

Honors to the Best!



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IT'S BEEN SAID, "GREAT COMPANIES ARE NOT CREATED IN GREAT TIMES. GREAT COMPANIES ARE DEFINED BY HOW THEY WEATHER THE LIFE'S ROCKY STORM DURING AN ECONOMIC DOWNTOWN."

And this is particularly appropriate for the Distinguished Clubs receiving their recognition in this issue of BoardRoom.

In this, the inaugural season for BoardRoom magazine's Distinguished Club Awards, a number of clubs are being recognized for their outstanding achievements *within their club organization*.

Addison Reserve Country Club, Delray Beach, FL and *The Sanctuary Golf Club* of Sanibel Island, FL top the list as recipients of the Emerald Distinguished Club Award, the highest and most difficult of the awards to achieve. The Distinguished Club Awards "recognize categories honoring department heads, management and the club," says Wayne Ostrander, awards director.

"Today more than ever, clubs need to recognize employees, departments and programs that are setting the bar," added BoardRoom publisher John Fornaro.

"This is what has happened with the BoardRoom magazine Distinguished Club Awards. Deserving clubs that stand out and deliver a phenomenal product to their members and guests should and are being recognized.

"We think this is a great way to motivate your staff, encouraging them to be creative, all while improving the member experience and setting benchmarks for their departments and the club."

And with the recognition of the 2009 Distinguished Clubs, BoardRoom is now accepting applications for the 2010 Distinguished Club Awards. More detailed information can be found elsewhere in BoardRoom.



Further along the private club continuum from the various departments sits the board of directors...that august group tasked with guiding committees, management and members through the maze to success.

To be sure, a board of directors can make or break a private club. It simply depends upon how the board operates, and history does tell us many stories about the governance of private clubs, some not so enamoring.

John Fornaro's Publisher's Perspective casts another light on club governance as seen through the eyes and mind of Tarun Kapoor, one of the industry's most intellectual and persuasive commentators.

Kapoor, with his innovative thinking has developed the concept of "collaborative governance", whereby boards of directors and the club general managers not only co-exist, but where there is a strong, continuing collaborative effort between the club's volunteer board of directors and paid management, to govern the private club effectively.

Kapoor, in Fornaro's article, suggests "governance today at many clubs pits members against members, volunteers against volunteers, and volunteers against paid managers. This general dysfunction leads to chaos and all kinds of operating

inefficiencies, which often surfaces because of the lack of clarity in leadership roles and the responsibilities of volunteer boards and paid managers."

Role clarity is a major requirement and "clarity reinforces the role of the volunteer as one of setting the club's direction with the staff professionals in charge of managing the club."

Bottom line – the collaborative governance process becomes a mechanism that creates a balance of powers, checks and balances, and a system of club governance that's transparent, inclusive and invites participation.

BoardRoom will continue with a focused effort on Kapoor's collaborative governance concept, meaning in future issues we'll continue to put forward lasting, effective solutions for clubs, enhancing BoardRoom's mandate of "informing and educating" boards of directors and club general managers.

Finally...we continue this issue with more introductions of BoardRoom's 21 Presidents of the Year: *Terry Geller*, President, Saint Andrew's Golf Club, Hastings on Hudson, NY; *Bill Kamm*, President, The Country Club at DC Ranch, Scottsdale, AZ; *Earle Layman*, President, River Bend Golf & Country Club, Great Falls, VA; *Bill McDougall*, President, The Members Club, Columbia, SC. **BR**

Got a comment? Drop us a note: dave@boardroommagazine.com