

BoardRoom Recognizes 21 World Wide Private Club Presidents of the Year

Additional Award to Fernando Leal As Distinguished President of the Year

By Dave White, Editor, BoardRoom magazine

Private Club Presidents of the Year sponsored by Clubessential, Gasser Chairs and Kopplin & Kuebler

What do you do with a private club mired down with committees involved in every detail of the daily operation; daylong board meetings, no strategic plan and very little board structure?

Find a board president who practices what he preaches, like Fernando Leal, president of Addison Reserve Country Club in Delray Beach, FL. And that's why Leal is *BoardRoom magazine's first Distinguished Club President of the Year*.

BoardRoom is recognizing 21 club presidents, captains and chairs around the world as *Private Club Presidents of the Year – 2008* for their outstanding work with their private clubs. These are board presidents, captains or chairs that have served the majority of 2008 as the leader of their club. Most have completed their term of office.

One of the 21, Fernando Leal is recognized with the additional award as the *Distinguished Club President of the Year*.

Nominations of the top 21 have been reviewed by BoardRoom's industry experts who have an understanding of the industry, the structure of the board of directors, and the role and responsibilities of a club's board of directors.

Stories on the other recipients will follow in the next three Boardroom issues.

In the first year, the Private Club President of the Year designation has attracted over 300 board president nominations from clubs and nominators in the U.S., Canada, the UK, Sweden and South Africa.

"That's astounding for our first year," says BoardRoom publisher, John Fornaro.

"It bodes well for the future. We think it's important to recognize people who devote their time to volunteer board activities.

"It's a real credit to these volunteers who work diligently to set policy for their general managers and who then let them get on with managing what the club's members want done.

"Our congratulations go out to Fernando Leal who has done such exceptional work at Addison Reserve," Fornaro enthused.

When Leal took over as Addison's Board president in 2007, all things political at this quite dysfunctional club were turned upside down. The result? The club's gone full circle.

"We've made a 360 degree turn," boasts Addison's CEO and general manager Michael McCarthy, Leal's nominator for the award.

"There are many reasons to consider Fernando Leal," McCarthy said in his nominating letter. "He not only meets all 10 of BoardRoom's criteria, the accomplishments that have been made and the changes Leal has brought about at Addison go far beyond Boardroom's criteria."

Addison Reserve's members took over the reins from the club's developer in May 2002. Like many clubs going through this kind of turnover, members want to get involved for the "right" reasons. In Addison's case, this led to a massive committee structure that almost doomed the club to failure.

There was no strategic plan in place, and little to balance the board, committee and management matrix, no matter how well intended the attentions of the board and members. The club was fraught with conflicts, high management turnover and, as might be expected, high member turnover.

Change began to happen when Leal took over as president in 2007, and McCarthy came on board as the club's CEO and general manager.

"This was a club with very little direction, and the earlier board's desire to satisfy the wishes of all members left the door wide open for unrestrained committee involvement.

"Our president realized the committee system was out of control and in one bold move made drastic changes," McCarthy added. Leal basically eliminated all commit-

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Distinguished President



Michael McCarthy (left),
CEO and general manager and
Fernando Leal, president of Addison
Reserve Country Club in Delray Beach, FL

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tees and instituted a new system with fewer committees that now operate with clear guidelines, and which provide checks and balances and support for the board and management.

“All day board meetings that focused on operational issues are now under two hours long and solely devoted to strategic planning and policy. The composition and teamwork from the entire board is most impressive,” McCarthy explained.

Professional management now addresses operational issues, creating member confidence in management’s ability to deliver services without a political agenda.

“It’s a pivotal change that has altered the complexion of Addison,” McCarthy says of Leal’s influence.

Working with McCarthy, the Addison board under Leal’s guidance instituted a strategic plan in 2007 and “that’s our roadmap for the future.”

The club garners more feedback from members than ever before through weekly focus groups and is now on a sound financial footing. The club’s revenue has grown to \$20.5 million from \$15.7 in the two years.

“Under the guidance of our board, we’ve rebuilt our reserves to \$2 million in a two-year period and we’ve had an operating surplus both years while offering many more amenities and services for our members,” McCarthy commented.

The club has also just finished building a \$10 million Esplanade spa complex, and renovated 27 holes of golf course to pristine condition – “a stunning example of membership support,” exclaims McCarthy. In fact, a recent survey showed member satisfaction above 90 percent and Addison resale home listings dropped from nearly 10 percent down to under four percent... “and this is in the toughest of times. There’s no gated community in Palm Beach County that can make this claim,” McCarthy boasts.

Addison Reserve has also been an attraction for other clubs around the country.

“Not a week goes by that I don’t get a call from another club asking for advice on how we made the transition and how we’ve fulfilled our mission statement – ‘Addison Reserve – Excellence is our Standard.’

“We’ve done it because of our president Fernando Leal. I can assure you he’s an exceptional board president, the proof being the astonishing turnaround in leadership and management systems at Addison Reserve with him at the helm,” McCarthy explained.

“Never have I seen someone as focused on big picture thinking as Fernando Leal. He’s a great ambassador for future leaders of the club industry.”

And that’s the reason why *Fernando Leal is BoardRoom magazine’s 2008 Distinguished Club President of the Year.* **BR**

2008 Private Club Presidents of the Year

John Anhorn	Rogue Valley CC	US	
Arch Arnold III	Country Club of Columbus.	US	
Kjell Axelsson	Kalmar Golf Club	Sweden	
Kevin Bublitz.	Western Racquet Club.	US	
Don Calhoon	Long Cove Club	US	
Frank Elliott.	Blackhawk Country Club	US	
Warren W. H. Finlay	Granite Club	Canada	
Stanley Frank	Polo Club of Boca Raton	US	
Eugene Greene	Blainroe Golf Club	Ireland	
Don Jones.	Hillwood Country Club	US	
Gordon Lawson	Royal Dornoch Golf Club.	UK	
Fernando Leal.	Addison Reserve.	US	
Stan Michel	Glendower Golf Club	S. Africa	
Patrick Nolan	St. Francis Yacht Club	US	
John Odell	Oakmont Country Club	US	
Nina Owen	Union League Club of Chicago	US	
Michael Schachtrup.	Country Club of Peoria	US	
Donald Schaevitz	Broken Sound Club.	US	
Phil Schneider.	Pardise Valley	US	
Richard Secrist	Baltusrol Golf Club	US	
David Whitehouse.	The Lansdowne Club.	UK	

Private Club Presidents of the Year

JOHN ANHORN | ROGUE VALLEY COUNTRY CLUB - MEDFORD, OREGON

In his role as club president, John Anhorn clearly set roles of the board and management...and he continues to remind the board that its role is to set policy while the general manager is the chief operating officer in charge of operations and personnel decisions.

In leading the club, he has seen successful completion, with membership approval, of two major projects that had previously created some dissension within the club. He did so by assisting the general manager in hosting membership meetings, writing to inform the membership and quietly building a consensus with the board, membership and management team. Additionally, he initiated the formation of the long range planning committee, comprised of five past club presidents, to develop a strategic plan for the future of the club. That plan has been submitted to the board for approval and was presented at the annual membership meeting.

Anhorn continues to apply his leadership skills by meeting at least once a month with the general manager Jim Norris; and by offering himself as a coach, mentor and sounding board. He will offer his opinion when asked and make suggestions, but only after inquiring of the GM, "What would you like to see done?"

He invites members to share their complaints, comments and suggestions and notifies the GM of their opinions so that management, not the board can address any issues.

Upon completion of his three-year board term in November 2008, Anhorn was re-elected to the board and in December, the board selected him for another term as club president.

A businessman, Anhorn, as president and CEO of PremierWest Bank, in a decade grew the organization from two branches in Medford with \$100 million in business to 46 branches with total assets of \$1.5 billion in two states.

'John Anhorn is a national leader with a 'can do attitude', a winning philosophy (WIN - what's important now) who just wants to 'git'er done','' enthused GM Norris.



ARCH ARNOLD III | THE COUNTRY CLUB OF COLUMBUS - COLUMBUS, GEORGIA



A proven consensus builder, Arch Arnold, a retired Army colonel, developed and implemented a new member campaign with 14 member ambassadors - Arch's Army. This campaign brought in 158 new members last year - a goal many believed to be impossible.

"He led by example, working tirelessly beside us, and he was also there to support the team when we needed assistance or resources," one ambassador said. He similarly assisted in developing the club's Veteran's Day Appreciation Banquet, with a dramatic increase in attendance of almost 200 percent - to 235 from just 80 the previous year.

Col. Arnold spearheaded a large capital project to eliminate a sewage/plumbing issue that had been building for years and he successfully guided the club through a controversial issue past boards opted not to address: the elimination of smoking throughout all club facilities.

A president who can be trusted to act in the club's best interests without regard for external pressures or personal gain, his philosophy is "ladies and gentlemen serving ladies and gentlemen."

Col. Arnold ensures that the every person at the club is held to that same standard of conduct as he has fully supported staff members who complained of "unbecoming" behavior by members. This support has truly elevated the staff's performance level as well as their dedication to the CCC.

Through his leadership style, ensuring that the board's focus is on establishing policy without micromanagement, Col. Arnold has evoked the best from the club's executive staff. When it was suggested by some directors that they should be consulted on certain operational decisions, he was quick to remind them that a very competent staff was hired to handle the day-to-day operations of the club with the general manager responsible for overseeing that staff. He continually motivates the volunteers, directors and staff to ensure the fulfillment of the club's mission statement.

"Members of our club consider Col. Arnold an inspirational president whose passion, commitment and drive for the club would be hard-pressed to improve. As our president and a long-time member, Col. Arnold is an extremely gracious and a true man of honor," expressed club manager Carol Edell.

Private Club Presidents of the Year

KJELL AXELSSON | CHAIRMAN, KALMAR GOLF CLUB - KALMAR, SWEDEN



"Our members have a huge amount of trust in Kjell Axelsson's ability and skill to lead our club through good times and bad," says Kalmar's general manager Jimmy Grön.

Axelsson, owner of an environmental water and heating firm in Kalmar, the Swedish city of 60,000, has been chairman of Kalmar Golf Club for the past 11 years.

As well, Axelsson is a very strong supporter of Grön's educational efforts and support for colleagues in Sweden's Golf Club Management (GAF), the Club Managers Association of Europe and the Club Managers Association of America. "He's sincerely of the opinion that my tasks in these associations will help make me a better GM and as a result we'll have a better golf club."

Golf is divided into 21 regions and Kalmar Golf Club belongs to the fourth largest... "even here, Kjell is well known and often the person people listen to when questions and issues arise," Grön added.

When Grön started a GAF International development fund to help the educational development of his Swedish colleagues, "Kjell doubled up the amount I had put into the fund. It simply shows the support he gives and makes him a very good role model for any chairman in Europe."

KEVIN BUBLITZ | WESTERN RACQUET CLUB - ELM GROVE, WISCONSIN

Kevin Bublitz is one president with an overwhelming passion for his club, the Western Racquet Club in Elm Grove, Wisconsin, and it shows in his accomplishments. Western, a small full-service tennis club with two locations separated by eight miles, has 12 indoor tennis courts, 14 outdoor courts, an Olympic-sized swimming pool, a full service 300-seat food and beverage operation, fitness center, childcare and craft center and spa service. There are 150 employees.

Bublitz has been instrumental in helping the club through its strategic planning and long-term goal setting. "He helped commission the first reserve study in the club's history, define the club's financial goals and institute a program to help stabilize placement of department heads and key staff members...areas that have all helped increase the member satisfaction," says Katherine Valent, the club's chief people person.

Although the club has faced uncertain times because of the high turnover of general managers, Bublitz has guided the club in establishing clear goals for the GM's position and the club through board retreats and team building exercises. Goals are followed up and measured during the GM's annual review measurements set forth by Bublitz and the club's committee chairs. Scott Garvin, CCM is the club's general manager and chief operating officer.

For the last decade the club has been in need of an outdoor dining venue, and under Bublitz's term, this \$1 million project, has come to realization, unanimously approved by the board and members...on budget and without a member assessment.

Bublitz is also strong supporter of management team education. "He feels that as leaders in the industry, Western can bring along new creative ideas for implementation," Valent added. GM Garvin is the CMAA's local chapter president; the club's executive chef is president of the local ACF chapter, and the entire culinary team members are active ACF members. Funds have been approved for the clubs' tennis professionals to attend educational opportunities.

During his tenure, Bublitz started the Western Racquet Club Foundation, which helps underprivileged youth participate in the club's award-winning summer tennis program, and which also grants scholarships to the club's employees.

In 2008, when the club had an opportunity to take advantage of lower interest rates, Bublitz spearheaded the team that help save the club over \$300,000 over the next five years.

An active tennis and fitness center participant, Bublitz is easily described as "honest, trust worthy, efficient, forward thinking, easy to talk to, very open to new ideas, family oriented, competitive and a person with good business sense," explains GM Garvin.

"His strong leadership skills make his presence on the board admirable and the membership well represented. In the past three years, he has guided our capital plan to \$3 million in improvements without an assessment, which have met our capital goals while increasing our members' participation and satisfaction."



DON CALHOON | PRESIDENT | LONG COVE CLUB - HILTON HEAD, S.C.

Don Calhoun is the former VP of Marketing for Wendy's, Inc. and as one of BoardRoom's Club Presidents of the Year, Calhoun has used those skills to the benefits of members of the Long Cove Club, a premier private club in Hilton Head Island, S.C.

That's the opinion of Thomas S. Lee, CCM who, as interim general manager, nominated Calhoun as BoardRoom's Club President of the Year.

And while the club was without a qualified general manager, Don Calhoun reluctantly assumed those duties on an interim basis, as well says Lee.

Refusing to patch a mismanaged governance structure with a new GM, Don elevated the "search" to a complete analysis of Long Cove's governance structure. After eight months, a strong GM (David Loan) was in place and the governance structure was adapted to improve member satisfaction, empower department managers and redefine the roles of committee.

Don's ability to think "big picture" has allowed Long Cove to improve its long range planning from project to strategic based, a critical step for the community's long-term health.

A natural communicator, Don emphasizes the need for board transparency and staying ahead of the communication curve.

"He also spearheaded the effort to obtain membership approval to launch a \$3.5 million capital improvement plan and did this by holding a series of town hall meetings, and directing the production of a very well-done and informative DVD (which he wrote and narrated) on the projects, and the financial plan to pay for them," explained Lee.

In testament to his marketing skills, Calhoun was able to gain the support of the membership to completely rehabilitate the golf course (a Pete Dye-designed Golf Digest Top One Hundred Course); replace the club's aging marina and begin a sorely needed rehabilitation of the club's extensive lagoon system.

"These projects were not only approved by the membership, but he began the planning process for all of these projects to the extent that when I arrived at the club in March of 2008, all of the projects were at the proper place on the timeline and we proceeded smoothly with the process," Lee outlined.

Upon Thomas Lee's arrival as the interim GM, "Don spent a day with me during which he thoroughly familiarized me with the projects and other matters, and then amazingly, completely stepped out of the day-to-day affairs of the club and left me to actually manage the club," Lee asserted.

"In my judgment, Don Calhoun epitomizes the ideal club president. He provides the proper degree of oversight of club affairs and thinks strategically about the club's future, while letting the GM/COO run the daily operations.

"He keeps the club's directors on track and presides over efficient and productive board meetings. No general manager/COO could ask for more in a president," Lee explained.

And that's why Don Calhoun is one of BoardRoom's top Club Presidents of the Year. **BR**

Editor's note: Thomas Lee filled in as an interim GM for several months in 2008 before David Loan was selected as the club's permanent GM in July 2008. Lee is now interim GM/COO, The Country Club of St. Albans, St. Albans, MO



FRANK ELLIOTT | PRESIDENT | BLACKHAWK COUNTRY CLUB - DANVILLE, CA

Frank Elliott's vast experience with IBM has brought many benefits to members of Blackhawk Country Club in Danville, CA.

And as a result Elliott is into his second consecutive term as President of the club's board of directors at Blackhawk Country Club in Danville, California...something that's only happened twice in the Blackhawk's 25 years.

And that's a major reason why Frank Elliott is one of BoardRoom magazine's top 21 club presidents around the world.

Frank recently retired from IBM after 30 years of service, where he held a number of senior management positions including executive assistant to the chairman of the board, VP of marketing in the networking systems business, VP and area manager of western area (San Francisco) and VP of worldwide sales and marketing in the storage systems business.

With these experiences, Elliott has brought the Blackhawk board and the membership closer together through the development of new member surveys, quarterly communication meetings and website involvement.

Outside of his commitment to IBM and the club, Frank has served on the California State Chamber of Commerce's board of directors, the cabinet of the United Way of the Bay Area, the visiting trustees committee, Simon School of Business, and the President's cabinet at California Polytechnic State University of San Luis Obispo (Cal Poly).

Even though Frank devotes countless hours working with the club's advisory committees and management, his priorities never waver from his wife Pat and their four children. Elliott and his family have been members of BHCC since 1995. **BR**



WARREN W.H. FINLAY | THE GRANITE CLUB - TORONTO, ON, CANADA

A club with no debt, prepaid annual dues, active family memberships of 11,000, a waiting list of 300 and highly motivated staff of 400 is a private club well positioned to weather the current economic conditions.

That's precisely where the Granite Club of Toronto, Ontario, Canada sits today with much of this positioning coming as a result of the outstanding work of club president Warren W. H. Finlay.

And it's the reason why Finlay is one of BoardRoom's top 21 Private Club Presidents from around the world. Finlay, sitting president of the Granite Club, founded in 1875, has long been involved in the club's governance and a primer mover for some of the club's outstanding development over the years.

"Warren is president of an exceptional board that adds significant value to the organization. They make a discernible difference in their advance on mission," says Peter Fyvie, the Granite Club's general manager/chief operating officer, and Finlay's nominator as one of BoardRoom top presidents.

"Our governance requires the board to balance its role as an oversight body with its role as a force supporting the organization. The difference between responsible and exceptional board lies in their thoughtfulness and intentionality, action and engagement, knowledge and communication.

"The Granite board's culture, as led by Warren, is based on trust and an environment that is conducive to constructive debate. Our directors are fully engaged in the work of the board," explained Fyvie.

"This is exemplified by:

- Our policies provide sufficient guidance to the board to govern

the organization properly, are reviewed regularly and are disclosed.

- Our directors can read and understand financial statements, sit on various board committees, and require less lead time to carry out their responsibilities effectively.

- They spend time on board education and development. Warren is the person responsible for briefing the board. He is also responsible for communicating with the membership. He is effective on both fronts.

- Directors conduct formal board evaluations each year and evaluate my performance on pre-set criteria.

- The board supports improving board governance; identifying the appropriate board structure; finding and retaining qualified board members; dealing with board appointments; planning for succession and identifying, building and developing leaders; orienting, engaging and developing board members; establishing role clarity; developing productive board-COO relationships; holding effective board meetings; engaging in strategic planning; upholding fiscal responsibility; undertaking risk management; enhancing transparency and accountability; and increasing membership trust."

"Warren prefers weekly discussions and being kept informed by the club's outstanding senior management group to avoid surprises. **BR**



DR. STANLEY FRANK | POLO CLUB OF BOCA RATON - BOCA RATON, FL

Two years ago, the Polo Club of Boca Raton was at a crossroads. Member satisfaction and staff morale had hit an all time low.

A major problem, among many, was the lack of continuity. The club has gone through three general managers in a very short time with management positions shifting and changing on what seemed to be a month-to-month basis.

Change was definitely needed.

"In 2007 Stanley Frank was chosen president of the polo club's board of directors and like a ship's captain, he took hold of the wheel and steered the club onto a new course," explained Arnold Brockman, a board member who submitted the nomination for Frank's selection as one of BoardRoom top 21 club president around the world.

Dr. Frank has enjoyed a distinguished career as chairman, CEO and/or president of some of America's well-known companies in education, media, software and technology.

The first challenge? Building a new management team. Frank stepped in as acting general manager for three months until the appointment of Alexander Raimondi, CCM, CCE, CAM as the new general manager...a person fitting the polo club's culture, able to execute the club's future vision and someone with strong leadership and team building skills.

"As a new management team began implementing the Frank's and board's vision, our members became believers again," Brockman added.

"Stan also initiated the 2010 Committee with the goal of bring

our club into the 21st Century and preparing for the next generation of members. He has also been instrumental in implementing a strong team of committees who, working in concert with the board and management, has changed the atmosphere from dysfunctional to complete cooperation."

In a tough economic climate, Frank has led to charge to keep the clubs costs in line, all while maintaining amenities "that our members expect at a first-class country club," Brockman opined.

Under Frank's guidance the club has come in under budget for the last two years; the food and beverage department has turned around 180 degrees with members and guests raving about the improved food and service. The result? "Members are coming to our five dining venues in record numbers.

"The membership owns Stan Frank a debt of gratitude. He built the confidence and esprit de corps that made things happen. His hard work, dedication and guidance has brought the Polo Club back to life and we look forward to a future filled with promise and a strong sense of continued success," Brockman concluded.

And that's why Stanley Frank is one of BoardRoom's top 21 Club Presidents from around the world. **BR**



EUGENE GREENE | PRESIDENT | BLAINROE GOLF CLUB - WICKLOW, IRELAND

Eugene Greene, president of Blainroe Golf Club, has been a very successful businessman in his own right including being responsible for major brands in Ireland like Goodalls, before selling the business a number of years ago to the large International food company Hellman's.

Greene, one of *BoardRoom magazine's top 21 Club Presidents of the Year* from around the world, is now serving his second two-year term as club president, "which is very unusual in this country," explained Patrick Bradshaw, CCM, Blainroe's general manager, who nominated Greene as one of the world's top club presidents.

Since 2000 Greene has been active on Blainroe's board and as chairman of the finance committee he oversaw the renovation of the Hawtree-designed golf course, as well as a clubhouse renovation.

In recent years as chairman of the development committee, Blainroe "has overseen the spending of \$3.6 million (without requiring us to ask the members for a penny on capital projects!). And all this in a club that charges its members a subscription of only \$1,400 each year," Bradshaw enthused.

"He's an advocate of transparency especially at our annual general meeting, which he chairs. This man definitely has a passion for his club."

Greene's prudent management of fiscal affairs has put the club in a very healthy position and assisted greatly with our public appeal to visitors from around Europe. He has prioritized certain areas in the last two terms including better member communications, maintaining the friendly ethos of the club, focus on long term goals and welcoming new members to the club.



"He has been a great asset to the club in recent years and spurred me on to being one of the first ever CCMs in Europe allowing me to be involved at European board level of the Club Managers' Association of Europe and at Irish regional level when I was our first president for three years. I value him very much as a mentor," Bradshaw explained.

And it's for these many reasons why Eugene Greene is one of *BoardRoom magazine's top 21 Club Presidents of the Year*. **BR**

GORDON LAWSON | CAPTAIN | ROYAL DORNOCH GOLF CLUB - SCOTLAND

Captain Gordon Lawson, one of *BoardRoom magazine's top 21 Club Presidents of the Year* from around the world completed his two-year term as president in August 2008.

Formed in 1877, Dornoch has now been a Royal club for over 100 years! A Royal title means exceptional standards and "we always aim to exceed the expectations of our frequent visitors and loyal members.

Records show that the incredible natural landscape that defines golf in Dornoch has hosted golfers since 1616. Royal Dornoch is only 45 miles from the bustling city of Inverness, Scotland...and a true haven of peace, tranquility and, of course, world class golf.

Royal Dornoch's presidents are endowed with the title 'Captain.'

"Captains at Royal Dornoch do two years," explained Dornoch's secretary/manager John Duncan. Captain Lawson was succeeded by Jim Campbell.

Gordon Lawson, a lawyer, originally from the Edinburgh area, practices locally and has been active in many aspects of Royal Dornoch's operations. He recently passed the R&A Referees exam with distinction and has acted as a referee at leading amateur golf events.

In his time in office Lawson oversaw the purchase of additional land to both protect the courses boundaries and provide a long-term source of sand for course maintenance and bunkers.



GORDON LAWSON, LEFT, HANDING OVER THE BADGE OF OFFICE TO JIM CAMPBELL.

He convened a strategy committee, a new initiative for Royal Dornoch, and subsequently presented a case to members to support a proposal to demolish the present clubhouse and rebuild. Progress continues towards this goal.

Lawson was also a strong supporter of the Club Managers Association of Europe. Duncan added. "As a lawyer who has to undertake con the time I gave as as President of CMAE to establishing a proper professional educational structure for club managers."

"We appreciate very much the recognition given Gordon Lawson and our club with this award," Duncan concluded. **BR**

DON JONES | PRESIDENT | HILLWOOD COUNTRY CLUB - NASHVILLE, TN

Don Jones, one of *BoardRoom* magazine's top 21 Club Presidents of the Year from around the world is considered a unique leader in the world of private clubs.

Jones served on the club's board of directors from 1998 through 2001 and as president in 2000. During this time of major change, the club implemented the GM/COO governance model and the club was transformed through significant capital investment in all areas.

Amended policies have mandated an annual update of the club's five-year strategic plans and this has served the club well as focus on constant improvement has become the board's priority.

In 2007 the incoming president unexpectedly resigned and Jones agreed to fill the vacancy serving again as president in 2008.

"Mr. Jones stabilized and reenergized all club systems," explained Wally Smith, the club's general manager. "His focus on the nominating committee generated outstanding future lead-

ership. He focuses on the big picture and is a constant supporter of the staff, leaving all the day-to-day operations in their hands."

"His membership presentation of the updated strategic plan was so thorough, applause followed and there wasn't a single question asked. We're fortunate to have leader where such passion for the club, its members and staff is obvious to everyone who knows Don Jones," Smith enthused. And that's why Don Jones, Hillwood Country Club, Nashville, TN is one of *BoardRoom* magazine's top 21 Club Presidents of the Year from around the world. **BR**



STAN MICHEL | PRESIDENT | GLENDOWER GOLF CLUB - JOHANNESBURG, SOUTH AFRICA

President 1999-2004 and 2007-2009 (8 years)

Club captain 1993-1998 and 2005-6 (8 years)

During Stan Michel's long tenure as president he has realized the importance of a professional management team to take control of and make all operational decisions at the club.

"With this in mind he has encouraged the growth of skills and knowledge of all staff at the club," explained general manager Paul Leishman. "In addition he has strongly supported the Club Management Association of SA (CMASA) and me personally during my three year tenure as CMASA's chairman."

Michel pioneered an incredibly successful annual strategic planning session with management and all committee members, which sets out policies and goals for the club. "Management is then entrusted with the responsibility to work towards these goals," Leishman added.

The highlight of the past decade's strategic planning for the board and management has been the club's golf course renovation project completed in January 2009.

"Years of planning and preparation have come to fruition with a project led by a passionate and determined president who has ensured that all members have had an opportunity to provide input that resulted in unanimous approval.

"Stan has shown an incredible ability to accept diversified views and yet always shown the strength to ensure that decisions taken are for the benefit of all the members.

"He embodies all the values of the club and lives with pure passion to realize the club's mission of being recognized as an unrivalled competitor offering an impeccable golfing experience, which exceeds member and guest expectations. "He ensures that we provide an environment that fosters service excellence, high ethical practice and social responsibility," concluded Leishman. And that's why Stan Michel is one of *BoardRoom* magazine's top 21 Club Presidents of the Year from around the world. **BR**



PATRICK NOLAN | CHAIRMAN | ST. FRANCIS YACHT CLUB | SAN FRANCISCO, CA

Patrick Nolan is recognized as one of *BoardRoom magazine's top 21 Club Presidents of the Year* for his outstanding leadership at St. Francis Yacht Club during 2008.

Not only did St. Francis experience its greatest year financially, Nolan developed a board of directors that truly understand the importance of allowing the club general manager/chief operating officer and management team to manage the club, while constantly keeping an eye on the bottom line and the level of service to St. Francis members.

Nolan with his ability to lead focused on building consensus both within the board and outside the board room. "St. Francis has been dealing with younger membership issues," explained club general manager Ron Banaszak.

"Nolan addressed this challenge by initiating a membership survey to ascertain specific membership needs. From this survey he challenged the club's long range planning committee to put together the club's strategic plan."

The board chair also led the club in a discussion on a major renovation project – the main dining room, which has been under discussion for many years with many different views on how it should be approached and what it should look like. The club is still pursuing this project, and while the scope of the project and funding has not changed, it has been moved back to 2010. This project harbored issues more political and financial and Nolan's approach to getting the job done focused on the entire club and not simply a 'vocal minority.'

He actively supports an aggressive training and education program for managers, including membership in the Club Managers Association of America.

An avid sailor and power boater, Patrick Nolan is well known throughout the local sailing community. He has participated in some of the most prestigious regattas on the west coast on a series of boats including his J/42, J/125, and Farr 40, all named Javelin. He also placed 5th in the 2004 Atlantic Rally for Cruisers (Canary Islands to St. Lucia) as navigator/helmsman on the Catana 58 "Aurora".

Nolan is formerly president/CEO of GTS Transportation Services, Inc., a \$100 million a year transportation and logistics company, which he sold in 2000. He is now the owner of Sail California, Inc., the Northern California Dealer of J Boats, Sabre Yachts and Back Cove Yachts, and Santa Cruz Yachts.

Patrick Nolan is a passionate private club volunteer, who truly appreciates his family and his yacht club, and that's why he's one of *BoardRoom magazine's top 21 Club Presidents*. **BR**



JOHN ODELL | PRESIDENT | OAKMONT COUNTRY CLUB | GLENDALE, CA

One of the club's major changes in recent years came under the guidance of president John Odell, when the club moved from being operated by committees to that of the chief operating officer concept.

And the opportunity for this change came along with the hiring of Michael Hyler as the club general manager/COO in February 2008.

Odell was the president of Oakmont from November 1st, 2007 until October 31st, 2008.

He also worked with the Board to establish credible and measurable goals for the GM/COO.

Private club consultant Dick Kopplin of Kopplin Kuebler was then asked to conduct board and management training related to the new governance model and through which the roles and responsibilities of the board and those of management were clearly outlined.

Odell's many accomplishments at Oakmont include:

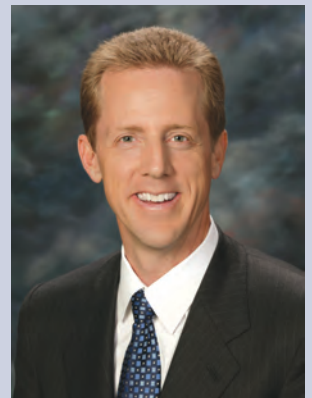
- Beginning of a major Oakmont golf course renovation project and establishment of the proper financial model to allow for a membership approval of the renovation.
- Retiring cost overruns from the pro shop and pool renovation project that were hampering Oakmont's ability to operate effectively.
- John guided the club leadership's requests for dues increases in successive years, necessary for the health of Oakmont.

Since membership must approve, John and completed a major education project, which included town hall meetings, letters to the membership and promotion through the committee structure.

- Odell reinstated the long range planning committee and supported the committee's effort in getting a survey and analysis of the competition that is leading to a long-range plan for the clubhouse and the golf course.

- Odell began the implementation of a capital dues lines on the monthly statement. This is part of an overall plan to have the necessary funding to maintain the club in first class condition.

John Odell is a legacy member of the club who holds the club very dear to him and his family. His passion for the club has been his motive for the improvement of Oakmont and to ensure the future is bright for his club and this passion and these accomplishments are reason why John Odell is one of *BoardRoom magazine's top 21 Club Presidents*. **BR**



NINA OWEN | PRESIDENT | UNION LEAGUE CLUB OF CHICAGO | CHICAGO, IL

Nina Owen, the Union League Club of Chicago's 119th president, "has been a dedicated volunteer with the club," enthused general manager Jonathan McCabe.

"In 2007-08, she served as the chair of the personnel and administration committee after having served a special, one-year term on the board in 2004-05 to fill a vacancy created by the election of David Shade to club treasurer."

Owen also served as chair of the art, technology, entertainment and member activities committees; served on the house committee for three years and participated in the architectural subcommittee.

"Art and hotels are an important part of her life, which is why she is so fond of the Union League Club," McCabe explained.

Owen, a vice president for CB Richard Ellis, a global leader in commercial real estate services, is part of CBRE Hotels, which provides sales advisory, finance, market research and valuation services to the hospitality industry. Owen holds a master's degree in management from Cornell University's School of Hotel Administration. Prior to returning to school for her master's degree, she worked in a variety of positions in the front office and in sales at the Tremont Hotel and the Mayfair Regent hotel, two boutique hotel properties in Chicago.

Early in her career, Owen worked in various positions in the art world.

In addition to her work at the club, she is an executive member of the auxiliary board of the Art Institute of Chicago, overseeing the board's museum education activities. She is also past president of the Cornell Hotel Society's Chicago Chapter, and has worked with the "Next Step for Teen Moms" project, which is the Junior League of Chicago's signature project. The program helps first-time adolescent mothers become economically self-sufficient.

Owen and her husband, Michael Belsley, met through a club member who is a mutual friend. Their first date was at the club's annual Homecoming party and they became engaged in front of the fireplace in the main lounge on New Year's Eve in 1997. The Belsleys live in Chicago with their two daughters, Marleigh and Devon. **BR**



MICHAEL SCHACHTRUP | PRESIDENT | COUNTRY CLUB OF PEORIA | PEORIA, IL

As his family and business grew, Michael Schachtrup decided to join the Country Club of Peoria in 1976. His father soon followed suit and created a reverse legacy when he also joined the club.

After many years of committed membership and support, Schachtrup served on the ground chairman on the board of directors from 2003 through 2005. During this term Schachtrup spearheaded the club's drainage project, overseeing the planning, budgeting, and construction in conjunction with the club's management and Board.

"As club president, from 2006 through 2008, Schachtrup proved himself to be one of the most effective, most knowledgeable and most respected presidents in the club's long history," commented the club's general manager Gary Behan.

Schachtrup made himself and the board transparent to the membership, opening up lines of communication and exchange that previously had not existed. Through his governing style, he supported the club's staff and allowed them to perform the jobs for which they were trained by keeping an eye on the club operations, but without putting management under his thumb.

"As a result of his guidance, direction, and cooperation with the club's staff, the Country Club of Peoria experienced better trained and longer retained employees, unprecedented membership growth and retention, improved financial performance, and facilities improvements without increasing long term debt," Behan opined.

A club is only as good as its leader and under the leadership, guidance, and vision of Michael Schachtrup, the Country Club of Peoria has become one of the premiere clubs of the Midwest.

Michael Schachtrup, a native of Central Illinois, still resides in Peoria with his wife Linda with whom he has two children. Laura is an attorney with Sidley Austin. In addition to a wonderful family, Schachtrup is the successful president/owner of Schachtrup Farms Inc. and Schachtrup Asset Management Company. **BR**



DONALD SCHAEVITZ | PRESIDENT | BROKEN SOUND CLUB | BOCA RATON, FL

President Donald Schaevitz is now in his third term as president of Broken Sound Club, Boca Raton, FL, a member-owned private club and community consisting of almost 1500 member families.

His passion for the club has meant countless hours working with the different membership groups in implementing policies leading to a more unified membership. This includes the revision of membership categories to simplify the membership structure.

He has led a series of meetings presenting plans, listening to comments, modifying and adopting member comments into new policies. It has also included meetings with real estate brokers to develop programs to make purchasing memberships easier in a slower housing market, and he has worked with the club's management to maintain services with minimal dues increases.

President Schaevitz has continually strived for transparency by having open board meetings, *Coffee with the Governors*, and candidates' nights for elections.

"His willingness to listen, his knowledge of the club and its background, and his ability to explain logically and succinctly his point of view drives his effectiveness as a leader," explained club general manager John Crean.

He has strived for all member participation by eliminating the requirement that committee chairs had to be board members and by having each committee include representation from all mem-

ber categories. His style is easy going, non confrontational and informative. He is clearly knowledgeable about clubs, corporate management, legal and financial requirements, human relations and accountability and responsibility.

"He has been instrumental in leading the implementation of measures to reduce the club's carbon footprint and has worked with management and the Board to bring reclaimed water to Broken Sound thereby assuring the club of adequate water during periods of drought," Crean added.

Schaevitz' notable attributes include being well liked by members and staff, and his fairness and willingness to listen to all points of view.

"This has been reflected by the low staff turnover as well as the Broken Sound's reputation as the "friendly club," added GM Crean...all attributes contributing to President Schaevitz' selection as one of BoardRoom's top club presidents of the year. **BR**



RICH SECRIST | PRESIDENT | BALTUSROL GOLF CLUB | SPRINGFIELD, NJ

Three broad themes of governance, long-term planning and a strengthened financial position have been the thrust of Rich Secrist's presidency at Baltusrol Golf Club, Springfield, NJ.

"As president of historic Baltusrol Golf Club for four years, Secrist effectively led the board of governors' development of policies in support of the goals of the club's vision and mission statement," outlined general manager Kevin Vitale.

"He has fully supported the concept of the club manager as chief operating officer and provided the tools and support necessary for our implementation of these policies."

Baltusrol Golf Club, synonymous with championship golf, sits at the base of Baltusrol Mountain in northern New Jersey, only a stone's throw from New York City. Baltusrol's rich heritage dates back to 1895, and it's considered one of the country's premier private golf clubs. Its two championship courses, the Lower and Upper, have played distinguished roles on the national golf stage since their creation by Golden Age architect A.W. Tillinghast. Together, the courses have hosted 16 national championships, including seven U.S. Opens and one PGA Championship.

Key governance issues addressed included transparency in board decision-making; development of a comprehensive gover-

nance handbook for use by the board, its officers, committees and management and the establishment of a thorough orientation process for newly elected governors.

"A detailed long-term master site plan providing a coordinated strategy for updating and improving all facilities was developed, adopted unanimously by the board and, after presentation to the membership using both a well-attended town hall meeting and a professionally prepared brochure, overwhelmingly approved," Vitale enthused.

Working closely with the club's COO, financial policies, procedures and practices were restructured, leading to significant gains in operating profits so that the approved master site plan could be funded and prior employee pension obligations of the club fully met. **BR**



PHIL SCHNEIDER | PRESIDENT | PARADISE VALLEY COUNTRY CLUB | PARADISE VALLEY, AZ

"President Phil Schneider's involvement, insight and wisdom have long been in high demand, but perhaps most impressive is the humility with which he has served," exclaimed Paradise Valley Country Club general manager Steven Richardson.

The Paradise Valley, AZ Country Club is board-governed, where Presidents serve for only one year but each board member serves for at least three.

"Together with our strategic planning process, this system prevents one person from driving an agenda and provides board member representation and strong boards," added Richardson. "Phil Schneider has been one of our (if not THE) strongest leaders, serving on the board on three separate occasions over a span of 30 years."

Dubbed "The Priest" by the core team during the club's recent \$30 million renovation because of his calm manner and sensible, soft-spoken, fair-minded, mediator-type leadership, Schneider was instrumental in establishing the club's strategic plan. He initiated an annual retreat as a means for the board and general manager to review and update the plan on a regular basis.

Putting high value on continuing education and the GM/COO concept, Schneider actively lobbies for both resulting in our current executive staff including two Certified Club Managers, with a third exam-ready. During his tenure, he brought – and continues to bring – a core set of beliefs and commitments that informed his approach to leadership, gathered from both in and outside of the private club industry.

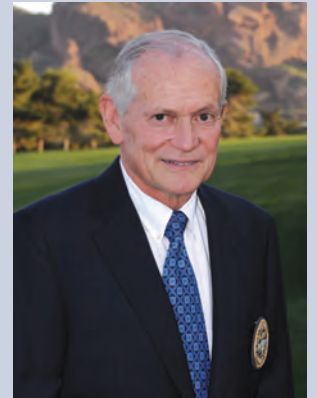
President Schneider empowered the club management and staff to run operations and supported them every step of the way.

"During his term as president, Schneider truly embraced his role," GM Richardson added. "His integrity, professionalism, and care and concern for his peers and the staff at PVCC are commendable. He was very thoughtful in his approach, and always strived to make the best decisions for the good of the club, the members and the staff. No decisions were made lightly."

At the end of a term at PVCC, it has been customary for the club to present the outgoing president with a gift thanking them for their time and dedication. Instead of accepting a personal gift, President Schneider wanted to honor the employees.

"He implemented an 'Employee of the Year Award' in honor of our Banquet Manager, Deb Fillhouer, who passed away because of breast cancer," Richardson said. The award allows for a PVCC employee to be honored at the membership annual meeting with a plaque and \$2000 for education or needs.

"This is yet another example of the kind of man Phil Schneider is – a true leader with a true vision and a genuine concern for others. His actions during his presidency set the example for all future residents to follow, and his legacy of leadership will be forever remembered," concluded Richardson...all these are reason why Phil Schneider is one of BoardRoom top club president of the year. **BR**



DAVID WHITEHOUSE | CHAIRMAN (PRESIDENT) | THE LANSDOWNE CLUB, LONDON, ENG.

David Whitehouse took over as chairman (president) in 2007 having served on the member, social and master plan committees as well as the board for six years, latterly as deputy chairman.

In 2008, as the 10-year, £10 million master plan came to a successful conclusion, Chairman Whitehouse instigated the next three-fold phase...planning for the next five years – The Strategic Plan, relaxation of the dress code and recognizing business usage within the club.

He involved all nine sub-committees, the membership in general by means of questionnaires, specific focus groups and the executive management team. Members were kept fully informed throughout the process via the club magazine and the website.

"The whole process took eight months to complete and was not without objections from certain quarters. Their views were taken on board as part of the planning process and all three plans were unanimously approved by the membership and have

put the Lansdowne in a strong position going forward especially in these challenging times," enthused the club's CEO Mark Anderson.

"Chairman Whitehouse has also been very supportive of me as club's CEO as well as Chairman of the Club Secretaries and Managers Association (CSMA).

"In 2008 I was part of the organising committee for CMAA BMI International hosted in London. This not only took some time away from my club duties but also there were some financial implication for the club. David Whitehouse was fully accommodating with both," Anderson said. **BR**

