MEMORANDUM

August 30, 1995

To: Department Heads/Supervisors

From: William A. Schulz, CCM

Subject: Master Club Manager Project

I am in the process of fulfilling the requirements to attain my Master Club Manager (MCM) designation within my professional organization.

The final step is to author a Monograph (scholarly writing) on a subject important to clubs and club management. The main idea of this program is to give back to the industry. The completed Monographs will be considered resources for the profession and used to educate others.

I have elected to develop a formalized training program for Assistant Managers as my Monograph. Attached you will find my Monograph Outline on a program entitled Club Management Opportunities (CMO). Please review this outline so you will get an idea of what I am trying to develop.

I am writing this note because I truly need your help. As experts in the various departments throughout the club, I would like you to tell me what an Assistant Manager should know in your department. I need to know what information I should incorporate into my program that:

* Provides adequate information to make the Assistant Manager knowledgeable about your department so he/she will be able to communicate and work more proficiently with someone in your capacity.

* Educates the Assistant on procedures, practices or policies within your department that will assist him/her within the club operation.
* What advice or tips do you have to make this individual a better Assistant Manager?

* How could the club’s Assistant Managers help you run your department better?

Your feedback to me is important and will be used as part of my research. It doesn’t have to be fancy; however, I would appreciate receiving your input by Thursday, September 7, 1995.

Joe Bendy – Clubhouse Operation, include Club Functions Dining Room/Banquet, etc.

Chef Gitschner – Kitchen operation.

Hedi Degani – Storeroom, Purchasing, Receiving, etc.

Clifford Colbert/Cheryl Johnson – Locker Rooms.

Patti Coughlin – Catering/Member Communications.

Bruce Galashaw – Human Resources.

David Manglos – Accounting, Financial.

Paul Marchand – Golf including Shop, Tournaments, etc.

Jerry Takushi – Golf Course.

Jim Rombeau – Tennis.

Jim O’Brien – Pool Operation/Youth Camp

Victor Ortega – Housekeeping/Setup


Thank you. I appreciate your assistance with my project.
STATEMENT OF PROBLEM: Club management is a highly specialized profession. Club managers are responsible for multi-million dollar operations and facilities. The inherent nature of private clubs demands that club managers be knowledgeable and maintain expertise in all facets of the club’s operation. In essence, the club manager wears many hats.

In order to supply an adequate number of qualified managers for the profession a transition vehicle should be established. This vehicle, in the form of an assistant manager training program, will lead aspiring individuals into the profession and at the same time assist in the staffing needs of clubs.

Currently, there is a gap between actually working as an assistant manager in a club and graduating from a two year or four year school. Graduating students are eager to work in clubs; however, opportunities in clubs are not readily available.

The following are several reasons for this scenario:

1. **TIMING** - Managers seldom know when positions in their clubs will become available, and therefore, cannot make promises or contract students.

2. **EXPERIENCE** - Managers are reluctant to hire students as assistant managers directly out of school due to their limited experience.

3. **PERCEPTION** - Students feel they are ready for more responsible positions upon graduation even though they do not have actual experience.

4. **AVAILABILITY** - Clubs do not recruit on campuses like chain restaurants or hotels do. Clubs are individual entities and do not have multiple properties in which to offer positions. Currently, clubs are losing potential individuals to other segments of the hospitality industry.

My monograph is intended to create a program that would bridge this gap.

The Club Management Opportunities (CMO) program would be a structured training program which, after approval, would be sanctioned by CMAA.

CMAA would make the CMO program available and clubs would subscribe and be listed as participants in the program. The list of clubs would be circulated and interested individuals would make application for consideration in the program.

The curriculum would cover all aspects of club management in a "hands on" fashion. The program would be developed in such a way as to make it possible for use in most club operations. Upon successful completion, a graduate would be qualified as a bona fide assistant manager. A certificate of completion would be awarded through the Club Managers Association of America.
CONCLUSION: The CMO program would assist in developing qualified individuals to enter the club management profession. As a sanctioned program of CMAA, its promotion and successful completion by the students would enhance the credibility of the Association and assist the club industry. Schools and universities would add this program to opportunities available to their students.

Another aspect of the program is that it truly identifies the individuals interested in clubs as a career. With the large number of students graduating from hospitality schools there is parity among the students. The CMO program, in addition to school, will make the graduate a prime candidate for the industry and most likely he/she will find a career in club management.

METHOD: The method I propose to use to develop this program is to begin by asking relevant questions. Examples of questions are as follows:

1. How can I identify the need for this program in the industry or with students?
2. How can I relate this work to existing academic requirements of HRM schools?
3. For whom should the program be applicable?
4. What type of curriculum should be included in the program? How can I determine what an assistant manager needs to know?
5. How is the progress of the individual monitored?
6. After successful completion, should the program have a certification attached?

There are many other questions to be asked and viewpoints to be considered.

PROCEDURES: Research on this topic will be comprehensive and include, but not be limited to, the following:

1. Review of related books/articles and other periodicals.
2. Research of similar training program in hotels, restaurants and the military.
3. Surveys to ascertain if the program is needed in the industry and what should be included.
4. Review of course outlines of existing club management courses.
5. Input will be solicited from local club managers in group discussion to receive personal reaction.

RESULTS: I anticipate the successful completion of a Monograph that describes and analyzes training for an assistant manager position within a club. Since I plan to reach all types of clubs during my research, this program will be applicable to all operations.

This Monograph will include a working document that will be used by the student as he/she completes the study.