

Accent on management

by Ken Emerson



A recently published book, "Private Club Administrator" by Henry Ogden Barbour, CCM, is, in my opinion, a very worthwhile piece of literature for the club manager to have. Therefore, I am devoting my column to a review of this work.

(Director, School of Hotel, Restaurant, and Institutional Management, Michigan State University. 630 pages. Published by the Club Managers Association of America, 1030 15th St. N.W., Washington D.C. 20005. Members-\$12.50, Non-members \$18.00).

There aren't many "firsts" in publishing anymore; usually it's only updating, expansion or revision of previous material. In a very real sense, however, *Private Club Administrator* is a first.

Very few books have been written on private club management. Archie Reeve's *Club Economics* (out of print), *The Management of People in Hotels, Restaurants and Clubs* by Dr. Lundberg and James Armatas, and *The Management of Clubs* by Harry Fawcett are the only three that come to mind. For years the latter was the only general text available on the profession.

In their time and place these books represented most of what was known about the management of clubs. Even today much of value can be found in them. But now, universities offer training in the profession and the Club Managers Association of America provides a continuing education program to enable its members to keep up with the latest trends in the field.

An industry wide trade association, the National Club Association, spends its time keeping tabs on legislation, research and related legal questions.

The management of private clubs

has grown beyond what can be bound in a single volume.

Private Club Administrator is not such a management handbook, with ready-made answers to all the day-to-day problems of club operation. The manager looking for the best way to clean a swimming pool will be disappointed in its contents. The house chairman who expects the book to give him directions on remodeling the lounge will not find what he is seeking.

However, if you think keeping the pool clean or that the whens and hows of lounge redecorating represent the building blocks of club administration, then you need this book.

Henry Barbour brings impressive credentials to his task. A graduate of Cornell's School of Hotel Administration, Mr. Barbour spent 14 years as general manager of The Houston Club before becoming director of the school of hotel, restaurant and institutional management at MSU.

During his stay at Houston he authored a number of articles on club management and club administration and was instrumental in launching The Club Manager's Association's educational program under the Club Management Institute. He is currently president of the council on hotel, restaurant, and institutional education.

Private Club Administrator goes to the very heart of club concepts. It deals with such basics as, "Why is a club successful?"

And, "What are the responsibilities of the board of directors? Which of them should be delegated? Which retained?"

Mr. Barbour's answers to the first question, incidentally, is, "To be successful a club must:

"I. Win member confidence in its products, services—

"II. Gain the informed loyalty of its employees.

"III. Earn community acceptance as good citizens by fulfilling its financial obligations promptly, by achieving good moral tone, by doing its part in public service, and by displaying leadership in civic endeavors for community improvement.

"IV. Appreciate the advantage of growth and be alert to growth opportunities."

Having dealt with club success in general terms, *Private Club Administrator* then proceeds to deal with specifics. These begin with the need for a club creed. (If your club does not have one we predict you'll be insisting on a creed formulation committee by the time you've finished reading this section).

The book then goes on to spell out the differences between the club charter (the club's license to operate) and its bylaws (an extension and elaboration of the charter and the specifics of internal procedures).

Considerable emphasis is placed on using the bylaws as a vehicle to allow the club to keep up with changes that occur in its economy or society.

Because they can be amended, the bylaws should be used as a tool that will permit the board to review policy and express their views of the club's goals.

If Mr. Barbour feels that a club's creed, charter, and bylaws are the cornerstones of its foundation, it is clear that he also regards a strong board of directors as its keystone.

For two chapters and 100 pages the book explores the relationship of officers, board members, and club manager.

In my opinion these chapters

Continued on page 24

72 HOLES

YOU CAN'T AFFORD ELECTRIC CARS THAT WON'T GO AT LEAST 72 GOLFING HOLES BETWEEN BATTERY CHARGES



OR SWITCH!

LET'S BE PRACTICAL. Golf car rentals are a course's largest single source of income. You can't afford a golf car that can be rented only once a day. You can't afford to deep-cycle your batteries to get that second round. You **MUST** have a golf car that will go 72 holes or more between charges to assure getting 36 holes without discharging batteries below the critical 50% reserve.

WHY 72 HOLES, IF 36 HOLES IS ALL YOU CAN PLAY IN ONE DAY?

Golf car batteries contain about 400 cycles of life. Experts agree batteries should never be discharged below a 50% reserve. Batteries charged at this point use 1/2 cycle and give 2 x 400, or 800 charges. It takes 4 times more out of batteries to deep-cycle them below a 50% reserve. If you operate golf cars when the batteries show a specific gravity reading of 1.210 or lower you lose 2 full cycles and after only 200 battery charges they must be replaced at a cost of about \$125 per golf car.

PROFIT IS THE NAME OF THE GAME and CLUB CAR has proven to be the profit machine by going two and one half times further between

charges than any other golf car. The batteries in CLUB CAR are lasting 2 1/2 times longer than they will in any other golf cars.

SWITCH TO GASOLINE POWERED (we do not make same for good reasons) if you can't get at least two golfing rounds with CLUB CAR without reducing the specific gravity below 1.210. Pay yourself with a demonstration. This should give you a charge — because it's free.

Club Car CLUB CAR DIVISION —
Stevens Appliance Truck
Co. Box 897, Augusta, Ga.

- Send technical bulletins: "Care and Feeding of Golf Car Batteries," etc.
- We'd like a CLUB CAR demonstration

NAME _____
CLUB _____
ADDRESS _____
CITY _____ COUNTY _____ ZIP _____

Limited Number of Distributorships Available.
Write for Details.

Emerson

Continued from page 22

alone are worth the price of the book.

Not only are they the best written—and most easily read—sections of the book, they present the most thorough analysis I have seen on the authorities of each position in the club hierarchy and of the board members.

The chapter discussing the board's responsibilities, is logical and clear.

It is important to note that the author clearly feels that in order to preserve and insure its strength a board must make the manager a part of all, but the most private of its meeting; that neither board or manager can be effective unless the manager does attend all regular meetings.

Mr. Barbour has given added value to his book by asking specialists to do five of the technical chapters in his book. These, and their authors, are:

The Legal Aspects of Club Administration, Hendrik Zwarenstejn, JD, Professor of Business and Hotel Law at MSU; *Club Financing*, Fred E. Eckert, CPA, Harris Kerr, Forster & Co.; *Federal Income Tax Considerations For Social Clubs*, Walter A. Slowinski and Jack P. Janetatos, Baker & McKenzie, Washington, D.C.; *The Role and Operations of Committees*, Dr. Earl P. Strong, Assistant Dean and Professor of Management, Penn State University; and *Administrative and Conductive Committees*, Edward Lyon, CAE, Executive Director, Club Managers Association of America.

The book also includes elaborate appendices with model charters and bylaws, as well as samples of house rules and suggested job descriptions for major staff positions.

With this book Henry Barbour and CMAA, its publisher, have made a major contribution to the private club industry. It is perhaps best described in Mr. Barbour's own words which though used to describe the Club Creed, are equally applicable to the book itself.

"... based on past experience, present accomplishment, and future needs... its aggressive use in membership." □