

Background

This survey was authored by the Board of Governors Teacher & Club Manager Committee and approved by ACBL Management (Dan Storch, Gwynn Garthright, Carol Robertson, and Stephanie Threlkeld) in collaboration with the ACBL Board of Directors (Bob Heller and Kevin Lane). The ACBL deployed this survey through Survey Monkey to over 5200 Teachers and Club Owners. After 40 days there are 474 responses. Removing blank records, multiple answers (IPN repetitions), and non-Teacher or Non-Club Owner responses leaves 443 valid responses.

Keynote:

Of great concern is how we improve among ACBL, BoD, and BoG communication with Teachers and Club Owners so that these stakeholders' ideas and concerns impact policy and business choices. This survey shows clearly that a large representation/communication gap exists today ([see exhibit I and II](#)).

"Well, it's ironic in your email you state "Clearly our club managers and teachers are better positioned to answer that question (of how to grow membership) than ACBL Management or Board Members." THIS IS THE PROBLEM. (They should) be helping us, not the other way around."

Findings

1. The Teacher and Club Owner "Overall Experience" is sound and has upside within reach of sound policies and business practice.
2. ACBL Management daily operations serves teachers and Club owners well. There are several areas to improve.
3. The Board of Directors appears out of touch, aloof, lacking meaningful communication and opportunities for input.
4. The Board of Governors is even less well understood, and is not seen as representing the needs of teachers and club owners.
5. Units and Districts vary greatly in their engagement and support of teaching, recruiting and supporting clubs. Areas of antagonism exist due to lack of communication, support, engagement and relationship. This is consistent with the least common denominator interpretation of the relationship/structure in place among these stakeholders.
6. The current ACBL "ecosystem" is disjointed and uncoordinated on key areas touching prospect development, recruiting, teaching and progression from limited to open games.
7. Nasty behavior of any kind is a deterrent to fun, growth, and fuller member participation at all levels.
8. The aging teachers and club managers demographic influences efforts to grow, and to recruit younger players.
9. The focus on recruiting members (and playing duplicate/tournaments) trumps efforts to grow social/at-home bridge.
10. Efforts to teach bridge in a school setting are missing in action or lacking traction. We are poorly positioned for peer to peer recruiting for ages below 65.

| Ratings | Total | Teachers | Club Owners | Both |
|----------------------------|-------|----------|-------------|-------|
| (Base) | (443) | (182) | (108) | (153) |
| (Base) | (367) | (147) | (86) | (134) |
| Overall Experience | 2.59 | 2.67 | 2.45 | 2.58 |
| (Base) | (177) | (56) | (45) | (76) |
| Board of Directors | 1.90 | 1.91 | 2.40 | 1.59 |
| (Base) | (100) | (27) | (23) | (50) |
| Board of Governors | 1.7 | 1.67 | 2.30 | 1.44 |
| (Base) | (243) | (75) | (64) | (103) |
| ACBL Management | 2.57 | 2.43 | 2.80 | 2.53 |
| (Base) | (286) | (104) | (68) | (114) |
| Unit & District | 2.14 | 2.19 | 2.31 | 1.99 |

(In general, the 0-4 Poor to Excellent scale predicts advantage/success when the rating is 3 or higher. When less than 2, performance is deficient. The larger the Not Answer population the smaller the base answering the rating, and the larger the disconnect with our base. No statistics are attempted – differences of 0.5 on this scale for bases above 320 are meaningful)

Voluntary Comments

Overall voluntary comments represent the respondent's salient issues. View the Overall comments as a measure of importance and the comments about specific groups (Board of Directors, Board of Governors, ACBL Management, and Units & Districts) as importance within that group. Verbatims follow to create the story behind the statistics.

Key Findings:

- 1) Overall attitude toward teacher and club owner experience is neutral or ambivalent – there are an equal number of likes and dislikes.
- 2) Respondents attitude toward ACBL Management is largely positive (Likes exceed dislikes), while attitudes toward the BoD, BoG and District & Units are negative (dislikes exceed likes).
- 3) The BoG has the weakest presence in the minds of the respondents calling into question how well we are representing teachers and club owners.
- 4) While not shown in the statistics, there is considerable confusion about who is accountable for what among BoD, BoG, ACBL Management and the Units/Districts among teachers (Club owners less so).

Comment Statistics by Assessment

Respondents were asked to assess their over attitude and their attitude toward the Board of Directors, Board of Governors, ACBL Management, and their District and Units. Here is a summary table of the statistics behind their dislikes and likes. (Detailed statistics for each assessment follow separately).

| OAR Base 443 | | DISLIKES | | LIKES | LIKES | | Comments |
|--------------|--------------------|------------|-------------|-------|------------|-------------|-------------------------------|
| | | N | % | | N | % | |
| 2.59 | Overall | 598 | 135% | | 576 | 130% | Balanced, Neutral, Ambivalent |
| 1.90 | Board of Directors | 168 | 38% | | 127 | 29% | Low rate, tends negative |
| 1.70 | Board of Governors | 72 | 16% | | 52 | 12% | Very low rate, tends negative |
| 2.57 | ACBL Management | 173 | 39% | | 223 | 50% | Tends positive |
| 2.14 | District & Units | 313 | 71% | | 275 | 62% | Hig rate, tends negative |

Overall respondents gave more than one dislike and like describing their current attitude. Units and Districts figure more strongly in their experience than ACBL Headquarters. ACBL HQ is more top of mind than the Board of Directors. The Board of Governors has little presence with teachers and club owners.

While the overall attitude helps map what's important now, we should look into the issues driving these numbers. What follows is the summary of the coded scores for the verbatims for each of the 5 assessments. You'll find likely interpretations for each. We recommend that you read the verbatims directly, as the real story is in the richness of the individual's feedback. *(What follows in the Notes section are gisted verbatims. The coding and tabulation of all verbatims is beyond the scope of this first draft. No statistical inference can be made. Instead we should read the actual verbatims by group to understand the story behind the current state our Teachers and Club Owners face when trying to grow their business). The focus is on the DISLIKE on purpose as we are looking for areas of improvement. Please read the detailed comments for LIKES – there are many.*

Notes

| | |
|---|--|
| Teacher Issues - Overall: Too difficult finding new (younger) students/players Not appreciated/helped by the club owner/manager, club members don't appreciate the need for new members and the role making them feel comfortable has in growing participation. Want to focus on recent retirees and not on younger members. Difficult getting students to join the ACBL. Lack of marketing/advertising support. No games for new players. Hours of preparation required. | Club Owner Issues – Overall Dislike various part of the job/tasks of running a club. Technology overwhelming/antiquated/not user friendly Need for directors Trying to recruit new members Can't get newer players to play in the open game. Bad relationships with players No support from District. Can't get roster from database by club Disciplining repeated bad behavior is the worst Fees/Too high/ I absorb extra cost |
|---|--|

| | |
|--|---|
| <p>Poor quality of bridge teachers in rural areas. Need to mentor teachers. Need better teaching materials. Difficulty finding daytime space.</p> <p>Teacher Issues – Board of Directors: BoD has its own agenda. Too focused on membership and not on playing bridge. Perks for Certified Teachers – lower game fees at Regionals. Support for French and Spanish No idea what they do Interested in maintaining the status quo, not growth. Cost. Exchange Rate. Value for effort BoD driven by pros and focus on tournaments. No commitment to local teaching effort.</p> <p>Teacher Issues – Board of Governors: No experience. No Contact. I don't know that much about them and what they do or provide teachers. Too little support BoG exists to serve top pros and their own interests.</p> <p>Teacher Issues – ACBL Governors : Management has nothing to do with my teaching. Don't need them. Not enough interaction. Google adwords don't qualify for co-op advertising. Help us share best practices Source of hands in .pbn format for teachers to use Promote bridge as a FUN social activity. Don't know what's really available to me as a teacher. Way behind the curve on technology.</p> <p>Teacher Issues – Districts and Units: Not feel connected to District or Unit on Teachers needs. No support of any kind. Do nothing to support teachers. Too much tension between Unit and major bridge club. Unit District dysfunction Wish they promoted classes. Too disorganized when it comes to classes. My lessons are taught in private locations and not in conjunction with any unit function. Nobody cares. All they want is to charge me rent. Professional development not promoted/compensated</p> | <p>Our members are getting older and we are not attracting others. Cost/exchange rate Dealing with people who are not nice. Can't overcome bad word of mouth from years ago Cancel game because no where else in the community we could afford. ACBL doesn't support how to engage player and grow membership. (Don't like) having to enforce ZT. Hate lugging equipment to and from our rental space. No Unit support- no monthly newsletter. CAP reduction from 75% to 50% for beginner classes. Lack of information about duties of club manager.</p> <p>Club Owners Issues - Board of Directors Increase in fees my largest problem. Little interaction/Not enough face time to discuss issues Don't feel supported/not enough attention/don't know much about them. Technical disaster with ACBLScore updates If I weren't on the District Board, I'd have no interaction with a BoD member. Raise revenue by growing members not raising fees.</p> <p>Club Owners Issues - Board of Governors No experience with them/don't interact with them/Don't know who they are or what they do. If I weren't in the District Board Meetings I'd have zero interaction with the BoG.</p> <p>Club Owners Issues – ACBL Headquarters Nothing I dislike! (Many repeats) ACBLScore questions unanswered/Info on updates late Anything dealing with computers is always a problem. Sometimes no responsive Poor management of special games (late ACBLScore files). They can't get a handle on ethics/conduct matters.</p> <p>Club Owners Issues – Districts & Units Nothing I dislike! (Several repeats) Make regionals in my district proportional to share of membership. They ignore us. Not keep us up to date. Rude board members. No communication. Not responsive. Lack consultation, information, feedback. No idea what the District does for us. Didn't let us do a STaC when we wanted because of a sectional conflict. Less support for clubs than we get from Mgmt 100s of miles away. Issues with how Unit game masterpoints awarded.</p> |
|--|---|

Next Steps

- 1) Prepare the Wave II questionnaire refining attitudes toward current service/help and asking interest in possible solutions for growth.
- 2) Define expectations and performance standards for Units, Districts, Board of Governors Representatives, Teachers and Club Owners. Make training on these standards a requirement (certification process) for elected members. Standardizing core performance is essential to ACBL's "Brand Health".

- 3) Foster collaborative communication to share current best approaches and successful ideas for business building quickly to Teachers and Club Owners. Identify concrete ways to identify prospects, engage them in beginning bridge, and engage their social and learning needs. An ACBL Wiki Page would work well here as long as it is curated (recommend BoG curation).
 - 4) Make both **social bridge** and **membership growth** a meaningful priority. Foster creative ways to make bridge more fun for the beginner. Explore forms of club bridge focused on fun and social engagement for newer players. Explore what might be done to simplify the game and its proprieties for 0-20 MP players.
 - 5) Define the ACBL Member Lifecycle. Win minds and hearts at each critical **moment of truth**.
 - 6) Encourage member training in ethics and behavior. Provide newer players positive ways to develop good duplicate habits.
 - 7) Develop high quality customer facing bridge content that helps identify prospects, encourage family/social bridge, improve skills, explore duplicate.
 - 8) Continue to promote NLM games and classes – they represent 70% of our membership and a disproportionately small share of total tables at clubs and at tournaments.
 - 9) Identify scalable advertising that teachers and club owners can use affordably to target growth. Reward results and not activity.
 - 10) Track **member penetration** (# members per MM population), and recruiting success as a function of member penetration. Reward top growing clubs and teachers based not on totals recruits, but on percentage achievement relative to member penetration and market demographic factors.
 - 11) Encourage recruiting new game directors at the club level. This is more important in sparse areas than in dense areas.
 - 12) Make the BoD and BoG relevant to Teachers and Sanction Holders. Make Board roles and performance expectations clear. Make the governance process transparent. Encourage Board members to actively engage membership in their District between meetings. Stop the practice of using the BoG as a perk or reward. Decide what the tangible BoG value add is, and insist that all BoG members deliver.
 - 13) Consider restructuring the BoD/BoG change process so that proposals are better defined. Ensure proposals materially affecting teachers and club owners have input and clear business impact assessments prior to approval of the motion. Allow sufficient time for feedback to be organized on proposals material to teachers and club owners at the District level. Require BoG members to report on BoG meetings and to develop agendas based on Unit and District Inputs.
 - 14) Leverage the value small, medium and large clubs bring to recruiting and maintaining membership. Weed out weak clubs and feed the strong ones. Weed out weak tournaments and feed the strong ones.
 - 15) Explore limits on the number of clubs and tournaments consistent with membership penetration within a specified metro area or radius. Encourage club owner moderated online bridge for sparsely populated areas. Make virtual ACBL clubs easy for existing club owners to set up and run within their own geography (zip code reach).
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Methodology

The questionnaire took 10-12 minutes to complete online. The low participation suggests a negative attitude toward collaboration or apathy. Neither is good for growing membership beyond today's capability. If we use electronic surveys, we need to increase awareness, deal with existing barriers to participation, and consider either professional moderated approaches or rewards (perhaps a lottery for those participating in the survey) to encourage greater participation.

Key Data Follow in the Appendices. May we have your agreement to proceed with the next steps?

Submitted Respectfully by the Board of Governor's Teachers and Club Owners Committee

Steve Moese, Rich Carle, Joyce Penn, Steve Gaynor, Judy Elbogen, Jeff Bayone, Betty Starzec, Barbara Heller, Sam Marks, Kamel Fergani.

Cc: Richard Popper, Robert Heller, Kevin Lane, Bahar Gidwani, Dan Storch, Carol Robertson, Gwynn Garthright, Stefanie Threlkell

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APPENDIX I - Survey Summary Details

Time and technology limit the breakout detail available now. Work on small, medium, and large businesses is pending.

| Topic | Total Panel | Teachers | Club Owners | Both |
|--|----------------|---------------|---------------------|---------------|
| (Base) | (443) | (182) | (108) | (153) |
| (Base) Overall Rating¹ | (367) 2.59 | (147) 2.67 | (86) 2.45 | (134) 2.58 |
| Excellent | 63 | | | |
| Very Good | 140 | | | |
| Good | 119 | | | |
| Fair | 39 | | | |
| Poor | 6 | | | |
| Don't Know | 76 | | | |
| Not Answer | 0 | | | |
| Voluntary Comments (FAV/UNFAV) | 308/275 | 105/148 | 60/86 | 119/111 |
| | | | | |
| (Base) Board of Directors Rating¹ | (177) 1.90 | (56) 1.91 | (45) 2.40 | (76) 1.59 |
| Excellent | 22 | | | |
| Very Good | 38 | | | |
| Good | 48 | | | |
| Fair | 38 | | | |
| Poor | 31 | | | |
| Don't Know | 80 | | | |
| Not Answer | 186 | | | |
| Voluntary Comments (FAV/UNFAV) | 112/125 | 38/57 | 26/45 | 53/62 |
| | | | | |
| (Base) Board of Governors Rating¹ | (100) 1.70 | (27) 1.67 | (23) 2.30 | (50) 1.44 |
| Excellent | 12 | | | |
| Very Good | 15 | | | |
| Good | 30 | | | |
| Fair | 17 | | | |
| Poor | 26 | | | |
| Don't Know | 104 | | | |
| Not Answer | 239 | | | |
| Voluntary Comments (FAV/UNFAV) | 51/66 | 21/28 | 15/23 | 23/31 |
| | | | | |
| (Base) ACBL Management Rating¹ | (243) 2.57 | (75) 2.43 | (64) 2.80 | (103) 2.53 |
| Excellent | 74 | | | |
| Very Good | 54 | | | |
| Good | 67 | | | |
| Fair | 34 | | | |
| Poor | 14 | | | |
| Don't Know | 96 | | | |
| Not Answer | 104 | | | |
| Voluntary Comments (FAV/UNFAV) | 171/150 | 48/76 | 36/64 | 73/67 |

| Topic | Total Panel | Teachers | Club Owners | Both |
|---|--------------|--------------|--------------|--------------|
| (Base) | (286) | (104) | (68) | (114) |
| District & Unit Boards Rating¹ | 2.14 | 2.19 | 2.31 | 1.99 |
| Excellent | 47 | | | |
| Very Good | 72 | | | |
| Good | 74 | | | |
| Fair | 60 | | | |
| Poor | 33 | | | |
| Don't Know | 94 | | | |
| Not Answer | 63 | | | |
| Voluntary Comments (FAV/UNFAV) | 204/202 | 78/105 | 42/68 | 87/83 |
| | | | | |
| Service Ratings¹: (Excellent 4, Very Good 3, Good 2, Fair 1, Poor 0) | | | | |
| ACBL website | 2.47 | 2.53 | 2.46 | 2.42 |
| ACBLscore | 2.19 | 2.18 | 2.26 | 2.16 |
| ACBL fees | 1.62 | 1.70 | 1.68 | 1.53 |
| Payments to ACBL | 2.22 | 2.13 | 2.26 | 2.23 |
| ACBL marketing | 1.67 | 1.75 | 1.59 | 1.65 |
| ACBL club services | 2.16 | 1.93 | 2.20 | 2.23 |
| ACBL member services | 2.37 | 2.32 | 2.34 | 2.42 |
| ACBL teacher support and services | 1.96 | 1.98 | 2.00 | 1.93 |
| | | | | |
| Intent Ratings² (Definitely 3, Very Likely 2, Likely 1, Might or Might not 0, Not Likely -1, Very Unlikely -2, Definitely Not -3) | | | | |
| Recruit new players | 1.55 | 1.68 | NA | 1.42 |
| Increase the number of new players you recruit | 1.03 | 1.09 | NA | 0.96 |
| Increase your class size | 0.79 | 0.77 | NA | 0.80 |
| Increase the number of classes you teach | 0.04 | -0.02 | NA | 0.09 |
| Reduce the number of classes you teach | -0.86 | -0.82 | NA | -0.90 |
| Face increasing competition from online teachers | -1.19 | -1.23 | NA | -1.14 |
| Face increasing competition from other teachers | -1.16 | -1.17 | NA | -1.16 |
| Lose money because of tournaments in my area | -1.00 | -1.59 | NA | -0.47 |
| Attend a skill building/accreditation seminar in your area | 0.25 | 0.60 | NA | -0.11 |
| Recruit new players | 1.19 | NA | 0.94 | 1.36 |
| Increase the number of new players you recruit | 0.83 | NA | 0.55 | 1.01 |
| Renew your sanction | 2.49 | NA | 2.62 | 2.41 |
| Add more games to your schedule | -0.75 | NA | -0.92 | -0.66 |
| Reduce the number of games you run | -1.57 | NA | -1.76 | -1.45 |
| Face increasing competition from other clubs | -0.70 | NA | -0.66 | -0.73 |
| Face increasing competition from online bridge | -0.47 | NA | -0.13 | -0.68 |
| Face increasing competition from other teachers | 0.19 | NA | -1.09 | 0.89 |
| Lose money because of tournaments in my area | -0.21 | NA | -0.22 | -0.20 |
| Attend a skill building/accreditation seminar in your area | -0.11 | NA | -0.28 | 0.00 |

Where:

1 – Overall Rating Scale: Excellent (4), Very Good (3), Good (2) Fair (1) Poor (0).

2 – Action Intent/Likelihood Scale:

Definitely (3), Very Likely (2), Likely (1), Might or might not (0), Not Likely (-1), Very Unlikely (-2), Definitely Not (-3).

Both these scales measure subjective difference using proven psychometrically equal intervals. Averages refer back to the scale for subjective meaning. Making ratios of these data is improper use.

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Survey Summary Details – Voluntary Comments

| Overall Voluntary Comments | | | | | |
|----------------------------------|-------------|-------------|----------------------------------|-------------|-------------|
| Base | 443 | | | | |
| DISLIKES | N | % | LIKES | N | % |
| Blank | 163 | 37% | Blank | 136 | 31% |
| Nothing | 18 | 4% | Nothing | 1 | 0% |
| General | 9 | 2% | General | 11 | 2% |
| | | | | | |
| Lack support/ Training / Respect | 50 | 11% | People / Members / students | 140 | 32% |
| Student / Player behavior | 45 | 10% | Help Players Improve | 97 | 22% |
| Too much work / admin / Reecords | 34 | 8% | Fun / joy of bridge / playing | 69 | 16% |
| Recruiting Effort | 32 | 7% | teaching / TAP / ABTA | 60 | 14% |
| ACBL | 24 | 5% | Recruiting New Players / Members | 50 | 11% |
| Time/Not enough/ takes too much | 22 | 5% | Directing / Club Managing | 26 | 6% |
| Player retention | 22 | 5% | Positive feedback | 22 | 5% |
| Cost/fees | 21 | 5% | New Friends /partnerships | 20 | 5% |
| Rent / Space | 21 | 5% | Growth in numbers | 15 | 3% |
| Technology | 21 | 5% | ACBL | 12 | 3% |
| Adv/Mktg | 18 | 4% | business / independence | 6 | 1% |
| Unit | 16 | 4% | Volunteers | 6 | 1% |
| Not serving Beginners | 11 | 2% | Club | 6 | 1% |
| District | 9 | 2% | online resources | 5 | 1% |
| prepared hands / books | 8 | 2% | Sense of Community | 5 | 1% |
| New/member too old | 8 | 2% | Keeping Bridge Alive | 5 | 1% |
| Politics | 8 | 2% | Challenging / Rewarding | 5 | 1% |
| Declining Tables / Classes | 8 | 2% | own facility/space | 4 | 1% |
| Governance/ Rules & Regulations | 7 | 2% | My Students, Not ACBL | 3 | 1% |
| Compeition from other clubs | 6 | 1% | Youth | 2 | 0% |
| Too many Tournaments | 5 | 1% | Value for Money | 2 | 0% |
| Open Game Demise | 5 | 1% | Solving Problems | 2 | 0% |
| Poor earnings/ reward | 4 | 1% | Friendly Games | 1 | 0% |
| Poor Service | 1 | 0% | Unit | 1 | 0% |
| IP Issues | 1 | 0% | District | 0 | 0% |
| Need for Directors | 1 | 0% | | | |
| Total | 598 | 135% | | 576 | 130% |
| Comments per Person | 1.35 | | | 1.30 | |

- 1) There is a general feeling of lack of support or respect felt by teachers and sanction holders.
- 2) Recruiting, game prep, administration, creating teaching materials is too much work for many.
- 3) Teachers and sanction holders love to interact with people. They enjoy helping people improve / reach their goals. They enjoy sharing the fun Bridge brings.
- 4) Improving relationships with this relationship centered group would be a big win.

| BoD Voluntary Comments | | | | | |
|--|-------------|------------|--------------------------------|-------------|------------|
| | | | | | |
| DISLIKES | N | % | LIKES | N | % |
| Blank | 310 | 70% | Blank | 326 | 74% |
| Nothing | 28 | 6% | Nothing | 44 | 10% |
| General | 7 | 2% | General | 5 | 1% |
| | | | | | |
| No Contact / experience | 28 | 6% | Responsive / open / helpful | 30 | 7% |
| Not responsive / rude | 17 | 4% | No contact / experience | 14 | 3% |
| Not benefit clubs | 16 | 4% | Teacher Support | 7 | 2% |
| Not benefit teachers | 10 | 2% | Proomote game / growth | 6 | 1% |
| Infective Governance | 8 | 2% | Club Support | 6 | 1% |
| Costs and fees | 8 | 2% | Like my director | 4 | 1% |
| Not focused on growth | 7 | 2% | online support | 3 | 1% |
| ACBLscore fiasco | 7 | 2% | Effective representation | 2 | 0% |
| Take all give nothing / Personal agenda | 4 | 1% | Fees and Costs | 2 | 0% |
| Too interested in elites | 4 | 1% | Engaged /Regionals/Support us | 2 | 0% |
| Out of touch members clubs, teachers | 4 | 1% | Support Tournaments | 1 | 0% |
| No Input / dialog | 3 | 1% | Attitude / support new players | 1 | 0% |
| Focus on Tournaments | 2 | 0% | | | |
| Not know where bridge fits in modern world | 2 | 0% | | | |
| Need for term limits | 2 | 0% | | | |
| Too many board members | 2 | 0% | | | |
| Costs too much | 2 | 0% | | | |
| Not work as a group /team | 1 | 0% | | | |
| Online Bridge hurts night games | 1 | 0% | | | |
| Lack accountability / Transparency | 1 | 0% | | | |
| Not monitor clubs | 1 | 0% | | | |
| Disorganized | 1 | 0% | | | |
| Not support me | 1 | 0% | | | |
| Too many tournaments hurt clubs | 1 | 0% | | | |
| | | | | | |
| | | | | | |
| | 168 | 38% | | 127 | 29% |
| | 0.38 | | | 0.29 | |

- 1) Only 26-30% of the panel offered a comment – this suggests the BoD is not in touch with these stakeholders.
- 2) Showing how BoD actions tangibly benefit these stakeholders would be a step forward. Are you communicating enough with your constituents? Are you communicating as a body enough with all stakeholders?
- 3) Do not discount the feedback from the 30% who had to courage to respond. Where there is smoke there is fire.

| BoG Voluntary Comments | | | | | |
|---|------|-----|---------------------------------------|------|-----|
| | | | | | |
| DISLIKES | N | % | LIKES | N | % |
| Blank | 376 | 85% | blank | 392 | 88% |
| Nothing | 24 | 5% | Nothing | 26 | 6% |
| General | 0 | 0% | General | 0 | 0% |
| | | | | | |
| Not Know / hear/ contace / experience | 26 | 6% | No Contact / experience | 12 | 3% |
| Too little support | 6 | 1% | Responsive | 6 | 1% |
| No Results / Powerless / Useless | 4 | 1% | Support members, teachers club owners | 5 | 1% |
| Not understand how ACBL works / Roles & Resp. | 4 | 1% | Improving representation | 1 | 0% |
| Not responsive | 2 | 0% | Same as BoD | 1 | 0% |
| Not Reach out to club owners | 1 | 0% | Good Watchdog | 1 | 0% |
| Not committed to improvement | 1 | 0% | | | |
| Serves only elites and own interests | 1 | 0% | | | |
| Costs & Fees | 1 | 0% | | | |
| Torunament focused | 1 | 0% | | | |
| Same as BoD | 1 | 0% | | | |
| | | | | | |
| | 72 | 16% | | 52 | 12% |
| | 0.16 | | | 0.12 | |

- 4) The appallingly low rate of comment on the Board of Governor involvement with Teachers and Club Owners suggests a system problem that needs addressing if this body is to represent these stakeholders effectively.
- 5) There is confusion among teachers and club owners about the roles and accountabilities of the BoD, BoG and ACBL HQ.
- 6) Board of Governors members should strive to establish effective contact with teachers, club owners, Units and District to effectively represent their constituents. Perhaps we need a short list of standard performance expectations.

| ACBL Management Voluntary Comments | | | | | |
|--|-------------|-----|--|-------------|-----|
| | | | | | |
| DISLIKES | N | % | LIKES | N | % |
| Blank | 294 | 66% | Blank | 268 | 60% |
| Nothing | 56 | 13% | Nothing | 14 | 3% |
| General | 0 | 0% | General | 0 | 0% |
| | | | | | |
| Not Responsive / Supportive | 56 | 13% | Always responsive / helpful / supportive | 106 | 24% |
| ACBLScore | 12 | 3% | Staff / employees / great | 50 | 11% |
| Technology bugs | 9 | 2% | Excellent suport | 10 | 2% |
| No Contact / Interaction / experience | 9 | 2% | ACBL Score | 9 | 2% |
| Ineffective | 5 | 1% | Online Information | 7 | 2% |
| CAP Reimbursement | 4 | 1% | No Contact Experience | 6 | 1% |
| No Guidance Assistance, help | 3 | 1% | Resource Center | 5 | 1% |
| TAP Too Long / Training general | 3 | 1% | Problem solving | 5 | 1% |
| Poor Governance of clubs | 2 | 0% | CAP Program | 3 | 1% |
| Everything | 1 | 0% | Everything | 2 | 0% |
| Reactive | 1 | 0% | Outreach at NABCs | 1 | 0% |
| No Artwork I Can use | 1 | 0% | Fees and Sanctions | 1 | 0% |
| Change in Policies. | 1 | 0% | Special event emails | 1 | 0% |
| Life Master Requirements | 1 | 0% | Marketing Support | 1 | 0% |
| Conduct & Ethics Govenrance | 1 | 0% | Help with Monthly Report | 1 | 0% |
| Source of hands .pbn file for teachers | 1 | 0% | Bulletin | 1 | 0% |
| Promote Bridge not Memberships | 1 | 0% | | | |
| Better way to get books | 1 | 0% | | | |
| Member Mailing LISTS not available | 1 | 0% | | | |
| No incentive to create new members | 1 | 0% | | | |
| Inactive sanctions not alowed to use | 1 | 0% | | | |
| Online courses need more acces | 1 | 0% | | | |
| Teacher coordinator has no teaching experience | 1 | 0% | | | |
| Late notices of change | 0 | 0% | | | |
| | | | | | |
| | | | | | |
| | 173 | 39% | | 223 | 50% |
| | 0.39 | | | 0.50 | |

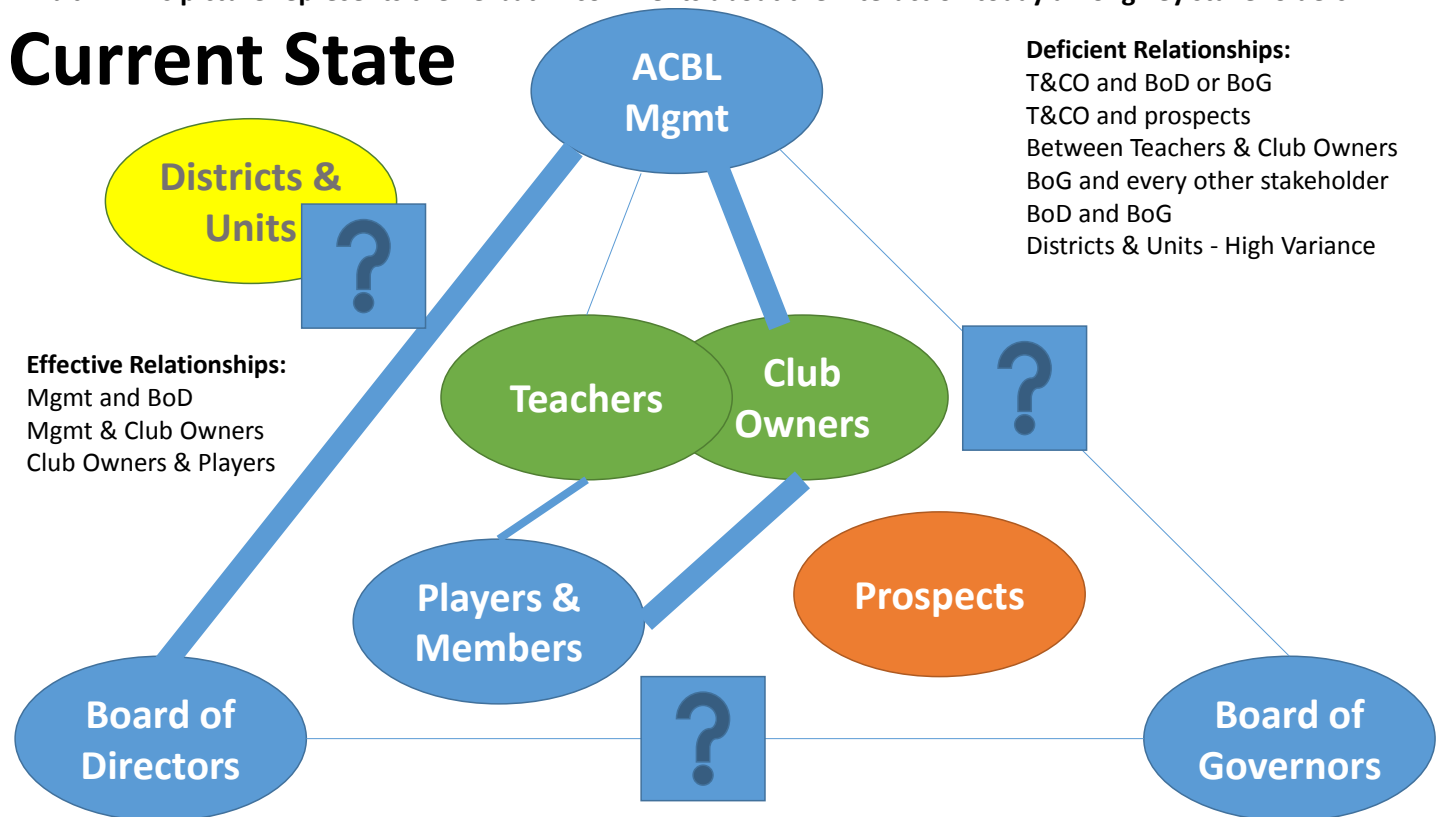
- 1) Current attitude toward ACBL Management and HQ personnel tends more positive than negative. Responsiveness appears to be highly valued (24% favorable /13% unfavorable).
- 2) ACBLScore / Technology bugs are irritants for a small number of club owners.
- 3) There are hints at how redirecting current “assets” making them more accessible to teachers and club owners would encourage business growth (mailing lists, common lessons, lessons hand files, etc.)
- 4) Defining a merit based CAP program with meaningful support would be a big win for recruiting.

| District and Unit Voluntary Comments | | | | | |
|--------------------------------------|-------------|-----|----------------------------------|-------------|-----|
| | | | | | |
| DISLIKES | N | % | LIKES | N | % |
| blank | 230 | 52% | Blank | 230 | 52% |
| Nothing | 68 | 15% | Nothing | 48 | 11% |
| General | 0 | 0% | General | 8 | 2% |
| | | | | | |
| No Contact / Interaction | 37 | 8% | Unit | 40 | 9% |
| District | 33 | 7% | Responsive / Supportive | 35 | 8% |
| No Edu. Liason / Teacher support | 30 | 7% | Supports Teachers | 35 | 8% |
| Unit | 27 | 6% | Distircts | 17 | 4% |
| Not support Clubs | 26 | 6% | Supports Clubs | 15 | 3% |
| Club/STaC/Tournament Conflicts | 18 | 4% | Communication Newsletter Website | 14 | 3% |
| Not Responsive | 12 | 3% | No Contact / Experience | 13 | 3% |
| They don't work together | 10 | 2% | Financial Support | 11 | 2% |
| Not Recruiting / Serving new players | 10 | 2% | Leadership | 10 | 2% |
| No Publicity/Promotion/Adv | 7 | 2% | Supports Players | 8 | 2% |
| Bias toward certain clubs | 6 | 1% | Focused on Improvement | 3 | 1% |
| Personality issues | 5 | 1% | Recruiting | 3 | 1% |
| Just care about money | 5 | 1% | Novice games | 3 | 1% |
| Competence | 4 | 1% | Fun, Enjoyment | 3 | 1% |
| Poor Governance | 3 | 1% | Nice, Friendly people | 3 | 1% |
| No Time for lessons at club | 2 | 0% | Convert games to sanctioned | 2 | 0% |
| Self interest | 2 | 0% | STaCs, Tournaments | 2 | 0% |
| Too focused on Duplicate Bridge | 2 | 0% | Tournament Profit Sharing | 1 | 0% |
| Regional Site Approvals | 1 | 0% | Encourage friendly fun games | 1 | 0% |
| Tournaments hurt clubs | 1 | 0% | | | |
| Maintenance issues | 1 | 0% | | | |
| Focus on wrong demographic | 1 | 0% | | | |
| Leadership / Expertise | 1 | 0% | | | |
| Confusing accountability | 1 | 0% | | | |
| | | | | | |
| | | | | | |
| | 313 | 71% | | 275 | 62% |
| | 0.71 | | | 0.62 | |

- 1) Shouldn't surprise anyone that the District and Units have more influence/impact on teachers and club owners than ACBLHQ or the Boards as they live with them daily. Units have more impact than Districts (social distance). This is not surprising as it reflects the current business independence among these stakeholders.
- 2) Defining base expectations how District and Units should support teachers and club owners efforts to recruit and train new members (and create new unsanctioned games for non-members) is a major opportunity to improve the ecosystem.

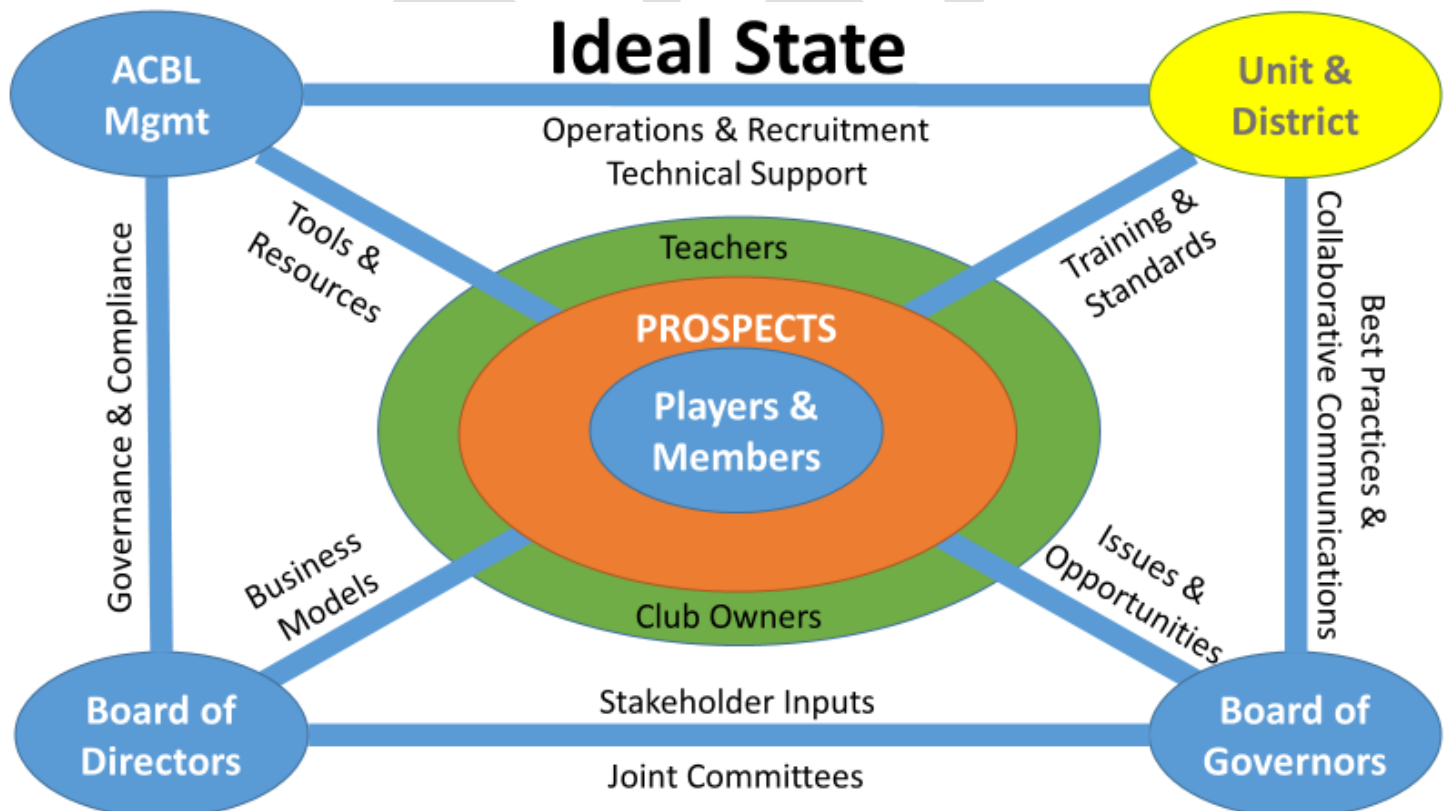
Exhibit I - This picture represents the verbatim comments about the interaction today among key stakeholders.

Current State



Poor Connections, weak links absent communication, pockets of excellence, no sense of TEAM.

Here is an Ideal State proposal to unify our efforts toward an ecosystem that can support growth with current resources:



Efficient, effective and responsive ecosystem grows members/tables/classes.

Strategy engages all Stakeholders

Demographics

| Topic | Total Panel | | | | | | | | | | | | | | | | | |
|---|--|--|-------------------------|-----|----------------|----|-----------------|-----|--------------------------|-----|----------------------|-----|-------------|----|------|----|-----|-----|
| (Base) | (443) | | | | | | | | | | | | | | | | | |
| For Teachers Only: I am certified by TAP ABTA Easy Bridge Learn ridge in a Day Better Bridge Other Not Certified Multiple Certifications | 214 68 73 46 64 18 45 116 | <div>Teacher Accreditation</div> <table><tr><td>Multiple Certifications</td><td>116</td></tr><tr><td>Not Certified</td><td>45</td></tr><tr><td>Other</td><td>18</td></tr><tr><td>Better Bridge</td><td>64</td></tr><tr><td>Learn ridge in a Day</td><td>46</td></tr><tr><td>Easy Bridge</td><td>73</td></tr><tr><td>ABTA</td><td>68</td></tr><tr><td>TAP</td><td>214</td></tr></table> | Multiple Certifications | 116 | Not Certified | 45 | Other | 18 | Better Bridge | 64 | Learn ridge in a Day | 46 | Easy Bridge | 73 | ABTA | 68 | TAP | 214 |
| Multiple Certifications | 116 | | | | | | | | | | | | | | | | | |
| Not Certified | 45 | | | | | | | | | | | | | | | | | |
| Other | 18 | | | | | | | | | | | | | | | | | |
| Better Bridge | 64 | | | | | | | | | | | | | | | | | |
| Learn ridge in a Day | 46 | | | | | | | | | | | | | | | | | |
| Easy Bridge | 73 | | | | | | | | | | | | | | | | | |
| ABTA | 68 | | | | | | | | | | | | | | | | | |
| TAP | 214 | | | | | | | | | | | | | | | | | |
| My Business is best described as: For Profit or Income Not for Profit or Income Other Volunteer NA | 160 110 33 82 51 | <div>Income Considerations</div> <table><tr><td>NA</td><td>51</td></tr><tr><td>Other</td><td>82</td></tr><tr><td>Volunteer</td><td>33</td></tr><tr><td>Not for profit or income</td><td>110</td></tr><tr><td>For profit or income</td><td>160</td></tr></table> | NA | 51 | Other | 82 | Volunteer | 33 | Not for profit or income | 110 | For profit or income | 160 | | | | | | |
| NA | 51 | | | | | | | | | | | | | | | | | |
| Other | 82 | | | | | | | | | | | | | | | | | |
| Volunteer | 33 | | | | | | | | | | | | | | | | | |
| Not for profit or income | 110 | | | | | | | | | | | | | | | | | |
| For profit or income | 160 | | | | | | | | | | | | | | | | | |
| I am a: Registered Non-Profit Sole Proprietor LLC Other NA | 46 180 22 127 68 | <div>Business Type</div> <table><tr><td>Other</td><td>127</td></tr><tr><td>LLC</td><td>22</td></tr><tr><td>Sole Proprietor</td><td>180</td></tr><tr><td>Registered Non-Profit</td><td>46</td></tr></table> | Other | 127 | LLC | 22 | Sole Proprietor | 180 | Registered Non-Profit | 46 | | | | | | | | |
| Other | 127 | | | | | | | | | | | | | | | | | |
| LLC | 22 | | | | | | | | | | | | | | | | | |
| Sole Proprietor | 180 | | | | | | | | | | | | | | | | | |
| Registered Non-Profit | 46 | | | | | | | | | | | | | | | | | |
| My Business Location Downtown/Urban Suburban Rural Online/Virtual Other | 126 215 55 7 | <div>Neighborhood Location</div> <table><tr><td>Other</td><td>7</td></tr><tr><td>Online/Virtual</td><td>7</td></tr><tr><td>Rural</td><td>55</td></tr><tr><td>Suburban</td><td>215</td></tr><tr><td>Downtown/Urban</td><td>126</td></tr></table> | Other | 7 | Online/Virtual | 7 | Rural | 55 | Suburban | 215 | Downtown/Urban | 126 | | | | | | |
| Other | 7 | | | | | | | | | | | | | | | | | |
| Online/Virtual | 7 | | | | | | | | | | | | | | | | | |
| Rural | 55 | | | | | | | | | | | | | | | | | |
| Suburban | 215 | | | | | | | | | | | | | | | | | |
| Downtown/Urban | 126 | | | | | | | | | | | | | | | | | |

| | | |
|---|--|----------------------------------|
| What best describes your location: Free Public Space I own my space I rent/lease my space (shared space) I rent/lease my space (single use space) Work from Home Other | 59 9 84 79 44 108 9 84 79 44 108 9 84 79 44 108 | My Space |
| Teachers: Number of students taught in past 12 months: 1-20 21-50 51-75 76-125 126-200 201-300 301-500 More than 500 Don't Know | 85 89 45 34 20 9 5 6 5 85 89 45 34 20 9 5 6 5 | Students Past Year |
| Club Manager: Estimate number of tables past 12 months: Less than 100 101-500 501-1000 1001-3000 3001-5000 5001-10000 More than 10000 Don't know | 22 75 44 50 20 19 2 7 22 75 44 50 20 19 2 7 | #Tables Past Year |
| Number of new ACBL Members past 12 years from your class or club: None 1-5 6-10 11-20 21-50 51-100 101-200 Don't know NA | 39 150 80 55 27 6 2 10 66 39 150 80 55 27 6 2 10 66 | New Members Past Year |

| Gender: Male Female PNTA | 204 170 69 | <div><div>Gender</div><table><tr><th>Category</th><th>Count</th></tr><tr><td>PNTA</td><td>69</td></tr><tr><td>Male</td><td>170</td></tr><tr><td>Female</td><td>204</td></tr></table></div> | Category | Count | PNTA | 69 | Male | 170 | Female | 204 | | | | | | |
|--|---------------------------------|---|----------|-------|------|----|-------------------|-----|--------|-----|-------|-----|-------|---|----------|---|
| Category | Count | | | | | | | | | | | | | | | |
| PNTA | 69 | | | | | | | | | | | | | | | |
| Male | 170 | | | | | | | | | | | | | | | |
| Female | 204 | | | | | | | | | | | | | | | |
| Age: Under 20 21-45 46-65 66-85 86 years or older PNTA | 1 6 100 270 7 59 | <div><div>Age</div><table><tr><th>Category</th><th>Count</th></tr><tr><td>PNTA</td><td>59</td></tr><tr><td>86 years or older</td><td>7</td></tr><tr><td>66-85</td><td>270</td></tr><tr><td>46-65</td><td>100</td></tr><tr><td>21-45</td><td>6</td></tr><tr><td>Under 20</td><td>1</td></tr></table></div> | Category | Count | PNTA | 59 | 86 years or older | 7 | 66-85 | 270 | 46-65 | 100 | 21-45 | 6 | Under 20 | 1 |
| Category | Count | | | | | | | | | | | | | | | |
| PNTA | 59 | | | | | | | | | | | | | | | |
| 86 years or older | 7 | | | | | | | | | | | | | | | |
| 66-85 | 270 | | | | | | | | | | | | | | | |
| 46-65 | 100 | | | | | | | | | | | | | | | |
| 21-45 | 6 | | | | | | | | | | | | | | | |
| Under 20 | 1 | | | | | | | | | | | | | | | |

Appendix II

Teacher Verbatims - Overall Experience

| Unit | Dist | DISLIKES | LIKES |
|------|------|---|---|
| 446 | 19 | | online resources available for hands, class outlines, clipart |
| 253 | 7 | the huge expenditure of time in marketing classes | when the light bulb comes on and a student starts to fall in love with bridge |
| 122 | 11 | I am not the club manager, but see her struggling with increased fees for games and special events. I see my students reluctant to join the ACBL because they don't see the "value" in joining, until they are involved in the duplicate experience. | I love teaching, love my students, and find it very rewarding. I feel the ACBL provides nice teacher information on their website and would love to see more recognition of the grass roots service we provide to your future and novice members. |
| 16 | 176 | | Meeting new people and teaching individuals to love Bridge as much as I do. |
| 168 | 4 | Preparation time especially preparing the duplicate boards for the hands we play in class to illustrate the topics covered in the lesson. | Attentive students, positive feedback, and reports from students who have said that successfully applied something from a lesson during a club duplicate game. |
| 138 | 10 | (1) My students are about 97% retired -- and most of those have been playing bridge "wrong" for 50 years or more and seem unlikely to be able to transform. I would like to have more younger students. (2) Most students simply seem to fail to "catch on" to bridge, which is perhaps my fault. | |
| 114 | 7 | | Love watching the light bulb go off and the love of bridge begin. Love seeing the friendships form from bridge. Love seeing the "loner" have a home with the weekly bridge game. Love hearing the bridge questions about the local bridge column and helping them understand. |
| | 4 | People talk when you are trying to teach - too social | Love the game and live helping others |
| 29 | 31 | Students who complain about the methodology, then leave before their request can be accommodated. | Most students are very grateful. |
| 191 | 7 | Not enough money for the time and effort - I call it a "labor of love" | Love just being a teacher and showing others how to make themselves better bridge players |
| 114 | 7 | I wish I had more time to teach the students in the novice game that I direct. | I love to see my students improve their game and sometimes place high in the open games. |
| 207 | 16 | Difficult working with others who aren't as interested in spreading the word, or who want to go after "new" clients (like spending tons of energy on young people) instead of fully saturating our basic demographic. | I get lots of support from many at the local club. I also think ACBL does a good job of making materials available. I would like an easy way to be more in contact with others who are handling the same things I am in terms of finding students and keeping new players. |

| | | | |
|-----|----|---|---|
| 161 | 10 | I enjoy but living in a retirement area it is difficult to have an ongoing theme as people travel a lot, some are moving back to be by their children and some are content to play the way they have always played. | The appreciation and support of those who are striving to improve. |
| 503 | 21 | 1) confusing alert announce rules. 2) convention proliferation | Students having fun learning new things |
| 230 | 1 | I do not like the new rules for tournament at the end of courses. Now I can probably will give only a course of 16 hours during a school year. The past years i Gave more courses and a district tournament at the end of school year. | I like very much teach young students. They are very motivated and its for best sudents |
| 194 | 1 | Nothing | Rewarding |
| 196 | 1 | Erratic attendance, but this was prior to requiring pre-payment of a modest fee. | It is personally rewarding to see the students gain confidence and enthusiasm for the game. |
| 194 | 1 | Overall experience as Teacher: DISLIKE: Difficulty in getting new players to join Club and play duplicate. | Overall experience as Teacher: LOVE: enthusiasm of students, love of the game, fun they have playing |
| 128 | 9 | Amount of work that goes into promoting and creating lessons. Do not use ACBL, Unit or District resources. | Love teaching and interacting with students. I do NOT push them ot join ACBL. I believe that students have their own goals in learning bridge and I am there to provide an enjoyable and stimulating atmosphere that helps them reach those goals, not to impose the goals of myself or others like ACBL or Unit on them. However I do try to expose students to all possibilities. My students matter to me, not ACBL growth. If ACBL wants to grow membership, they must provide meaningful benefits to students who are not interested in investing their \$ to accumulate masterpoints and I'm not sure that's even possible. |
| 524 | 21 | Not getting alot of students to sign up. | I like teaching bridge to interested students. |
| 103 | 7 | Nothing | I enjoy using my teaching skills to share bridge with others |
| 571 | 19 | Unable to get my students to join ACBL | My students return because they do learn to play the game better and we always have fun. |
| 166 | | I teach in rural public schools -- students are in grades 4 - 5 - 6 - 7 @ teaching is 40 mins once or twice a week. While the kids are enthusiastic & enjoy learning bridge they are undisciplined & we are cautioned NOT to chastise them. | |
| 101 | 15 | Students that don't continue playing duplicate bridge after completing lessons. | Making new friends from the students and watching them continue their bridge experience by coming to appreciate the fun and challenges of playing good duplicate bridge. |

| | | | |
|------------|----|---|--|
| | | I could use more tables. Generally I like teaching bridge! | I love to see their progress and to gain confidence |
| 106 | 3 | | Helping people learn Bridge conventions and playing techniques gives me happiness |
| 246 | 2 | Not much marketing support | The students love me |
| 168 | 4 | | |
| 191 | 7 | | love to watch the students improve their games and see them compete and play against better players and hold their own. |
| | 17 | Need materials and practice hands for teaching... | Interaction with new and continuous learners... |
| 128 | 9 | No support from club or community w ads. This is really only a place for the regulars to play they dont and scare new people. They want status quo. Director club manager not change oriented | Challenging rewarding. Been 1/1 very succeaful |
| 180 | 10 | Sometimes, I have too many different lessons going at the same time. | I enjoy seeing my students understand concepts and then apply them in their games. |
| 135 | 6 | Need local club(s) to offer bridge games for very new players and those who prefer shorter games. | I like meeting new people and watching them learn and enjoy the game. |
| 124 | 11 | Too many students/newer players treat bridge as a please-spoon-feed-me-the-answers type of activity rather than as a serious hobby. There's no getting around that, of course, but it can be frustrating. How many of us would show up unprepared week after week for a college course? | If you truly love this game, then sharing your passion and enthusiasm with your students is always a joy. If you find it tiresome (as some teachers do), then that's what you'll leave your students with. |
| 559 | 23 | The intimidation experienced by new club players. | Having students continue playing and returning to my classes. |
| 243 | 9 | I have no dislikes | I love working with new players and introducing them to the world of bridge. I enjoy seeing the light light up when the student suddenly "gets it" |
| 143 255 | 5 | Frustrated by the lack of support and understanding of many club members in not seeing the advantage of having a feeder system into the membership. Also, too many members concerned about getting points instead of making new students -and potential new members - feel welcome, by especially "doubling" a new student. | Greatly enjoy seeing new people develop the requisite knowledge to play bridge, especially as the student advances from Bidding in the 21st Century into Play of the Hand. |
| | 1 | finding the time, finding material to suit player level | seeing new players progress |
| 171 | 7 | I don't like shutting down the club games when there is a nearby tournament. I understand the reasoning behind shutting the club down, but some of my people never go to a tournament but would come in and play at the club if it was open. | Since we have purchased a dealing machine, I love the fact that my new people can use the internet to look at the hands they've played, the different bids and results. |

| | | | |
|-----|----|---|--|
| 429 | 19 | I haven't found a beginner book which meets all my needs. | I love teach bridge and seeing people's excitement. I love seeing my students start up weekly sessions themselves to keep practicing. |
| | 18 | | love the learners and watching them grow in the game of bridge |
| | 10 | Commitment sometimes limits ability to play in tournaments | Watching students move into open games and gaining master points |
| 191 | 7 | Diminishing support | Opportunities to communicate with other teachers |
| | | i love to teach beginners--it's very gratifying to see them as they progress & eventually become players. | i love to teach beginners--it's very gratifying to see them as they progress & eventually become players. |
| | | being forced to teach two small a class | enthusiasm and interest of people taking the course |
| 458 | 20 | Extremely difficult to find new students. | Getting new students interested in bridge |
| 458 | 20 | Difficulty in transitioning to duplicate bridge. Getting new prospects in the door. | Reaction when a topic/point 'clicks'. Seeing good results and finally transitioning to tournament play. Getting asked questions. |
| 161 | 10 | Seeing ANYONE (who could master it) lose interest and drop out. | Watching former students (virtually all of them over 60) grow in their enjoyment of and competence in bridge. |
| 481 | 20 | There isn't a game at our club tailored for new players that would bring them into playing regularly at the club, rather than at home. | I enjoy the interactions with the learners. |
| 166 | | | I really enjoy working with the students and watch them as they go from absolute beginners and eventually become duplicate players. |
| 363 | 17 | Cost of rental space | Student contact |
| 178 | 14 | | Seeing excitement in students as they learn new things. |
| 150 | 25 | that in teaching privately (small group of 4) I tend not to catalog (record permanently) what I do from class to class (which tends to be from month to month). This is a self-criticism, and I plan to correct this flaw. | that the students almost universally enjoy the lessons rather than view them as onerous or boring. Judicious use of humor (and self-deprecation) helps. Bridge should be fun and I try to make it so. |
| 452 | 20 | I heavily rely on the teaching materials the ACBL provides (21st Century Series & Pat Harrington materials) Bidding in the 21st Century needs some serious updates. I also think there needs to be some streamlined materials for beginners to get them playing sooner. | Love the Pat Harrington materials, they are superb and fun. The best part of teaching is giving the knowledge of bridge to a new player and seeing them enjoy themselves as they integrate into the games. |
| 430 | 19 | Nothing | Helping players understand the "Reason Why" |

| | | | |
|-----|----|---|---|
| 359 | 17 | We have to fight for space at the public facility we share with many other senior groups. As we only have a handful of teachers, we can't hold classes as often as we would like. We are stretched pretty thin and are working to recruit more help. | It's pleasing to see your students playing, learning and growing. We had a pair from our winter classes that we encouraged to play in a recent 299 sectional. They were 3rd and VERY excited about continuing their development! |
| | | Need better materials for teaching particularly online and interactive lessons | |
| 222 | 13 | Sometimes it is difficult to get enough students to agree on a set time and/or day to run a class. I get several requests especially for beginner classes but most of the time people want either night classes, or day classes, etc. at times that other people can't make. | I love to see students who have never played bridge before be enthusiastic about learning the game. I enjoy watching their progress from week to week and their delight when they are able to grasp the new concepts. |
| 222 | 13 | record keeping | seeing my students enjoy |
| 182 | 1 | course is hard to advertise | Contact with students |
| | | Love that the VBC of Nashville gives me free space to teach and ads. Beyond that, I've had very little respect from club management despite years of experience. | See above |
| 374 | 17 | My feeling of being underappreciated by club manager and others on club and unit boards. Hard work and long hours are not acknowledged. The communication links I set up with students are not acknowledged. Some people are bean counters and not relationship establishers. | Working with new enthusiastic people, seeing these people as students in "regular" classes, at social duplicate bridge, and as players in the club. Being acknowledged and thanked by club members for "recruiting" and retaining new bridge players. |
| 446 | 19 | The many hours of preparation required. | The interactions with the students, and seeing them continue to play socially and at duplicate games. |
| 383 | 17 | lack of support from the club whose space I rent- expense of teaching materials and slow delivery from Baron Barclay- i am spoiled by Amazon Prime etc | I love teaching adults- breaking bridge into concepts and having them learn- so many just love it |
| 437 | 19 | This is a side job for me. I don't teach often enough to make this a full time career - sometimes I wish I had more opportunities to do so. | It is rewarding, helping others improve their game and/or introducing them to the game. Many times I have seen students "get it" - whatever point I was trying to make - and that pleases me. In the end no one really knows for certain how much what you say and do can help, but if my students value what I do then I am happy. |
| | | As a 4 - 5 months of the year cruise ship bridge teacher I am constantly having to correct bad information from previous bridge teachers these students had. The overall poor quality of bridge teachers, especially in rural and or smaller clubs is depressing. | the students, see the "lightbulb go on", enthusiasm, helping people find more enjoyment within the game |
| 192 | 1 | Not being able to motivate more club members to bridge improvement/supervised play classes. | 1. Seeing students improve their overall bridge experience. 2. Keeping my focus as a player because I am repeatedly covering the basics of bidding and play. |

| | | | |
|-----|----|--|--|
| 354 | 17 | What's dislike about having enthusiastic, appreciative students who enjoy learning to play bridge? | Positive feedback from students is very gratifying and make the experience more than worth while. |
| 211 | 10 | I dislike not having an experienced bridge teacher to mentor me. | I love the friendships that I have made and watched grow as I have introduced duplicate bridge to my students. It is rewarding to see my club grow. My students and fellow club members have expressed appreciation for my efforts. I also like that I am becoming a better bridge player, learning along with my students. Attending TAP was a positive experience, being with other teachers. And, joining ABTA has helped. Their online community is great. |
| 249 | 2 | Need space available more often for teaching. May be available next year because our club is moving to a bigger space. | We have a very good program of lessons available to all levels of players. Our teachers are dedicated, hard working people. We are responsible for the growth of our club. |
| 252 | 7 | | Feedback from students and pleasure introducing the game of Bridge |
| 171 | 7 | Sometimes the cooperation from the club board of directors is not there. When it is my classes run smoothly. When it is uncertain, such as to dates, I can't make an organized plan to put to prospective students. | I love to watch that spark when the breakthrough comes in my classroom. |
| 390 | | I would like to have access to GENERAL marketing tools about BRIDGE. The ACBL is great for competitive players, but I need to market to the social players too. They start, play bridge, decide they want something more challenging and THEN move to duplicate. Bridge is a game FIRST!!! | I love it when my students have fun. I am even happier when I see them continuing to meet and play as a group every week after the lessons! Some will filter into duplicate eventually, but I don't believe that we should push them. |
| 404 | 18 | Majority of students not willing to put much effort into learning. Don't purchase books unless course requires them. | Like to see students improving and moving up to open games. Some of my earlier students are now Life Masters. |
| 240 | 9 | lack of good teaching materials for poeple above beginner | |
| 106 | 3 | advertising | the students |
| 247 | 15 | Limited support from unit. Difficult to use club facilities for classes. Must meet minimum class size, and most of my classes are 2-5 students. Also, when new players start playing, they would prefer to play in a less competitive section. There is an "under 200 MP" section, but is rarely used. | One who is a teacher/director/manager is very helpful & supportive. Others, not so much. Students are appreciative of our work together. Several have started playing at the club, but are discouraged because the novice/intermediate section rarely is used. They don't like to play with Life Masters. |
| 373 | 17 | Frustrated by difficulty in attracting new students. | Love to share our great game with players who want to sharpen their game and keep their minds active |
| 417 | 18 | My lack of computer skills | Teaching people to enjoy the game |

| | | | |
|-----|----|--|--|
| 151 | 1 | | Share my passion, help people find a stimulating activity that will enable them to lead an active social life |
| 246 | 2 | Students not committed....enough. I love watching players improve.I feel that is the backbone of growth! | I LOVE watching players improve! |
| 166 | 2 | Not all students are as interested or willing to work hard at learning Bridge as I would like. | Watching students new to Bridge realize what a challenging and interesting game it is. Seeing them accept the challenge and want to become better players. |
| 212 | 2 | | I taught school for 35 years. I just like to teach. |
| 360 | 17 | | Our unit is very supportive. Wonderful students. |
| | | Difficult to find people interested in learning to play bridge in my rural area. | Students are enthusiastic. |
| 153 | 7 | New players are intimidated by the very experimental players. | Most of my students are friends. They thank me all the time for introducing them to bridge for the wonderful game it is and for the new friends they make. About 10% are playing duplicate and doing very well. |
| 165 | 7 | Attention span of some middle school students | Watching people improve their skills and enjoy bridge |
| 149 | 13 | Some confusion related to roles of ACBL ABTA regarding help with introducing Bridge/Bridge Clubs into schools, Timing for various requirements has been an issue for me. | Love updates and tips at Regionals and Nationals, plus articles in ABTA and Bridge Bulletins. Usually get responses to specific questions, even regarding director calls. |
| 404 | 18 | | Enjoy teaching therefore the enthusiasm of the students |
| 515 | 22 | It frustrates me when beginning players do not attempt to practice and or read their notes after each lesson, | People love learning and playing the game on bridge once they develop a few basic skills. |
| 515 | 22 | | Teaching students the game and then watching them play on their own and enjoying it. |
| 515 | 22 | Students overestimate their abilities and it is rare that my "intermediate" students are not beginners. | working with people and helping them enjoy the game more. |
| | | 2 1/2 yrs. ago, a new Ed. committee chair was appointed with no experience, definitely a minus for the club and the education program at our club. No educational curriculum, she mainly uses friends as teachers, who are not certified. Refuses to have supervised play for beginning students. She insists they enter into a duplicate game 0-49 on another day, it is not working. She does not follow ACBL guidelines for the new player. | Love my students, teach basic beginners, after introduction class of 4 weeks, have over 60% retention, and class has continuous growth throughout year. I Offer 0-20 Barometer game once a month, just recently started, they love it, have students from other areas join in as well, last game we had 9 full tables, a great way to introduce players to a duplicate setting, since at our club you are not allowed to offer supervised play. Love teaching, love meeting new people from all over, am very interactive with my students, proud to bring this wonderful game into my students lives, they form their own groups, socially. |

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| 142 | 5 | I have no dislikes | I enjoy teaching and get a lot of satisfaction when my students are excited about the game |
| | 11 | | Working with new students who know little or nothing about bridge and bringing them along to wanting to play or learn more. The help that the membership has been in spreading the word about lessons. |
| 128 | 9 | I am in a low-mid income suburban area and it is hard to get new players. I love the support from ACBL. There is a large bridge club on the other side of town who gets the majority of new players. | I love teaching and my students are all members of ACBL and attending games & tournaments. I wish I were in an area where I could draw more students but feel it is a function of geography and competition. |
| 154 | | | Some students are able to learn and progress into some limited games. |
| | | People who say they want to learn how to play bridge and when I contact them they don't have time to learn now. | The people I have meet from teaching bridge. I have meet delightful people. Receiving flowers and gifts from students. Sometimes the class takes me out for lunch at conclusion of lessons. When my husband died I received flowers, contributions to nonprofits in his name and two took me out to dinner at their country club. |
| 108 | 25 | lack of support for lessons from local club | classes expanding by great word of mouth reviews |
| 102 | 9 | I have not had any negative experience as a teacher | I truly enjoy teaching young children |
| 123 | 13 | Need more tools to interest new players. Offer FREE bridge columns from Bulletin library to local/regional newspapers looking for content in exchange for an ACBL byline and link to author's website. | Enjoy the game and teaching. |
| 17 | 363 | I am new kid on the block. Two other people are the primary teachers in our small city. They have been very successful. I am just filling a gap right now. A summer session was needed so I am starting that Monday with a class of nine in Kitchen Bridge---a new experience. | Part of that gap was the need of a class at the Loveland Senior Center. I live in Ft Collins. I had 8 students there last spring. I enjoy the students and enlightening their bridge knowledge. |
| 106 | 3 | students giving up | students moving up |
| 124 | 11 | | Opportunity to work with newcomers. |
| 128 | 9 | | watching players leaning the game and falling in love with it. their enthusiasm is catching. |
| | | Recruitment of students | Teaching beginning bridge |
| 391 | 18 | Use the Club series materials which has become unbalanced and dated. | Students are enthusiastic and want to play bridge but are daunted by the challenge this presents. |
| 391 | 118 | | Pleasant way to meet new people and promote bridge. |
| 128 | 9 | The day to day clerical | Working with people who want to learn and seeing them progress |
| 128 | 9 | I do not dislike anything | I adore my students & wait for that moment when that light goes on |

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| | 13 | Coming up with new lessons every week | Teaching--meeting new people, inspiring them to love the game of bridge as I do. |
| 130 | 11 | Very little support from ACBL/District/Unit | Great support from our club |
| 253 | 7 | Nothing very serious | Seeing students grow and succeed |
| 166 | 2 | Most teachers seem more interested in getting students to come play at their local duplicate games that making sure they learn how to actually play so everything is too rushed | The students excitement once they realize how exciting the game is |
| 477 | 20 | I am back teaching after a break of 2 years. I took that break because I was burned out. My teaching wasn't fresh and I felt I wasn't doing right by the students. | Sharing my enthusiasm for bridge. When a student has an ah-ha moment. |
| 473, 512 | 21 | | Enjoy introducing people to bridge and increasing their excitement. |
| 473 | 21 | Hard to get them into playing, not sufficient resources for new players. | i love teaching new people to play the game. |
| 557 | 23 | I dislike the administrative aspects... preparing boards, collecting money, etc. | I enjoy working with students and seeing them learn to appreciate our game. |
| 431 | 19 | Lack of appreciation from Unit and District | Ability to have a business doing what I love |
| | 128 | Lack of understanding when member is absent for medical reasons. Therefore am continuing bridge lessons in own community of 3500 residences and loving it!!! | Love teaching always have! Teach in own community. Much friendlier than at Club. |
| 171 | 7 | I feel that I have little or no support from the local club. | I love teaching, and I love my students. |
| 174 | 16 | difficulty finding daytime space and space in general | Just plain fun to see students progress. they are so enthusiastic and funny New friends I learn more than the students |
| | | | My students growing in their ability to play and their enjoying the learning experience |
| 122 | 11 | It's hard finding and keeping students. I'm unable to get into public schools to teach bridge. | I enjoy introducing players to bridge especially when they find enjoyment in the game. |
| 249 | 2 | The clubs I teach for could do better marketing. | Great feedback. It's fun to teach appreciative students. |
| 246 | 2 | | usually nice people as students |
| 457 | 20 | The low % of students that migrate to duplicate bridge and how low learning retention is at the age of most of my students. | meeting new people. Sharing my love of bridge with others. seeing new students "get it". |

Teacher Verbatims – Board of Directors Experience

| Unit | Dist | DISLIKES | LIKES |
|------|------|--|---|
| 253 | 7 | I find that the board has their own agenda which is what is good for their specific area and focused on people going to tournaments and playing in games. Their only measurement for success or failure is how many people join ACBL. I understand, but believe that is short-sighted. More people playing bridge will bring bridge back into vogue...which means more people playing...which will eventually mean more people joining ACBL, playing in clubs, playing in tournaments. If I hear one more time 'baby boomers and retirees' will keep bridge going, | Some of them (a few) see the handwriting on the wall and are actively seeking ways to promote the game. even those however, are too focused on retiree age |
| 122 | 11 | I'm not aware of any "perks" given to certified teachers. For example, lowered game fees when we attend NABC's or regional tournaments, would be one way to thank us. | I don't have enough experience with the BOD to comment. Sorry. |
| 114 | 7 | I work with the OLLI/ACBL partnership and was sorry the stipend was cut to only serve 8 students. My outside supplies and outside expenses for 40 people is more than \$350.00 | I like they way they offer tips for teachers in the Bulletin, as well as offering a forum for the ABTA to meet. The ABTA has excellent resources for teachers and offers a sample of "the newest techniques." |
| 230 | 1 | As a french speaking man its sometimes hard to teach in a anglophone sphere | Nothing to say |
| 194 | 1 | No monitoring of club reports is incredible. Club managers can do as they please Zero support from unit 194 and district 1. Everyone passes the buck - no one takes responsibility | Lots of teaching material available on website. Lots of opportunities for training. |
| 524 | 21 | Nothing. All good. | All good. |
| | | Little experience | same as above |
| | 17 | I have not worked with anyone other than TAP certification. | I liked my certification teacher, but that has been several years ago. |
| 128 | 9 | Distant some like lyn bwrg r exceptional. Acblscorw is a nightmare. No excuse not to b updated | No comment. Othwr club staff have been wonderful |
| 458 | 20 | Rural clubs need help both with new members and with holding sectionals. | |
| 161 | 10 | I have had no interaction with the Board of Directors, other than with our District Director (District 10) which has been cordial.. | I have had no interaction with the Board of Directors, other than with our District Director (District 10) which has been cordial.. |
| 150 | 25 | nothing in particular; I think the Board understands the need to cultivate interest in the game among both young and old players. By and large, those I teach are retired and looking for an outlet or to return to the game. | Please see response to #19, above. |

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| 437 | 19 | I have had many many dealings with the BoD, but not in the capacity as a teacher. Nothing specific to comment from that front. | I have had many many dealings with the BoD, but not in the capacity as a teacher. Nothing specific to comment from that front. |
| | | Maintance of the status quo. I remember being told when i was on the board for an NABC, when we wanted to eliminate all the money spent hosting the family/friends of board members (hotel, tours, meals) that we had to toe the line and maintain the status quo of perks. Or we'd lose further NABC's. | currently don't have contact with the Board. Overall unimpressed with the quality of the past members. Seems to lack expertise to truly manage this type of organization. ACBL Scor and the mess with the software, the wasted time and money, the poor decision making about upgrades. |
| 192 | 1 | The basic books (Club, Diamond, Heart and Spade, ACBL series) are out of date. Eg: Stayman and Jacoby transfers should in the first book. | |
| 211 | 10 | Nothing. | I am a board member. The reason I started teaching was to carry out our mission of growing and nurturing duplicate bridge in our unit. |
| 249 | 2 | All our payments to ACBL are calculated in USD when our income is in CAD. The current exchange rate is hurting us, both as a club and with tournaments. | |
| 390 | | No relationship with them at all. In fact, my unit even neglected to note my efforts when I began teaching. | No relationship. |
| 404 | 18 | Have not had much exposure to Board of directors. Very positive experience with people at ACBL headquarters, very helpful and efficient. | |
| 240 | 9 | ignored my request/suggestion | |
| 247 | 15 | Have very little (if any) experience. | Have very little (if any) experience |
| 373 | 17 | It feels like the boards is primarily interested in the elite players | Can't think of anything |
| 151 | 1 | Nothing in French, difficult to have an answer from ACBL, not interested in Canadien players | |
| 246 | 2 | Nothing....they help in every possible way! | Very helpful |
| 166 | 2 | Through their comments and policies, some directors make it seem like they see Bridge teachers as doing it only for the money. A few have even implied that teachers don't even deliver the required program of instruction adequately. | The directors referred to above are in the minority. Most other directors value and appreciate what teachers do. |
| 360 | 17 | | I've really had no experience with the BoD except for Bonnie Bagley, who is terrific! |
| 515 | 22 | Difficult to discover what is available to me as a teacher. Resources, teaching aides, etc. | They understand that it is important to grow the base with new players. |

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| | | Have not had enough experience wo dislike anything | My club manager is extremely supportive and knowledgeable. She is aware of new trends in the field of education, she is always sending me teaching materials, and links to make me a better teacher. |
| 102 | 9 | I would like more inaction with them | Having ACBL Board makes it easier to communicate with club managers and owners. At long last they talk with someone who can convey their problems to a board. |
| 123 | 13 | It's where recommendations go to die. | None |
| 391 | 18 | BOD is driven by special interests (e.g. Professional Players) and make decisions driven by a very few instead of focusing on all aspects of the game. | Very good, approachable and interested District 18 director. |
| | 13 | There's nothing specific. I just don't ever have any contact with the BOD. I teach mainly beginners/"emerging intermediates". Sometimes it seems like the only "important" people are the winners of the big tournaments. | I don't have any contact with the BOD, and have no real feelings about them. |
| 253 | 7 | (It is often difficult to distinguish blame to board or management.My students are unhappy re lack of stratification in NAP games. | Nothing in particular. |
| 128 | | Like the board of directors.good experience. Dislike local clubs attitude and unfairness. | |
| 174 | 16 | very little | lots of information available, they have hired great staff |
| 249 | 2 | I have none. | They don't try to direct me. |
| 457 | 20 | I have not seen the ACBL's commitment to the local teaching effort. The totality of resources available to teachers is not widely known by teachers. | My experiences with the Education have always been mostly positive but I always had to initiate the contact. Ed. Dept. should have some kind to monthly or bi-monthly contact either an email newsletter or hard copy newsletter. |

Teachers – Board of Governors

| Unit | Dist | DISLIKES | LIKES |
|------|------|---|--|
| 253 | 7 | I've not had enough experience to comment. I've only had one or two dealings with the BOG and they were positive. | |
| 122 | 11 | Nothing. | At their meetings, the group is very responsive to teacher requests that are voiced. |
| | 4 | Nothing | Magazine |
| 230 | 1 | Nothing to say | idem |
| 194 | 1 | Too little support | N/A |
| 524 | 21 | No experience. | No experience. |
| 103 | 7 | Do not interact | Do not interact |
| 571 | 19 | I have no dislikes | I've had no experience with the board |
| 180 | 10 | They don't seem to be committed to improving ACBL support for teachers. | do not have an opinion |

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| 150 | 25 | nothing in particular | that the Board continues to offer ways for us to learn to teach, and excellent online resources which I've used. |
| 240 | 9 | ignore dmy request/suggestion | |
| 373 | 17 | Board of Governors exist to serve their own interests and that of the top professional players at the expense of the rank and file | Noyhing |
| 166 | 2 | Same answer as in question 19. | Same answer as in question 20. |
| 212 | 2 | No contact. | |
| 515 | 22 | I don't know that much about them and what they do or provide teachers. | I don't really have any experience with them. |
| 102 | 9 | I have not had much experience as I have very busy setting up a summer bridge camp for the students in the Sarasota County. The new owner is delighted with this bridge camp (which will be held at his club the 1st week in August. We expect 40-50 children. (including some college age). | At this time I have not had any experience. |
| 17 | 363 | no contact | no contact----I hate surveys. |
| | 128 | N/a | Very knowledgeable and informative |
| 249 | 2 | There is none. | None |

Teachers - ACBL Management

| Unit | Dist | DISLIKES | LIKES |
|------|------|---|---|
| 253 | 7 | The previous education (post Dana and pre Stephanie) staff a few years ago was not detailed oriented and a lot of things were left undone. | club, education, finance and marketing excellent now (though I haven't had a lot of dealings with the new marketing director. Always helpful and always willing to help with problems . |
| 122 | 11 | Nothing. | Any time I've called the ACBL needing assistance, they have been very responsive and cooperative. You have a wonderful staff. |
| 114 | 7 | | I like the way they answer the phone and "get back to you." They are very responsive and helpful about filling out required forms. |
| 161 | 10 | I think the decision to raise the requirement for life master to 50 gold has dampened the desire to strive for that position for ages 70 plus who are just starting to play bridge. | |
| 503 | 21 | some bugs with the new online Bulletin | supportive people |
| 106 | 3 | disappointed that the CAP reimbursement was lowered | I find ACBL to be very responsive |
| 230 | 1 | Nothing to say | Nothing to tell |
| 194 | 1 | Too little support | Most staff very helpful when you finally got to speak with them |
| 196 | 1 | | In actual fact, I have had no interaction with anyone, but have looked online at the resources which are available to support bridge teachers. I'm impressed by what I've seen, both for school programs and adult education. See above |

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| 128 | 9 | I wanted to mark previous question don't know since ACBL management has nothing to do with my teaching but survey would not proceed if I did that. Nothing to like or dislike. don't need them. | See above. |
| 524 | 21 | Nothing. | All good. |
| 101 | 15 | Not enough inter-action to have any opinion. | No experience with ACBL headquarter/management |
| | | | Always go the extra mile to answer all the questions I have on software and anything else |
| 246 | 2 | Not much | Get prompt response to my queries |
| 128 | 9 | Inaccessible. Dont answer emails etc. | On line reaources for students |
| 180 | 10 | no opinion | Generally, I have had good responses when I have called about issues with the club, when I was a club manager, and about teaching questions. |
| 135 | 6 | Nothing specific. Just have not had much experience with ACBL management. | Like the publications and clip art made available to us. |
| 559 | 23 | I'm disappointed that Google AdWords did not qualify for co-op advertising. I'm disappointed that I can't access a mailing list for my unit and neighboring units. I've been turned down for both, but my word-of-mouth has been enough to fill classes. I was disappointed years ago when Audrey Grant broke with the ACBL. I've switched to teaching Better Bridge this year and am very happy with most of it. (I miss not having a play-of-the-hand or defense course.) I have no incentive to encourage students to join the ACBL, so I don't offer membership to students. | I haven't had any dealings with headquarters for a long time. |
| 171 | 7 | | The people I deal with seem knowledgeable and helpful. |
| 191 | 7 | Management claims to understand the relationship of teachers to membership but spends the majority of its time serving the top tier of players. The staff who do have responsibilities concerning teachers have no experience as a teacher. That says volumes. | Nice but unqualified. |
| 150 | 25 | nothing in particular | general responsiveness is very good, e.g., when I was first inquiring about taking the TAP course in fall, 2014. |
| 359 | 17 | Better communication would be a help. Perhaps we could have a semi-monthly or quarterly email that would share successful techniques and best practices throughout the educational community. What are others doing? What type advertising works best? How are their sessions organized? What has been their experience? How often and what time seems to be the most attractive? What resource /printed handouts have they been using? How do you keep "graduates" engaged best? | Not enough experience to comment. Perhaps District newsletter could have a monthly feature on the above topic. I'd particularly like ideas surrounding engaging school advance placement students or after school activity groups. We have reached out several times to the local Gifted-Talented teacher to no avail. |

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| 166 | | messages go to voice mail and they take too long to get back | Some departments are prompt to reply |
| 383 | 17 | | helpful people on the phone usually |
| 211 | 10 | I dislike always getting a voice mail instead of a person when I call ACBL. | I like the Tricks of the Trade emails that I receive. I also like the reimbursement program for advertising my beginning bridge classes. It was unfortunate that the reimbursement was cut. |
| 249 | 2 | I would like ACBL to have a source of hands on any specific convention available to teachers in pbn format so that we are all not using up so much time re-inventing the wheel. Creating lessons is very time consuming. Having hands readily available would save lots of time. ACBL could easily help us with this. I have been suggesting this for years. | |
| 234 | 15 | TAP is too many days. | Darbi's marketing. |
| 390 | | Again, not any interaction. I would like to see more material that is general in nature promoting bridge as a social activity and a game, and being good for memory - NOT PROMOTING membership in the ACBL. That does not help me! | I like that I can post that I'm a teacher. I like to have access to the teaching materials on-line. There is some GREAT stuff there. |
| 404 | 18 | | Very prompt in answering questions. Example I have some students who were members but let their membership lapse and forgot their member number. Usually a phone enquiry has been returned within 30 minutes. |
| 247 | 15 | Not much. The few times I've contacted them for info has been successful. | When I've asked for information it has been readily supplied. |
| 373 | 17 | Nothing | Staff is always helpful |
| 151 | 1 | Not interested in Canadian units | |
| 246 | 2 | | Very helpful |
| 166 | 2 | Sometimes staff at headquarters are not as helpful as they could be when I contact them about a question or problem. | Usually people at head quarters are helpful and understanding when I have a question or problem. |
| 360 | 17 | I think the advertising software is difficult to manipulate | The ACBL staff is very helpful with anything I've requested |
| 153 | 7 | | Very responsive when I need something. |
| 149 | 13 | Sometimes delay in getting a reply to an email or figuring out where to go for some answers. Finding where to go online. | When I get answers, they are very clear and helpful. |
| 515 | 22 | When I speak with the people in the education department they know little. | Friendly, willing to put me in touch with others, they most likely return emails and phone calls. |
| 515 | 22 | It is difficult to really know what is all available to me as a teacher. Specifically what resources, supplies and how to acquire them. I am not always channeled to the right person. | They call back if I have a question. |
| 142 | 5 | Cannot always get definitive answers | Willing to help |

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| 128 | 9 | We are way behind the curve on technology - SCORE should have been updated years ago and Learn to Play Bridge is not useful at all after it was changed. I used LTPB as a student 20 yrs ago and recommended it to my students but do not now. | Headquarters has always been very responsive to my requests. |
| 108 | 25 | not enough programs to continually train teachers | website listing of teachers easy to create and modify |
| 102 | 9 | I have had no negative experience | Stephanie, our education & communication director is wonderful. Very knowledgeable and helpful. I had a problem with our county school system, they would not approve our flyer for the bridge camp, because they could not see how ACBL & Unit 102 were related. Stephanie went out of her way to find the certificate, dated in 2001, showing that we are related and the flyer was approved. |
| 123 | 13 | No response to suggestions. | Try to cooperate. |
| 391 | 18 | No complaints. | Everyone works very hard for the members and provide excellent support and service. |
| 128 | 9 | Getting through to the right person isn't always obvious, but I don't do this as teacher. At the Club where I volunteer, I do most clerical reports, software set ups for the Manager who is a technophobe, so I sometimes need to contact. | Always very helpful and courteous |
| | 13 | My only complaint is in trying to get some light-hearted artwork that I could add to announcements/newsletters. All of the free clipart on the teacher site is pretty boring. | Only real experience was in getting some free brochures from them. They came promptly. |
| 473, 512 | 21 | | usually there to answer question. ACBLScore staff is really helpful. |
| 473 | 21 | I would like a better method of getting the ACBL series books. After tax and shipping, they seem expensive, and if I buy them I may be stuck with the, especially if they get updated. | Almost always helpful. |
| 431 | 19 | less interaction than there used to be. Reactive only | Good response to any issues I raise, and very helpful |
| | 128 | N/a same as above | Like |
| 174 | 16 | | fast responses, always call back, good at making sure a call gets to the right person not just transferred to another voice mail |
| 249 | 2 | Not much contact | They answer questions |
| 457 | 20 | See above comments. | Don't know. |

Teachers – Districts & Units

| Unit | Dist | DISLIKES | LIKES |
|------|------|--|--|
| 244 | 7 | | Always available with an answer. |
| 253 | 7 | nothing...my district is forward going and proactive | my district is forward going and proactive. always looking for ways to build and improve |

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| 122 | 11 | Although we rotate as experts examining hands after a morning session, there are no opportunities to give them a pertinent bridge lesson before novice sessions. | I'm impressed that my District is trying to encourage teachers and provide assistance for increasing students and play at our clubs. |
| 16 | 176 | Only been contacted once to help with Bridge in a Day. | Never been discussed |
| 114 | 7 | Teaching never comes up with District 7 or Unit 114....there is no interaction or exchange of information. | Not involved anymore with either level....does not apply to teaching. |
| | 4 | Nothing | Resources |
| 29 | 31 | My District/Unit does not talk to me. For example, they did not send me this survey. | I have no contact with any District or Unit. |
| 191 | 7 | Unit is not very helpful in providing advertisement | |
| 114 | 7 | I haven't had interaction with District or Unit regarding my teaching. | I haven't had interaction with District or Unit regarding my teaching. |
| 207 | 16 | Too much tension between the Unit and the major bridge club in the area. | District and unit are making efforts to bring in new players. I would like to know more about what they are doing so we aren't all reinventing the wheel. |
| 161 | 10 | Our Unit and District representatives try their best to serve us well. | |
| 503 | 21 | printers copiers are often out of toner | supportive people |
| 106 | 3 | the District and Unit are too focused on duplicate bridge. | |
| 230 | 1 | Nothing to tell | I have a good help from my district and unit. Free director for my tournaments |
| 194 | 1 | Absolutely NO SUPPORT of any kind | Nothing |
| 196 | 1 | Nothing at all | Other bridge teachers have been very supportive. I attended an Audrey Grant workshop, and was encouraged to offer beginner classes. |
| 524 | 21 | Nothing.All good. | All good. |
| 103 | 7 | do not interact | don't interact |
| 571 | 19 | I have no dislikes | I have nothing to rate |
| 101 | 15 | Nothing to dislike. | Good will and support from all club members. Ease of scheduling classes and mentored games. |
| | | | the other clubs have been very helpful answering questions, giving advice |
| 246 | 2 | The unit and the district have done very little to promote teachers. | Not much |
| | 17 | No dislikes. | Our local club is good. |
| 128 | 9 | No support unless i sought out | There r lical people who have greatly helped. Esp st pete and clw clubs |
| 180 | 10 | no opinion | District 10 and Unit 180 have provided support for advertising lessons and for duplication of lesson material. |
| 135 | 6 | | Unit President has been super supportive of new players! |
| 124 | 11 | I would like more autonomy. | |

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| 559 | 23 | I wish they would help promote classes on the web site, or our district newsletter. But we haven't had a columnist for the district newsletter for several months. I think our unit and clubs are lacking in self-awareness of just how difficult it is for a newcomer to play in a sanctioned game of any kind. | They're generally supportive. |
| 243 | 9 | No problems | They are always available. |
| 13 | | I have very little contact with them. | |
| 143 255 | 5 | See previous comments. | See previous comments. |
| 171 | 7 | I don't like the way STACs are run. Specifically, they don't suggest stratifications for the limited games. As a result, the people in the limited games only have an accidental chance of winning points beyond the local club - and we ask them to pay extra. | |
| 481 | 20 | They have not made welcoming new players a priority. | They appreciate the classes and the income. |
| 166 | | | My unit has been very supportive of the duplicate bridge charity events I have organized. |
| 363 | 17 | Little contact or support | |
| 178 | 14 | | Bridge education is well supported in our district and unit. |
| 150 | 25 | that we do not do much at the unit level to teach newcomers, e.g. free lessons before tournaments begin. | that the District, in particular, does offer free lessons during Regionals. I still recall a useful pointer from some 20 odd years ago, that being "if you overcall the opponents at the 2 level, you better have an opening hand." |
| 222 | 13 | Really don't have much to do with the District or Unit as a teacher. My lessons are taught in private locations and not in conjunction with any Unit function. | Same as answer above except that I am grateful that my Unit has finally added a list of ACBL accredited teachers to their web site. |
| 222 | 13 | | so far there hasn't been any conflict regarding overlap of territory |
| 182 | 1 | no interaction | see 22 |
| 374 | 17 | | People in our district in Northern Colorado have been extremely helpful and have shared much, including getting license for LBIAD? through the district. They are wonderful! |
| 446 | 19 | There's little to dislike. I have had virtually no interaction with the District or the Unit as formal bodies, although I interact with the members all the time. | There's also little to like. I have had virtually no interaction with the District or the Unit as formal bodies, although I interact with the members all the time and many have referred students to me. |
| 383 | 17 | District asks for input but I think they have bigger issues- kind of too big to listen - I see my role as advocate for newer players and tend to get answers like "we had to do it and they do too"- | Unit has been mostly supportive |

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| 437 | 19 | I don't interact directly with the District / Unit, but I do interact with Club Managers as a Teacher. I haven't nothing bad to say, everything has been great. | I don't interact directly with the District / Unit, but I do interact with Club Managers as a Teacher. Every Club Manager/Owner I've interacted with has been wonderful to work with - very supportive. They worry about logistics like space, advertising, snacks, etc. & let me focus on the actual teaching experience. |
| 192 | 1 | I have virtually no contact with the Unit or District. | |
| 354 | 17 | My teaching activity is pretty-much independent of the district and the unit, so nothing to like OR dislike. | |
| 211 | 10 | I have had no contact with my district. I have no dislikes about my experience with my unit. | My unit has been very supportive. I use their space free of charge. |
| 249 | 2 | Professional development is not promoted or compensated for as much as it should be. We teachers are the lifeline for the future of ACBL. Support us in attending ABTA conventions. It's very expensive to get to these conventions and then to pay for accommodations, meals and conference fees. I asked our Unit for support and they gave me \$100USD, not even enough to cover registration! What about all the other expenses?? | |
| 252 | 7 | | Support via communicating and encouraging my lessons and classes |
| 390 | | | They let us post our classes on the unit website free of charge. We were acknowledged at the AGM. |
| 404 | 18 | | Have had very little interaction with District personnel. |
| 106 | 3 | | Ability to interact with newer players at tournaments to encourage their playing experience. |
| 373 | 17 | Our unit and district have a terrible interpersonal and dysfunctional dynamic | |
| 417 | 18 | Nothing | They appreciate my efforts |
| 246 | 2 | Feel unit is disjointed | ?? |
| 166 | 2 | This survey is getting VERY MONOTONOUS! I have no issues with our district and unit. | Both our unit and district support bridge teachers to a commendable level. |
| 360 | 17 | | Very supportive |
| | | No experience | No experience |
| 153 | | We have to start thinking differently. To attract younger players we need to make it fun. More limited games. Shorter games possibly. | My unit is very supportive. I am just overwhelmed with people who want to learn. I am hoping to recruit some more teachers to help me. I am reluctant to hand over my friends/waiting list because I'm scared they won't have fun with another teacher. It is difficult to teach beginners.....you cannot be too serious. |
| 165 | 7 | Doesn't appear to be a strong level of interest among many members in growing the game. | Provided some support for teaching efforts. |

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|-----|-----|--|--|
| 149 | 13 | Requirements to be able to teach at the Club seem very rigid, not flexible, as well as they seem to change and do not welcome the idea of teaching outside the Club. Would like to teach more LBIAD? but it is frowned upon by owner. | I have been asked to help with newcomers and some members have offered to help with LBIAD? classes outside the Club. |
| 515 | 22 | There seems to be a problem with publicity. | Some club owners work really hard to promote my classes |
| | | Club is disorganized in the field of education. A very political board of directors, inexperienced in the field of education and trends, a truly dysfunctional leadership group. I have taken many classes from Audrey Grant at my own expense, the education chair and her committee are not teachers and do not understand what it takes to "Bridge the Gap" so the new player can transition into duplicate. ACBL offers guidelines which I quote, but to no success. | I have been teaching for over 5 years, I am an experienced beginning bridge instructor with a great following, the students that move into duplicate bridge, are involved in club activities and are doing well in their games. Many of my students from 2 years ago are playing regularly in an open game. They still ask my guidance and we maintain strong relationships. |
| 142 | 5 | I don't have much interface with the District. I have no problem with my unit | I don't have much interface with the District. No problem with my unit |
| | 11 | | The membership in the unit has been extremely helpful in spreading the word about lessons. They can make or break a program. |
| 128 | 9 | As mentioned, there is a very large club across town that I initially played in (and was a board member). Since my husband and I started a once weekly game, we don't play there often, him never and me when I can. They control the interaction with the district so I get no interaction with the district other than the monthly publication | ??? - there is nothing to like or dislike - see above |
| | | | Walter Mitchell has been very supportive of me. I run a duplicate game every year on April Fools Day for a nonprofit. Walter must be coming for over 10 years as the jokester-host at this event. He will play with anyone who comes without a partner. Usually George or Steve Mansour come as the director. I do not pay them for directing the game. Only money for ACBL. |
| 108 | 25 | n/a | Unit's membership chair great to work with on bringing beginners to classes. |
| 102 | 9 | No dislikes at this time | Our new owner of the In Between Club, James Gordon, wants to make this club the number 1 in the nation as it was 4-5 years ago. He feels, like I do, that we can do it by giving lessons, new building and equipment and teaching the youth bridge for the bridge future. |
| 123 | 13 | No contact | No contact |
| 17 | 363 | This is too long. | This is too long |
| 124 | 11 | | Good camaraderie |
| 391 | 18 | No complaints. | Supportive as far as that goes, don't have much impact on local activities. |

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| 391 | 118 | Have had little to NO contact with them. | No contact regarding teaching so it is difficult to give any particulars. |
| 128 | 9 | nothing | the friendliness |
| 128 | 9 | Nothing | No experience with either |
| | 13 | The tournaments are dying out. I think it is from having the same format and (some of the same) locations over and over again. The "local" regionals in Lake Geneva, WI is almost dead from lack of attendance . | They have added a couple of tournaments for I/N players that I have encouraged my students to try.They try for a friendly, non-threatening atmosphere. |
| 130 | 11 | Little support | |
| 431 | 19 | Unit does not value accreditation and shows favoritism to some teachers over others | Unit website has a teacher page and unit newsletter includes my advertising. |
| | 128 | See above | Like the district and unit as a whole |
| 174 | 16 | have asked for smiley face cards for bidding boxes with no results. they used to provide these. We need them | Friendly, encouraging |
| | | no contact with them | |
| 122 | 11 | | The willingness of people to help |
| 249 | 2 | Lack of marketing | They seem to appreciate my efforts. |
| 246 | 2 | no real support no novice game in local tournament | |
| 457 | 20 | No body seems to give a hoot. The local club only sees me as another source of income and charges me more rent than I can afford when I teach to increase attendance at and promote her games. | Unit is more alert to teachers needs but some members of the unit board are critical that students need repetition and somehow think that a beginning student should immediately jump into a duplicate game. They don't believe there should be a "safe" place for them to play until they are comfortable with moving on to a regular game. |

Appendix II

Club Owner Verbatims - Overall

| Unit | Dist | DISLIKES | LIKES |
|------|------|--|--|
| 140 | 3 | | having an active game once a week on Friday |
| 125 | 5 | My club is not dwindling in spite of my best efforts. | The people in our club |
| 174 | 16 | I have been club manager now for over 6 years and I haven't found enough to dislike to discontinue working! | I enjoy working with the players at our club and receive cooperation from most. |
| 165 | 7 | Everybody ask me everything, such as the temperature control in the room. I asked someone to turn off the lights in the room and they ask me where the switches were. Our group is good about helping to get the room back to normal after our games, but we still stand room for improvement. Part of the problem is me. I do too much instead of asking others to help, such as calling in the cake a (for Life Master), telling the bakery what to put on the cake and how to decorate the cake. Then picking the cake up and getting it to Bridge. Our secretary should be sending out the cards for the sick. She is absent or whatever, and I get stuck with that. What I really want to do is make out the calendar of the games for the year and be the partnership person. I do these two items, but I want somebody else to do most of the other little jobs. I fax the game results to the paper. Anybody could fax or email the results. I'm the only one some Tuesday night to set up the game and finish the game. Thursday afternoons, we have a couple other ladies that help set up the game and one of those two to finish the game. | I like being the partnership person because I don't want anyone sitting at home that wants to play. Making out the calendar of games for the year is very time consuming, but I want our club to play all the special games that we can. |
| | | I dislike having to deal with the Bank and doing the Treasurer's Report. | The fact that if I did not agree to be the Club Manager, our unit will not be ACBL-sanctioned. |
| 230 | 1 | The technology required to be learned; the responsibility but little authority when it comes to running the club; the need for directors - are always strapped for them, and most are unwilling to take on the job - it is not an easy one | The fact that we are able to hold duplicate games (the best game in the world) at a reasonable price for the members who can also socialize at the same time (membership is mostly retired people) |
| 230 | 1 | My computer skills are not as great as I need to easily accomplish what is required. | I'm an organized person and enjoy this aspect of the task. |
| 1 | 192 | As a volunteer, responsibility for being present 45 mins before play starts in order to do set-up, prepare tea, etc. | Love to play bridge and my participation in this 'job' enables our small club to continue |
| 230 | 1 | Trying to please everyone | Social interaction |
| 194 | 1 | trying to recruit new members | I enjoy the interaction with all my members |
| 161 | 10 | ACBLscore is antiquated. Difficult to train to new directors to use ACBLscore and direct games. Too much bickering among players. Difficult to get less experienced players to play in Open game. | Seeing players enjoy the game. |

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| 192 | 1 | The few (1or 2) difficult members who resent me and make my job more difficult. | The members of my club who have been very supportive and kind and the manager of the club in the nearest club who has been very helpful. |
| 126 | 9 | Additional work that I had to take on when we took over a club that failed. Two locations takes a lot more time. Monthly reports take a lot more time. | Helping the new directors and solving the problems that come up. Interacting with the club members. |
| 235 | 14 | Slow play | Working with the players |
| 242 | 24 | Not enough back up | My independence |
| 252 | 7 | As a new Club Manager I found the learning curve was very difficult especially using the information provided. | I enjoy the people in the club, those who give freely of their time to help Club members. |
| 160 | 7 | Lack of support by the district in their bulletin for club camps for youth. The inability to get a 'roster' from the database by club. Having to create my own "lookup" for the rank in the db. "A=Rookie, etc.). Having to reenter the entire STaC schedule if you need to make a change - or maybe I need some instruction on how to do it easier. | Quick answers to my questions when I call. The friendly staff. |
| 249 | 2 | At times, the number of issues that individuals want resolved are too many, especially when going into the bridge club to play | Enjoy contributing my time to a worthwhile endeavor |
| 249 | 2 | People who complain to me about things I have no control over. They don't like the fees, they won't play with certain other players and some are just too serious about the game. Disciplining repeated bad behaviour is the worst. | Interacting with a lot of nice people who step up and are willing to help or mentor. |
| 374 | 17 | | Interacting with people from different walks of life |
| 406 | 18 | No dislikes. | I love my people. We are like family. |
| 192 | 1 | | appreciation of our membership |
| 139 | 6 | I'm a new manager (March 2017) and have learned some hard lessons by making mistakes. | I have a small group of pleasant\friendly players. |
| 575 | 18 | | |
| 114 | 7 | Our members are getting older, and we are not attracting others. In the small towns from which we draw, many bridge players are happy to play rubber bridge, but are not very interested in duplicate. | I became club manager a little more than a year ago, because the previous manager said she was not going to serve any more. She has since moved away. It is the only way I get to play, because other duplicate games are too far from where I live. This club says they started playing in 1961. There is a small core group who are very loyal and will come play whenever they can. |

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| 443 | 19 | I dislike troubleshooting computer and bridgemate errors and/or interrupted service (online or not). It's difficult when players choose to use a bizarre, borderline, system or convention (Happy 2s, mosquito, Stout). I don't mind learning their approach, but I have to field complaints from their confused opponents. E.g., some players want to use opening 2 bids as weak as zero HCP and as short as 4 pieces in the suit. This looks like the illegal obstructive system of Gen. Chart Disallowed #1, which requires some common sense and judgment. So the Club Board has to rule out some of their objectionable styles and systems. It's tough to decide between aggressive style and bullying. | I like seeing people enjoy the game and laugh during a game. We have occasional parties (pizza, sandwich, dessert) that are pleasant socially. Many members are not very ambitious about earning mps, and that's fine with me. We do join STaCs and we have a sectional and some attend nearby regionals. It's fun to announce their successes. |
| 192 | 1 | The American Dollar exchange rate!! | the people! |
| 108 | 25 | The Cost associated with becoming an operationl Club Manager/Club Director | The challenge to build and grow a new club into a known and appreciated ACBL Member. |
| 241 | 14 | dealing with people who are not nice | dealing with people who are nice |
| 234 | 15 | | Introducing players to the wonderful game of duplicate bridge |
| 439 | 19 | To deal with a few players who do not play NICE. They are loud, argue with the opponents and the director. | To interact with players who enjoy the game and are supportive of the newer players and the director. |
| 209 | 16 | Players who have played for years want games but don't really support new players. We have tried offering lessons but little response. Lots of party bridge players in this town, but many had bad experience with duplicate years ago and are very vocal to all their friends. (Several new ones quit when their game was made an open game two or three years ago,) | Night games (club) has some new players and can be fun atmosphere, but is very small. |
| 114 | 7 | ACBL Score | Meeting people, making friends, and playing Bridge |
| 114 | 7 | Trying to make "ends meet" on a limited budget. We charge \$6 per game and we sometimes only have 3 tables. A "big game" is 5 - 6 tables. | Satisfaction of making the Club continue even though attendance has dropped from 20 tables per week to the current 11 - 12 tables due to players moving, death, too old to attend etc. |
| 163 | 14 | ability to communicate at the same level | competence |
| 499 | 21 | Having to cancel a game because the community center has rented the building. And there is no where else in the community that we could afford. | The satisfaction of providing our players a fun afternoon with good companionship and mind stimulation. They also love our snacks. |
| 208 | 8 | I spend a great deal of time getting partners for people and setting up the game for very little reward. My numbers are declining, and I don't know how to convert party bridge players to duplicate players. | I think the ACBL makes a sincere effort to help my club succeed. I really enjoy playing, and I know that the local game wouldn't happen if I didn't organize it. |
| 192 | 1 | Nothing | Making as many as possible players happy by having special games at the lowest price. Giving back to the community via charitable donations. |

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| 195 | 12 | Dealing with obnoxious and know-it- all students and players. Fortunately they are few and far between at our club | It is a pleasure to see your students and local club players continue to learn and advance in the bridge ranks |
| 192 | D1 | ACBLScore not user friendly. | Enjoy the learning curve/challenge of the new experience. |
| 542 | 22 | I do not think ACBL supports clubs enough with ideas of how to engage players and grow membership. There should be more special games available at minimal fees. Understanding much of the information put out by ACBL can be a challenge---clarity is not a strong point. Also, it is sometimes very difficult to find information on the ACBL website. I would like to have more ideas about how we can engage newer players from people who have had success in this area. | I most like making our players happy. I love to see a full room and players enjoying themselves. I work with our board to keep "politics" to a minimum but there are always people who complain---I take that in stride. Charity games have helped to bring in more players because they can earn extra points but some of the special games are too expensive for our group. |
| 141 | 4 | Petty complaints from players and the lack of support of Clubs by the ACBL. Because the ACBL Fees are high, I don't like to charge for special games. Absorbing the up charge is difficult because of expenses. I also find that supplies like bidding boxes and boards are too expensive. I worry about the card fee being too high but need to charge it to defray the cost of operations. | The club community is fantastic. After running for 26 years I know my players quite well which gives me a good feeling. Seeing the novices improve is gratifying. Celebrating milestones of players, too. |
| 12 | 200 | Having to enforce zt | Learn g more about the game |
| | | Wish I had more experience | Enjoy the competition and social aspect |
| 193 | 9 | increasing age of clientele. . | People are very loyal attenders. |
| 533 | 22 | hard to add members --they must be Sun City residents and turnovers is slow. | we get by with four directors running two games a week. |
| 533 | 22 | Complexity of Score system and reporting | Getting others to enjoy the game. |
| 147 | 6 | Rent for a facility. Slow players. | Interacting with people. Helping people. |
| 141 | 4 | I dislike lugging all the equipment in and out of our rental space. We do have cabinet space, however, it is a burden for me to do this twice a night. I know this is a fact of life as we cannot afford our own place, but I wish more of our players took an active roll instead of thinking, Karen will take care of it. | I enjoy the people, many of whom have become very good friends. Once a week after the afternoon game, quite a few of us go out together to a local happy hour where we talk about the day's bridge as well as gossip. |
| 165 | 7 | time spent pairing players | like to see the games continue and grow |
| 141 | 4 | | The People |
| 108 | | | The members appreciate me. |
| Four | 168 | Our two previous managers, who had 20+ years of our institutional memory died in 2016. I volunteered with another member to try to fulfill the role. Yikes! We have been swimming upstream ever since. We offer changes and are met with resistance. | I like the people who offer to help with no agenda. I like the ACBL staff who answer every whimper quickly and queru |
| 108 | 25 | 1) Lack of unit support. We used to have an excellent quarterly newsletter (with a very long history) that included a detailed calendar of games at local clubs and had space for club news. The unit promised when it ended that it would be replaced with an email newsletter instead. That was not great news, but there was promise--email means no more space restrictions and probably easier editing and layout. What we have now is | 1) Helpful newsletter from ACBL HQ. 2) Players who appreciate attempts at running a good game (seeding the field, running fair movements, trying to make good rulings). 3) Seeing new players show up regularly. |

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| | | a Google calendar of club games, and a quarterly-updated web page with roughly 20% of the content of the old newsletter. Smaller units to our North have newsletters that are clearly aimed at helping clubs out. Ours would be an embarrassment even if we had not promised the membership that the old newsletter would continue in email form. 2) Seeing older players drop out of evening games because they do not want to drive at night. | |
| | | This question hardly applies to our club....we are seasonal (Apr/Sept)...one person calls Monday evenings to see how many players coming for the Tues. P.M. game....I'm director and set up game and do the ACBL scoring/puter work. Both of us like what do... | See above |
| 124 | 11 | The only real dislike I have is sometimes the players are difficult. | I enjoy most of the people, gives me something to do. |
| 164 | 11 | 1. Getting ACBL employees to answer their phones and respond in a timely manner. 2. ACBL significantly reduced one of their most beneficial programs when they reduced the CAP program from 75% to 50% for advertising Beginner Classes! | 1. Seeing new players grow in their skill levels 2. Having a comfortable place to play and enjoying the interaction with all players. |
| 142 | 5 | I Volunteer as manager of the units club. There are too few people to do too much work | Giving back to the game, using my talents, doing good for bridge |
| 207 | 16 | Dealing with problem people | Getting to play for free some of the time (half table fill-in), meeting people, directing |
| 146 | 6 | Our location. We are in an area of mostly older people. While teaching I was able to create new members. We have a Teacher/member in the club but her students are older and some have taken lessons for twenty years but won't play Duplicate. | I love Duplicate Bridge and have played for years. Upon moving from Pittsburgh, PA to the Outer Banks of NC, I had to start my own Clubs (2) or drive 100 miles round trip each Monday night to play and I started an annual Sectional which lasted 14 years but had to give up due to lack of help. |
| ### | 21 | difficult players, | cultivating newer players with tailored once a week email, creating a good environment, hand discussion groups - opportunity to turn club around and return it to growth. |
| 374 | 17 | The lack of information provided by the ACBL about the duties of a club manager. How to sanction tournaments such as STaCs, NAPs, etc. It took me over a month to create a procedure manual that covered all the aspects of club management. | The knowledge obtained. |
| 189 | 25 | Players who are rude to their partners and/or other players and/or directors. | I am lucky to have wonderful people in my clubs who have become friends |
| 183 | 16 | | I enjoy the players in my game. |
| 108 | 25 | trouble getting new and/or young players interested in game | watching players enjoy game |
| 575 | 18 | I have to be present every week or get a replacement | Nothing. I would gladly give the job to someone else |

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| 161 | 10 | Occasionally I feel overwhelmed by duties. I also direct twice a week, and try to play about 3 times a week. I come to many of the lessons which are taught to help out and also to learn new things. | I like being involved, and getting to know all the players. |
| 249 | 2 | This position is volunteer at our club and requires almost day to day work our club plays 2 times weekly. Too much work! | Definitely keeps the mind active! I have enjoyed 4 years as CM, definitely learning about ACBL procedures and rulings. Everyone at head office is very knowledgeable in helping me with problems arising at the club. |

Club Owners – ACBL Board of Directors

| Unit | Dist | DISLIKES | LIKES |
|------|------|--|--|
| 174 | 16 | I have found the increase in ACBL fees my largest problem with ACBL. | I have found those I deal with in the Club and Reporting areas very helpful. |
| 165 | 7 | I do not have any dislikes with the ACBL Board of Directors. | When I call ACBL, I am not sure the title of the person I am speaking with. That person is patient in answering my questions and gives the answer to me or follows up promptly with the answer. |
| 230 | 1 | Not enough face to face time to discuss issues | Do not see them a lot |
| 194 | 1 | I am not a board member | I am not a board member |
| 161 | 10 | | Russ Jones, our D10 director, is very accessible and friendly. |
| 192 | 1 | I have little interaction with them and therefore no comment | Same as above |
| 242 | 24 | Don't feel supported | Nothing I can point to |
| 114 | 7 | I have not really experienced anything I dislike about the BOD, but I know very little about what they are doing. | It seems the BOD is trying to help us keep our costs down. That is important to some of our players. |
| 443 | 19 | This survey is part of the "business" of bridge. I think of bridge as organized amusement and my members are almost all retired, casual players. We recognize that we must recruit, but "business" it is not for me. | I am in touch with the District through Tim White, who tells us about special events, NAPs, etc. When I tell him that we will play fewer NAPs because of the increased fees, he understands. I like having backup knowledge and advice from the pro directors. |
| 192 | 1 | nothing! | Always helpful |

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| 114 | 7 | It's actually the truck down from the Board of Directors in the form of A) The ongoing reliance in ACBLSCORE in it's band aid mess. I am used to it, but here is a common occurrence that I encounter almost weekly: "How did we come in last time?". "Hey. I don't remember, and I can't tell you right now because ACBLSCORE is not Windows based. It's archaic, I know, but I can't open that game now without loosing what I have entered for setting up tonight's game.". PS - That's just the part of Score that others experience ...it's a fuckin disaster in the making. B) The other thing I dislike about how the ACBL runs is the pathetic lack of technical support when I needed it last year. That was a months long pain in my ass that I am still getting over. Seriously, it was so awful that I am only now feeling free from it. That such a disaster happened is something I credit to the BoD. | Not one thing. How can I possibly find something likable about a BoD that let Score 8.xx cause me distress far beyond what I got back in return? Also, there is a marked absence of an org chart for Horn Lake. The receptionist is extremely nice and helpful as are a few of the regulars who help me. But, I get a sense sometimes that when I have an unusual question that my call goes to persons who are not in the office, who are at home in other states, and those people generally behave like I am bothering them. I believe that sort of attitude comes from the top down. Thus, I credit the BoD with making bad decisions as well as with modeling behavior of untouchable elitism. |
| 114 | 7 | Have not had any bad experiences. | Bob Heller was very proactive in correcting a "problem" with ABA players. They give away points to their players. As a result when they played at ACBL Regionals/Sectionals they were playing against "A/X" instead of players with their skills. This was corrected by Bob Heller after I complained on behalf of ABA members. |
| 163 | 14 | they don't distinguish size and locality very well | that I am able to communicate with them |
| 499 | 21 | Not enough attention to our remote location. | They do attend ACBL meetings and write about the votes taken and any discussions in the District newspaper, The Forum. |
| 208 | 8 | I don't know much about them. | |
| 195 | 12 | Sometimes it is difficult to reach a Board Director to get an answer to a question | Most have been very nice and have gone the extra mile to be helpful |
| 141 | 4 | They don't appreciate the clubs at all. | Nothing |
| 12 | 200 | Sometimes takes a long time to get an answer | The andwers to questions are very good |
| | | Frustration with learning ACBL score. Difficult time getting help from ACBL | |
| 193 | 9 | | Problem solved fairly.. |
| 533 | 22 | Never hear from them | not much |
| 141 | 4 | I really have no basis to compare a dislike or like as I have not really dealt with the Bd of Directors. | I really have no basis to compare a dislike or like as I have not really dealt with the Bd of Directors. |
| 165 | 7 | information to club directors not easily available | have helped in setting up new games |
| 128 | 9 | | Very helpful when I had issues with SCORE program. I have had positive attitudes with those I have called at ACBL headquarters. |
| 108 | 25 | 1) The BOD gets involved in things that it really should stay out of--such as trying to get rid of the Stop card. | 1) Our current district director is well-liked and listens to the concerns of players and administrators. |

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| 164 | 11 | This question is hard to answer. As a club manager per se, I have no experience with the National Board of Directors. If I weren't on the District Board, I would have zero experience with an ACBL Board Member. I have an excellent relationship with our new District Director to the Nat'l Board. Also, our new ACBL President makes himself available, especially at the Mid-Atlantic Regionals. We are going to invite him to our upcoming Regional. | We get very good reports from the NABC's |
| 142 | 5 | Until recently it seems that there is a lot of lip service but little real help | Seem to be making a major effort to address the nuts-and-bolts issues |
| 146 | 6 | Not enough to complain about! | Same |
| | 21 | chairty and fund games have not been well supported - had a major problem with recent charity game that required a patch to ACBL score to run. Would have been nice for the patch to be sent out BEFORE GAME TIME. ACBL would do better to raise revenues by growing membership instead of raising per chair sanction fees. | STAC games have been well supported. |

Club Owners Verbatims – Board of Governors

| Unit | Dist | DISLIKES | LIKES |
|------|------|---|---|
| 165 | 7 | I have no dislikes. | As far as I know, I have not had any experiences with the Board of Governors. |
| 230 | 1 | No experience, but really the ACBL could do more to educate new club managers about the entire set-up and how it works! not much in way of information for new managers about the entire system. | |
| 161 | 10 | really have no experience with them or know what they do | really have no experience with them or know what they do |
| 126 | 9 | Don't interact with this group much. Most of interaction is with the people who service us at ACBL. | Don't interact with this group much. |
| 192 | 1 | No dislike! | Always helpful! |
| 114 | 7 | All I know is that the ACBL machine seems to operate very poorly. | N/A |
| 499 | 21 | Have no opinions either way. | Again, no opinion. |
| 208 | 8 | I don't know who they are or what they do. | |
| 141 | 4 | No relationship at all | Nothing |
| 533 | 22 | There is no unbiased representation because of the married couple on the unit board and on the district board, alternate to the board of governors. Members have no recourse when issues arise with one or the other. The ACBL should prohibit this practice. | |

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| 164 | 11 | As a club manager, if I weren't in the District Board Meetings, I would have zero interaction with the BoG. | We have a new BoG rep who for the first time in 8 years or so is providing good feedback from the BoG Meetings at Nationals to the District Board Meeting and who is soliciting input from the District Board. New rep is outstanding. As a Club Manager Only, I would have zero experience with the rep. |
| 146 | 6 | Nothing | |

Club Owner Verbatims – ACBL Headquarters

| Unit | Dist | DISLIKES | LIKES |
|------|------|---|---|
| 140 | 3 | ACBLScore email question was not answered; he seems to be better on the phone than dealing with email | ACBLScore was helpful over the phone |
| 125 | 5 | Sometimes I have called or emailed someone and never hear back. | Some people are very fast at responding |
| 165 | 7 | I have no dislikes. | I don't think I have had any experiences with this group. |
| 1 | 192 | Took repeated tries to get a new membership card for our Director after his card was (apparently) never issued. | If you persevere, you can actually talk or email with a real live human being! |
| 230 | 1 | do not respond to messages in a timely way | very knowledgeable |
| 161 | 10 | | any time I reach out for help, they respond quickly and effectively |
| 192 | 1 | Not enough info comes out, for example notice when the ACBL score is updated. Too hard to find info on the website, for example rules for conducting NAP game | Prompt answers to questions, for example how to correct game reports. |
| 126 | 9 | They sometimes take a long time to get back to you. | They are always helpful and cordial. My issues or problems always get resolved. No problem with this group. |
| 242 | 24 | They are ok | They are ok |
| 252 | 7 | Some management people are very abrupt and not informative. I would call them by the book people who never see ways to help. | Others are extremely helpful and go out of their way. |
| 249 | 2 | I find the staff very helpful | Very helpful and individuals respond quickly |
| 374 | 17 | | Responsiveness |
| 114 | 7 | There is nothing I dislike. | When I became the club manager, I had some difficulties using ACBLScore. A gentleman at the HQ was very helpful to me. One day we had only enough players for a two-table game. I had never done one before, and I did not set up ACBLScore correctly. Our older director called Tony Greene at ACBL. He called me, helped, and emailed an attachment with instructions, in case I have to do it again. |
| 443 | 19 | Slow. | Available. |
| 192 | 1 | I have no dislike! | I have always appreciated the answer I was seeking! |

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| 108 | 25 | I have no dislikes as I am just getting started as Club Manager/Club Director. Everyone I have come into contact with has been most helpful and supportive. | At the District Level everyone has been most helpful. The Tech Support has been outstanding. District 25 has a dedicated group of professionals and Bridge enthusiasts at every level that I have engaged. |
| 209 | 16 | Nothing. I have always had excellent, friendly response when I have asked for something. | Friendliness, quality of support, "can do" attitude, professionalism. I cannot say enough good things about the people with whom I have come in contact. |
| 114 | 7 | See above. | The receptionist and Nancy Hale. |
| 114 | 14 | Anything dealing with computers is always a problem. ACBLScore works well on Club level. Tourney Trax seems to work but very slowly. | Very responsive to correct problems. I have never called and been left "unsatisfied". |
| 163 | 21 | absolutely no complaints | they have been very accessible for me |
| 499 | 8 | Nothing at all. | They are all most helpful, responsive and knowledgeable. I am impressed with their quality. |
| 208 | 1 | Nothing. | They have always been helpful when I have questions or problems. |
| 192 | 12 | nothing | Quick responses. |
| 195 | 10 | Hard to contact at times | Most have been very helpful |
| 144 | D1 | | |
| 192 | 2 | No complaints. | Friendly, helpful and prompt with questions relayed to them. |
| 542 | 4 | Cannot always reach someone or don't know who is the correct person for a particular problem and I get shuttled about. | People are generally polite though not always helpful. |
| 141 | 1 | Everything | Nothing |
| 533 | 22 | | The Bulletin |
| 533 | 20 | | Ease of access to material resources. |
| 469 | 6 | | They were helpful and answered my questions |
| 147 | | | Quick and good responses to questions. |
| 108 | 9 | | They are there when I am confused about scoring a game. |
| 128 | 168 | | See previous answer |
| Four | 25 | Not applicable. | Sherry, Joan, and Tony. |
| 108 | | I am skeptical about the usefulness (or even the need) of much of the push for ACBLScore+ -- many of the proponents seem never to have used ACBLScore in the first place. | 1) Many of the improvements over the past few years have been beneficial (easier to get duplicate files for special games; easier and more transparent process for submitting club results and submitting fees). 2) ACBL HQ staff have always been helpful and quick to respond when I have had issues. 3) ACBLScore is--with two exceptions--the best scoring program in the world. (Exception #1--no built-in capacity for recording contracts, but this is handled well with .BWS files. Exception #2--no easy way to do Swiss teams scoring.) |

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| | 11 | no problems | Cindy helped me get a new members last years,(2016), master points that went unrecorded because of a error in my ABCL Score Data Base. That made me look good and pleased our new member very much. |
| 124 | 11 | I have had them take over a week to answer questions on occasion. | That there is someone to ask questions. |
| 142 | | | Answer questions quickly, knowledgeably, and in a friendly way |
| 207 | 6 | Nothing - they do a great job of helping/answering my questions | They try hard to help, they answer my questions promptly, they phone me back soon all-in-all great customer service |
| | | Poor management of charity/fund games as previously noted | have generally been able to get someone on phone t address questions. |
| 374 | 25 | The inability of headquarters to get a handle on conduct and ethics matters. Although the ACBL and its units are supposed to oversee clubs within their jurisdiction, the ACBL will not allow its units to sanction people in club games, even when behavior is egregious. Hours of operation are inconvenient for people in the West. There are only 5 or 6 hours that we can communicate with staff. | Most of the employees are cordial and helpful. |
| 575 | 10 | NOTHING | They helped me when I had a question re ACBL score |
| 249 | | Sometimes the time frame to respond to a question is too slow. | Very friendly! They definitely have helped me solve some problems. |

Club Owner Verbatims – Districts & Units

| Unit | Dist | DISLIKES | LIKES |
|------|------|---|--|
| 140 | 3 | Although 2/3 of bridge players in my district live in NJ, only one in four regional tournaments are held in NJ. Either Danbury or Sarasota (Albany) should be switched to a NJ site. | Nice annual brunch at Unit. Nothing good about District; they seem bias against NJ |
| 125 | 5 | I feel as though they pretty much ignore us | Some people are very supportive |
| 174 | 16 | | We have good communication of events at our club through newsletters to the Unit and District. |
| 165 | 7 | I have no dilikes | I like the reminders of special games. |
| 230 | 1 | Nothing specific. | reaponsive . |
| 1 | 192 | We were told we couldn't do a STAC event due to there being a tournament with silver points the same week. It might decrease participation in the tournament if we did a STAC. No one in our club was going to go to the tournament anyhow. | The unit director Guy Fauteux was very responsive and nice about it. |

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| | | distances here are big and the players who play for points do their own thing anyhow. | |
| 230 | 1 | not much direction or expertise at that level to run or improve a club | |
| 194 | 1 | not sure | not sure |
| 161 | 10 | sometimes it is confusing who is responsible for what | |
| 192 | 1 | No real contact so can't comment. | Same as above |
| 126 | 9 | Communications can be slow. | No problems, service is fine. |
| 242 | 24 | Very clannish no support. Unwilling to listen | Nothing |
| 252 | 7 | Basically the District does not keep us up to date. They are not timely. I feel that many of the people who lead the District are rude such as the Goodwill Ambassador that visited our last Regional. Basically there is no communication between the District and the Club Managers except when they want money sent. | Our Unit people do the best they can do. |
| 160 | 7 | Lack of support for summer camps in the district bulletin. | |
| 249 | 2 | NA | Receive answers quickly |
| 249 | 2 | Not applicable - | Not applicable |
| 192 | 1 | | organization of STACs |
| 114 | 7 | There is nothing I really dislike. I have very little contact with them, but that is probably mostly my doing than theirs. | They email me about special games. |
| 443 | 19 | Survey too long. | |
| 192 | 1 | I have no dislike! | Good cooperation |
| 108 | 25 | No real dislikes as of yet... | So far so good in every area. |
| 439 | 19 | | The only people I have contact with in district 19 are Tim White the GNP coordinator and JP Weber the webmaster. Both are great to work with - good listeners and doers!! |
| 114 | 7 | I think I submitted a question once and never got a reply. I don't get why all these tiers of ACBL exist. I have very little to ask of the ACBL thus far, and the most important thing it provides me is ACBL Score, and that is a bad experience. | They probably do things that I appreciate although I am not made really aware of what is done. |
| 114 | 7 | There are too many Regionals/Sectionals | They are responsive when a problem arises |
| 163 | 14 | Both don't take enough interest | |
| 499 | 21 | I haven't had much interaction with any District personnel. | A few of The Unit officers have come to our area over the past 10 years - maybe 5 times. They gave our 3 local clubs a subsidy to buy a dealing machine and Bridgemates which we all share. This has increased our attendance at all 3 clubs. |

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| 208 | 8 | They don't try to solicit input from club owners/managers. | They have always done a good job running tournaments, finding money for NAP and GNT players, etc. |
| 192 | 1 | Lack of consultation, information and feedback. | Nothing. |
| 192 | D1 | No issues. | Haven't had and extensive interaction. |
| 542 | 22 | I answered "don't know" because we are a Unit and Club unto ourselves so obviously we get along great, however, the District is another story. I have no idea what the district does for us. We have no interaction with them. Their website is outdated and rather pathetic so even that is not helpful. Our district sent out a survey last year that could not be answered because they don't do anything so how can you rate how they're doing? I have no idea what they do other than publish a monthly newspaper. By the way, the same could be said for your questions about the Board of ACBL and the Board of Governors, neither does anything for us as far as I can see. They seem to exist for the big-time players and national tournaments and have little interest in clubs and units. However, the future of duplicate bridge is at the club level so they better start paying more attention to us. | Love the unit, have no experience with the District. |
| 141 | 4 | Interactions are minimal | Very little interaction |
| 12 | 200 | No dislikes | Nice people |
| | | No complaints excellent support from Don Davis | Same as question 25 |
| 533 | 22 | | communications are good |
| 533 | 22 | No support to a 501(c)3 | |
| 141 | 4 | na | The new president, Joan Warren, and a few other bd members have been very welcoming and helpful |
| Four | 168 | Couldn't reach the district Secretary for weeks this winter. Districts need back-up helpers whose numbers are easy to find . | Tournaments are fun, and other club managers (read Ed Scanlon) have been generous with their help and advice |
| 108 | 25 | Both are focused, perhaps too much, on running tournaments. At the unit level, work on I/N affairs is dominated by one club that has several I/N sessions a week. There is little support for clubs, certainly less than is offered by ACBL HQ, which is hundreds of miles away. | |
| | | no contact.....I don't think district people know us in Homer, Alaska. | same as above |
| 124 | 11 | I was involved in the UNIT game for our unit once a month, and had trouble getting my players the correct masterpoints, and so I decided to drop out of this game. I have been kind of harassed about rejoining it, and would love for them to stop that. If a different person were in charge of that game, I may try it again. I don't like the idea that I run the game and have no control over my if my players get the correct masterpoints. | I mostly don't have a lot of interaction with the district or the unit. I try to participate in what is appropriate for our club in regard to ACBL-Wide events, etc. |
| 164 | 11 | Not Applicable | They are readily available to help solve problems. They keep us informed on District and Unit activities that apply to clubs. |

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| 207 | 16 | Tend to help out the dominant club more than the lesser clubs | usually fair/equal treatment of various clubs, generally helpful |
| | 21 | no contact with district | local unit has been very supportive and helpful. Don't know about the district |
| 374 | 17 | Nothing. | Bonnie Bagley has always been extremely helpful to me. |
| 108 | 25 | no contact | no contact |
| 575 | 18 | No experience | N/A |

DRAFT

Appendix II

Both Teachers & Club Owners – Overall Verbatims

| Unit | Dist | DISLIKES | LIKES |
|------------|------|--|---|
| 141 | 4 | | The experience of bringing new players to the game. Making games friendly and giving players help in order for them to improve their play. Playing better gives greater enjoyment. |
| 155 | 24 | lack of support from the Unit and the ACBL | Love the business. Love teaching |
| 161 | 10 | Acbl current life master policies Acbl reduction of advertising reimbursement | Dealing with the students st all levels |
| 123 | 13 | | Older people fining a new interest, making acquaintances |
| 128 | 9 | ACBL support, specifically Keith Wells, is extremely unpleasant and generally either useless or counter productive. I do everything I possibly can to avoid contacting ACBL for anything. | |
| 498 | 21 | Intellectual property issue - respect the sweat and tears in producing the copyright material, and protection for the user of the copyright material. Not easy to contact intellectual property owner to discuss arrangements. | There is great satisfaction to get newcomers interested in the game and particularly when they join ACBL. |
| 128 | 9 | record keeping | I love teaching and working with people. Partnership-making especially satisfying |
| 491 | 20 | Dislike that ACBL cut cooperative advertising subsidy from 75% to 50%. ACBL support and appreciation is only for city teachers who who sell lots of memberships. Small town teachers don't even get a thank you. | Love spreading the joy of bridge. |
| 571 | 19 | I am the only qualified director for two separate clubs in separate towns. I need some relief/backup for me to get away. The ACBL fees paid in Canadian dollars are too great a percentage of the club income. It's hard to encourage new players to play in a regional or sectional at the current prices when our club games are \$3 or \$4. | The support from ACBL is terrific. Questions answered about directing or club management have always been great. The staff at ACBL are all helpful and attempt to answer questions or find someone who can give the right answer. Access to the lesson series is wonderful. |
| 390 | 18 | politics | we enjoy the people |
| 505 | 21 | Directing and serving lunch takes a lot of time, money, and energy. I usually provide a snack for my lessons, which is another expense. But, I would not do it any other way, my students appreciate it very much. The profit is very low, if any after a 30 minute drive to and from the club. | I love teaching beginners. To see the expression on their faces when they get to play cards and make the right bids. They have all become my friends. They are very important to new numbers for our club. As for being the club manage, it is nice to have the small things in my control. |
| 218 | 6 | inability to retain excellent site doomed club post-2014 | service to players/students |
| 147 217 | 6 | to many tournament at the sectional level/ bad management of regional and national (national at bad location for most player) | dealing with and teaching people |

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| 502 | 21 | As a club manager, players tend to expect my hours to be 24/7. I try not to work on the weekends and get complaints when I do not answer phone calls or emails during my days off. We have an online partnership desk which some players use successfully. Others call me an hour before game time and expect me to find a compatible partner for them. I hate that! | The people, the thrill of teaching, compliments on a well-run center, having our own facility (so we can schedule special events, add a game or class whenever we want). |
| 154 | 8 | It is disheartening to see our table count continue to drop. We lose about 100mtables/year. | I love working with the members of the club and sharing the game of bridge with newcomers. |
| 160 | 7 | Administrative duties, finding space, fixing errors | The wonderful commaradarie and positive growth in numbers and skills. We have come a long way in the last 2 years. Our people are delightful. |
| 230 | 1 | Hard to find inexpensive rent | I am blessed with very helpful participants and appreciative of my efforts |
| 108 | 25 | I much prefer teaching to directing, but am accommodating one of the Country Clubs where I teach by running an every other month game. I've been disappointed with the ACBL software for students. It's cumbersome for pcs and STILL not available for MAC users. | I love bringing the joy of the game to newer players. The sense of community is very strong and rewarding. |
| 176 | 16 | Worry about the future | Keeping duplicate bridge alive |
| | 17 | | I get to teach people bridge.... what could be better?! |
| 247 | 15 | ACBL policy is to allow competing clubs in small towns to hold sanctioned sessions at the same time, on the same day...only a short distance from each other. The public sees this and concludes that duplicate players can't work out their problems. This discourages many new players and students (per actual conversations). Being a club manager is a thankless task. Criticism and gossip are rampant. Barbara Seagram's letter to the editor was spot on. Articles about supporting the club manager/director might be helpful. | I love teaching and bringing new players to our duplicate club. |
| 183 | 16 | Takes a lot of time | I love teaching; I like being able to give back to my club by serving as a club manager. |
| 123 | 13 | Dealing with ACBL score to report club reports (needs Apple Access). | Bringing new people into the game. |
| 361 | 17 | In over a decade of teaching in Unit 361, the Unit has never conducted a single class or workshop for beginning bridge - not ONCE. Several years ago, I offered to teach beginning bridge classes for free if the unit would be willing to handle the marketing, and the board of directors did nothing at all, in spite of the fact that the Unit bylaws actually require recruitment. Very disappointing. | Directing sanctioned games and teaching has allowed me to develop excellent relationships with students and work with a variety of new, intermediate, and advanced players. |
| 125 | 5 | Dealing with obnoxious players | When a newer player "gets it" and succeeds. |
| 128 | IX | Attendance by students. I know they have other things in life going on, but it hurts their learning | I love sharing my passion for Bridge. I love it when I see someone "getting it!" I do not mind taking |

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| | | curve to come and go as they please during a lesson series. | extra time to help someone who has passion and potential. |
| 128 | 9 | | Helping players become better bridge players and seeing them achieve their goals for life master etc |
| 221 | 10 | Having to deal with bridge bullying Just an unpleasant part of my job | I enjoy teaching and people learning this great game. I have met people from all over. |
| 508 | 21 | Teacher -- preparation for classes and lessons. Club manager -- providing refreshments | Teacher -- Positive feedback from students. Also, seeing improvement that I have helped provide. Club manager -- the community of bridge players that I see regularly. Also, knowing that I have helped in the players enjoyment of the game. |
| 108 | 25 | Violations of Zero Tolerance are everywhere and I'm sick of it | I like seeing new friendships being formed - based on bridge as a common component. |
| 119 | 7 | Our aging players are less and less inclined to drive at night. | Pleasant players. Learning players. Appreciative players. |
| 219 | 9 | District 9 fees for Sunshine Bridge News | People earning MPs. |
| 571 | 19 | I find the ACBL programs very unfriendly, e.g. month end, trying to figure out how to access information e.g. points for all the members of our club. Anything to do with the programs that club managers have to use. The programs are very user unfriendly and impossible to reason out logically. | The amount of information on the site. The ease of using the ACBL site to access points and information is great. These programs are very user friendly and easy to reason out when you have a problem. |
| 168 | 4 | I think the ACBL made a mistake raising club fees and cutting teacher stipends. Tournaments are a wash, they break even. All of the operating income for the ACBL come from member dues and club fees yet the ACBL caters to the pro players and raises fees on the club and member dues. 65% roughly of all ACBL members to not play tournaments. Try to find a way to support the clubs better---DO NOT RAISE THEIR FEES! | The ACBL support staff is great! The experience with the players and students. Building the relationships and getting to know the players. |
| 126 | 25 | Grunt work: table setup and break down, clean up | I enjoy teaching bridge. |
| 166 | 2 | TOO BUSY!!! | LOVE THE STUDENTS |
| 194 | 1 | Getting students to play in club games.rewarding, | Rewarding, enjoyable and help from ACBL abd the positive attitude of ACBL in acquiring new players. |
| 524 | 21 | Trying to encourage newer players to play Duplicate instead of Social Bridge | Friendships, seeing the bridge players having fun and watching the players excel from student to accomplished bridge players |
| 356 | 17 | The total lack of support locally and nationally. I feel that for the money I expend I receive nothing in return. ACBL Score is an antiquated piece of software that needs replacement ASAP. There's too many tournaments, and that decreases attendance at the club. Instead of paying me \$500 for 100 new members, I would prefer to pay ACBL \$500 and have them nationally advertise (AARP online), and gain me new members. I would like to see ACBL stop paying \$200,000 a year to the WBF, getting nothing in return, and spend it with online ads on AARP game section. That would generate over | I love teaching new players. |

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| | | 61,000,000 exposures to our primary source of new members. I would also suggest reinstating the 75% reimbursement on club advertising. And some new and better ad slicks. The ones we have now are antiquated. | |
| 128 | 9 | The older I get the less tolerant I am of beginners with either no aptitude for the game or little desire to work at it | The challenge of growing the club and getting along with a multitude of personality types |
| 132 | 15 | I found people cheating! and could find no help from the ACBL! I do not like other managers going behind my back and changing the scores when they disagree with my rulings, since they now say that the current clubs are social and do not have to conform to the published decisions ie: you can open 1NT with a void or single spot card or you can berate your partner at the table or worse NO convention card is necessary, etc. | I enjoyed my teaching since that is my basic profession and I miss it since I no longer have any students who care to learn tho' I have offered to give free lessons. When I was actively teaching I must have done something correctly since nearly 50 % became duplicate players many of whom have since met their demise. |
| 249 | 2 | acbl is about money at every level unit greedy district greedier acbl greediest | the players |
| 354 | 17 | Rules for duplicate bridge players are carefully articulated and enforced consistently without favoritism. The ACBL should not and would not permit otherwise. Similarly, it would be highly beneficial to the entire bridge community if the ACBL would also enforce it's rules with regard to club calendars, scheduling of games and conditions of contest (which it is not now doing). Failing in this regard allows some clubs to play fast and loose with the rules, violate scheduling limitations and awarding MPs that were inappropriately earned in an illegally held game. It shouldn't be a club manager's responsibility to police the ethical behavior of another bridge club. Our club follows the rules. Why are other clubs allowed to disregard the rules with seeming impunity (and have done so for years)? If there are no consequences for repeated rules and scheduling violations, and the improper awarding of MPs that result, what are bridge club managers to think? Why should anyone follow the rules? | We are fortunate. Our club patrons possess a high level of duplicate skills and the competition is challenging. The ACBL has always been helpful (Master Points/Cindy Wages and Club Directors/Nancy Hale for example). I've always been able to call the ACBL and find out what games are permitted and how often we can schedule them. The ACBL has always been there to help me - do it right. |
| 207 | 16 | | interface with players |
| 166 | 2 | Not being able to attract young players. Competition from Senior Centers subsidized by the city. | I love to teach. |
| 192 | 1 | Human nature. Situations arise that divide our membership. It is impossible to please everyone but it is important that we remain united and supportive of our club. | I enjoy interacting with my intermediate students. Watching them grow and grasp new ideas, seeing the excitement and wonder in their eyes as the world of bridge opens up in front of them. Seeing their determination and frustration and knowing they are well on their path to becoming good players. |

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| 249 | 2 | There are not enough people to do what I want to do in my rural area. | Dealing with people, helping them learn, and providing an enjoyable environment |
| 531 | 22 | | The players and the ability to bring lessons to them before each game |
| 392 | 18 | the time commitment as a volunteer and the impossible task of keeping everyone happy | it makes me happy to be able to provide people with a great bridge game experience |
| 530 | 21 | Hard to find a time period to get and teach. | I enjoy watching students learn the game. |
| 243 | 9 | numbers are decreasing | people like me |
| 128 | 9 | As a club manager, the 25-mile rule is very silly. Our area has a high density of clubs. It is irritating to accommodate our schedules to an arbitrary standard that applies poorly to conditions on this ground. Members are poorly served when ACBL events cannot be held in our clubs. | Interacting with the members is great fun. I love it when things go well. |
| 443 | 19 | I hate ACBLScore passionately. I only became a club manager because I believed our unit needed an I/N game & no one else was willing; so I started one. I am technologically illiterate & it is a terrible struggle for me every time I must use ACBLScore. | The pleasure I derive from my students are they grow, learn & advance. |
| 144? | 19 | Is time consuming and I am very busy already. | I like to help people. |
| 165 | 7 | Getting meeting rooms. Our facilities are so oversubscribed that getting times and dates that students prefer is impossible. | I enjoy playing, teaching and directing and I want to pass this along to others. |
| 171 | 7 | Unit favors two biggest clubs in unit. Unit board directors are mainly from those two clubs. District provided no support when I tried to raise the issue with them. Would prefer to change units, trying to put together such a plan now. ACBL need to reign in run away units! | We make bridge fun and our students and players love it. Too often we have to work extra hard to convince students bridge can be fun as they have played at other clubs that were not fun. |
| 128 | 9 | Students not coming to class on time | The enthusiasm I impart and see their results improved dramatically |
| | 4 | | the students |
| 125 | 5 | Lack of publicity | being able to interact with participants |
| 125 | 5 | Lake of publicity in our local newspapers for publicity of both lessons and game schedules | Meeting new people |
| 106 | 25 | There should be REGIONAL advertising in many different ways to attract Potential bridge players and Students to the clubs in different regions of the US. The ACBL is way late on this. | |
| 363 | 17 | Difficulty in getting enough volunteers to help. 2 percent of our members do 90 percent of the work. | Very satisfying as a club manager. Players appreciate what I do and they show it. |
| 242 | 24 | I dislike the tournaments taking away business from my club during Regionals. I dislike how difficult it is to get students to take the step from playing in Newplicate or supervised play games into stratified duplicate games (even if there's a limited section). | I like everything as a Club Manager -- the busier the game, the happier I am. As a teacher, I like the interaction with the students who really want to learn (and are willing to turn off their cell phones during lesson times). |

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| 537 | 22 | ACBL software updates and webpages that don't work properly to submit reports. We also have great difficulty recruiting new members and our club is shrinking. On some days it is difficult to get a game together and I feel like I am always begging people to come play. | Helping people discover the fun in the game. Keeping the game running smoothly so that people have a good time and leave feeling cheerful. |
| | #16 | preconceived ideas that ACBL sanctioned games are "not friendly" | sharing bridge knowledge & protocol with new people. Recruiting new people. Developing new solutions to old problems. |
| 572 | 19 | No support from the district | Helping improve the quality of clubs bridge |
| 439 | 19 | the occasional black hole at the acbl | the personal relationships built via bridge |
| 439 | 19 | lack of unit support | the personal connections with students and players |
| 465 | 21 | People want to learn bridge, but do not necessarily want to play duplicate. | The people |
| 210 | 15 | Fewer and fewer students and players. | I love to meet new people and hopefully get them interested in playing bridge. |
| 112 | 4 | Individuals that do not know basics but sign up for advanced classes. | Getting players more excited about learning and playing duplicate. |
| 225 | 19 | Trying to keep student engaged and learning. Need better materials that teach basics as played in real world. Audrey Grant is good bu students have to make adjustments as she counts length and shortness | Seeing new players advance and enjoy bridge. More new ACBL members would be more interested and go to tournaments if ACBL scaled back requirements to 300 for LM. 500 is not realistic for most new members. |
| 192 | | I get no help from the unit probably because I run non sanctioned games. I had to buy my own bridgemates and everything I do is on my own. I do a lot for the seniors in Ottawa and I get recognized by only one person from the unit(name to be with held). | The feedback I get from my students and players is enormous and so gratifying that I can't wait for the next game or class. |
| 400 | 18 | Controlling difficult players and difficulty of finding an affordable location. Lack of appropriate support from ACBL. | Meeting a lot of great people and making new friends. |
| 131 | 15 | the inability to recruit a few to the ACBL | The growth our club has experienced |
| 184 | 14 | | I love the excitement of new players. I love teaching. |
| 131 | 15 | Lack of a constant space to play in, now moving for the fifth time in the last six years. | Meeting people and interacting with new players and those from other areas stopping by for a visit. |
| 151 | 1 | Some of the negative rules imposed by the ACBL, some of the negative policies of the ACBL. Bridge should be an activity that promotes positiveness, a good time, not the 'need a lawyer to play' attitude it promotes. | As a teacher, I like to share my knowledge and figure out a way to get the message across. As a club manager/director I like to have newbies come into harmony with our bridge family. |
| 356 | 17 | would like to have a kids camp during summer but cannot get a venue | the players -- all have become good friends |
| 189 | 25 | lack of popularity ie: bridge is for old people attitude among the general populous | seeing and teaching friends, improving their games, and getting their support |
| 154 | 8 | Trying to sort out what kind of charity or other game to run. It would help managers (at least this one) if the ACBL would publish a "suggested list of games to run each week" to allow members to accumulate the most masterpoints. | Excellent support from the ACBL staff.. |

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| 114 | 7 | | By helping seniors enjoy the game of bridge by socializing and meeting new people on their levels, since they started as beginners. |
| 242 | 150 | not enough students or players. | |
| 116 | 5 | In a social club, as a non-member of the social club, I can't really grow the game. | I really like my students. They are bright and fun to be with. |
| 153 160 | D7 | I provide hand records and a lesson hand for each session. It frustrates me that so few players exploit these free learning opportunities. | As a teacher club manager, and club director--- Helping people enjoy duplicate bridge as all of the following: social activity, brain health activity, competitive activity, fun activity |
| 110 | 6 | Don't dislike anything really, although the preparation time as a teacher and the actual classes are exhausting for me personally. | The interaction with players (people) and the opportunity to show them that not all ACBL Directors are harsh and judgmental. As a teacher, I love that moment when I see a "light bulb go off" in a student's eyes when something I've said resonates with them!! |
| 171 | 7 | The majority of our players have fewer than 20 points. Many are intimidated by "Duplicate" We started a restricted game in December for the people who were intimidated by "Duplicate" and who were new to duplicate, and who finished the Bidding Class. Because the game is restricted the points earned are restricted. These players get so excited about getting points. One has a goal of reaching 10 points, but it is so hard for them to earn points when a restricted game only gives them a limited percentage of an open game's points. They are putting in the effort and giving the time, but garnering points is so difficult for them. They are afraid of playing in the open game. When they make points, it increases their confidence level. I am hoping they will eventually move to the open game. They need to reach their own comfort level before doing this. Many are new to bridge. I would like to see you remove the percentage limits on the points in the restricted games. Why do they even exist? | I love it when my students: 1. start playing duplicate in either the restricted or the open game. 2. start playing in the duplicate style at their home games. 3. start their own groups from other classmates. I keep them on the email blast out list when people are looking for partners in the duplicate games. Anyone who plays at our club gets put on the email blastout list - no membership required. We have a lot of summer players from Florida to the Brevard, NC mountain area. I love that the Florida players never ask to be removed from the email blastout list. They continue to keep up with who is doing what at the club. I love that people feel very comfortable playing at our club. I love that the players with over 1,000 points enjoy playing with players who have less than 10. I love that everyone brings food to the game - like a covered dish for snacks. They are not required to bring food, but can bring it if they feel the urge to do so. I love that the club provides a very positive attitude to all that play and that the regulars make a point of welcoming newcomers. |
| 354 | 17 | A few unpleasant people | Many very pleasant people |
| 525 | 22 | Working as a club manager for a unit owned club. Inexperienced board members making political decisions regarding education. Not understanding how players transition from taking lessons to playing duplicate. | Owing my own club and meeting players needs. Providing educational experiences tailored to players needs. |
| 131 | 15 | Difficult to do this without my own public space or use of a club space. My unit does not provide good facilities for all of the teachers - just a select few are given the opportunity to use club space. | I love teaching bridge to beginning and advancing students. While I would enjoy giving more open to the public lessons if a space was more readily available, I also enjoy giving smaller private group lessons in my students' homes as well as my own home. |

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| 234 | 15 | The difficulty in recruiting new players. | I enjoy seeing the progress made by newer players as they improve in their bidding and play of the hand. |
| 103 | 14 | Prep for each class; trying to find hands that match the concept(s) being taught, ways to advance novices into the "intermediate" realm; being a volunteer organization makes it harder to establish a cadre of teachers | Getting people excited about duplicate bridge; meeting new people (friends), as a former elementary teach, seeing the lightbulb go off is very satisfying; having our local community ed (through the public schools) handle enrollment + that gets our club into the public eye |
| 192 | 1 | Acbl costs going up yearly with no input from owners | The new players excitement at learning!!! |
| 135 | 6 | ACBL makes it difficult for club managers to function efficiently. They did not warn us about Microsoft updates until it was too late. They have yet to fix the problems created by this failure. They add more and more technical, time consuming steps to the reporting process. They do not have people readily available to help smaller club. They allow the districts and unit to overload us with ST@C and fees to support GNT and NAP winners. | Teaching people to love the game as much as I do. Getting them "addicted" to playing at the club as well as at tournaments. |
| 354 | 17 | I am having trouble with my main competitor running illegal games and the ACBL doing nothing about it. That club has been reported repeatedly over the last 5 years. One of the competitors was put out of business and we almost were but chose to form an LLC to keep it open and the ACBL is making it difficult to compete effectively. | Bringing in new players to the game of duplicate and watching them grow. I love running a club for the benefit of the game and the players. |
| | | lack of interest students start class and are very interested but then have too many obligations elsewhere so do not play | dedication of members that play regularly |
| 451 | 19 | Most students are home (party) bridge players. Most do not make the transition to duplicate bridge. | The club members get renewed interest when they see students in the building. |
| 539 | 22 | | It's rewarding to see everyone learning bridge and enjoying the experience. |
| 120 | 4 | When I run a 2-table pairs game, I can't award Master Points. | To see the improvement of "some" students after a series of lessons. |
| | 1 | Computer issues. | Helping people |
| 192 | 1 | | Club is growing. New lessons start next week. Player Attitude/behavior is very good |

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| 188 | 3 | I severely dislike the lack of support from the ACBL. They have never driven a single person through my door. Their software is awful. It is nearly impossible to get timely service from them, even though you have over 100 people in your club each afternoon screaming at you when there is an issue. It seems they spend more time raising money for Alzheimer's than they do raising money to brand, market and preserve the game of bridge. We get the ACBL 100 new members a year, pay them over \$30,000 in fees and get nothing in return. If there were another league we would join it. Maybe the bid clubs should just start there own. | I like working with students and watching them progress. |
| 168 | | Trying to keep membership up and get new young players. Hepping | Helping to keep our club exist by bringing new ideas and methods. |
| 499 | 21 | I feel that ACBL takes out students away for the benefit of their games, not mine. Too many sectional regionals that take away from our weekly games. | Love the contact with the people and love to see their progress. |
| 168 | 4 | Someone always thinks they can do your job better than you can. | I have made many nice friends. |
| 239 | 8 | Doing my own promotion, advertising, etc. | Seeing the joy the students and new players get when they learn the game and seeing the friendships they develop. |
| 239 | 8 | Only in the past year has ACBL done anything to support my efforts. I can never get anyone at headquarters to answer my phone calls, or even worse is answer my calls! | It is very rewarding to see others improve and compete at higher levels. |
| 386 373 | 18 17 | Cliques. Undermining of our efforts by certain people with their own special business interests. | The pleasure of providing the service. |
| 548 | 22 | lack of interested/motivated players | seeing players enjoy the game and improve their abilities |
| 108 | 25 | Trying to find new students. ACBLSCORE is not very intuitive or easy to follow for odd situations. | The venue for my game is well supported. My players are very nice people and bring in new players. Lots of resources on ACBL.com |
| 195 | 12 | Pre-game lectures in a limited game. Filling the role of Bridge Center Manager takes a lot of time, not allowing me to devote more time to teaching. We really need to add more teaching resources, but are having difficulty finding enough players that are willing to get involved. | Helping newer players learn more about the game. As they improve you can see their frustration levels start to disappear as they continuously learn more about the game and not only improve their skills, but their enjoyment of the game. Several new friendships have developed over the years. |
| 138 | 10 | As a club manager I dislike confronting the disruptive and rude players. I do enforce zero tolerance. Best thing you can do for the game but it is not something I like to do. | Like working with students, I normally don't teach new players, most have played a year or more. In the past I taught Easybridge several times. This grew attendance and gained new members. |
| 551 | 23 | My students are over 75 | my students are Ruby life master to to life master in my advanced class. from rookie to live master in the beginning/intermediate class |
| 509 | 21 | The hardest part are making rulings, such as break in tempo and unauthorized information. Since they are challenging for me it's also challenging to | It's very emotionally rewarding to see students get excited about mastering a skill and it's fun to see them play well at the club. |

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| | | train our club directors. It seems to me as if the ACBL could post some training videos as learning tools for the more difficult rulings it would be tremendous help to club directors. | |
| 243 | 9 | The difficulty in enforcing the zero tolerance rule. If I enforced it completely I would lose 20% of my players. | I enjoy teaching bridge and I have a great partner in our bridge club. We started the club when we were 70 years old and now 8 years later we are one of the top 15 clubs in the country based on tables per sanction, rather than total tables. |
| 174 | 16 | The astonishing workload. | The positive feedback from the players. |
| 120 | | Sometimes the management of the public building interfere with easy running of the game. | It is a very good social situation. I enjoyed running the game. |
| 128 | 9 | Personalities | Seeing my students improve |
| 354 | 17 | Advertising costs. Table fees | Introducing bridge to new players. |
| 208 | 8 | Difficulty in recruiting students and new players | |
| 144 | 10 | It is difficult sometimes to get enough players to make a game at night. I also don't have a stable place to run my games without paying a lot of rent which I don't have money to do. | I love running the games and being helpful to the people and seeing them enjoy themselves. |
| 183 | 16 | | I love teaching and I run a game that is a great deal of fun with the very nicest players! |
| 234 | 15 | Shrinking market, trouble recruiting new players. It's frustrating. We are a non-profit, but nonetheless have about \$2500 of overhead every month and while we're solvent, we are losing players and losing ground. Unless we can recruit more players, may be out of business in 5-10 years. We are in a rather small market of roughly 100K people in a college town, but demographics are against us. I am qualified to teach beginners but I find it very difficult. Need a teacher for raw beginners. Will probably advertise in the college newspaper in the coming year. | Love teaching, love playing. Exciting and rewarding when a newer player advances! Love it when a new player walks through the door! |

Both Teachers & Club Owners Verbatims – ACBL Board of Directors

| Unit | Dist | DISLIKES | LIKES |
|------|------|--|--|
| 141 | 4 | | Knowing that our current and previous ACBL Director listens to their constituents is a big plus. |
| 155 | 24 | They take and give back little if anything in return. | They raise our fees only once in a while, not every six months |
| 161 | 10 | Zero contact from the Board | |
| 123 | 13 | ACBL doesn't tend to get back with me when I have a question. | |
| 128 | 9 | Almost completely out of touch with the general membership and no idea where bridge fits in the modern world. Board members generally concerned with their own personal agendas, ineffective as a governing body - rude to membership and can't get function effectively as a group. | |

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| 491 | 20 | No experience. | No experience. |
| 571 | 19 | They do not seem interested in the problems caused by the difference in the dollar value. They make decisions, i.e. we will take the non-member surcharge, without seeming to care about how it affects Units or clubs. We charge our non-members \$3 for a sectional, but it costs us \$4 because we pay ACBL in US \$ and collect in Cdn \$. If you have many non-members, the Unit loses a significant amount of money. Although we have a Canadian representative on the Board, it doesn't appear that their voice is being heard or given much recognition. In this age of electronic communication, it seems that a lot of money is spent on travel, hospitality and expenses for Board members that could be reduced or handled differently. | It has been great to have members of the BOD at our local regional event (perhaps because it is the largest in Canada) and I am very appreciative of the efforts in providing insurance and providing laws for all members. |
| 390 | 18 | increase in fees and us/can exchange rate | |
| 505 | 21 | My biggest complaint is that ACBL awards point on Bridge Base. Our night games have suffered severely (2 closed down) because of Bridge Base. I would rather ACBL did not award points and it makes me angry that they do. | It is very helpful to get answers to questions about alerts and procedures. |
| 218 | 6 | ACBLscore+ fiasco and lack of accountability/transparency ("Cone of Silence") | |
| 147/ 217 | 6 | they are banal, trite, and aseptic | after the statement above what else can I say the best thing I can say is that they are still in the 1920's |
| 230 | 1 | They are always helpful and understanding | I am a new manager and everyone has been patient with my queries |
| | 17 | It's kind of like politics, everyone likes their specific director, but seemingly as a whole a 25 member board gets nothing done. I do wish after 80 years they could figure out an administrative structure with assigned roles, responsibilities and duties. Everytime I read minutes of NABC meetings, they seem completely disorganized as a functioning board. I'm appreciative they are finally getting new members on the Board, some of them have been on the Board longer than I've been alive. Term limits would be helpful. | I like my individual District Director. She's responsive, friendly and competent. |
| 183 | 16 | Sometimes it's hard to find an answer to a question | I like that much can be done online. |
| 128 | IX | Occasionally not reaching someone at ACBL for what seems like an issue in a timely fashion. | I see the same passion for the game of Bridge demonstrated by most of them as I have. |
| 128 | 9 | No contact | |
| 508 | 21 | Raising of prices to acbl. | Can't say. |
| 119 | 7 | No dislikes | Availability. I can always reach someone by telephone. |
| 219 | 9 | Very little info | Place to call if i have a problem |
| 571 | 19 | No real complaints. | Normally a response to my questions comes very quickly and if I have sent my enquiry to the incorrect person it is forwarded on to the proper person. |

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| 168 | 4 | I never have had an experience with them. I have been involved with bridge for 12 years, owning one of the top 150 clubs for over 6 years and never have I once been contacted or interacted with them | N/A |
| 166 | 2 | Wish that the Bd of Directors was smaller. | |
| 194 | 1 | Need more info of all available resources from ACBL. Should have regular emails to all accredited teachers. | Attitude toward getting new players. |
| 356 | 17 | Unresponsive to a changing world. | |
| 128 | 9 | nothing | |
| 249 | 2 | have owned club 27 years please tell em one thing they did to benefit my club? any event they run they want more money I am Canadian exchange is brutal and they could easily help they refuse they want me to advertise their tournaments and encourage players my rewards NONE | never had a good one.... |
| 166 | 2 | I have no contact with the Board. | My ACBL contact is very helpful. |
| 249 | 2 | nothing | no real contact |
| 392 | 18 | very little useful support from the organization such as a club manager newsletter or discussion group/blog type of help or just for info | if I've ever had to phone the headquarters, everyone has been very helpful |
| 243 | 9 | runjning too many tournaments - taking business away from club | |
| 165 | 7 | No complaints | The technical support provided by ACBL |
| 171 | 7 | Pupil games do not provide enough master points to sway someone to take lessons. Youth bridge players need the magazine and it should include a youth bridge section. | |
| 128 | 9 | We have very inexperienced bridge directors who need to know the intricacies of the ACBLSCORE program. Once a director they think they know how to direct a game. The computer is by far the most important part of directing. Being a people's person on the floor is not the only quality one needs to be an accomplished director. | Nothing in particular. |
| 125 | 5 | no personal contact or publicity | not much |
| 537 | 22 | Ken Monzingo treats us as if we were unimportant and only he matters because he is so important and busy. He has been entirely unresponsive to requests from our Unit board for needed info about advertising our sectional in the Forum newspaper that he edits. He often leaves out our unit's high scores from his listings. Then he is snotty when we complain. | Club staff at Horn Lake have been very helpful. The Board itself doesn't seem to know we exist. For example, there are rules changes being implemented in Oct and club directors have received no information about how this will affect rulings or how we should inform members. Poor communication about problems, such as software glitches that prevent us from properly submitting our reports or posting results. The system works one day, doesn't work the next, then is back working again with no explanations. |
| 572 | 19 | Students not playing in club games after teaching them | N/a |
| 210 | 15 | none | Very supportive |
| 243 | 9 | They dont contact me or care about my club. | Nothing |

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| 225 | 19 | I sent in feedback when this new program started and have not heard anything. I suggested ACBL provide mentors for new teacher and new directors | ACBL staff is very helpful & Professional |
| 400 | 18 | I was asked to find location for a regional several years ago. I did great deal of work and was then completely ignored. The ACBL expectations of club managers in terms of sectionals and regionals are unrealistic for small clubs - and possibly for everyone. The cutback in reimbursement for advertising, plus the encouragement to use social media without any effort to provide appropriate materials for use in social media, is annoying. The print advertising materials have never been good in that they are unlikely to make sense to anyone who doesn't already play bridge. | Can't think of anything. |
| 131 | 15 | Often time calls require call backs as no one is available to answer certain questions..... | no real interaction in this respect..... |
| 356 | 17 | little personal interaction | newsletters |
| 189 | 25 | lack of materials and ideas to grow and improve the game in RURAL areas. my area has less than 125000 in 25 mile radius. | see above |
| 114 | 7 | | they seem to be willing to help with any problem we may be having |
| 242 | 150 | | they have lots of patience and can deal with any problem |
| 116 | 5 | | Sharon Fairchild is wonderful. She is very helpful and supportive. |
| 153 160 | 7 | Slowness to move on correcting the error in the way ACBLscore calculates each pair's total matchpoints. The current method steals matchpoints from some players and gives them to other players. | I've found individual directors open to communication with both ACBL members and club level ACBL officials. Every director I've spoken with has been engaged and dedicated to improving the ACBL. Jay Whipple, in particular, is innovative and deeply committed. |
| 110 | 6 | What seems to me to be a heavy turnover of personnel. It's difficult working on something for a good length of time and then having to start over with a new employee. | The helpfulness of the people with whom I've had contact. |
| 171 | 7 | I have no reason to dislike them. They have always been very pleasant to me. As a relatively new director and manager, it seems that I am constantly reinventing the wheel. Running the games has been a huge challenge. I wish there was some sort of administrative course that helped explain about "special games" and how to participate, how to use the Bridgemates, how to apply for a 501(c)3 or the like, a template for By-Laws, and overall basic administration issues. | They have always helped me when I contacted them. |
| 354 | 17 | Would like to complain just haven't had any contact. What has the Board or Directors done. | Our unit is quite helpful. The e-mails from the ACBL are useful and the District is helpful. |
| 192 | 1 | In close to 15 years, no ACBL executive has ever done anything for the benefit of our players and club. The ACBL as a whole is major tournament focused. | Nothing |
| 135 | 6 | Non-responsive | At least they listen to the problem. |

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| 354 | 17 | The do nothing to punish repeated infractions about upgraded games and make no effort to monitor a known offender and stop the un-level playing field they have set rules to prevent. | They're willingness to help with advertising expense trying to build games. |
| 451 | 19 | Nothing | Quick and specific responses to questions. |
| 539 | 22 | Our director is almost non-existent. Many board members are not helpful and unable to get anything done. It's not a good experience to have our district director not helpful and seem to want to work against bringing new members into the ACBL. Seems there are way to many directors which slows progress. Many are not functional. Many directors are unable to work with ACBL management effectively. | A few directors are truly interested in helping and improving ACBL. It's a pleasure to work with them and participate in bringing there ideas to fruition. |
| 188 | 3 | For decades we have made suggestions about how to market bridge, brand bridge, and drive new players through our doors. They have uniformly ignored all of our requests and, as a result, attendance drops every year. None of them are club owners. There are too many of them. None of them have any qualifications other than won a popularity contest. There are no term limits. There should be a standing committee on supporting clubs. They should reduce the total number of directors and then institute a requirement that at least half of the Board be at-large club owners. Alternatively, the clubs should unionize and negotiate a collective bargaining agreement. Failing one of these two options, the big clubs should for their own league. I have sat in on several meetings by people proving this and it seems very feasible. You honor old ACBL points. You give them new league points. The clubs bring in all the players to the ACBL. New players don't care what league they join. In a few years, the new league would take off and the ACBL would have no new members. The clubs could save the ACBL sanction fees and use it for better software and marketing the game. | Nothing. It has been a frustrating waste of time trying to get them to do anything to market this game. They just fiddle while Rome burns because they are too busy trying to figure out how to give away more masterpoints in some silly event or with their petty power struggles. Cleaning house entirely and starting with new people with new ideas would be a great start. |
| 499 | 21 | They have favorites. I dont feel that they are really interested in my success. I dont feel that the board is really trying to support my club as I am in an independent location. | a few gifts like new cards which is a grreat and inexpensive gift. |
| 239 | 8 | I don't have a relationship with them. Sometimes I read information they put out regarding decisions they make. Not sure that anything is bad, I just mostly don't keep up with them. | Nothing in particular. Like I said, most of the time I don't keep up with what they are doing. |
| 239 | 8 | They only seem interested in the very top level players and as far as I can see do nothing for the beginning and intermediate players. The increase in annual fees is outrageous! | The only good thing is that they don't get in my way. |
| 386 373 | 18. 17 | They don't pay much attention to club managers' input when we speak up against certain motions which are pending. For instance, expecting clubs to provide the | When they leave us alone. |

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| | | logistics for on-line events which interfere with our routine. | |
| 120 | | not much contact with ACBL board | |
| 208 | 10 | Board members are too focused on politics, international bridge and micromanaging the business operations at headquarters. I see very little of their energy directed at marketing bridge in the USA, helping club owners and making tournaments more affordable and enjoyable. | |
| 144 | 16 | You can't really talk to them face to face. They are like this invisible presence. | They seem to try to be helpful to the players and the club managers. |

Both Teacher & Club Owner – Board of Governors

| Unit | Dist | DISLIKES | LIKES |
|------|------|---|---|
| 141 | 4 | | Just knowing that the group exists and is looking out for member interests. |
| 155 | 24 | Never heard of them till last year. | See last answer |
| 161 | 10 | Zero contact from the board | |
| 505 | 21 | I think I am answering the same questions over and over. | NO reply. |
| 218 | 6 | lack of results/they seem powerless (e.g. BoD costing ACBL members too much for BoD's free-to-them jaunt to Honolulu in 2018, with extra costs for taking ACBL home office staff there as well) | they try to address specific needs |
| 154 | 8 | I have no contact with them. | I have no contact with them. |
| 230 | 1 | Nothing to dislike very professional | They always get back to me in a timely fashion |
| 128 | IX | No interaction with the Board. | No interaction with the Board. |
| 128 | 9 | No contact from them | |
| 168 | 4 | No interaction at all...very sad | n/a |
| 194 | 1 | No info | No direct contact |
| 356 | 17 | I know nothing about them as they don't reach out to club owners, at least as I am aware. | |
| 249 | 2 | they are as useless as BOD | again never had a good one |
| 166 | 2 | I have no experience with the Board of Governors. | I used the Easybridge! Program with great success, but the support was cut. |
| 165 | 7 | no complaints | technical support provided by ACBL |
| 125 | 5 | lack of contact or support | not much |
| 537 | 22 | It is unclear to me what the various layers of management do or why there are separate boards. They are invisible to me. | |
| 243 | 9 | Dont know them | |
| 225 | 19 | No response to my feedback | That they are addressing this |
| 400 | 18 | See earlier notes. | Our district representative does send us information emails about board meetings. |
| 192 | 1 | Major tournament focused and no help to the clubs plus the continuing increases in ACBL fees | Nothing |

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| 354 | 17 | You do not enforce the rules you set and do not compensate the injured party when repeated offenders are not stopped from creating an unfair and illegal advantage. For 5 years two clubs have complained over and over about illegal practices to no avail. Even after calls were made the illegal games continue and we lose business. | |
| 539 | 22 | Lack of communication with them. Never know what they're doing. | They're good watch dog and seem to be truly interested. One or two members overpower the others with always talking and aggressiveness. |
| 188 | 3 | Useless with no power. | Nothing |
| 499 | 21 | I feel there is very little support, free flyers/ gifts advertising/ etc. | |
| 168 | 4 | no opinion | no opinion |
| 239 | 8 | What experience? I didn't even know that ACBL had both a board of governors and a board of directors. | See above. |
| 509 | 21 | I haven't engaged with them and so can not comment. | Same as above. |
| 208 | 8 | The Board of Governors is a good idea in theory, but it is powerless to change anything. Board members routinely ignore their recommendations. | |

Both Teacher & Club Owner - ACBL Headquarters

| Unit | Dist | DISLIKES | LIKES |
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| 141 | 4 | | The employees, particularly in the club & Member Services Department are top notch starting with Carol Robertson and Patty Taylor. |
| 161 | 10 | Change in policies | When asked the staff is very responsive |
| 123 | 13 | I don't get answers. | |
| 498 | 21 | Nothing I can think of. | The staff has been most supportive and responsive. |
| 128 | 9 | voicemail | Keith! he's a lot of help. Your receptionist has the best phone voice |
| 571 | 19 | Nothing, I think they all do an excellent job! | They all do an excellent job! |
| 218 | 6 | Management's Cone of Silence, especially with the ACBLscore+ fiasco | Staff seem quite responsive to teachers and clubs in their Horn Lake duties, in outreach at NABC's and Gatlinburg, and (to a lesser extent) with the Resource Center |
| 147/ 217 | 6 | not much | very friendly and helpful |
| 141 | 4 | | Prompt service |
| 154 | 8 | Nothing | The people I contact are friendly, helpful, prompt, and knowledgeable. |
| 160 | 7 | They NEVER or rarely call back in a timely fashion. | Some of the people are wonderful. Dana, Nancy and Debbie are always terrific. Tony and Keith are very patient. |
| 108 | 25 | Several times I've called with a problem and have not received a response. | When I have received a response, the ACBL person has been knowledgeable and helpful. |
| 176 | 16 | Archaic interface of ACBLScore | Responsiveness |

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| | <p>Well, it's ironic in your email you state "Clearly our club managers and teachers are better positioned to answer that question (of how to grow membership) than ACBL Management or Board Members." THIS IS THE PROBLEM. ACBL HQ is supposed to be helping us, not the other way around... now you're asking us to help give you insight on how to do your job better? The single largest problem with face is that ACBL HQ doesn't help, and in some cases work against us... ACBL HQ should give us guidance, give us assistance, give us membership tips, tools, and programs, quit charging us and our membership so much when we don't see the value of membership in return. Multiple points of contention: 1. We've processed 50+ new members in the past 18 months, the quickest check which was cashed/processed was 24 days after I mailed it in, in many cases it took 5 weeks for a membership to be processed and a check to be cashed as to when they show up in our system as members. That is way too long. 2. I email ACBL for help, and they are slow as dirt. Two weeks ago I had a masterpoint issue, it took 5 days to even get an email response. (I was appreciative it was fixed) This was after I called twice in a day to a voicemail machine, so I decided to email. 3. ACBL does nothing to welcome new members. We do all the work of encouraging them to join and trying to get them to renew. ACBL can't send a simple letter or email which says "Welcome to membership" "We're happy you're here" "Here's some cool things about ACBL and your membership" "Be sure to check out our webpage, our facebook, check out these pages in the bridge bulletin for new members" Anything. You process them, put them on a magazine subscription, and hit them up 10 months later for renewal. Though the cards are nice when they hit a new expertise level. 4. I needed an ACBL reimbursement last month; it took 9 days to even get an email response that they would be processing my check the following week. 5. We attempted to use the EasyBridge books- but they are 20 years outdated, and the jokes in it are embarrassing and inappropriate to 2017. It would be helpful to update both EasyBridge and LBIAD books. ACBL should be consistently updating this material for modern times. 6. Now this email. Perhaps, ACBL could simply call all of Club Managers & Unit Presidents on a rotating basis, instead of the yearly "likes</p> | |
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| | | and dislikes" email. Perhaps you could set policies that the 25 BODs actually need to call or email all the units in their territories once a month to say hi and check in. Better yet, there are District Directors/Board of Governors who I know are volunteer, but not really sure what they do, they could be taking on more of an active role around their districts. I feel like myself, and 5 other people in our Unit do all this work for free because we love bridge and want to see it continue, but ACBL national could be much more involved and responsive then I've seen them be. That being said I do believe the past 2 years have been better with different IT applications for promotion- Tricks of the Trade, Pianola, etc. Things are slowly getting better, and I am appreciative I do get a platform to share my concerns. | |
| 247 | 15 | I have tried emailing my questions, but the response time is very long (days and weeks). | I appreciate the Cooperative Program as it helps afford to hold beginning bridge classes. |
| 183 | 16 | Nothing. | Having information online. |
| 123 | 13 | n/a | n/a |
| 361 | 17 | Occasionally, I send email inquiries to which I do not get responses. Typically these inquiries have involved submission of points previously earned by new players who join ACBL. | Everyone that I have dealt with at ACBL has always been extremely polite and, once getting in touch with the appropriate staff member, issues are quickly resolved. |
| 128 | IX | Not always available to solve an issue in a timely manner. | Shared passion of Bridge that I have. |
| 128 | 9 | | Tony Green is excellent in helping with problems |
| 119 | 7 | No problems | Availability |
| 168 | 4 | basically nothing except sometimes they are too busy and take a few days to get back to you | Wonderful! I also run Easybridge! (please see correct spelling as whomever put this survey together misspelled Easybridge! and left off the "!"--very sad) accreditation program and have nothing but great things to say. I find the club department, tournament department all to be first class. |
| 126 | 25 | It's difficult to reach people on the phone. Club is busy during headquarters working hours. Documentation seems to be posted on the website at late dates - for example, we wanted Longest Day guidelines in February and NAP conditions of contest in March. | More web-based transactions - thanks! It's a great help to have credit cards for month-end verified on-line; also on-line sanction renewals and STaC registrations/hand records. Marketing Resource Center has useful graphics and emails. |
| 166 | 2 | | Carol Robertson and Patty Taylor make it easy to love ACBL. They get the job done right away, whatever request I make. |
| 194 | 1 | Help available is not relayed to teachers. | Attitude |
| 249 | 2 | if u need help for anything call chances are u will get voice mail and lets be honest they don't care all they are doing is collecting pay checks | Nancy in club departments is honest and truthful about clubs and ACBL |

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| 207 | 16 | | generally prompt responses with knowledgeable answers. |
| 192 | 1 | nothing | Thank you for asking this question. When I became a manager I had no idea what I was doing and every time I needed help I was surprised at the knowledge and patience of the ACBL staff. They have often gone way past the call of duty to help me and I am amazed at the positive, friendly support they provide. |
| 249 | 2 | Sometimes a response to a question is slow in coming | Generally the help/advice/information provided is worthwhile |
| 531 | 22 | Sometimes it is difficult to reach a live person or get a call back on the same day | They are very knowledgeable and helpful when I reach them |
| 392 | 18 | we have done things mostly on our own. seem to often be solving computer problems with ACBLscore | friendly staff |
| 530 | 21 | ACBLScore requires me to re-enter names when I run a handicapped game. | Whenever I ask a question by email, I get a really prompt, friendly, and complete answer. |
| 443 | 19 | Sometimes responses have been vey slow. | Most times responses have been quick & accurate. |
| 171 | 7 | Almost always I land in voice mail. It would be nice to actually solve issues on the first phone call. Game directors should be able to get questions answered during a game and not have to play phone tag. | |
| 128 | 9 | Always having trouble to locate the staff by phone. The take too long to e mail back if required | They do respond quickly when in contact. |
| | 4 | no problems | very helpful |
| 125 | 5 | No contact with them | No contact so cant comment |
| 242 | 24 | The new billing system had a lot of glitches to work out and I had a problem this year with my sanctions. After 6 years of having and paying for certain sessions that I never used, when I actually opened a weekly game with a previously unused sanction, I was informed that I couldn't keep inactive sanctions even if I paid for them. Is this rule being enforced nationally, or was it only being enforced because one of my competitors complained? | The technical support for ACBLscore (i.e., Keith Wells) is terrific -- thoroughly knowledgeable and not too difficult to reach. |
| 537 | 22 | As mentioned earlier, software problems that appear and disappear without explanation. One month I can submit my monthly report without problems, the next, the webpage isn't available or doesn't work. One day I can submit results for our club, the next day I cannot, when I complain, there is no explanation, just a comment that it seems to be working now. This is annoying because I do not live near my club and the members complain when the results are not posted daily. | Prompt and courteous response to requests and changes, such as transfer of club to new manager, listings for the club. |

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| 572 | 19 | I have no issues | Not much involvement |
| 465 | 21 | | |
| 210 | 15 | A little difficult to contact and get the right person sometimes. | Very helpful and nice. |
| 112 | 4 | Rarely can contact someone on phone immediately but have to leave message which might not get returned in a timely manner. | When I do reach a contact, I find my questions answered thoroughly and politely. |
| 243 | 9 | Dont contact me | |
| 225 | 19 | | Very helpful and professional |
| 400 | 18 | It is hard to find someone to answer the phone or to return calls promptly. | People are generally helpful once you find someone to talk to you. |
| 131 | 15 | see earlier answers for board of Directors | see earlier answers for board of Directors |
| 184 | 14 | Nothing | Always willing to walk me through a problem. |
| 131 | 15 | no comment | Always get quick returns questions and concerns. Helps is easy to obtain and service is excellent. |
| 151 | 1 | I had an experience where I sent in and paid for a membership for a new player. After a time, the player did not receive her membership. When she called the ACBL to inquire, she was told that I had taken her money and had not purchased her membership. Can you believe it. One of your employees asked her to ask me what had I done with the money. What actually happened was there were duplicate acbl numbers, and the acbl had applied the money to the wrong account.....but to have them say what they said, is unforgivable. | As a club manager, I find HQ good in terms of club renewal, fees and such. Never had a problem. Same with the masterpoints. never had a problem with them. |
| 356 | 17 | haven't had a bad experience | emails regarding special events |
| 116 | 5 | I want better technology. | When I call to speak with the club or membership or ACBLscore, they have been responsive and helpful. |
| 153 160 | 7 | For several years, senior ACBL management has been fully aware that ACBLscore sometimes cheats players out of masterpoints they have earned while simultaneously giving other players masterpoints they have not earned. Even though fixing this fraud is easy and inexpensive, ACBL management has not acted to correct the situation. | ACBL headquarters and management people are accessible, friendly, and (in most matters) promptly helpful. |
| 354 | 17 | Rarely it takes time to get routed to the correct person. It appears the ACBL is allowing unfair competition between the clubs by failing to correct improper game rating. | Always helpful with calls. |
| 525 | 22 | Difficulty getting all your questions answered. | Pleasantness of management. They usually attempt to answer all questions. Sometimes frustrated with management not being available to answer questions. |
| 131 | 15 | | Easy to work with, very helpful whenever I have a question. |

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| 234 | 15 | I really have not had any negative experiences with ACBL Headquarters/Management | The friendliness and helpfulness of the ACBL staff. My most frequent interactions are with Debbie Vicknair and Nancy Hale. They are unfailingly polite and extremely helpful. If they cannot answer my questions, they always put me in contact with someone who can. |
| 103 | 14 | | very timely answers to questions or being re-directed to the right department; Carol Robertson, Patty Taylor, and staff are very helpful |
| 192 | 1 | Nothing, my issues are dealt with promptly and politely | Promptnes, politeness and desire to help |
| | 19 | The time distance by the time I am ready to talk in the morning Memphis is near lunch break and the I am ready to go out and don't get calls returned before I leave | |
| 354 | 17 | non responsiveness | |
| 120 | 4 | Nothing. | Very helpful with club report problems. |
| | 1 | | Very responsive. |
| 188 | 3 | Inept. When you call them with a problem there is no call center, no tracking number for your service request, nothing. You simply leave a voicemail and hope that they get back to you in a few days time. If they don't, no one above them knows or cares since there is no tracking. When they do get back to you, I can tell you that they just say "Sorry, our software is broken. You will have to spend hours recreating files. Too bad." | Nothing |
| 499 | 21 | no real connection | had support with my stac game. |
| 168 | 4 | no dislikes | They get back to you very promptly with an answer to your questions |
| 239 | 8 | I dislike it when I call and they are not available, but I understand they can't always be available. | They always give me the help I need. They return phone calls and answer emails. They are friendly and courteous. I don't hesitate to contact them with any questions I may have. |
| 239 | 8 | I would like them to answer their phones. Or even return my phone calls. I have never had a call returned. | Not a damn thing. |
| 386 373 | 18. 17 | nothing | HQ personnel are always helpful with any question or issue I have had. |
| 548 | 22 | sometimes hard to contact the right person to get questions answered. Also, some employees have not been great about returning phone calls. | ACBLscor department has been very helpful/responsive when problems have developed |
| 138 | 10 | | Not much contact from the teacher perspective but from a club managers perspective my interaction has been good. Club services responds well with players master point questions, good response on questions or problems with ACBLscore and director ruling. |

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| 551 | 23 | | Every time i've had a question they have been very helpfull |
| 509 | 21 | I have never had a poor experience with our head quarters. There was one bad experience. It was the teacher who taught the TAP class in San Diego. I found it a total waste of time. She was unfriendly, clearly not into teaching. She wanted to play bridge the second day and graduated us with attending the first day. I learned much more watching Barbara Seagram, Mel C, and Audrey Grant teach classes at different Nationals. | When ever I call they go out of their way to solve my problem. I feel they are responsive when I've had difficulty with ACBL Score, or I've forgotten to get a sanction they help me out. I write in for help with ruling and always get a well thought out description of how to think about the problem. My biggest request would be for some training video's for the judgement rulings and zero tolerance rulings. I've taken some club manager's classes at the Nationals and been impressed by the director teaching the class. |
| 174 | 16 | Some silly rules.eg tournament strats that get changed with no. Otice back to the club. ACBL staff seems to regard clubs as an annoyance. | Hard to say. Help is available if not always timely. |
| 354 | 17 | Though grateful for the CAP program and the folks are very helpful it is not easy to get your refund and they cut the budget. | Especially Tony Greene and Nancy Hale. They go above and beyond to help answer your questions and take care of your needs. |
| 208 | 8 | The extremely slow development of technological improvements, most notably the outrageously mismanaged debacle with ACBLScore. Even something as simple as providing an online payment portal appears to be impossible. I should not have to call in my credit-card number to pay for a Bulletin ad. | Employees are nice, friendly people who try to be helpful, but they end up spending a lot of their time apologizing for what ACBL cannot do. |
| 183 | 16 | | I have excellent response to my inquiries both by phone and email. |

Both Teacher & Club Owner - Unit & District

| Unit | Dist | DISLIKES | LIKES |
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| 141 | 4 | | I am a bit of a "ringer" as I am District 4 Secretary and therefore know all and work with the District leadership. |
| 155 | 24 | Interested in their tournaments and care nothing about their impact on the clubs. | |
| 161 | 10 | | Support of educational programs |
| 498 | 21 | The Unit Board has been most helpful in assisting me to get a sanctioned club championship game. There is no effort/interest on the Unit or District to help each other. | See comment above. |
| 128 | 9 | No longer much of an Education Liaison. Units and Districts should be proactive to help managers and keep them up to date. | Sunshine Bridge News |
| 491 | 20 | | Financial and other support and appreciation. |
| 571 | 19 | A little difficult for me to say since I am also the Unit President and we have good communication with our District board. | Our Unit has decided to do profit sharing with the clubs that host Sectionals and this has been great for the clubs. The Unit has also instituted a grant program to help fund smaller clubs or |

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| | | | bring non-sanctioned clubs under the ACBL umbrella. Most smaller clubs are not able to purchase duplicators or bridgemates without outside help or member donation so the Unit is attempting to fill in where appropriate. |
| 390 | 18 | One of the past presidents was a complete jerk since then I have not volunteered in any capacity | They have listened to some of my suggestions but not all |
| 218 | 6 | | Williamsburg seminar for Club Directors in 2014 |
| 147/ 217 | 6 | they are just after the money and they really don't care about the clubs or promoting teaching | if they are not helping then they are a hindrance to moving forward. They are a small group of people who do not want to change a thing |
| 502 | 21 | The politics and the back-stabbing that seems to come with it. Poor leadership, people who volunteer to be a board member and expect a "free" ride. | I like well-run districts/units that support the players at all levels. |
| 154 | 8 | unit 154 has had seriously negative issues with District 8. I have had no contact with them. | The leaders of Unit 154 are terrific - dedicated, competent, involved with the local clubs, and extremely supportive of our activities. |
| 160 | 7 | Don't really know any of them.NN | NA |
| 230 | 1 | N/A | Very encouraging to me as a new manager |
| 108 | 25 | the teacher directory has not been kept up to date. | Clubs in our unit have done a good job in providing novice games where newer players feel welcome and enjoy playing. Many clubs also do a good job in encouraging friendly behavior. |
| 176 | 16 | No complaints | Their genuine engagement |
| | 17 | Not a darn thing, besides we have a very large district, which makes having to schedule sectionals and regionals difficult. I can't schedule our Sectional at the same time as a Regional 18 hours away, but am forced to schedule it the same time as a Regional which is 4 hours away in a different District which kills our numbers every year. | Our Unit and all of our games are not-for-profit. We are all in it to further bridge and enjoyment, not to make money. My District has been strong in their praise of our Unit and our work. I believe we have a solid District Board. |
| 183 | 16 | Nothing. | The support for my classes. |
| 123 | 13 | n/a | Tom Dressing is great (and the rest of the board). |
| 361 | 17 | Already answered in previous question. | Nothing. Unit leadership has been dreadful and incompetent for more than a decade. |
| 125 | 5 | No experience with either. Are they supposed to help? | |
| 128 | IX | N/A | Easy to contact when necessary. |
| 128 | 9 | No contact | |
| 221 | 10 | We have a great unit board | Very pleasant and helpful |
| 108 | 25 | They are not involved at all. The focus is on "running tournaments" and they are not good at doing that. After 6 years, I can count on 1 hand how many times I have had contact with the Unit or District. | Just about nothing. It's nice they sometimes take pictures of the 299er winners. |
| 119 | 7 | No dislikes | Availability |

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| 571 | 19 | The unit does not promote either the unit games or the sectionals in a satisfactory way. They refuse to send out flyers to the clubs and board members do not promote the events within the various clubs. We had not flyers for the Vernon sectional and finally a few days ago received a few flyers for the Penticton regional. I had asked for flyers weeks ago and received no response and not flyers. Promotion is totally lacking for these events. | I can't say that there has been anything I have liked about the unit. Our club had to stop doing all the work required to put on a sectional and hire out the work due to the total lack of appreciation and criticism from unit members. We used to do all the kitchen work for both the unit games and sectionals and now we do neither. |
| 168 | 4 | nothing | the interactions with the other club owners/manager and the other teachers |
| 126 | 25 | I'm not aware of anything the district does to support teachers and/or club managers. The only unit involvement in club management/teaching that I'm aware of is scheduling/administering unit-wide game and they are not well scheduled - too many in special fund months, too few in months where we have room for more special games. | Sometimes the district and unit provide flyers for upcoming sectional and regional tournaments. |
| 166 | 2 | | They have made enormous strides and now have a good team that are doing good things. Very good President (Carol Bongard) and David Halasi is doing great things with chairing tournaments here. |
| 194 | 1 | No contact | Seem to want to help. |
| 356 | 17 | Everything in our unit appears to revolve around one club. There has been no support forthcoming in my 18 months in business as the only "for profit" club in the Unit. | |
| 132 | 15 | I felt I was regarded with disdain | I can not think of anything |
| 249 | 2 | unit I accused treasurer of mishandling funds they tried to have ACBL suspend me treasurer died over 50 thousand missing to this day not one person has offered an explanation I called police to investigate police said no doubt money gone and other money over the years but rest of board didn't care | they leave me alone now |
| 207 | 16 | | general support |
| 166 | 2 | We run our clubs as we see fit and there is no involvement from the Unit or District (even the ACBL for that matter) other than some Silverpoint games or Tournaments. | |
| 192 | 1 | I would like to know what the unit or district can do for our club. They get our money but we never get offers to help such as money available for teaching or teaching supplies etc. What expectations should I have from the unit or district? What are they doing for other clubs/ Maybe they could offer us some help. | I like our new unit president. He takes care of issues quickly. I think we are on our way to a new positive interaction with our unit. |
| 249 | 2 | Unit - the Unit 249 board is too money-possession oriented to suit me - more could be done to improve recruiting and education if they would loosen the | Not much |

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| | | purse-strings - the bank balance is way too high for a non-profit organization. | |
| 531 | 22 | | They are helpful and there when needed |
| 392 | 18 | we get nothing from our district | our unit might be helpful if we ask but it's difficult to get new players to our own tournaments |
| 530 | 21 | Nothing | The unit encourages teachers to use out unit facilities for free. |
| 243 | 9 | | we are asked for our opinion |
| 128 | 9 | No issues! | Folks are very helpful! |
| 443 | 19 | I would like more support & communication with my district. | I get plenty of support from my Unit. |
| 128 | 9 | Nothing to report | Nothing to report |
| | 4 | no experience with district | unit is fine |
| 125 | 5 | lack of exposure and publicity | not much |
| 125 | 5 | Lack of advertising my club's events | local website does get some information out. Blast emails for special events are great. Wish it extended to local club events |
| 363 | 17 | Not sure how to utilize District support, other than education grants. | Our Unit provides a lot of support: advertising, promotion, web support, equipment support, volunteer support.. Feels like a family. |
| 242 | 24 | I do not think that children are the future of bridge in suburban NY (BabyBoomer retirees are way more likely to become bridge players in my club during my lifetime but all of the available resources seem to be directed to school age children). | The Board of Directors of our Unit is open to everyone and our President is fair and honorable. |
| 537 | 22 | Ken Monzingo is the world's biggest jerk to us. Second, when the regional is held in our city, our club has no revenue but the district does nothing to compensate us for that. Our club members work as volunteers at the regional and play there all week but our club just loses revenue and we must still pay our lease but without the same income. These should be changed to help clubs. Third, the district thought it would be a good idea to hold a NLM regional, but they added it the week (or 2 weeks) before the regular regional, which greatly decreased the table counts because the NLMs played in the NLM regional and then skipped the regular regional. This contributes to member perceptions that regionals are dying and bridge itself is dying. Not good for the game! | Regionals are generally well run and fun. They revitalize interest in the game within the club. Aside from that, our district might as well not exist. District generally has little involvement with clubs and units. |
| | #16 | | My unit has been open to every new Idea for expansion & participation at the club level. Has given us opportunities to develop & execute various approaches to stagnation. |
| 572 | 19 | District does not much financially to help | The unit has been very helpful |

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| 439 | 19 | the lack of support in getting trained as a director and club manager | nothing I can think of |
| 439 | 19 | totally non-supportive during my time of training for club directing. | nothing to mention |
| 210 | 15 | Nothing | Always helpful |
| 112 | 4 | I do not feel that I get the support for teaching. I have asked many times for someone to organize future classes so that all (there are 4) teachers are not teaching the same class at the same time. Also would like organization regarding the purchase of textbooks. Small book orders are very expensive. | They listen! |
| 243 | 9 | Dont contact us | |
| 225 | 19 | | They are supportive |
| 192 | | Get no help or recognition | There are very few people that I like in the managing role in our unit. It may not be their fault totally but all know about me and my clubs and my teaching roles |
| 400 | 18 | Very little cooperation. | Nothing, really. |
| 131 | 15 | nothing | I'm now a board member of the unit |
| 131 | 15 | Unit 131 Board of Directors is very Kansas City area orientated and usually ignores the needs of outlying areas. Very limited support is available and even though over half of the ACBL registered players are outside of this area their vision is non-existent. This was true even when I was on the board. | STaC, GNT, NAP support from Unit and District Coordinators is excellent. |
| 151 | 1 | the unit has rearranged the tournaments, leaving our members out of a local tournament for the whole year | they work very hard. they have good intentions. however, they are using a new program which is totally difficult for me, and I can't get it. as a result i do not participate in their website, as a result the information on their site is incorrect |
| 356 | 17 | because we're such a small club and a bit out of town, we're not able to sponsor unit games even though we've asked. | the N/I rep is very good |
| 189 | 25 | district?...are we a part of a district? | |
| 154 | 8 | No experience with the district other than their inability or unwillingness to discipline the previous Unit treasurer for gross mismanagement. | The current Unit board has been very good. |
| 116 | 5 | Really feel as though they have zero effect on what I do, good or bad. | See above |
| 153 160 | D-7 | I wish the unit leadership were better about including small clubs out in the boonies in unit games. | I've always found bot district and unit leadership responsive and helpful. Unit leaders were especially supportive when we started our club. Two unit officers drove two hours one way to play one of our early game and introduce themselves to the club members. |
| 110 | 6 | There is a lot of dissension in our Unit, and some of us (64% of the Unit members) actually tried to form a separate unit. This action was highly disproved of by the District, so we've attempted to try to solve our differences. There is tremendous animosity on both sides, and we'd be better off as two separate entities. | Very honestly, I have very little interaction as a teacher or club owner with the District and am not included in their meetings or mailings. I do attend all of the Unit BoD meetings and take an active role in the Unit. |

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| 171 | 7 | There is not enough contact between the Unit and the individual clubs. Ditto for the District, or maybe it is supposed to filter down. The unit assumes that the clubs know what they are doing. I am not so sure this is true. Sometimes ACBL assumes that everyone knows what they are doing. I am not so sure this is true. | I know virtually nothing about the District, but the Unit is trying to do a good job. |
| 525 | 22 | The unit has been very positive in working with my club. AS club manager of another unit, they are political with their decision making. They exclude teachers in the decision making process. The district is not involved with the clubs. | With unit 515 as club owner, they assist the clubs financially and work cooperatively with the clubs. Unit 515 implements ideas for growing membership. |
| 131 | 15 | Sorry to say my Unit - in the past has been quite divided - A players vs lower levels - also very divided between Kansas and the rest of the Unit in Missouri. I worked very hard to do my part and finally just walked away from the politics. The Kansas City area needs to work together to replicate what the St. Louis Bridge Center did in St. Louis - in fact, what they succeeded in doing - setting up the club as a 501c3 - needs to be replicated across ACBL if an area is interested. I am trying to get information from them so Kansas City doesn't have to reinvent the wheel but so far, they have not communicated with me. Setting up as 501c3 (justified by providing a lot of free or very low cost programming for youth) would also help in getting this game taught to youth. ACBL needs to get a template set up of how to go about getting this done - articles of incorp., bylaws, square footage required, fundraising, leasing or building help or suggestions, marketing, employee help etc. Be lots easier if each are didn't reinvent the wheel. | Hoping it will get better with new people on the Board in the last year or two at the unit level. |
| 234 | 15 | I have very few interactions with District 15, except for tournament sanctions. As a Unit President, I wish there was a greater opportunity to interact with district officials. Also, I wish that we could get more unit members involved as unit board members. Most players just want to play bridge, and are uninterested in serving on the unit board, despite active efforts at recruitment. | My district actively seeks to get all member units involved with the district board of directors, This has served to give all unit board members a greater sense of identity as part of a regional organization of multiple units. Our unit has been supportive of member clubs through providing them with BridgePads, bidding boxes, etc. |
| 103 | 14 | | starting to focus on education both in the Unit and the District |
| 192 | 1 | Until, this year any issues have fallen on deaf ears. Our new Unit President is both responsive and timely. Our District is a joke. They only ever come to our Unit when they want money. | District- nothing Our new Unit President is more responsive and receptive |
| | 19 | | We are on the outside edge if the unit and they leave us alone |
| 135 | 6 | There are no viable I/N programs within the unit. The district seems too fractured for anything to get further north than Washington/Silver Spring. | |

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| 354 | 17 | The District refused to let fees be raised which prices our unit out of the market and forced them to hold a sectional at a local club which gave our competitor a financial advantage. | |
| 451 | 19 | | Supportive with space use of materials. |
| 120 | 4 | Nothing. | Everything. |
| | 1 | | District attends games, helps out with equipment and training tools. |
| 192 | 1 | Our club is a small town Club. We work on our own without much help from our Unit or District. | See above |
| 188 | 3 | They do nothing to promote bridge with new players or to drive business through our door. They are more concerned with badgering to advertise for them and then shut down our business every other week for one of the zillion tournaments in our area. | Nothing |
| 499 | 21 | Just that they are more involved with the games and lessons that are offered at the main club and not places like my independent location. Would like to feel more included. Maybe have a list of all games set out at all games so that all players could see where they can go for games or classes. | a few gifts. |
| 168 | 4 | no opinion | no opinion |
| 239 | 8 | They don't promote the game as much as they could. | If I request an idea they usually go with it, if I am willing to do the work. |
| 239 | 8 | They aren't reaching out to show me opportunities that exist within the ACBL existing structure. | In my work with Unit 239 I get reports and constant info about what is going on. In my club in unit 222 which I have had for two years, I have never received anything to acknowledge my existence. |
| 386 373 | 18 17 | District 18/unit 386 is centered around Salt Lake City, and St George is just a barely tolerated bastard child, unless they want something. | District 17/Unit 373 (Las Vegas) is always looking for ways to serve the clubs and involve the managers. |
| 138 | 10 | The district provides rebates on teaching expenses but only by going thru the unit. Would like for them to deal directly with the club manager or teacher. | |
| 551 | 23 | None | I'm on the board of directors |
| 509 | 21 | I have no complaints. | Our District gives each unit a stipend for hiring experienced teachers to come give lessons at our Unit Game. This is great, as these teachers can tackle more difficult subjects. We've had a National Champion come at least 4 times in the past 2 years. He was able to teach in a manner that engaged our newest players all they way up to our top Flight A players. Our Unit supports the clubs in our Unit. For this club by purchasing bridgemates, and sponsoring our mentoring program. They also host our Awards Ceremony, together will a red carpet. |
| 243 | 9 | I have no problem with my district or unit. It is the National that I have no contact with. | My unit/district is always letting us know about unit games, stacs, or unit wide games. |

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| 174 | 16 | Unit TC doesn't do a good job. Unit BOD doesn't have club I teests | The district TC does their job. No interaction with the district in any other area. |
| 354 | 17 | unit wide games for open only. More 0-20 games needed at tournaments. Zero tolerance not enforced at tournaments especially with nasty directors. Also I've witnessed very bad director calls which are no one seems to care about. I also think that if a for profit club is expected to close during tournaments, some stipend and other considerations should be made. | |
| 208 | 8 | | Unit provides financial help to club owners by paying some of the sanction fees for special games. |
| 144 | 10 | nothing | The district and the unit are always supportive and let me know this by encouraging me to have games and encouraging me to teach classes. |
| 234 | 15 | Unit is somewhat disorganized. I am on the Unit Board and will go on the District Board next year. Not much interaction one way or the other with the District Board, other than one or two people. | No opinion. I don't own the Club. I don't usually teach organized classes but usually private lessons. So the Unit and the District are irrelevant to me in these areas. |