

# Accent on management

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The high point of CMAA's conferences is always its educational program, and 1967 was no exception . . . The seminars were outstanding as usual (covered everything from a demonstration of German cooking to "How to Motivate a Committee") . . . Its "Perfect Club Manager" panel discussion presented members with the unusual opportunity of being able to ask searching questions of club officers in order to determine just what the clubs thought their managers should be doing

Some of the questions, and their revealing answers were:

**Q: Should a manager use the club's facilities for personal and family entertaining?**

A: (Consensus) Only if he does so within the bounds of good taste.

**Q: Is the manager an executive in the strict business sense of the word?**

A: Presently, only in some clubs . . . but he will rapidly become one through continuing education and CMAA's certification program.

**Q: Should the manager participate in the club's future planning program?**

A: Definitely! He is the only real continuity in the club's administrative body.

**Q: Should a club have a general manager who is in charge of all operating departments, including the professional's shop?**

A: Yes, though club policy may make the pro a concessionaire and if so, he would not be under the general manager. (One panelist remarked that a manager who permitted himself to become involved in golf course maintenance would live to regret it; another urged the managers to become conversant with all departments.)

**Q: Should a club manager have a business on the side?**

A: No!

**Q: Should a club post delinquent accounts?**

A: The panel was divided on posting, but unanimous in the belief that a member who was delinquent should be disciplined promptly—publicly or privately.

**Q: Should the manager attend Board meetings?**

A: Unanimous yes, though some thought he might be excused from portions concerned with membership matters.

**Q: How can managers prepare for the future?**

A: By keeping abreast of the field through attendance of CMAA summer workshops, graduate seminars and, in the future, studying such things as computerization.

Panelists who were introduced by moderator Hall at the end of the program were Wallace O. Leonard, past president, Valley Hunt Club, Pasadena; J. Stanley Mullin, past president, Beach Club; Byron O. Smith, president, Annandale Golf Club; Frank G. Hathaway, president, Los Angeles Athletic Club and Riviera Country Club; I. H. Prinzmetal, vice president, Hillcrest Country Club; Edward K. Zuckermann, president emeritus, Brentwood Country Club; Paul E. Iverson, director, Los Angeles Country Club; and Charles J. Watts, past president, Bel-Air Country Club, all of L. A. •

*Verbatim copies of the complete conference transcript may be obtained from CMAA, 1030 15th Street, N.W., Washington, D.C. 20005. Price \$9.00 to non-members, \$6.00 to members.*