification Committee, and we knew this was ever attended. Ranking them in order of my personal enjoyment, I would say that the Roundtable of Past Presidents, discussion questions from the floor, was one of the best. Some 250 years of experience was represented in this group and they fielded every conceivable question concerning club operations tossed to them by the audience.

Next, I enjoyed Dr. Sherry's moderation of a seminar and discussion of the rights of association and privacy. He was an excellent moderator who brought out both sides of a very complex situation.

One of the exceptional features of the conference was in my opinion an arm chair slide presentation of a trip through many of Atlanta's famed clubs. We were able through the medium of photography to enter many inaccessible places and visit scenes of some very private affairs as we saw private dining rooms and exclusive areas of many clubs, such as the women's locker rooms.

The conference week also saw the honoring of such groups as the CMAA 25 Year Club, Past Presidents, Allied Associations, new CCM’s and SAC awards for the best run clubs in the Strategic Air Command. Other awards went to Southern California for the Chapter Achievement Award and to Bruce Lloyd for his winning entry in the Idea Fair.

Following the conference and at the new board meeting, it was decided to begin steps toward making all living charter members of the association honorary members. More information on this will probably come out in future months.

Over-all, new executive director Horace Duncan and his untried staff performed magnificently in their maiden outing. Dick Worthington and his Atlanta Conference Group were exceptional in carrying out their duties. Special applause should go to the John Kaetens. John handled conference hospitality and Arlene Kaeten took care of the ladies' activities. Underground Atlanta was fascinating, and restaurants such as the Midnight Sun and the Harbor Cove erased any ideas that Atlanta had no gourmet fare.

The CMAA gathering in Atlanta was cheerful and educational

by JERRY MARLATT
MANAGER, NORTHMOOR CC
HIGHLAND PARK, ILL.

ELECTION RESULTS

New CMAA officers elected at the conference were: L.T. Hall, Pinehurst CC, Littleton, Colo., president; G.V. Marlatt, Northmoor CC, Highland Park, Ill., vice president; and Peter A. D'Angelo, Hampshire CC, Mamaroneck, N.Y., secretary-treasurer.

Re-elected for another term as director was Nicholas J. McGowan, Lancaster (Pa.) CC. New directors were: Bruce Lloyd, University Club, Los Angeles and Ed Mills, Kansas City Club.

Remaining on the board were: Josef Auerbach, Wichita CC; John W. Cremers, Empire State Club, New York City; Harry J. Gray, Oakmont (Pa.) CC; John R. Simmons, Tacoma (Wash.) C & GC; E. George Wetmore, Tavistock CC, Haddonfield, N.J. Outgoing president David H. Ripper is the new ex-officio.
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Communications improved and costs decreased when Fairlawn CC switched from management by committee to an administrative team, with a general manager as the presiding member

by JERRY A. OLSON
ASSOCIATE EDITOR

Thirty heads are probably better than one when it comes to thinking. But, when it comes to management, 30 heads can be a little cumbersome. This in essence sums up the management-by-committee system which had been in practice for 53 years at Fairlawn CC, Akron, Ohio. Last year, however, the members made a 180-degree turn and eliminated this system in favor of a centralized system under a general manager, who acts primarily as a coordinator, along with the board of trustees.

The code of regulations best sums up the progressive change of events. In 1970, Fairlawn had 11 committees, each with a chairman appointed by the president and approved by the board of trustees. The finance, greens, golf, tennis and swimming pool committees were feudal entities which controlled the hiring and firing of their respective club personnel. In the complete code of regulations, there was no reference to the functions of the club manager, professional or superintendent. They were in actuality arms of the committee and subject to the direction of the committee.

"If a committee chairman wanted a sand trap or tee built, he would proceed to do it, generally without considering the feasibility of it," says Ott Scarponi, past president of Fairlawn. "However, the major reasons we decided to switch to a general manager concept were based on two factors: Poor communications and high costs. "Communications had broken down among the committees, club management and the membership." Scarponi says. "Undoubtedly the strong emphasis placed on running the business of the club by committee, with each department running independently, brought this situation about. The professionals in each department were stilled and had little or no incentive under the system. They were professionals but were under the control of well-meaning, but nevertheless unskilled non-professionals.

"An example of the way communications can break down under this committee system was in the handling of complaints. If a member did not like the way a portion of the club was being run," Scarponi says. "he had to make a report to the committee chairman. Because committee chairmen were not always available, the members frequently directed their complaints to the superintendent, professional or club manager. They had no power to act, the complaint was not handled, and the member became unhappy.

"But the main reason for member dissatisfaction in the committee-run management system was based on spiraling costs," Scarponi points out. "With three independent departments being operated by club members, each department would go over budget each year because they operated without regard for the over-all budget. For example," Scarponi says, "say the greens committee wanted to put in a sand trap. They would issue orders to the superintendent who would have to go ahead, whether or not the project had been budgeted.

"We were well aware of the controversies surrounding the hiring of a general manager," says Bruce Wert, a member of the board of trustees. "To take a club which had been very strong committee-run, but with weak management, and make it a successful general managership club, would mean we would have to relinquish some of our authority.

"We wrote the National Club Assn. and other clubs with both systems to evaluate the strengths and weaknesses of each to determine which mixture would suit the membership of Fairlawn," Wert continues. "We finally agreed that the solution was to eliminate management by committee in favor of a business-type organization with a general manager in charge of all phases of the club's operations—clubhouse, golf shop, golf course, swimming pool and tennis. We also had to place all employees directly under the general manager so that no member committees could interfere," Wert says. "The hardest decision we had to make was the degree and extent of authority we could give him. Not enough, and we would really be back where we started from. Too much, and we would lose control of the decision making responsibilities and alternatives which we as members should have.

"With this resolved," Wert says, "the next step was to find the right person who could carry out the management desires of the membership. Someone who was qualified in dealing with the other departments and consolidating club operations."

continued on page 51
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