

Accent on management

By KEN EMERSON

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For my first column I feel it necessary to emphasize the necessity for professionalism in the managers' ranks—for we are professionals. Future columns will discuss specific problems of club management, but for a starter I should like to generalize.

Today's club official, whether an elected president or appointed committee member, is learning to place increasing reliance on the professional club manager. Burdened with the problems of their own businesses, these officers find that their success as clubmen and their reputations among their fellow members is directly related to the intelligent division of responsibilities between board and management. This division affirms that the duty of the directorate is to establish policy for future operations, develop a workable budget, and act as an advisor to the manager, serving as a liaison between him and the membership. It reserves for the manager the responsibility and obligation of management.

William Haberkern, California management consultant, notes, "Gone is the day when the golf club was a Valhalla for the misfit. Today's manager is the product of many years of training and experience."

While few are general managers in fact as well as title, all, in addition to their administrative duties, must serve as coordinators for clubhouse operations, social activities, and golf and other athletic events. Even when his authority over the other departments is limited to collating budgets and synchronizing events, it is the manager who represents the club in the eyes of the membership, and in this capacity his success can be measured by his ability to communicate successfully with members, golf pro, green superintendent, and the public.

In addition to its professional staff, a club is made up of youngsters and oldsters, golfers and non-golfers, party-goers and party-givers, longhairs, family groups, and wolves. While the latter can

shift for themselves the club manager knows that he must provide adequate entertainment for all the rest. If he consistently omits *anyone* from his planning, he reduces his club to nothing more than a glorified restaurant.

All managers, of course, must be able administrators, as well as social secretaries, versed in building and property management, financial administration, food, beverage and personnel management, taxation, and liquor regulations. However, if there is one thing that characterizes the successful club manager it is 'style'; that vital innate quality which transfers the manager's personality to the club. It is this stamp of character that is worth more to the club and its directors than all the dues paid by all the members in the course of their administration. While it may be most obvious in the larger clubs in the country, it is also found in the 'tough golf, tender steaks, and go home' clubs which are frequently operated by limited staffs, even managed by a combination golf pro-manager.

With golf and country clubs playing an increasingly large role in family activities, this responsibility is creating a growing challenge to the imagination and ingenuity of the club manager who must spare no effort in improving his ability.

As a professional, the qualified club manager is always looking for ways to sharpen his skills and broaden his abilities. His club, if it is interested in good management, will see that he avails himself of every opportunity to increase his capabilities by actively participating in the educational programs of his professional association, the Club Managers of America, whose annual summer workshop programs provide him with informa-

Continued on page 48

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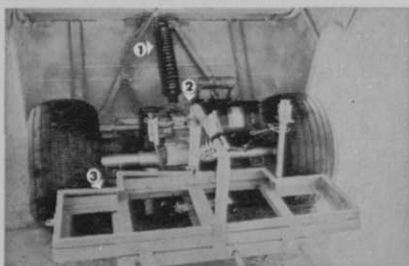


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ACCENT ON MANAGEMENT

Continued from page 12

tion in a variety of fields. While five of the workshops scheduled for 1966 have already been completed, another ten will be held in September and October in such widely separated areas as Michigan State University, New York University, San Diego, California, and the University of British Columbia at Vancouver. The enrollment fee for CMAA members is \$85, for non-members, \$125.

Few clubs today hire managers strictly on the basis of education, the time is rapidly approaching when the title Certified Club Manager (CCM) will be a hallmark of professionalism in the field akin to CPA or CLU. It is awarded to members who fulfill specific requirements over a period of approximately ten years and represents a program and goal which has the enthusiastic backing of the National Club Association.

PRO-MANAGER

Continued from page 42

Families of marines, including visiting immediate members of families, may play. Clubs are available to personnel not owning clubs. The course opens at 8 o'clock weekdays, at 7 on weekends and holidays. Green fees are 75 cents week days, \$1.00 weekends and holidays. Family membership is \$7.00; individual, \$5.00. Free clinics include one per year each for juniors and lady dependents and two for members.

Many important tournaments are played at Parris Island, among which have been the Interservice Golf Tournament for All Armed Forces, (the military's answer to the National Open), and the All-Marine Tournament which is open to 250,000 Marines. Excepting two generals, according to Frasca, all commanding generals have been avid golfers during his 18 years there.

Lieut. William H. Stuckey, Informational Services Officer at the Marine Corps Recruit Depot, mentioned the increased amount of play by men returning from the Far East, because the most lacking recreation in the Far East is golf, due to the scarcity of courses. Lt. Stuckey's previous assignment was ISO 3rd Marine Division, Viet Nam.