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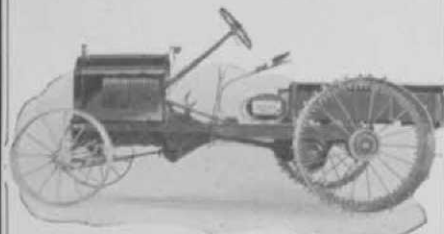
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Charlotte's Policies Get Right Results

By H. M. WADE

FOR four years I have been president of the Charlotte Country Club and during that period I have applied to the management of the club exactly the same principles that I apply in the management of my business.

In the first place, we have a Board of Directors consisting of 15 members including myself. On the third Wednesday in each month, definitely and without exception, this Board of Directors meets and

If your club is fortunate enough to get a successful business man to accept its presidency and work with the club like he does with his own business, your troubles are over.

The Charlotte (N. C.) Country Club had this good fortune and has kept its president, H. M. Wade, in office for four years.

Note, in particular, how Mr. Wade made the club's securities good investments and thus removed one of the major miseries of country club operation.

discusses conditions of the club, the condition of its finances, and spends about two hours discussing interestingly the things that concern the success of the organization.

In the next place, the chairman of our Greens Committee, the chairman of our Young People's Activities, the chairman of our Ladies' Activities and the chairman of our Tournaments all meet with the directors at their monthly meetings and thus the directors are kept in close touch with those who have the active management of the club in hand. Naturally we work strictly on a budget basis. Under no circumstances would I attempt to operate the club without a budget system. At the first meeting of the Board of Directors each year we have prepared by the treasurer a statement of our expected income and that expected income is divided or applied by budget to those departments of the club where it will do the most good. We do not permit those

who have the expenditure of this money to exceed their budget.

We have a treasurer's budget, a greens and ground budget, a house budget, a budget for the young people's activities, a budget for tournaments, a budget for the ladies' activities. These budgets are fixed at the beginning of the year and expenditures are accordingly.

Club Securities Good Buys

All of our initiation fees are applied to the reduction of our bonded indebtedness and our bonded indebtedness pays its dividends regularly and our securities are marketable securities sought after as an investment.

One of the first things that I attempted to do when I became president of the Charlotte Country Club was to stabilize the securities of the club outstanding.

These securities consist of bonds and preferred stock, and my first attention was to see to it that the interest payments on the bonds and the preferred stock were made regularly and systematically, just as much so as if they were industrial or national securities.

Then I provided a sinking fund for the bonds out of the initiation fees, and we retire from \$4,000 to \$8,000 of our bonds per annum through the initiation income.

Inasmuch as our securities have now become a good investment they are sought after because everybody knows that any security in the Charlotte Country Club will pay interest obligations on the dot and will mature its bonds as promised, if not anticipate them. We, therefore, can say very truthfully that we have no financial difficulties that we know of. When we have any special reason to spend a considerable quantity of money we have a ready response from the members to any assessment that we make against them. We believe that the success of a country club is like a business—if you make the club pay dividends in the form of service and facilities to the members they do not object to paying for these services.

The trouble with the average club is that it expects its members to pay its dues without rendering them a decided service, and our policy is to render service in full proportion to the money expended. I believe that our members realize that they get value of every dollar they put into the

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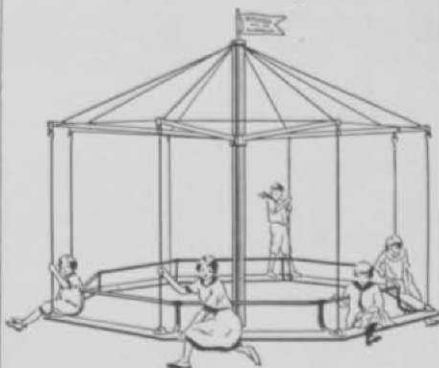
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club and by giving them service they readily support the institution.

Diversify Activities

A country club that caters to one particular activity cannot hope to have the support of its membership and consequently we try to operate a well rounded club. We try to have the best golf course in the South for the golfers. We try to maintain the most attractive swimming pool in the city for those who enjoy that sport. We have good tennis courts and we try to put just as much effort in making them successful as we do on the golf course.

We provide free dances for our young people and furnish them with good music. We provide card entertainments and bridge parties for our ladies and encourage them to make use of the club by so doing.

We have a house membership privilege for very young boys who are not able to join the club, and this is fine feeder for future members.

In other words, we try to provide some activity that will attract every member of a member's family.

Get Workers

Somehow or other we have never had directors who would not attend meetings or committee heads who would not work. We don't appoint people unless they promise us to do their duty towards the club in whatever position they are placed. I can truthfully say that I have never asked a member of our club to perform a service for the club that he hasn't done so efficiently and willing to the best of his ability.

We do not try to operate our club for a profit in any particular department. We try to render service for members in every

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department and charge them what we think the service is worth.

We try to, in fixing our budget, exercise the very best judgment we are capable of and the distribution of the money that we have to spend regardless of whether it is for the golf course or for other departments of our club.

The Charlotte Country Club, I believe, is one of the most active clubs that I have ever known anything about and it is a very easy proposition to handle.

One of the important things that we attempt to do in our administration is to try to be absolutely impartial in the application of all of our regulations and by-laws, and then we try to apply purely business principles to every activity of the club.

Specialties and Pies Good Menu Features

A. B. ZIEGLER, manager of the A. B. Yahnundasis Golf club, New Hartford, N. Y. (suburb of Utica), stepped into his position from hotel work and brought his chef along with him. The team started immediately on a campaign for winning the membership by a drive on the alimentary canal sector.

For the men Ziegler decided on pie as a feature and it proved to be a good bet. It's his opinion, borne out by experience, that American men are strong for pie and by providing a variety of masterpieces of home-made pies, the males go out of the clubhouse commenting on the quality and tastiness of the cuisine. He maintains that pie is an asset for any club that wants



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