

THE BOARDROOM

13 YEARS OF EDUCATING THE PRIVATE CLUB INDUSTRY
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OFFICIAL PUBLICATION FOR THE ASSOCIATION OF PRIVATE CLUBS & DIRECTORS



Prominent Women in the Club Industry A Q&A WITH INDUSTRY TRAILBLAZERS - PAGE 20

(Top Row L-R) Hilda Allen, Sally Burns-Rambo, Patricia Calder, Linda Carroll, Lisa Chris-Tietjen
(2nd Row L-R) Donna Coyne, Sue Fiscoe, Sandy Frappier, LuAnn Giovannelli, Kathy O'Neal
(3rd Row L-R) Jill Philmon, Rosie Slocum, Robyn Stowell, Beth Thiel, Crystal Thomas (4th Row) Terra S. H. Waldron



**KATHI DRIGGS, BOARDROOM MAGAZINE
LIFETIME ACHIEVEMENT NOMINEE - PAGE 21**

Influential Women in the Club Industry

What does “influential” really mean? In every industry, a few people inarguably are outstanding at what they do. The private club industry is no different. While it’s never easy to define “influence,” some characteristics are certain – thought-leaders, trailblazers, forward thinkers, visionaries...true leaders; words synonymous with those who have been influential in this industry.

This is a first for *BoardRoom magazine*. With the help of industry experts *BoardRoom* proudly presents 17 prominent and influential women in the private club industry. Some are general managers, some vendors to the industry and others work within the industry itself. But all are charismatic, energetic, creative and a force to be reckoned with.

Hilda Allen, Sally Burns Rambo, Patricia Calder, Linda Carroll, Lisa Chris-Tietjen, Donna Coyne, Sue Fiscoe, Sandra Frappier, LuAnn Giovannelli, Kathy O’Neal, Jill Philmon, Rosie Slocum, Robyn Stowell, Beth Thiel, Crystal Thomas and Terra Waldron are a sample of outstanding women in the club industry. A special mention goes to Kathi Driggs who because of her contribution to the club industry is being recognized in this issue as a *BoardRoom magazine Lifetime Achievement Award nominee*.

Females make up more than half the U.S. population, yet until very recently they’ve been vastly outnumbered in the private club industry. The industry is changing and with the help of these women and others like them, the club industry is taking a giant and positive step forward. Gandhi once said, “Be the change you wish to see in the world.” Whether these influential women are familiar with the saying or not, they’ve taken the words to heart. And we acknowledge their achievements.

Cover Story By Heather Arias de Cordoba

BoardRoom magazine Lifetime Achievement Nominee

BoardRoom magazine's Lifetime Achievement Award is recognized as one of the private club industry's most prestigious.

John Fornaro, chief executive officer, the *Association of Private Clubs and Directors* and publisher, *The BoardRoom* has chosen the distinguished winner each year. In 2009, candidates will be nominated throughout the year with the final selection selected from the nominees.

Criteria for *Lifetime Achievement Award* candidates include: how each candidate has helped the private club industry; how they have impacted the industry, what they should be remembered for and who have served with distinction, honor and integrity.

The 2009 *Lifetime Achievement Award* will be presented to the recipient at the *BoardRoom Awards* ceremonies in 2010.

Kathi P. Driggs, CAE
Chief Operating Officer, Club Managers Association of America

Quality Of Service Is Not A Motto
It Is A Definition Of Who They Are

By Michael A. Driggs

Over the years, I have met hundreds of club managers both professionally and socially. Regardless of the type and size of club that they may manage, the best ones all share the same trait: a commitment to excellence and service that transcends normal business hours. To them, quality of service is not a motto; it is a definition of who they are.

It is for that reason, that I am delighted to second BoardRoom magazine's decision to nominate Kathi Driggs for a Lifetime Achievement Award for service to the private club industry. For more than two decades, Kathi has been devoted to giving the members of CMAA the same level of support and service that they give their own members.

According to Linda Carroll, CCM, CCE, and a former national president of CMAA, "CMAA would not be where it is without the dedication, hard work and professionalism of Kathi Driggs. Every manager will tell you that if there is a question concerning CMAA or the club industry itself, Kathi is just a phone call or an email away! She is, and will continue to be, an inspiration to any young women in the business world."



SEE **LIFETIME ACHIEVEMENT** - PAGE 90



HILDA ALLEN
PRESIDENT, HILDA W. ALLEN
REAL ESTATE, INC.

"Hilda is one of the best brokers in the business. In a niche market that includes clubs and courses for sale from around the country, she visits each property, often several times, and gets to know the strengths and weaknesses of the asset and the market, as well as the motivations and needs of the seller. She thinks of every angle when it comes to moving the property and excels at making the deal. She's very driven and stands out in her field. She is loyal to the customer and the deal and goes to bat for them every time."

Don Rhodes,
Director of Investments
CNL Lifestyle Properties

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: *How/when did you get started in the private club industry?*

Hilda Allen: I've been a licensed real estate broker since 1978. I listed and sold my first golf course in 1991 and finished the year by selling and closing six golf facilities. This year I reached a milestone of over 500 related golf/resort closings when the Golf Club of Cypress Creek in Ruskin, Florida closed in July.

BR: What are the opportunities/obstacles for women?

HA: Being a golf real estate broker is a challenging experience. To be successful you must be committed. Brokering golf courses/resorts is not a 9 to 5 job, but rather one that entails working late hours. Most Saturdays and Sundays are dedicated to preparing for the upcoming week. Travel is necessary. You have to be prepared to meet sellers and buyers at the property or at a location that's suitable to them.

I love this business...love putting a deal together and following it through to fruition. When you work with a seller and buyer for several months, you develop business relationships that are based on respect and admiration. After the business is completed, you find the business relationship has turned into a friendship. These friends will recommend you to their friends who need to sell or want to buy a golf/resort property.

BR: Do you have any guidance for young women looking to get into the industry?

HA: To be a success in any business you have to know your product. My advice to young women looking for a career in the brokering of golf/resort properties is education. Know what you are selling from the designing and construction of a course to the running, maintenance and daily up keep of the course. You have to know about water rights and environmental issues, as well as how many rounds are played each year and how many members belong to the club.

For people to want to use your services, they have to know you. I highly recommend you become a member of golf related organizations. I'm a proud member of the National Golf Course Owners Association (NGCOA), Urban Land Institute (ULI), National Auctioneers Association (NAA), National Golf Foundation (NGF), and American Resort Development Association (ARDA). Golf conferences are a great place to meet prospects, developers, course managers, superintendents, and other important people in the industry.

Hilda W. Allen is president of Hilda W. Allen Real Estate, Inc. located in Adel, GA. She can be reached at (229) 896-1492 or via email at hildawha@aol.com

Women
IN THE CLUB INDUSTRY

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SALLY BURNS RAMBO

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Sally Burns Rambo: While working as an office manager at Eastern Hill Country Club in Garland TX, they (the board) had fired two managers within a year and they asked me if I would step in until they found someone. When I started at Eastern Hills Country Club, I was only the second female general manager in Texas, and was general manager there for next 21 years.

In 1976, my husband became sick with cancer, so I retired to stay home with him.

After retiring from Eastern Hills Country Club, the members of Lakewood Country Club, the second oldest and very prominent country club in Dallas, kept calling to see if I would come talk to them in Dallas, TX. My husband was better so I went to see them and started work the following Monday. I was general manager there for 20 years and then retired at the age of 72. I knew it was time. I managed clubs for 41 years. I've been retired now for 12 years.

During those management years, I became secretary, treasurer, vice president and president of the CMAA's Texas Lone Star chapter. The Texas board of directors asked me to run for the national board of directors. I didn't think I would win, but ran anyway, was elected and then successfully ran again for a 3-year term. I really enjoyed my term serving as national director.

In 1969, I was the first woman ever to chair CMAA national convention held that year in Dallas, TX. I planned all the activities and social events for the clients and their spouses. It was a fun and worrisome time. I wanted everything to be perfect.

In 1970, I was selected as the Club Manager of the Year for the CMAA. I was the first Texan and the first woman to ever receive this honor. And today I am still the only woman who has received this award.

In 1984, I received my Country Club Manager (CCM) Certificate.

I would recommend to any woman interested in the club profession to attend a reputable college that offers a degree in hospitality. There are so many students and those credentials will help get your foot in the door. **BR**

Sally Burns Rambo is retired from the club industry. Any questions or comments can be forwarded to the BoardRoom magazine editorial staff via email at heather@apcd.com

"Despite having retired twelve years ago Sally remains an inspiration to club managers. She is passionate beyond words about the club industry, and still regularly attends CMAA meetings. Her sincerity, genuineness and incredible love for people is unequalled. She is an amazing lady and we are so blessed to have in our association."

Raymond M. De Tullio, CCM
General Manager
Lakewood Country Club

Women
IN THE CLUB INDUSTRY

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Patricia Calder: I started 27 years ago at the Commonwealth Club in my hometown of Richmond, VA. My college degree is in English education and journalism, and after teaching high school for a few years, I ultimately wanted to do something different. I took the leap from teaching to the private club industry when offered a position at the Commonwealth Club, a very exclusive private city club in Richmond. Franz Mayr, the general manager, an advocate for continuing education sent me to Cornell University's summer management program for several years. Six years later, I moved to manage my first country club. Since the Commonwealth Club, I have managed three country clubs and one beach club.

BR: What draws you to this business?

PC: I love working with and helping people. My training in education and working with students helped me learn how to interact effectively with my employees. It's so rewarding to see them excel and achieve! Another thing I love about this industry is the friendship and camaraderie one can develop with other managers from around the world.

BR: What are the opportunities/obstacles for women?

PC: When I started in this business there were several. Many clubs didn't have women as members, much less as their CEOs! Many executives viewed women as homemakers, teachers and nurses, and not much else. I've been fortunate to work at clubs where being a woman didn't keep them from interviewing me. There aren't as many obstacles today, but there are still clubs that are very male-oriented. I once managed a very male-oriented country club that had never had a female general manager; when I left, they very specifically wanted to interview females for the position - and they hired another woman! There are incredible opportunities for women!

BR: How does a female get into a mostly male dominated environment?

PC: The same way a male does. Be smart, be sharp, and show 'em what you can do! If a club won't interview you because you're female, many, many others will! Don't focus on the fact that you're female in a male dominated field. Just concentrate on being professional and the best that you can be.

BR: Do you have any guidance for young women looking to get into the industry?

PC: Always be professional. Wear professional, not trendy clothing. Err on the side of simple, not flashy. Know the club for which you're interviewing; do your homework and be able to answer business and accounting questions. **BR**

Patricia A. Calder, CCM, CCE is the general manager at the Thornblade Club in Greer, SC. She can be reached at (864) 234-5100 or via email pcalder@thornblade-club.com



PATRICIA CALDER, CCM, CCE
GENERAL MANAGER
THORNBLADE CLUB

"Patricia is a world class general manager, reflected in so many ways but clearly in our retention of both staff and membership. As a board member, she makes my job both easy and enjoyable. A real 'get it done' type person who has been invaluable to our club, especially during these difficult economic times."

Michael E. Munafò
President, Board of Governors
Thornblade Club

Women
IN THE CLUB INDUSTRY

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY



LINDA CARROLL, CCM, CCE
GENERAL MANAGER
WHITE BEAR YACHT CLUB

"I have an incredible amount of respect for Linda Carroll and the success she has had in the private club industry and within CMAA. The tutelage and mentoring she has provided me and others with over the years is abundant. Linda never gives up, treats others with kindness and respect, challenges those around her to do better, and has an incredibly helpful perspective. She has a wonderful reputation within the industry and Twin Cities communities, and many young men and women have benefited from her encouragement to exceed in this unique business."

Sara J. (Shaughnessy) Cairns, CCM
General Manager
Somerset Country Club

BoardRoom magazine: How/when did you get started in the private club industry?

Linda Carroll: I got started in this business through the food and beverage aspect, while working at a local restaurant following college. My husband convinced me to apply at a club that was looking for an assistant clubhouse manager. I did and was offered the position. I was a little familiar with the club business because my husband, George was the general manager at another club. In two years, I was the clubhouse manager, earned my CCM and seven years later took the general manager's position at White Bear Yacht Club. This is my 21st year at White Bear Yacht Club and I can't imagine doing anything else. I love the fact that everyday is different.

BR: What are the opportunities/obstacles for women?

LC: I think the club business can be a great profession for a woman. Women are very detail orientated and good at multitasking. When I got into this business there weren't many women managers. However, times have changed and more women are managing clubs than ever before. I think many clubs are now more receptive to a woman general manager.

It's important to understand the communication differences between men and woman as we work with a number of strong, successful male board and committee members. One of the greatest books I've read on that subject is *You Just Don't Understand. Women and Men in Conversation*, by Deborah Tannen. It should be required reading for any manager.

I see a number of women come into this industry that unfortunately, don't stay. I don't think it's because the manager positions aren't there, but because, like any corporate position, managing time and family isn't easy. The club business does require a lot of time and commitment away from family with long hours, but I think clubs have realized there's a balance between work and family, regardless of gender.

Getting your foot in the door for that first interview can be the hard part. As a woman, you are going to have to work harder and longer to prove yourself. But that can be said for woman in any corporate environment. When you interview for that general manager's position, chances are the board or committee that does the interview is going to be primarily men; you need to do that interview not as a woman club manager, but as the best candidate for that position. **BR**

Linda Carroll, CCM, CCE is general manager of White Bear Yacht Club in White Bear Lake, MN and a past president of CMAA. She can be reached at (651) 429-4567 or via email at linda@wbyc.com

Women
IN THE CLUB INDUSTRY

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Lisa Chris-Tietjen: Both my parents worked in the private club industry while I was growing up. We belonged to a club which allowed me to spend my summers at tennis camp and at the club pool with my friends. I went on to major in marketing at college; this allowed me to work in the family business where I have been able to market our architecture and interior design services to the industry. My lifelong club experiences have given me a thorough understanding of club facility operations, which I've shared throughout my career.

BR: What draws you to this business?

LC-T: The private club industry is ever changing and there's never a dull moment. I enjoy meeting club members, boards and managers and offering solutions to their problems. At CCI Club Design, we've assisted over 500 clubs with their facility and operation issues. In addition, serving as an officer and being an owner of the Park City Club in Dallas, TX, has given me insight into the ownership and operations of a city club, providing "hands-on" practical club experience.

BR: What are the opportunities/obstacles for women?

LC-T: For me the opportunities are abundant. I travel to different clubs, meet club managers, boards, presidents, and members who give me insight to their clubs. With this information, I'm able to compare club issues and resolutions and then offer solutions at other clubs. The obstacles for women in the club industry are the long hours and disruption to the traditional family life.

BR: What's the future for women in the industry?

LC-T: The future is bright for women. I've been in the industry for 13 years and have advanced from marketing director with CCI to executive vice president of club services. With Park City Club; I've advanced from a position on the advisory board of governors, to being an officer on the ownership board.

BR: Do you have any guidance for young women looking to get into the industry?

LC-T: Enter the industry with an open mind and the ability to accept change. Also, get a good education in food and beverage or a marketing degree from one of the recognized food and beverage universities. Get involved early with CMAA either as a student member or once you begin your career at a club. **BR**

Lisa Chris-Tietjen is executive vice-president club service at CCI Club Design and on the board of directors for Park City Club Inc. She can be reached at (972) 253-3583 EXT. 301 or via email at lchris@cciclubdesign.com



LISA CHRIS-TIETJEN
EXECUTIVE VICE PRESIDENT
CLUB SERVICE
CCI CLUB DESIGN

"I am proud of Lisa's many accomplishments in a broad spectrum of endeavors within the club industry. Having known her almost all of her life and having been one of her associates for much of her professional career, I have personally been witness to Lisa starting her club industry career from the ground level and successfully work her way up the corporate ladder."

John E. Herron, FIIDA
Senior VP Interior Design
CCI Club Design

Women
IN THE CLUB INDUSTRY



DONNA COYNE
DIRECTOR OF MARKETING
AND MEMBERSHIP SALES
THE VINTAGE CLUB

"Our trailblazer, Donna Coyne is an inspiration to her peers and a model for those who seek to carve their own paths in our fragmented industry. Donna is a partner in Professional Club Marketing Association, started 16 years ago to educate and represent membership directors across North America. The association is now stronger than ever and is one of the few associations that will have an increase in memberships and attendees to its national conference. She's an inspirational woman...one who along the way has removed obstructions for other women in our industry."

John Fornaro,
Publisher and CEO
BoardRoom magazine

Women
IN THE CLUB INDUSTRY

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Donna Coyne: I started in the private club industry in April 1985 as the membership director for a small developer owned golf club in Foley, Alabama.

BR: What draws you to this business?

DC: What initially drew me to the membership director's position was the opportunity to meet new people almost daily. Also, most people visiting a club are there to relax and have fun, which makes the work environment pleasant. While that initial draw still holds true today as a consultant specializing in membership, what continues to draw me into this business after 24 years, are the many challenges the industry encounters that are directly affected by a club's membership numbers and levels of participation.

BR: What are the opportunities/obstacles for women?

DC: In my opinion, career opportunities in the private club industry are now available for women more so than ever before. Positions in top-level club management and professionals in both golf and tennis have all opened tremendously for women in recent years. Directors of catering, marketing and membership continue to be more dominated by women and are considered careers, not just a job, which is greatly different than in years past.

BR: How does one get into a mostly male dominated environment? And what's the future for women in this industry?

DC: In the private club industry today the focus is not so much on gender, but on the education, knowledge of the respective departments, professionalism, determination, drive to make a difference and improvement to the department, and overall success of the club. The future for women in the private club industry is very promising as they continue to complete the necessary education that any successful club operation demands of any professional or executive.

BR: Do you have any guidance for young women looking to get into the industry?

DC: Focus on what you want your specific role to be in the industry. All executive and professional positions within the industry today have educational curricula that are offered through colleges, universities and associations that will assist any woman in their field of interest. Stay determined, apply your self and never give up the opportunity to learn as the industry goes through and will continue to go through many challenges and demands. **BR**

Donna Coyne is the director of marketing and membership sales at The Vintage Club in Indian Wells, CA. Donna is also co-founder/executive director of Professional Club Marketing Association and founder/executive director of Professional Club Placement & Training Services. She can be reached at (760) 862-4214 or by email at dcoyne@thevintageclub.com

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Sue Fiscoe: After playing golf professionally, I found that I was better suited for the business and teaching of golf, so began teaching and working in the golf shop at Palo Alto, CA Municipal Golf Course.

I admired my PGA head professional, Brad Lozares and his ability to run such a successful golf operation, which was voted in the top 100 courses by Golf Digest for eight consecutive years. I worked at Palo Alto for nine years, in the process giving thousands of lessons and learning every facet of the golf business.

In 1990, I started my own golf course management company and secured the contract for the City of Modesto, CA golf courses and in 2005, started my own golf course consulting firm.

Currently I'm a Class A PGA member, LPGA Master, life member and a member of the PGA of America board of directors, representing the Northern California, Southern California and Aloha PGA Sections.

BR: What draws you to this business?

SF: The golf business offers an endless variety of challenges and rewards. In short, every day brings something new — tournaments, junior golf, player development, merchandising, marketing, public relations, and the day-to-day surprises that come with operating a business. The pleasure for me is in providing students and other golf professionals with the opportunity to be successful in playing the game or in their careers.

BR: What are the opportunities/obstacles for women in the industry?

SF: The opportunities are endless and there are no obstacles if you are knowledgeable about your craft, dedicated and have a true passion for the industry. I believe that anyone who is truly devoted to the profession will be given a chance to succeed.

BR: How does one get into a mostly male-dominated environment? And what's the future for women in this industry?

SF: Both the PGA of America and the LPGA offer programs for women interested in pursuing a career in golf. Most operations know that having a woman professional on staff is an asset and will help in marketing their facility to women golfers. I believe that the possibilities for a woman entering the golf industry today are unlimited. However, she must be prepared, educated and dedicated.

BR: Do you have any guidance for young women looking to get into the industry?

SF: I would advise anyone looking to pursue a career in the golf industry to decide what direction they want to take. Are they interested in teaching, merchandising, marketing, operations or management? Once they make that determination, they should obtain a Class A status and build their skill set to match the particular part of the golf industry that interests them. **BR**

Sue Fiscoe is the director of golf for the City of Modesto. She can be reached at (209) 571-5123 or via email at sfiscoe@ix.netcom.com



SUE FISCOE
DIRECTOR OF GOLF
CITY OF MODESTO

"I have known and worked with Sue Fiscoe for the better part of five years as an active member of the PGA and its affiliates. She is honest, straightforward and has the reputation of being a strong promoter of the game and its profession. I have had the pleasure to interface with Sue in many capacities, however I am most impressed with her demeanor in business meetings. She attends these meetings prepared and has the ability to assimilate information quickly and deliver solutions effectively. Her credentials coupled with her desire to succeed make her an outstanding golf professional within the industry."

Chris Thomas
Executive Director and COO
N. California Section of the PGA

Women
IN THE CLUB INDUSTRY



SANDY FRAPPIER, CCM
GENERAL MANAGER/COO
FORT WAYNE COUNTRY CLUB

"Sandy Frappier has always exhibited the leadership skills and the vision to see through the ever-present emotion of a situation and bring about solutions that become eternal. Very seldom does one have the opportunity to work with such a talented person and I am a better professional and a better person because of the time I have spent working with Sandy."

Jim Singerling, CCM, CEC
CEO, Club Managers
Association of America
(CMAA)

Women
IN THE CLUB INDUSTRY

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Sandra Frappier: My first introduction to the private club industry was in the 1970s while working as an interior designer for Restaurant Marketing Associates. This company designed and operated food service facilities for high-rise office buildings and private dining clubs were often included. With this company, I became involved in marketing and operations, eventually becoming general manager of a private dining club and in 1995, moved on to become general manager/COO of the Fort Wayne Country Club.

BR: What draws you to this business?

SF: The variety, the constant learning and the chance to create memories! In the club business, you get to know your members, their families and their businesses. I enjoy the opportunity to individualize services and build relationships with our members. The repeat nature of our customers challenges us to stay fresh and relevant, while no two days are the same. Through my board members, I've had the opportunity to learn from well-respected minds in the community about a wide variety of businesses and hopefully distill the best solutions for the club.

BR: What are the opportunities/obstacles for women?

SF: My approach has been to focus on professionalism rather than gender. The city club was primarily business related and the decision-makers were more accustomed to women in management positions. The country club was more challenging, but today most of those issues have faded. As country clubs and golf in general have become more family oriented, women perhaps have a better perspective of the changing market. The biggest challenge in this business, for both men and women, is that time requirements are difficult on families. The club is busiest when everyone else typically spends time with their families – weekends, holidays and evenings.

BR: How does one get into a mostly male-dominated environment? And what's the future for women in this industry?

SF: The future for women in the club industry is bright. Better than 50 percent of the students graduating from hospitality programs are female. More and more women are occupying the stepping-stone positions that lead to the top positions. Clubs today are looking for collaborative leaders that can bring members and staff together on common goals. Those with the best preparation and track record will succeed. Male-dominance is not the issue today that it was 20 years ago. But men do represent a large segment of the club market that women, as leaders, need to recognize and understand.

BR: Do you have any guidance for young women looking to get into the industry?

SF: Learn as much as you can about other areas outside of your main interest.

- If you are not a golfer, learn to play and understand the game.
- Constantly sharpen your business and analytical skills.
- Network with your fellow professionals.
- Stay ahead of the curve, anticipate change and finally, never stop learning! **BR**

Sandra C. Frappier, CCM, is the general manager/COO at Fort Wayne Country Club in Fort Wayne, IN. and a past president of the Club Managers Association of America (CMAA). She can be reached at (260) 432-2581 or via email at sandyfrappier@ftwaynecc.org



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– Chris Hill, Owner / Developer, Cordillera Ranch



LUANN G. GIOVANNELLI
GENERAL MANAGER
HARBOUR RIDGE YACHT
AND COUNTRY CLUB

"I've known LuAnn for more than 20 years and the number one thing about her is she's fearless. She's not afraid to ask for advice, then takes that information, and looks for the best way to solve a problem. She's what I call a pure problem solver. She also has a tremendous sense of humor and can get along with anyone. She's just so flexible and makes everyone who speaks with her feel comfortable and important."

William Wagner
General Manager
Hawks Ridge Golf Club

Women
IN THE CLUB INDUSTRY

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

LuAnn Giovannelli: I've been around 'club management' all my life. Growing up in Pennsylvania, my father was a golf course superintendent and involved in the construction of several golf courses. My first job in the club industry was working on the golf course at Nemacolin Hunting Reserve (now Nemacolin Woodlands) in Farmington, PA, a golf course he helped design and build.

After going to college at Penn State, and moving to Florida, Bob Rhodes, the former general manager from Nemacolin, manager at The Yacht and Country Club, in Stuart, FL offered me a job running the food and beverage operation. I spent the next 10 years there doing just about everything except cooking, and my last five years as the general manager.

In 1994 I became the general manager of The Moorings Club in Vero Beach, FL and stayed until 2004. When they hired me in the mid-90s, little did they know that they had become pioneers for hiring a woman general manager, especially one in her '30s!

With sponsorship from Jay DiPietro, CCM, I became a member of the Florida Chapter of CMAA in 1987.

BR: What draws you to this business?

LG: Many things - but first and foremost, every day's a new adventure - it brings new challenges and new learning experiences. Secondly, it's all about the people. I've learned more from my members over the last 20-plus years than I could have ever learned in school.

The other exciting aspect is the staff. I always look for staff members that show passion and potential for the profession and mentor them; for me it's that 'pay it forward' concept.

BR: What are the opportunities for women?

LG: The opportunities today are boundless. When I joined the Florida Chapter of CMAA in the late 80s there were maybe six women total in our chapter and only two of them were 'managers.'

BR: How does one get into a mostly male dominated environment?

LG: I think it's important to never be afraid to take that leap of faith and believe in yourself and what you can do... surround yourself with positive, successful people. While women may have different management styles and prioritize things differently than men, they are every bit as capable. I believe this evolved as the club member evolved. Today's 'member' has a different set of values and a different perspective on women in club management.

BR: Do you have any guidance for young women looking to get into the industry?

LG: Primarily, this is not a profession for everyone, so understand the commitment involved. Secondly, is to not think about yourself as a *woman* club manager. You're a club manager, period! Believe in yourself and your ability. Surround yourself with trustworthy people and never compromise your principles; there's no right way to do the wrong thing. **BR**

LuAnn G. Giovannelli is the general manager at Harbour Ridge Yacht & Country Club, Inc. in Palm City, FL. She can be reached at (772) 336-8908 or via email at l.giovannelli@hrycc.org

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Kathy O'Neal: Golf has traditionally been a male-dominated industry. I was trained at early age to flourish in that environment, as I grew up with six brothers and a sister. I learned to be aggressive without being intimidating and to be confident without being egotistical. I think that is good advice for any working environment. I discovered ClubCorp while getting my MBA at SMU. ClubCorp was a major supporter and advocate for SMU. The more I learned about the company the more I was convinced it was a perfect fit for me. I would be working within a marketing and sales environment that was both fun and challenging. ClubCorp was in the midst of acquiring a golf resort on Lake Conroe in Houston and they hired me to market their lodging and membership sales. A property with 27 holes of golf, 17 tennis courts, and rooms overlooking the lake didn't feel like selling – to me. It felt like sharing my new home with newfound friends.

BR: What are the opportunities/obstacles for women?

KO: The ever-changing and evolving nature of the private club business provides a constant challenge. Success mandates staying on top of trends, knowing your target markets, and reinventing the product to maintain value and relevancy in the eyes of current and prospective members. We enjoy finding new and innovative ways to provide warm welcomes, magic moments and fond farewells for our members. "Building relationships and enriching lives" is truly what ClubCorp, our employee partners, and our industry strive for.

The two greatest challenges facing the club industry today are finding more members and keeping the ones we have (recruitment and retention). My focus for ClubCorp is: member retention. Providing innovative programming and special events to unify membership proves that "users are dues-ers" – members can justify dues with valuable, relevant investments.

Even in the tough economic times of 2009, ClubCorp has been surprised by the strong enrollments and usage we've enjoyed at our clubs. We believe encouraging the growth of golf for women is very important and I represent ClubCorp on the national board of the Executive Women's Golf Association. I also had the privilege of being the first woman to ever address the China Club Manager's Association this year held in Beijing.

BR: How does one get into a mostly male dominated environment? And what's the future for women in this industry?

KO: Women are naturally suited for the hospitality industry. The successful women I've known in the golf industry are entrepreneurial in nature and unflappable in their resolve to provide quality facilities, a good work environment for their employees, and a good club experience for their members. The key in this industry, no matter how frustrating and time consuming it may be, is to take up golf! Women are the future of the game of golf, and the private clubs that provide women- and family-friendly environments will be the top clubs. More than a few women executives have credited a game of golf for getting a new job, a sought-after promotion, or a "closed deal." **BR**

Kathy O'Neal is a senior vice president at ClubCorp in Dallas, TX. She can be reach at (972) 888-7359 or via email at kathy.oneal@clubcorp.com



KATHY O'NEAL
SENIOR VICE PRESIDENT
CLUBCORP

"Kathy has been influential in the golf business for over two decades. A frequent speaker at the National Golf Owners Association where she pioneered state of the art approaches to in-depth market studies, and ground breaking new focus group approaches that have changed the industry. Her long career at ClubCorp included the development of the industries unique member software package known as Member Pride. Her influence in promoting golf to women through both the Executive Women's Golf Association and the Dallas Women's Museum are impressive."

Frank C. Gore
Chief Marketing Officer
Eagle Golf

Women
IN THE CLUB INDUSTRY



JILL PHILMON, CCM
GENERAL MANAGER
COLUMBIA COUNTRY CLUB

"I have observed Jill in her professional life exhibit such incredible passion for our private club industry that it sets an example for other club general managers. She is an articulate spokesperson for everything that is right about our business. She communicates effectively to everyone she touches how important it is to have high standards as a private club general manager/CEO and her enthusiasm is contagious. Jill is a highly motivated, ethical, energetic example of how to grow and develop a successful career in this industry."

Dick Kopplin
Partner at Kopplin & Kuebler

Women
IN THE CLUB INDUSTRY

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Jill Philmon: My dad was an assistant superintendent at a private club and I spent many summer evenings with him at the maintenance shop and on the course. At college, I majored in business and eventually owned and operated my own special event/fundraiser/wedding and party equipment rental company. After selling that business, a former customer, who was the general manager of a city club, offered me a job as the special events coordinator...thus beginning my career in the private club industry 17 years ago.

BR: What draws you to this business?

JP: Originally it was the familiarity; it was a comfortable environment. What keeps me passionate is the diversity. It gives me the opportunity to deal with so many facets under one roof. I'm a people person, I'm truly happy when surrounded by a variety of personalities, and the club industry is based on relationships. I can't imagine not being associated with the private club industry in some capacity. It's not just a job it's a passion. The work can be demanding but I find the rewards greater than the demands.

BR: What are the opportunities/obstacles for women?

JP: Women in club management still comprise a relatively small group. But this is a path where an individual can make a difference and be a trailblazer for other women. It's tougher to be first and have to break glass ceilings, but it's also very satisfying when you succeed. Additionally, balancing a job in club management with family can be tough, but it can be done.

BR: How does one get into a mostly male dominated environment? And what's the future for women in this industry?

JP: The view on women in club management is changing. It's only a matter of time before more women realize becoming a GM/COO of a club is an attainable goal. I think as the paradigm of clubs changes there will be more opportunities for women. We have to interview stronger and, after getting the job, work harder to prove efficiency and skill is not gender-based. It's my philosophy that you'll only be successful at a job if you are supported in the first place.

Surround yourself with great mentors, and don't be afraid to ask their advice. CMAA is a great source, the more you put into the association the more you'll get out of it. Don't expect everyone to immediately respect your position. Respect must be earned. Make sure you're at a club that you enjoy. You'll spend a lot of time there and it's important that you love what you do.

Jill R. Philmon, CCM is general manager of Columbia Country Club, Blythewood, SC. She can be reached at (803) 754-8100 or via email at jill@columbiacountryclub.com

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Rosie Slocum: Growing up in Cleveland, OH, I studied computer programming and science in technical school and worked in data processing then as a manager in finance for the largest land developer in Cleveland. That's where I obtained my knowledge of building communities and property management.

I started my club career 22 years ago in 1987, after moving to Florida. I began in the private club industry as a marketing coordinator. From there, I moved on and worked at two other clubs in membership and marketing, assisting with their turnover from developer to the membership. Following that, I returned to my original club for eight years and continued my career at Woodfield Country Club in Boca Raton.

Looking back at how far I've come is a true testament that women can pursue a rewarding career in our industry. Someday, I plan to finish my career by helping other clubs with training and consulting in membership and marketing. That has always been my life's plan.

BR: What draws you to this business?

RS: Meeting excited new residents who are searching for the perfect home and looking forward to a country club lifestyle. To me it's all about building relationships. I also love my work environment! Larry Savvides, CCM, GM/COO, Woodfield Country Club, involves everyone in our club to be a part of the success we experience. There are employee recognition and training programs, education venues, regular staff meetings and great communications to keep us informed. In the two short years I've been at Woodfield the positive changes are endless.

BR: What are the opportunities/obstacles for women?

RS: I was lucky to have worked with Mark Ruszczyk, a general manager (now GM/COO of the Villa Grande Club at Porto Vita) who in 1992 encouraged me to join CMAA for networking opportunities. It was difficult being one of a handful of women attending conferences and education sessions, but Mark gave me his full support.

In 1994, I began a local networking group with other membership professionals. A year later, I got a call from Donna Coyne of PCMA, who helped form a national organization exclusively for membership directors. About 20 directors attended my first conference in Dallas. Today, over 300 club industry professionals attend the conferences, which also offers certification programs to achieve the CMP and MCMP designations. I was selected to be the Southeast Florida chapter president for a two-year term and now serve as the national PCMA president.

BR: Do you have any guidance for young women looking to get into the industry?

RS: Do your homework and find out what's happening on all levels at the club you are considering. Getting into this business is easier now for women that it's ever been. **BR**

Rosie Slocum, CMP, is the membership and communications director at Woodfield Country Club in Boca Raton, FL. She can be reached at (561) 995-5203 or via email at rslocum@woodfield.org



ROSIE SLOCUM, CMP
MEMBERSHIP AND
COMMUNICATIONS DIRECTOR
WOODFIELD COUNTRY CLUB

"Rosie is truly a leader in the club field and one of the first colleagues in South Florida to recognize the true importance of the membership professional to the private club industry. She is always the first to get involved and is always a team player. She, undoubtedly, is an asset to this industry."

Mark Ruszczyk, CCM, CAM
General Manager and COO
The Villa Grande Club at PortoVita

Women
IN THE CLUB INDUSTRY



ROBYN NORDIN STOWELL
PARTNER
HOLME, ROBERTS & OWEN

"Robyn is a very thoughtful and collaborative attorney. She brings vast legal and industry experience to bear on each new assignment. She is a creative problem solver who invites parties to find win-win resolutions to the challenges that they encounter. At my former company, we chose Robyn to represent us after she had thrashed us when she represented a member group in a previous deal. Robyn is smart, hard working and extremely capable."

Henry DeLozier
Principal
Global Golf Advisors

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Robyn Nordin Stowell: As an attorney, my involvement in the golf industry dates from the early 90s when one of my clients made hundreds of millions of dollars of loans secured by golf and resort assets. Soon, I was helping developers and member groups transfer ownership or control of private clubs from developer to members. My broad experience has uniquely prepared me to address real estate, operational, contractual and corporate governance issues that arise in the acquisition and operation of club assets.

BR: What draws you to the club business?

RNS: I am particularly drawn to the transition from developer to member ownership or control and to modernizing clubs' membership and governance documents. I also really enjoy collaborating creatively with clubs to address today's challenges.

BR: What are the prospects for the advancement of women in the industry?

RNS: Women in the club industry, like the legal profession, have not been equally represented in higher management positions. But that is changing. Women can be successful if they invest in their own education and skills, work collaboratively with other professionals in their industry, and develop relationships with mentors who help advance their careers.

BR: What guidance do you have for women looking to get into the club industry?

RNS: Explore the full range of club opportunities and positions and find a role that is consistent with your life goals, priorities and skill set. Don't chase a goal that ultimately does not line up with your personal priorities. As an attorney with a national practice who is also a mother, I know it's not always easy to balance professional and personal priorities, but it can be done.

Participate in the great educational opportunities the industry provides, be active in industry organizations, and build relationships with other club professionals who can support and encourage you in your career. **BR**

Robyn Nordin Stowell is a partner in the law firm of Holme Roberts & Owen in Scottsdale, AZ. She represents buyers, seller, developers, member groups and clubs in all aspects of their legal needs. Robyn may be reached at (480) 624-4550 or by e-mail at robyn.stowell@hro.com

Women
IN THE CLUB INDUSTRY

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Beth Thiel: Following graduation from college in 1982, I joined the design team at Club Corporation of America (Club Corp) and learned from Robert Dedman to approach the design of a club from the owner's perspective. After being promoted to a regional design position, I had the privilege of working with hundreds of clubs across the country. That experience taught me the importance of learning club operations and understanding how each property is unique in its member's needs and expectations.

I started Thiel and Thiel in 1996. Our firm is known for blending creativity and innovative technology. We have developed our own proprietary software to provide our clients with day-to-day project management information, budget tracking, asset management tools, and FF&E expediting reports. This tool outlines the progression of the procurement process.

Transforming a tired property into one that feels alive again will never grow old with me. It is amazing how a complete interior transformation creates a renewed sense of pride in both members and the club personnel. I love seeing "their" vision come to life. It is tremendously rewarding to design or renovate a clubhouse that not only functions properly and operates efficiently, but is also remarkably beautiful for its members.

BR: How does one get into a mostly male dominated environment? And what's the future for women in this industry?

BT: I work in an area of the private club industry that is primarily female dominated, and have worked with a number of female managers and female club professionals who do an excellent job. To reach the top we must be professional, highly committed, a great leader and have the ability to see the club as a member does. As clubs become more family focused, women professionals can bring a huge insight into the specific wants and needs of that segment of the industry. In my area of expertise, bringing a woman's perspective to the project has been a huge asset to my clients.

BR: Do you have any guidance for young women looking to get into the industry?

BT: Develop extraordinary people skills and highly effective communication and negotiating skills. If your goal were to become a COO, classes in business and finance would be important. It's my belief that club professionals should "hire the best" no matter what their gender. Bringing unique skills and industry expertise to the table will make you a valuable member of the team. **BR**

Beth Thiel, ASID is a registered interior designer and founder of Thiel and Thiel, Inc in Southlake, TX. She can be reached at (817) 581-3838 or via e-mail: beth@thielandthiel.com



BETH THIEL, ASID
FOUNDER
THIEL AND THIEL, INC.

"Beth is a thought-leader in the club industry. She understands and respects tradition; but brings new and innovative thinking with a balance of common-sense solutions to her projects. She is devoted to her work and has forged long lasting and trusted relationships with the people with whom she has worked."

Henry DeLozier
Principal
Global Golf Advisors

Women
IN THE CLUB INDUSTRY



CRYSTAL THOMAS, MCM, CHE
PRINCIPAL
CRYSTAL CLEAR CONCEPTS, INC.

"I became acquainted with Crystal almost 25 years ago when we both served on the board of the Association of Faculty Clubs. She was forward thinking then, and has continued to provide the industry with out of the box ideas and concepts to make us all better managers. Crystal's energy and enthusiasm are absolutely contagious."

Kevin E. Carroll, CCM
General Manager and COO
The Loxahatchee Club

Women
IN THE CLUB INDUSTRY

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Crystal Thomas: Entry into the private club industry was quite by accident. In 1975, I responded to an advertisement for a bookkeeper at the University of Calgary Faculty Club in Calgary, Alberta Canada. Within the first 11 months, I was promoted to acting manager, and then to general manager. Over the next twenty five years I earned a Bachelor of Science, Hotel and Restaurant Management and the Master Club Manager and Certified Hospitality Educator designations and am currently I'm enrolled in a Master's program in California.

In 2002, during a Life Directions course, I wrote a mission statement for my life's purpose...to educate, inspire, and empower others to their highest potential. This statement, purpose and desire marked the beginning of Crystal Clear Concepts, a consulting firm that supports private club management with coaching, speaking, and training with an ongoing goal of advancing education for the industry. My book, *The Heart of Business*, focuses on integrating a healthy value system into the business world, and is slated for release at the end of the year.

BR: What draws you to this business?

CT: I was drawn to stay in this industry by the opportunity to be in service and the member connections. Seeing the progression from toddler to saying "I Do" was one of the greatest satisfactions. In this industry, we can experience a connection and continuation that other industries don't offer. Today, I work with teams within clubs to support them in creating the most value they can to keep the member connections thriving.

BR: What are the opportunities/obstacles for women?

CT: In the 70s, it was difficult for women to be in management in the private club industry. More than once our club management chapter met in a men's club and special arrangements were made for me to enter through a back door and be escorted through back hallways. A lot has changed since then. Women are now accepted. Clubs are hiring the most competent individuals, regardless of their gender. Today, if a young woman is the best-qualified applicant she will be hired. In fact, it's likely she'll have more than one strong offer to choose from!

A solid education is the foundation for a young woman to step into an entry-level club management position. Here are a few pointers:

- Be active in the CMAA Student Chapter
- Intern with a good club
- Make contacts and network in the club industry
- Present professionally and not trendy
- Set the intention to get the position

Good planning, education and preparation can open doors to great opportunities in the club industry. **BR**

As the principal of Crystal Clear Concepts, Crystal Thomas, MCM, CHE is an in-demand club solutions expert, specializing in operating efficiency. Crystal Clear Concepts, Inc. has developed exceptional management system products and services that help private clubs grow and thrive. For more information contact Crystal at (818) 237-5398 or via email at Crystal@CrystalClearConcepts.net

INFLUENTIAL WOMEN IN THE CLUB INDUSTRY

BoardRoom magazine: How/when did you get started in the private club industry?

Terra Waldron: In 1981 at Houndslake Country Club in Aiken, SC. As a young woman, I was employed by an all-male European crew. Many nights I went home discouraged, because at that time, women were not well respected in the dining room. This was a club which provided tableside service with steak tar tar and crepe suzette flambé, and where a member always expected a coffee cup warmed in a proper fashion. With my degree in hospitality management, I firmly decided that I wouldn't let them get me down. Subsequently, they came to respect me, my knowledge, and we became a great team. From those experiences, I learned so much about what not to do and how not to treat others. My management career began with the prestigious and esteemed old-line historical Commonwealth City Club in Richmond, VA.

BR: What draws you to this business?

TW: Our fascinating industry draws me in for a variety of reasons. I never seem to do the same thing on any given day. I am free to use my creative abilities; to mind map new avenues and experiences. There is also the opportunity to give back to the community. Leadership opportunities are abundant, where you can truly make a difference, if used wisely. But most important to me is the ability to have a positive impact on the lives of members, staff, and community.

BR: What are the opportunities/obstacles for women?

TW: The club industry provides endless opportunities if you develop yourself and identify your passion. I have a practice of writing goals and dates for accomplishment. In achieving these goals, I've built credibility, received acknowledgment, and have moved forward.

Certainly, obstacles for women in the private club world exist, as men have predominantly led this industry and it goes without saying that balancing family life and the demands required within the profession are an on-going battle.

BR: How does one get into a mostly male dominated environment? And what's the future for women in this industry?

TW: Demonstrate competence, enlist in on-going education, network with others within and outside the industry, and most importantly love what you do.

BR: Do you have any guidance for young women looking to get into the industry?

TW: Be a sponge for on-going education, even if you must pay your own way. Begin with the end in mind. Continually promote yourself in positive ways. Always commit to the betterment of the organization with which you are associated. Learn from and listen to others.

Finally, value those you work with. Two years ago, my executive staff spent long hours meeting with me over budgets. Beyond verbally thanking each of them, I sent thank you notes to each of their spouses/partners or children. For those with no significant other or child, I wrote to their pet, thanking each for letting their human mom or dad spend the time necessary on this project. People are what matters most! **BR**

Terra S.H. Waldron, CCM, CCE is vice president/general manager at Desert Highlands Association in Scottsdale, AZ. She can be reached at (480) 419-3702 or via email at twaldron@deserthighlandsscottsdale.com



TERRA S.H. WALDRON, CCM, CCE
VICE PRESIDENT/
GENERAL MANAGER
DESERT HIGHLANDS ASSOC.

"Terra is an extremely hard worker and gets to the bottom of whatever needs to get done. She sets her sights on her goals and accomplishes them."

Lee Hernquist
Former Board President
Cedar Point

Women
IN THE CLUB INDUSTRY