

A Reprise Education Is a Must

THE THRUST OF SO MANY BOARDROOM ARTICLES OVER THE YEARS HAS FOCUSED ON EDUCATION FOR PRIVATE CLUB BOARDS OF DIRECTORS.

And as our focus has narrowed in recent issues, especially with John Fornaro's Publisher's Perspectives, the questions and viewpoints keep coming from readers.

In no uncertain terms, these queries and comments stress the point BoardRoom has been making...Educate Your Board Members because it makes a difference!

In our July/August issue, Fornaro stressed the fact collaborative governance holds the key to successful change and sustainability in a private club. It's a concept Tarun Kapoor, an innovative thinker has been touting for some time now. Boards of directors and club general managers must not only co-exist, but they must collaborate to govern private clubs effectively.

Seemingly that's not something easily done because as Kapoor has suggested "governance today at many clubs pits members against members, volunteers against volunteers and volunteers against paid managers, creating an atmosphere of dysfunction that leads to chaos and all kinds of operating inefficiencies."

If you don't think that's so...how 'bout these points that some of our readers are raising. *I've used the information from articles in BoardRoom for many years now in the clubs where I've worked...and truly enjoy seeing that others understand what general managers experience from members, owners, boards and club operation.*

But how do we get boards who haven't spent their careers in this industry to understand what most of us consider the basics or norms of this industry?

Here are a few other examples:

- Food and beverage operations in 501 (c) (7) clubs lose money because there's limited catering so that it doesn't interfere with member activities. Why can't we open up more facilities to the public? Why do we have to have outside catering when it affects our members' services?

- *What is the right of members to know how boards vote on issues that influence a club's operational success? Do members have the right to request board minutes and is it prudent for the board to provide them?*

- *Restaurants don't have a service charge, so why do we?*

- *Why can't our staff work for tips like restaurants?* This is an age-old issue in private clubs debated in a number of articles in BoardRoom over the years, and the opinions still vary.

This discussion continues in Fornaro's Publisher's Perspective this issue, and the point is: Board members may bring a wealth of their own education to their position as a director, but equally important is the fact they also need to be well educated about their roles and responsibilities as members of your club's board. Fact is, today most aren't and they need to be!

Most private clubs (boards, members and management), to sustain themselves effectively and successfully, can't leave their governance and daily operations to happenstance.

It has to be effectively planned with



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role clarity, reinforcing the concept of the volunteer directors setting the club's policy direction with the staff professionals in charge of managing the club. Anything less leads to chaos.

And that's exactly what our readers are telling us.



Our annual Technology issue (September/October) takes a little different tact this year. Our contributors give us their opinions of what and where they feel club technologies are headed...and why? So rather than answer a couple of questions we've posed, they tell us where they think we're headed in the future. It's their opinions, and unquestionably, change is happening quickly for club technology. We think their viewpoints can cast some light on your discussions with your technology suppliers.

And finally...we continue with more introductions of BoardRoom 21 Presidents of the Year: **Jim Morton**, Immediate Past President, The Country Club of St. Albans, St. Albans, Missouri; **Thomas J. Roth**, President, The Country Club of Rochester, Rochester, NY; **Dale Rotner**, President, The Club at Morningside, Rancho Mirage, CA; **Bill T. Smith, Jr.**, Commodore, Royal Palm Yacht & Country Club, Boca Raton FL. **BR**