**NGF Names Controller**

JUPITER, Fla. — Gloria Ortega Rex has been named controller for the National Golf Foundation. Prior to joining the NGF, Rex worked 10 years in corporate and public accounting. Most recently, she worked for First Federal of the Palm Beaches in West Palm Beach, Fla., where she was assistant vice president and assistant controller.

She also served three years as a senior auditor with the accounting firm Coopers & Lybrand in West Palm Beach. Rex is a member of the Florida Institute of Certified Public Accountants and American Institute of Certified Public Accountants. She earned her bachelor's degree in business administration with a major in accounting from the University of Florida. She is completing her MBA with a concentration in finance at Florida Atlantic University in Boca Raton.

Under terms of the agreement, Marriott Golf is responsible for managing all phases of the operation, including all aspects of daily golf course management including the maintenance of the golf course, the 18-hole golf course and the 9-hole golf course. The facility also offers an outdoor swimming pool, fitness center, sauna and tennis.

**Marriott to Manage Ipswich CC**

WASHINGTON, D.C. — Ipswich Limited Partnership has named Marriott Golf to manage Ipswich Country Club near Boston. It is the 11th facility in Marriott's golf management portfolio. Under terms of the agreement, Marriott Golf is responsible for managing all phases of the operation, including membership activities, golf, merchandise and golf course management, food and beverage facilities and catering.

Ipswich Country Club is set on 350 acres of wooded landscape 35 minutes from Boston on the North Shore. It boasts a 57,000-square-foot clubhouse reminiscent of a country estate and an 18-hole Robert Trent Jones Sr.-designed championship golf course. The facility also offers an outdoor swimming pool, fitness center, sauna and tennis.

Rob Bartley, formerly head golf professional at Marriott's Golf Club at Wind Watch on Long Island, has been named director of golf.
Mgt. firms say S'east Asia will be future hot spot

Continued from page 29

Added Sighu: "In this (Singapore) area, there is more flexibility. In Thailand or Indonesia, there are a lot of socially higher-level people," and visitors' expectations vary from country to country.

Smith agrees lack of experience is a problem. "The local people have a lack of construction experience...in building golf courses. The future big industry here will be the restoration and renovation of golf courses," he said.

"Different strokes for different folks," added Settle. "You have to expect major problems when you are dealing with different cultures and protocols. In fairness, we have to remember this when working in this part of the world."

Kennedy said the Palmer Co. went through a period of time when people were leery of starting projects from the ground up. It's changing now. But we have to remember we are dealing with different equipment, different time frames, different cultures and protocols."

Settle feels time will rectify the problems as local contractors and managers gain experience. "It's more of a training process than in the United States," he said. "(In Southeast Asia) They are slower to implement procedures, systems and programs, but it is more of a learning curve."

According to Smith, one way to avoid problems between owner and architect is by having a coordinator be on the job to oversee construction. Smith told of a course that did not have a coordinator. The designer returned and found his specifications were not being followed. One green, in particular, was nowhere near the specifications in the profile. The two could not reach an accommodation and the designer walked off the job.

The designer said the owner had a master plan drawn up. On that basis, he sold memberships. Once the club was sold out, he "cut corners," even to the point of refusing to use clean sand for the greens.

Memberships are the most important consideration for many properties, Sighu said. Paradise Bay has advertised locally, but not in Japan. The resort will open nine holes this summer and the remaining nine by year's end. Membership sales are a major part of his responsibilities.

In a prepared document, Settle noted: "While there is no 'winning formula' in resort or club development, inspired developers and their talented teams can plan carefully to build successful facilities. The strongest support and best friends to developers in such endeavors are their economic consultants, master planners and on-site management."

Management companies are involved in a variety of Asian properties. Their problems are similar. Solutions, experts say, will come from experience and good management practices.

For Western designers, consultants, managers and contractors, patience is key. Managers agreed there can be no ethnocentrism involved when dealing with different cultures.

Greg Smith found it most difficult to work in Indonesia and most enjoyable in Singapore. Echoing the thoughts of his fellow managers, he said being patient and not expecting business to be conducted as in the United States are necessary to survive.

"Golf is very elite and prestigious here," he said. "Memberships are the rage and sell for $130,000 to $400,000."

To attract that kind of investment, he added, a quality product is absolutely necessary.

Turtle Creek GC names new NM

ROCKLEDGE, Fla. — David Scull has been appointed the new director of golf and general manager of Turtle Creek Golf Club here.

Robert Holzman, Arnold Palmer Golf Management Co.'s chief operating officer, announced the appointment. Turtle Creek is managed by Palmer. The public facility has a championship 18-hole golf course and award-winning restaurant, The Fairways.

Scull is a Class "A" member of the PGA of America and has been in the golf club industry for 10 years. His most recent position was as golf professional and manager for River's Edge Golf Club in Atlanta, where he directed daily operations, membership sales and marketing. Prior to that, he worked with Summer Bay Resort in Amelia Island, Fla., as a golf professional with management responsibilities.

Scull was awarded a bachelor's degree in economics from the University of Texas and has attended PGA business schools over the years.

Ryan Doesn't Reinvent Aeration Equipment. We Perfect It.

Our Long Line of Options Proves the Point.

The new DGA 30-06 is the latest aeration advancement from Ryan. It's another in the continual evolution of our product line...an evolution that results in the perfect option to meet your specific aeration needs.

For deep greens aeration, nothing out performs the DGA 30-06. It penetrates up to 6 inches. Variable hole spacing and adjustable depths allow you to tailor its production to match your soil requirements. And the time-saving operation of a riding aeration simply can't be beat.

Like all Ryan aerators, the DGA 30-06 gets to the core of compaction problems while minimizing disruption of the surface.