

# Accent on management

By **KEN EMERSON**

Executive Director, National Club Association

No matter how proficient or persistent a club's manager is, the degree of success with which he operates is directly related to the understanding and wisdom of his board of directors and the ability of its officers to perceive their responsibilities — and limitations.

A newly elected Board, determined to establish a reputation and "make changes," can begin its tenure in a mighty burst of enthusiastic activity that either drastically cuts expenses and services, or dramatically expands them. Either action often subsides into turmoil and confusion, marked by a bitter and acrimonious debate, as board and club fight each other to a standstill.

Fortunately, this is not a typical situation. It is, however, unusual to find a club whose directors show the continued sagacity expressed in the following editorial written by Dr. Robert R. Clark, M.D., the newly elected president of the Silver Lake CC, Cuyahoga Falls, Ohio, which appeared in the February issue of the club's newsletter. This is indicative of the club's enlightened leadership and a consistent policy of long-range planning that could serve as a model for any club.

"... How typical of our club's operation; the president lasts but a year, a member of the Board of Trustees survives for only three, but the stream of endeavor that is Silver Lake CC flows on ad infinitum and I wonder just what effect the small eddies made by each of us really has on the ultimate flow of the current. It is on these philosophic lines that I would like to direct this first column of the new year.

"While it is individual action (or lack of action) which ... (is caught) ...

in the spotlight of criticism or acclaim, the real keystone of our ... (club) . . . operation is the basic philosophy which governs the decisions of the officers."

"This philosophy could vary from the ultra-conservative viewpoint of maintaining status quo with the least possible cost to wild and flamboyant programs which produce grandiose results while burdening us with overpowering future debts. As in most other phases of life, the "least wrong" is that course aimed somewhere in between.

"I use the phrase "least wrong" because, in attempting to govern a country club, there is no "right" answer.

"A country club is made up of hundreds of individuals, each with his own likes and dislikes, his own reasons for belonging, and his own thoughts concerning what the club should do for him. No one action can satisfy such a diversity of goals.

"A Board of Trustees, in my opinion, achieves its function only when its individual decisions conform to the perspective of the club as a whole. In so doing, it partially satisfies, and partially submerges, the desires of each to the benefit of many

"I should like to briefly amplify that statement, since it is the basic philosophy under which your present Board operates. The building of a swimming pool does not directly benefit the member who belongs solely to play golf. But then a fairway watering system hardly helps the member who comes only to eat and drink.

"Indirectly, however, each benefits from the other. The golfer gets new trees and traps because of the added

*continued on page 70*

## EMERSON—ACCENT

*continued from page 24*

membership and dues precipitated by the pool. And certainly we must all recognize that without a first class golf course the entire operation would become another Bay of Pigs.

"Starting from nothing but desire, talent, and intestinal fortitude, this club has been brought to its present status by an essentially well directed plan. Each new item was added by previous Boards in partial steps.

"The golf course and the club house were constructed to be as adequate as a stretching of the existing dollar would allow, but they were in no considered, or intended to be, the ultimate answer to the long-term needs of the club. Like Rome, Silver Lake CC could not be built in a day.

"Ensuing Boards continued to add in this partial fashion. And because of their wisdom to do so, we have arrived

at our present position without overwhelming financial obligations to thwart additional development.

"With this foundation, we now face the evident need for an increase in space and facilities. Coupling this with continued efforts toward a more efficient operation, the Board is proceeding toward another improvement. Details and financing, though developing, are still in an embryo stage. While all members won't feel that this particular new step is of direct benefit to them, a long, hard look shows that all will gain from that which makes the whole club take a step forward . . ."

Silver Lake CC has more than a perceptive board of trustees going for it, although that is a major asset in itself. They utilize two additional tools that should be a part of every club's management equipment. A predetermined club policy, and a long-range plan.

Simple to prepare, they can be as

*continued on page 72*

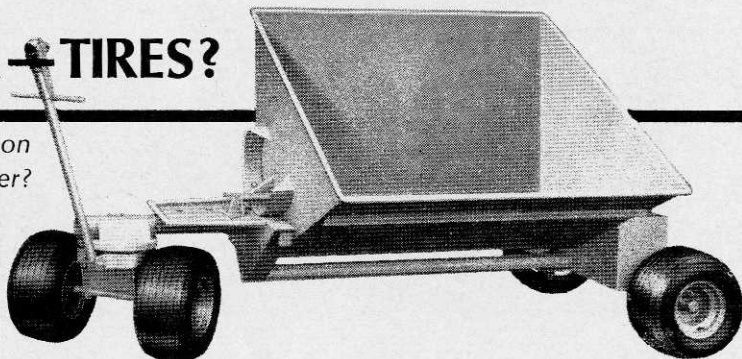
## TERRA-TIRES?

On a Champion  
Doo-All Trailer?

# YES

**ALL CHAMPION  
DOO-ALL TRAILERS NOW  
AVAILABLE WITH TERRA-TIRES**

We have sold a lot of dual-wheel trailers but, like you, have always felt a big, soft tire could do a better job of protecting fine turf from wheel ruts. Now, we have finally found a perfect flotation tire—a soft, wide-tread tire whose 6-ply strength is sufficient to carry the heavy load you can put into any of our Doo-All Trailers.



For full details and prices, write us or ask your turf equipment jobber about the Model 05130 units. We'll be pleased to send you specifications and prices. We also have a conversion kit if you want to put these tires on older Champion Trailers. Give us the serial number of your trailer when you write, and tell us whether you now have 7" or 8" wheels.

### THE CHAMPION COMPANY

Established 1878  
Springfield, Ohio 45501  
610 16th Street, Oakland, Calif. 94612  
856 Millwood Road, Toronto 17, Ontario

For more information circle number 126 on card

## EMERSON—ACCENT

*continued from page 70*

basic as Dr. Clark's editorial or as complicated as a club's "locker room lawyers" care to make them, but if a club lacks either it may be headed for trouble. The principles to keep in mind are:

**Policy**—Should define and support overall club purpose—should aim for the greatest good for the greatest number of members—should be consistent.

**Long Range Plans**—Should be clear and measurable. They should set specific goals and use figures and dates whenever possible — should consider both internal and external restraints, size of membership, growth of the community, budget limitations, tax problems, and future needs are examples—should include means of keeping the membership informed of any changes.

Both policy and long range plans should be reviewed periodically. We should recognize that objectives and conditions can change and act accordingly. ●

## ALA WAI GREENS

*continued from page 44*

for Ala Wai, it is only part of the larger plan to recondition the course.

In addition to the new greens, larger tees are being developed so three sets of tee markers can be used. The tees will be roughly 150 by 50 feet.

The existing tees at Ala Wai have been largely stripped of grass.

A new automatic irrigation system is another major investment that will improve golf at Ala Wai and enable the fourth step, a planned program of fertilization to be carried out knowing there will be dependable water.

The total investment in the rebuilding of Ala Wai may well top half a million dollars, thanks primarily to the abnormally high labor costs in the Islands. But the investment is justified in the opinion of the city and county in that it is necessary to maintain the high number of rounds being played at Ala Wai each year. ●

## HUNDREDS OF (PRE-OWNED) CUSHMAN GOLFSTERS



COMPARE these used CUSHMAN GOLFSTERS  
with any new car of any other make.

**PRICE LOW**

**\$350 - \$465**

Internally Reconditioned  
9.50 x 8 tires, steering  
wheel or tiller bar.

Automatic seat brake.

**1963-1964 Models**

BATTERIES ADDITIONAL

Write, Wire or Call  
Collect.

## CHICAGOLAND CUSHMAN SALES

61 E. 23rd St., Chicago Heights, Ill. Phone: Area 312 WA 8-5555 -- P.O. Box 428

For more information circle number 218 on card

GOLFDOM