

in his blood and he loves the game, but he also knows that a club has to be operated economically if it is to meet the needs of its members.

Because of Fraser's background, we asked him to offer some constructive criticism on the management problems of golf which have been brought into much sharper focus by a growing interest in the game. He talked freely, even to the point of becoming provocative, in order to give definite answers and to express his opinions on techniques which he feels will help the game.

Chairman of Group

His major aim, he says, is to upgrade the role of the general mgr., a point often made in Fraser's reports following the survey of a club in his consulting work. He says that the manager should really be the board chmn. in close teamwork between the mgr., the pro and the supt. Moreover, he says that a good manager should be worth a basic salary of from \$12,000 to \$18,000 a year.

"I have always believed," he says, "that the management of golf and country clubs can be improved and with the growing market today the need is greater than ever. The weaknesses that have been apparent, and still exist in many cases, are not so much the fault of the mgrs. but are due to a lack of authority and a chain of command which is not clearly defined. Golf is a business and it should be run like a business. Actually, today we need Triple-A management."

At this point, Fraser paid tribute to the work being done in the managerial field by the Club Managers Association.

"The Club Managers Association staff," he says, "maintains a very alert and well-organized and intelligent liaison in Washington. It keeps abreast of the various bills in Congress that might adversely affect clubs throughout the country."

"We are kept advised by CMAA through bulletins and other communications, on tax bills and other legislation which might adversely affect our clubs," Fraser continues. "This is important when you consider that our tax burden now is terrifically high. A club which collects \$75,000 in dues, has to pay an excise tax of \$15,000. A club which collects \$5,000 in locker fees has to pay \$750 in taxes."

Fraser says that the schools and seminars for club managers sponsored by the association have also done an excellent job to upgrade the profession.

"No question about it," he says, "the

CMAA Adopts New Plan for Club Management Workshops

Club Managers Assn. of America will again hold its regular slate of workshops in various locations throughout the U. S. between July and early October, but this year's setup is being changed to launch the first phase of a five-year short course in club management. All 1961 sessions will cover Financial Management, Reporting and Controls. Future workshops will concentrate on such topics as Building & Property Management, Promotion and Sales Management, Food and Beverage Operation and Personnel Management. In covering only one phase of club management at a time it is felt that the various subjects will be more intensely dealt with and that persons attending the workshops will get more overall benefit out of them. The same faculty will teach at all workshops.

Here is the schedule:

- July 17-19 University of California
- 19-21 University of Dallas
- 26-28 Cosmos Club, Washington, D. C.
- Sept. 11-13 Michigan State University, East Lansing, Mich.
- 18-22 Statler Club, Cornell U., Ithaca, N. Y.
- Oct. 2-4 Coeur d'Alene CC, Hayden Lake, Idaho

work of the Club Managers Association has been effective. I wish I could say, however, that all club mgrs. perform their duties as conceived by the association."

Some Poorly Trained

Unfortunately, he adds, there are a number who are ill-trained for the job, and club directors should make intensive inquiries before hiring a man. The economies as well as the complexities of the situation demand careful selection.

"Even the smallest club today," Fraser says, "is hardly ever worth less than a quarter million dollars as far as property is concerned and some run up to three million in value. The amount of business done by these clubs annually ranges anywhere from \$100,000 up to a million or more."

"This alone should prove my point that only the most capable men should be sought to operate country and golf clubs."

What then is Fraser's conception of an
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