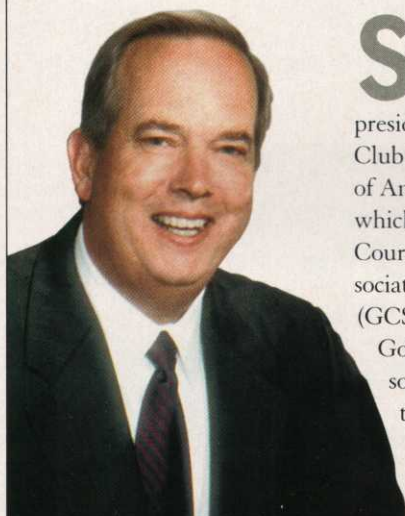


PROFILE

James Singerling

Executive vice president and CEO of CMAA understands the superintendent's world



Since 1990, James Singerling has been the executive vice president and CEO of the Club Managers Association of America (CMAA), which will join the Golf Course Superintendents Association of America (GCSAA) and the National Golf Course Owners Association (NGCOA) at the 2007 Golf Industry Show. Prior to his CMAA appointment,

he was a corporate official in the Robert Trent Jones Sr. golf course design and management companies and served as vice president and general manager of Coral Ridge Country Club in Ft. Lauderdale, Fla. Singerling has been a CMAA member for more than 21 years and has enjoyed an outstanding 41-year career in the hospitality industry. He is a certified executive chef with the

American Culinary Federation and a Certified Club Manager with CMAA. He is also president of The Club Foundation (the private club industry's charitable arm), served as president of the Team USA Culinary Foundation from 1992 to 1996 and has been honored as an industry leader of the year by the University of Nevada Las Vegas, Michigan State University and Florida State University.

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Golfdom: *What is the most important issue facing golf course owners and managers today and why is it important?*

Singerling: The most important issue facing owners and managers is the need to structure your business plan to be flexible enough to accommodate the rapid changes to our industry.

Golfdom: *What is the key to a good manager/superintendent relationship and why is that relationship important?*

Singerling: Having worked with Robert Trent Jones Sr. for nine years during the height of his marvelous career, I have always

known of the need for respect and support for the golf course superintendent. The amazing evolution of the profession was generally passed over by the golfing public. However, Mr. Jones loved meeting with the turfgrass and agronomy students from the great programs at Michigan State and Penn State and learning what these young professionals were bringing to the industry. As a manager, I knew I needed a peripheral knowledge of the superintendents' world so that I could work to provide the resources needed to generate the conditions on

"I knew I needed a peripheral knowledge of the superintendent's world."

the playing field of golf. Those resources not only included the budget dollars but also the human resources and equipment. Most of all, it is management's responsibility to assure that the superintendent can have a productive family life, while providing his professional expertise to the golf facility.

Golfdom: *Finish this sentence: "The best thing that could happen to the golf industry would be ..."*

Singerling: ... to eliminate the dragging of the skeletons out of the past and focus on the unbelievably bright future of our industry. Our future is with the legions of bright young professionals who are learning and interning at thousands of facilities around the world.

Golfdom: *What is the best investment you ever made in your business or career?*

Singerling: I committed at the beginning of my career
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PROFILE/JAMES SINGERLING

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to always learn something from every person I would meet or work with, no matter what the position. In my 40-plus years in business I can look back and remember something that has been given to me from every life that I have touched. I owe every success I enjoy to those who have surrounded me.

Golfdom: *Who are the three most influential people in the golf industry and why?*

Singerling: Robert Trent Jones Sr. and his wonderful wife, Ione, would have had the greatest influence on me because they allowed

me to share nine years of his life and to learn their true passion for the game of golf. Valderrama Golf Club's Jaime "Jimmy" Ortiz Patino, who I am privileged to know as a friend for over 20 years. Jimmy should have his picture in the dictionary next to the word "Perfection." He has never settled for anything less. His impact on bringing the world of golf together will be legend. And Tim Finchem, who has continued to think "out of the box" and to focus on delivering a future for the game of golf. The leadership initiatives of the PGA

Tour in taking Dean Beman's dream of the World Golf Hall of Fame to reality, then empowering the Golf 20/20 initiative to bring every entity and component that wants to be involved in the future of golf and orchestrating a collaborative atmosphere to plan for that future is a remarkable accomplishment.

Golfdom: *Who is your favorite golfer?*

Singerling: It would have to be my wife, Molly. Our time together playing or watching the game being played are the happiest moments of my life.

Golfdom: *If you could have lunch with anyone, who would it be and what would be the first question you would ask?*

Singerling: It would be with Barbara Bush and I would ask her why she makes her husband putt those "tap-ins" at this stage in his career.

Golfdom: *What is your favorite movie?*

Singerling: It would be Mel Gibson's "The Passion."

Golfdom: *What club in your bag do you hit the best?*

Singerling: My Nike Ignite Driver. ■

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