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Accent on management

By **KEN EMERSON**

Executive Director, National Club Association

How large must a golf club be before it needs a full-time, professional manager to run the whole operation?

Judging from the records available, there is good reason to believe that most clubs with a combined gross income from dues, golf, and food and beverage sales totalling more than \$100,000 have full-time managers.

Add the fact that many clubs around the country have been forced to take on a professional manager just to stay alive to the observation that many others have grown from a struggling golf facility to a civic institution after employing a full-time professional manager, you begin to draw some conclusions. The increasing difficulty of meeting today's rapidly rising operating costs makes the employment of a manager by all but the very smallest clubs a necessity.

In the words of Mr. Edward Lyon, an active manager of clubs for 15 years and Executive Director of the CMAA for 10, "Running a club with a half-million or more investment in plant, plus annual revenues, is simply not an operation that can be handled on a part-time basis or by untrained people.

"Every department . . . needs constant supervision and coordination by someone experienced in cost controls, personnel practices, maintenance, service, promotion, and administration.

"It is difficult to imagine how a group of several hundred men, wealthy enough to afford whatever the club costs them in dues and assessments, would accept an obvious lack of control over their annual investment in a facility."

While most clubs are non-profit organizations, they needn't be uneconomic. There are literally hundreds of ways that

lack of controls can cost a club—and its members—dearly. Waste in many forms and in many areas of the club can mean money going out the back door in the form of food, time, or supplies.

Unless a club has a highly demanding membership that is given complete freedom in their drains on the club's resources—without cost to themselves—a competent, experienced club manager can be expected to save several times his annual salary at a club grossing \$100,000 or more.

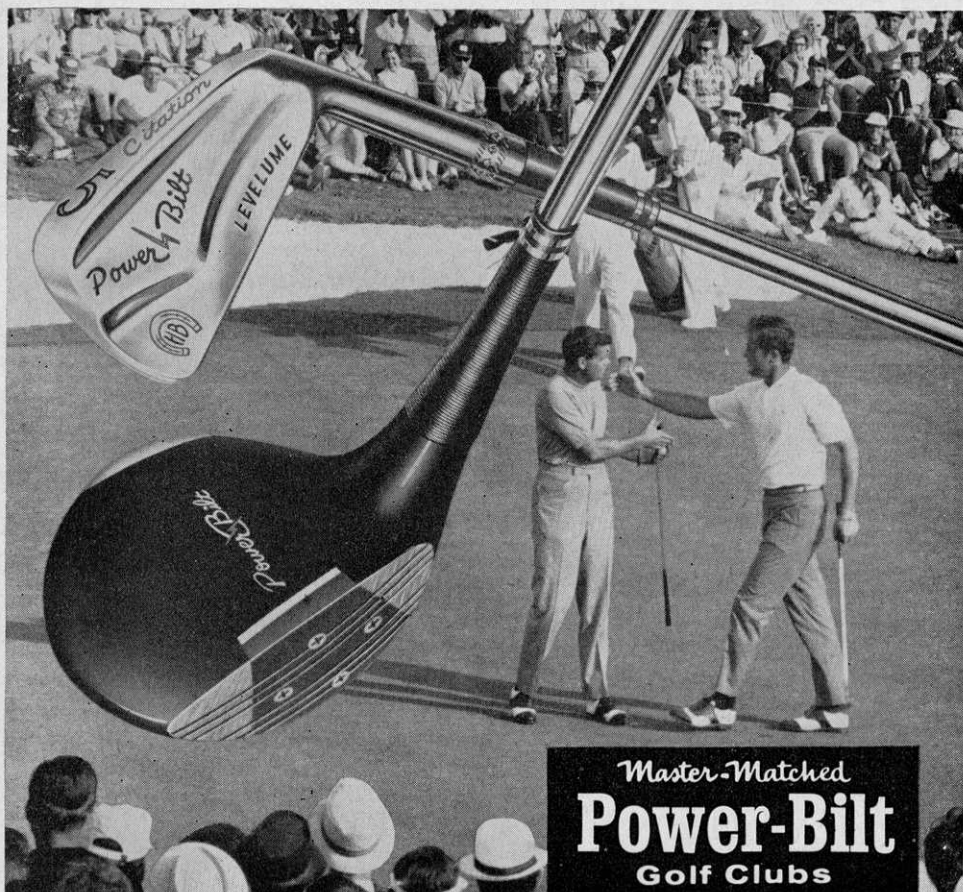
A recent survey conducted by the Association indicates that the median salary which clubs can expect to pay ranges from eight to ten per cent of the gross for clubs with an income between \$100-\$200,000, to four to seven per cent for clubs in the \$200-\$400,000 bracket.

This median salary, according to the survey, includes such fringe benefits as housing, car allowance, pension plans, hospitalization, etc., and represents an increase of a little over eight per cent in the last three years.

The benefits of professional management go far beyond the simple economics of protecting an investment. Supervision of personnel, efficient and constant use of the entire club facility, member service and comfort, effective building and equipment maintenance, and imaginative entertainment are only a few of the results that can be expected from a full-time club manager.

Perhaps one of the easiest ways to determine whether *your* club can justify employing a club manager is to consult some of the professionals in your area. If you know of none, drop me a line, and I will be happy to put you in touch with a source of information. ●

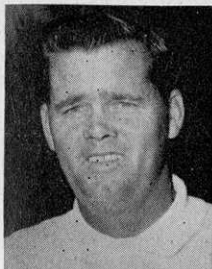
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For more information circle number 185 on card

Teaching golf with TV

Instant playback makes for more convincing golf instruction and shortcuts spotting faults.

By DICK ANDRES

The Age of Electronics has at last reached out and plugged into golf — more precisely, golf instruction. And it is not surprising.

The extensive use of the videotape playback (an electronic development in which moving pictures recorded on video tape are replayed immediately without processing) in baseball, football, as well as, of course, in TV golf shows, has conditioned the TV fan to reruns of key plays and analyses of Tour stars' swings.

The golfer, therefore, is more than ready to have *his own swing* analyzed. Moreover, the videotape recording system—much more than just a gimmick—is probably the most revolutionary teaching aid of the century. With instant playback, golf instruction is converted into an exacting science and proves the video tape to be an excellent as well as profitable tool for professional and student.

Obviously, the adaptation of this device to golf, although a somewhat recent idea, is not unexpected. At last year's Bing Crosby Open, Tom Nieporte, head professional at Piping Rock Club, Locust Valley, Long Island, saw a live demonstration of the videotape potential as a teaching device. He decided then, after talking it over with his club members, to purchase a Sony VideoCorder for instructional use at Piping Rock.

It is a philosophical truism that noth-



Tom Nieporte stands by his recently acquired videotape equipment. Easy to assemble and no more difficult to operate than a TV set, the device can convince a pupil of his faults faster than a hundred demonstrations.

ing reaches the mind that has not first passed through the senses. As Tom Nieporte puts it, "Ideas are best gotten through images or, in more familiar terms, a picture is worth a thousand words. The video tape is a great asset since previously the only way a professional could transmit a picture of the correct swing, or the pupil's faulty swing — which the pupil might not believe — was by demonstrating it himself. Now, using 'instant playback,' a technique identical to the more publicized 'isolated camera,' irrefutable evidence of swing errors can be seen (as proof) on tape."

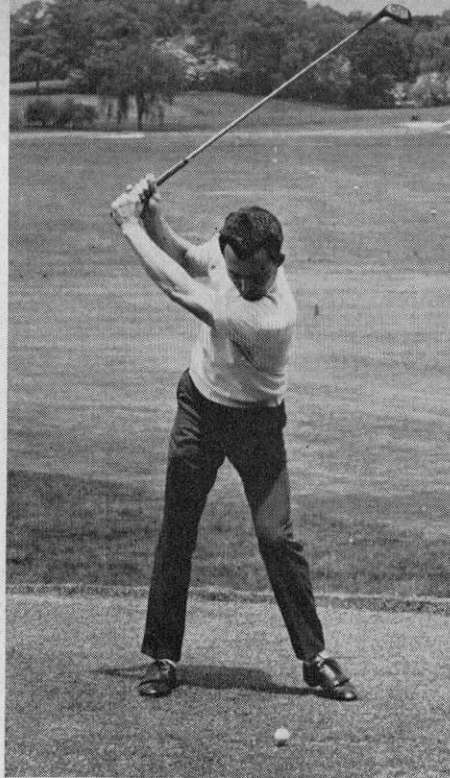
The procedure for proper use, according to Nieporte, "is rather simple and obvious. Technically speaking, the portable videotape complex has three units—camera, TV set and tape recorder. It is quite easy to assemble and no more formidable to operate than adjusting a television. The camera, focused on the student, records his swing. Then, it is rerun under the scrutiny of both the student and myself, at which point I can closely analyze the sequence.

"Better yet," he continues, "I can manually stop the action at various points in the swing to study each movement in detail and thereby tailor the golf swing to fit the individual golfer."

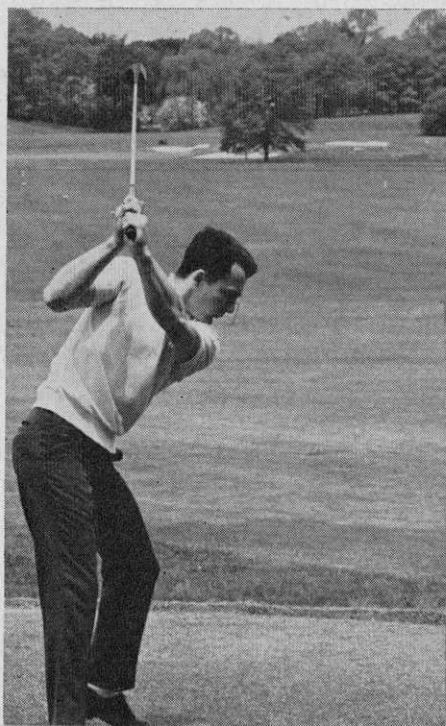
Although Tom still gives old-style, pre-videotape lessons, there is no doubt, he says, that the video tape definitely provides a shortcut in spotting faults. It's even possible to put the pro and his pupil side by side swinging simultaneously. The pro can then more easily point out how the student's swing differs from the correct method.

Another plus provided by the TV device, says Tom, is that any spoken instructions can be recorded by microphone on the same tape as the pictures. In addition, a zoom lens can be purchased for \$200, which permits zeroing in on specific areas such as hip turn, hand action, impact zone, etc.

continued on next page



Basic camera position is at right angles to line of flight and on line with ball, above. But much can be learned also from back and side. If you want to take pictures from behind, below, camera is best on line with toes.



Teaching Golf

continued from preceding page

"As a positive approach to teaching golf," says Nieporte, "golf instruction, abetted by the video tape, becomes more logical and, hence, more intelligible. By overemphasizing the very visible errors that are made and recorded, the correct swing arc, by comparison, stands out. And, since most people have a native talent for mimicking, they can readily copy the correct swing."

Although the unit has been trimmed down in size and price to make it practical for the local golf professional to own, rent, or lease, the cost is still substantial enough to merit some concern.

For example, the prices of the various Sony units range from about \$1,200 to \$1,600, and other comparable systems (Ampex, Concord Electronics Corp. and Panasonic) are priced more or less the same. (See comparison chart on page 18.)

Cost, as a major problem, can be met with in many ways. Initially, it can be

written off on the professional's taxes as an expenditure for "equipment necessary for the performance of your job." More specifically, it can be listed on the Federal Income Tax Form (Part III, line 3) as deductible business expenses ("... cost of tools and materials. . .") or under Miscellaneous (Part IV) as "... tools and supplies used in your job." And, of course, depreciation can be accounted for in later tax returns.

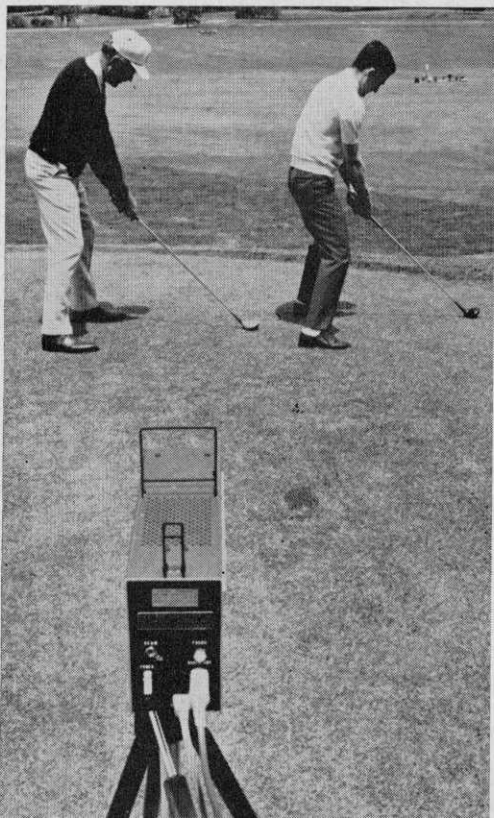
If the original investment is beyond the professional's personal funds, the club itself or a willing group of members may be persuaded to finance the venture on their own.

Since Tom Nieporte purchased his Sony equipment late last year, he did not charge anything extra for its use at first. However, this year, now that the members have an understanding and familiarity with the device, he has naturally added \$5 to his regular teaching fee for an hour's lesson. "Sometimes," he says, "I let the good amateur members use it by themselves and charge them the cost of a lesson plus the cost of the machine."

It is well worth the extra charge and, surprisingly, it is really a significant saving for the student since, as Nieporte says, "I can teach each golfer more in one lesson *with* the video tape than in two or more lessons without it. And from a practical viewpoint, the result of using the video tape in my teaching has been the increased interest by members in golf instruction and, interestingly, by those who never took lessons before."

Once the lesson is concluded, theoretically the tape can be stored or filed for future use, but it is plainly more economical to wipe off the tape so that it can be used over again for the next student. However, if a member prefers saving the lesson and matching his first performance with his corrected and matured swing, for \$35 he can purchase his own personal tape.

The pupil's errors in method, rhythm or timing can easily be shown by having teacher and pupil swing side by side.





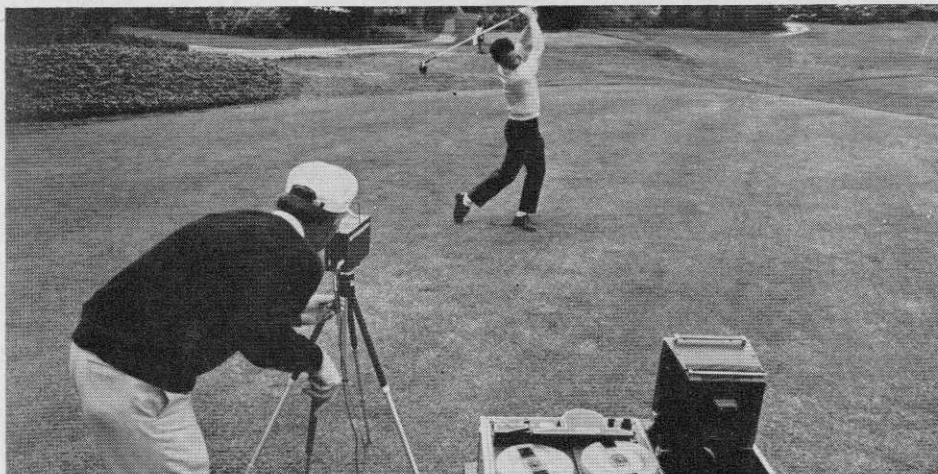
Tom Nieporte, right, and his pupil seem well satisfied with the progress shown in the swing under review. Stop action feature emphasizes the key points.

Nieporte believes that the most effective instruction "is a combination of an initial playing lesson where the professional can see the member in action and then a session on the practice tee with the video tape for a partner."

"The benefit to the student," Nieporte asserts, "is enormous, and the video tape as a teaching tool is invaluable. Although it is not a cureall, it has all the

attraction and advantage of immediacy as well as built-in motivation. People love to see pictures of themselves.

"As an incentive for listening, seeing, and learning, the video tape appeals directly to the player's ego. After all, most golfers are acutely interested in their games, and what is more satisfying than seeing your own swing with a visible proof of improvement at each stage." ●



TV teaching stimulates member interest in taking a course of lessons.

VIDEO RECORDER MANUFACTURERS

COMPANY	MODEL NAMES	PRICE	FEATURES
Ampex Corp. 1212 6th Avenue New York, New York 10036	Recorder		
	(1) VR-6050	\$1195	Six minute reel tape.
	(2) VR-6000	\$1595	Portable, 2.5 MHZ band width, six minute reel tape.
	(3) VR-6075	\$1435	Oiled walnut case.
	(4) VR-6165	\$1795	Video tape recorder and modified receiver/monitor combination.
	(5) VR-7000	\$3150	Portable video tape recorder in heavy case designed for continuous use in all cc TV applications.
	(6) VR-7500	\$3995	Four minute fast forward automatic tension release around drum, broad tension adjustment range, variable slow motion, two audio tracks.
	(7) VR-7500C	\$4495	Portable color, in heavy case, all features of #7500.
	(8) VR-7100	\$5945	Video trainer system, TV tuner, 9" monitor, all features of #7000.
	Camera		
	(1) CC-6007	\$399.95	25 mm with F/1.9 lens.
	(2) CC-6400	\$549.95	Optical view finder, VTR remote record control, microphone input, 25 mm with F/1.4 lens.
	(3) CC-6450	\$589.95	Camera kit: CC 640 camera, tripod, cable, lens tissue, 200/microphone (less base), lavalier, resolution chart.
	(4) CC-324 (optional extra Zoom lens)	\$995 \$55	3 position "C" mount lens turret, 25 mm with F/1.4 lens, video and RF outputs.
	Monitor (TV set)		
	(1) TR-821	\$259.95	20" modified Motorola monitor receiver.
	(2) VM-617	\$449.95	17" solid state video monitor.
	(3) VM-623	\$549.95	23" solid state video monitor.
	(4) VM-627	\$499.95	27" video monitor.
	(5) TRC-921	\$695.00	20" modified Motorola color modified receiver.
Concord Electronics Corp. 1935 Armacost Avenue Los Angeles, California 90025	Recorder		
	(1) VTR-600	\$1150	One hour of recording, video signal level can be set from monitor.
	Camera		
	(1) MTC-15	\$375	Simultaneous RF and video output, adjusts automatically to changing light conditions.
	(optional extra Zoom lens) #5528 \$160 #9015 \$429		
	Monitor (TV set)		
	(1) MR-600	\$160	RF head for VHF and UHF reception, built-in antennae.
Panasonic By Matsushita Electric Corp. of America Pan Am Building 200 Park Avenue New York, N.Y. 10017	Recorder		
	(1) NV-8100	\$1100	40 min. recording time, fast forward time, 5 1/2 min.
	(2) NV-8000	\$1050	Dubbing erase head, fast rewind, 5 1/2 min.
	Camera		
	(1) WV-033P	\$300	25 mm with FL.8 lens, C mount, RF matching transformer.
	Zoom lens	\$49.95	
	Telephoto lens	\$39.95	
	Monitor (TV set)		
	(1) TR-120V	\$200	75 sq. in. of viewing area, 110° aluminized picture tube.
	(2) TR-900V	\$170	37 sq. in. of viewing area, operates on AC or battery.
Sony Corp. of America 47-47 Van Dam Street Long Island City, New York 11101	Recorder		
	(1) CV 2000 D	\$695	One hour of recording.
	(2) CV 2000	\$730	Slow tape speed, 7 1/2" per second.
	*(3) TCV-2010	\$995	
	*(4) TCV-2020	\$1150	100 per cent tape interchangeability.
	Camera		
	(1) VCK 2000	\$350	Tripod, microphone and cables. It's own carrying case.
	(optional extra Zoom lens)	\$200	Standard C mount.
	Monitor (TV set)		
	(1) CVM-51 VWP	\$195	8" screen, lightweight, with handle.
	(2) CVM-2300 V	\$295	22" screen, suitable for groups.

Note: Basic set consists of recorder, camera, microphone and TV monitor. Color set to come out in fall.
 * Built in monitor.

The following companies are not manufacturing this equipment at the present time: General Electric, Magnavox, Motorola, RCA, Sylvania, Westinghouse and Zenith.

Ampex, Concord and Panasonic equipment are available through distributors while Sony is sold through franchise dealers. Financing arrangements are made through the individual distributors and franchise dealers.



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Blending the old with the new

*Long Island club modernizes, adds to clubhouse,
yet retains atmosphere of old estate.*

By **DESMOND TOLHURST**

Take a 47-room Normandy Tudor mansion and convert it into a country club, add a half-million dollar expansion, redecorate and furnish it, and you get some idea of what was involved at Mill River Club, in Oyster Bay, L. I., New York.

Even more remarkable is that, viewed from anywhere on the course, the charming facade of the original house still appears to be exactly the same.

The man behind the acquisition of the property, the formation of the club and the conversion of the house is William S. Roach, Mill River's first president.

Bill Roach, himself, is quite a story. At various times in his career, he has been a reporter for *Variety*, a Hollywood cameraman, a B-29 bomber pilot during World War II and an expert copyright lawyer, with many books to his credit.

In 1964, Bill persuaded Mrs. Eleanor

Davidson, the original owner of the estate, to sell for \$550,000. She was so satisfied with the plans for the new club that she decided to hold the mortgage herself. Payments on the mortgage did not start for two years, allowing the club to become established before payments started.

Similar easy-payment schedules were also worked out with the designers of the course and landscape contractor.

Mill River's 250 members now enjoy a fine, par 72 golf course of 7,010 yards laid out on the club's 125 acres. Designed by Gerald Roby, Jr., the course has the fifth green finishing at the clubhouse, as well as the more usual ninth and 18th, providing golfers with a "bite-size" game that can be played in one hour.

Jim Turnesa, the club's professional from the beginning, describes the course as being, "... of superb, modern design,



*The south side of
Mill River's clubhouse
still appears to be
the same, despite the
half-million dollar
expansion work.*