

# Manage or be managed

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**T**oday's thoughtful club manager fully understands that, as never before, you can't do tomorrow's job with yesterday's skills. He appreciates the urgency of adapting his personal and professional skills to meet the growing complexity and sophistication of the business environment in which he must live. He takes seriously the threat "manage or be managed" and realizes that his job is different from what it was last year and suspects with some conviction that it is likely to be even more different next year.

His problem is where to find the answers, learn the new skills and develop an appreciation of the emerging concepts. His schedule is crowded and his time limited, for this is the nature of his job.

Among the more vital questions he must constantly ask himself are:

- What do our members really want?
- Is our employee turnover excessive?
- What "convenience" foods are acceptable?
- Is my bar control effective?
- How can we get more appeal in our buffets?
- Is there a better way to train employees?
- Does our committee system work?
- What's our prudent debt load?
- Do we have the RIGHT product for the WRONG market?
- How good are our purchasing methods?
- Are we getting real management information from the accounting department?
- Does our publicity have "punch"?
- Can automation and technology help me beat rising costs?
- What should the board know about changing value systems?
- Can I avoid problems rather than solve them?
- Is our club progressing as well as it should?
- HOW CAN I STAY ON TOP OF MY JOB?

*Club Management Institute offers classes on all aspects of running a club, concentrating on the theme 'solutions today for tomorrow's problems'*

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**T**he Club Managers Association of America recognizes these problems and, through its educational arm, the Club Management Institute, offers a broad program of educational assistance for its twenty-five hundred members throughout the United States and Canada.

Perhaps the keystone of CMMA/CMI's educational effort is the Summer Workshop program which now reaches between 600-700 student-managers each year. Its worth and popularity is evidenced by the fact that since its inception in 1955 some 4,300 students have attended these sessions. First presented at one location with forty-three students in attendance, now between thirteen and sixteen locations are necessary to accommodate the rising student enrollment.

Considerable impetus and interest has been also evident in the professional certification program for club managers, introduced in 1965. Many of today's students are actively preparing themselves to qualify for the coveted C.C.M. (Certified Club Manager) designation.

**A**t present, workshops fall into two classifications: "Principles" courses designed to round out and update the manager's basic skills and "Graduate" courses containing more advanced studies for the managers who have completed the principles courses or their equivalent. In 1971 a third level will be introduced offering symposium work for managers who have completed both levels now offered.

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CMI's basic or "Principles" courses embrace four days instruction in five areas—twenty days in all—as follows:

1. Financial management.
2. Food & beverage management.
3. Personnel management.
4. Building & property management.
5. Executive development & program management.

Recognizing the vital importance of market analysis, merchandising and market management, CMI is currently developing a sixth principles course, "Marketing Management for Private Clubs," which will be introduced in 1969. A portion of this course will be a programmed text book which will enable the student manager to prepare himself for a more meaningful educational experience by home study prior to arrival at the workshop location.

A new "Graduate" course being introduced in 1968 is a three year course offering multi-stage

instruction in the areas of communications, administrations, economics, group dynamics, marketing, investments, insurance, computer technology as well as club and general commercial law.

All workshops, both principles and graduate, are of four days duration, located throughout the United States, and are open to non-CMAA members at a slightly higher registration fee. □

### 1968 WORKSHOP SCHEDULE

|                                |                     |                |
|--------------------------------|---------------------|----------------|
| Personnel Management           | Houston, Texas      | July 15-18     |
| Building & Property Management | Miami Beach, Fla.   | July 22-25     |
| Graduate I.                    | Houston, Texas      | July 29-Aug. 1 |
| Executive Development          | Washington, D. C.   | August 5-8     |
| Graduate I.                    | Ithaca, New York    | August 12-15   |
| Financial Management           | Hershey, Pa.        | August 19-22   |
| Food & Beverage Management     | Kansas City, Mo.    | August 19-22   |
| Executive Development          | E. Lansing, Mich.   | Sept. 4-7      |
| Food & Beverage Management     | New York, N.Y.      | Sept. 9-12     |
| Building & Property Management | Pittsburgh, Pa.     | Sept. 16-19    |
| Financial Management           | E. Lansing, Mich.   | Sept. 23-26    |
| Graduate I.                    | E. Lansing, Mich.   | Sept. 23-26    |
| Food & Beverage Management     | Portland, Oregon    | October 7-10   |
| Building & Property Management | Des Moines, Iowa    | October 21-24  |
| Personnel Management           | Los Angeles, Calif. | October 28-31  |
| Graduate I.                    | Los Angeles, Calif. | October 28-31  |

*For additional information, contact: Mr. R. M. Landmark, Director of Education, Club Managers Association of America, 1030 Fifteenth Street, N.W., Washington, D.C. 20005*

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