

mit its proposed plans to said committee for its recommendations. Said committee shall at all times be subject to the control of the board of directors, and shall submit all its plans to the board before obliging the conduct of members of the club on the club property, whether such violations or infractions occur in or out of the club house, and shall report their findings and recommendations with respect to such violations or infractions to the board of directors."

This committee, as will be noted, has its duties restricted to recommending, but has nothing to do with operating. Evanston has found this committee of great value.

Evanston pays particular attention to the selection of its directors and committee heads, and as a result finds its operations on a good business foundation. In the club's by-laws there occurs the following reference to directors' attendance at board meetings:

"Any member of the board of directors who shall be absent from three consecutive regular meetings of said board, unless he shall have previously obtained permission of said board to do so, or shall present at the next regular meeting of said board an excuse for his absence satisfactory to the majority of the board present, shall be deemed to have resigned as a member of said board and cease to be a member thereof."

One of the club's directors, a man with considerable experience as a golf club executive, comments on the Evanston plan by saying:

"It is my opinion that the board of governors, or directors, should always be the power behind the throne, regardless of how many committees the club may operate under. These directors should be sufficiently interested to attend as nearly as possible, every board meeting, so as to keep in close touch with all matters pertaining to the club. In fact, no one should accept a position as a director in a club unless he is in position to give the affairs of the club a great deal of attention.

"The same thing should apply to members on the various committees — even though, while serving on such committees they deprive themselves of some of the pleasures which naturally go with belonging to a golf club. It goes without saying that a club will not, any more than a business, run itself without close attention.

"Whenever it is possible, it is best to select a chairman for a committee who has some knowledge of the work that is supposed to be allotted to him. In other words, you would hardly select a shoemaker to make you a suit of clothes, or vice versa. You would hardly expect to select as chairman of the greens committee one who knows absolutely nothing about soil, etc.

"In my opinion, the board of directors should be as particular about operating a club economically as they would their own business.

"For a nine-hole course, I should think there should be not less than seven or more than nine directors, and for an 18-hole course, there should not be less than ten or more than twelve."

## Accountants as Club Manager Source

In telling us of a matter we overlooked, D. M. Boode, manager of the Miami Valley Golf club at Dayton, O., points out one very logical source of managerial material. He says:

"In your article on 'One Man Control' in the April GOLFDOM, it seems you have entirely overlooked one source from which many club members will come.

"Several former accountants are successfully managing clubs.

"The accountant who has made a thorough study of club accounts, made up budgets, and studied receipts and expenditures, knows what the club has to work with, and if he has made a study of it, has a very clear knowledge of what a club should buy and what it should not buy.

"As we see it, the manager of a club does not necessarily need to know how to

mow a green, prepare a meal, arrange a party, or keep a set of books, but he must know when these things are done right, and he must know how to manage and direct others that these things will be done in the most efficient manner.

"You will find house managers, professionals, greenskeepers and accountants that do not desire to become general managers, and that are not so constituted as to become general managers.

"We do not feel that there will be any one field that will have a monopoly on furnishing managers. They will come from all of the above sources and none of them will be perfect, especially at the beginning. It will take time and hard application to manage a golf club from the kitchen to the eighteenth green. And the man that has had vision and has been preparing for this position for the past several years, will be the one that will have the best chance for success."