Aire Resort Management Corp. has formed a new Eastern office in Tycon Tower I/Tysons Corner to oversee operations for the more than 90 CCA clubs in the Northeastern and Southeastern United States. CCA has owned the Tower Club since 1994.

PALM-AIRE NAMES COLLINS GM

POMPANO BEACH, Fla. — Palm-Aire Resort Management Corp., has named W. Gary Collins president and general manager of Palm-Aire Country Club. Collins has been in the club and resort management business for 20 years including stints with Club Resort & Management, Dye Club Management and ClubCorp of America. The 1,600-acre Palm-Aire community includes five golf courses, 37 tennis courts and two full-service clubhouses.

CMAA HEAD RECERTIFIED

ALEXANDRIA, Va. — Club Managers Association of America Executive Vice President James Singerling has been recertified as a Certified Club Manager (CCM). A 22-year veteran of the private club industry, Singerling has served as CMAA executive vice president since 1990. Prior to that he was chief executive officer of Robert Trent Jones Jr. International Corp. and served as general manager of Coral Ridge Country Club in Fort Lauderdale, Fla. He is on the National Golf Foundation board of directors and served on the scholarship and research committee for the Golf Course Superintendents Association of America.

SULLIVAN TAKES CALIF. POST

EL DORADO HILLS, Calif. — Western Golf Properties has named Tom Sullivan general manager of Serrano Country Club, part of the master-planned Serrano El Dorado community being developed here. Sullivan previously served as clubhouse consultant to the Paiute Indian Tribe in Las Vegas and club manager for PGA West in LaQuinta, Calif. He has also worked for Walt Disney Productions, Hyatt Hotel Corp., and La Quinta Hotel Golf & Tennis Resort.

The end of the line is profits for Destination Hotels and Resorts

By PETER BLAIS

EGLEWOOD, Colo. — The recent opening of Bob Cupp-designed Crosswater, an 18-hole golf course at Oregon’s Sunriver Resort, is just a taste of things to come for Destination Hotels and Resorts.

The Denver-based subsidiary of Lowe Enterprises, a national real-estate services company, plans to open a major golf resort/community complex every 12 to 18 months into the foreseeable future, according to Vice President of Marketing Tom Goodwin.

“We have development deals that are close to being completed in Florida and Arizona,” Goodwin said. “We should be able to make an announcement by the end of the year.”

Destination Hotels and Resorts manages commercial hotels and resorts from the East Coast to Hawaii. Golf courses are an integral part of several properties:

• Sunriver near Bend has three courses — Crosswater, North Woodlands and Cascades.
• The Inverness Hotel and Golf Club (GC) in Denver includes Press Maxwell-designed Inverness GC.
• Wild Dunes outside Charleston, S.C., features two Tom Fazio layouts, the world-ranked Links Course and challenging Harbor Course.

“Golf will be a major focus in our future resort-side development,” Goodwin said. Continued on page 37

MARKETING IDEA OF THE MONTH

By PETER BLAIS

CRANBURY, N.J. — The art of bartering can reduce costs and boost sales for many golf courses.

“Trade-outs are a very underutilized way of doing business,” said Rich Katz, vice president of marketing for Billy Casper Golf Management (BCGM).

Katz’s most recent horse-swapping experience came at Cranbury Park Golf Club (GC) in Cranbury, N.J. As of July 15, Casper was able to increase rounds by 33 percent over the same 6 1/2-month period a year earlier.

Course owner Sky Court Ltd. of Japan hired BCGM to manage the facility last year. Casper went to work immediately. An $800,000 capital improvements and renovation plan brought a new irrigation system, continuous cart paths and remodeled clubhouse. Casper imported a new superintendent to oversee the various projects and the company provided daily oversight from its Vienna, Va., headquarters.

But no one would come see the Eiffel Tower if the French tourist board didn’t do such a great job marketing the thing. Same with Cranbury and BCGM, despite all the changes. “Improve it and they will come” doesn’t necessarily work in an area, like central New Jersey, already endowed with a healthy supply of golf courses. But no one would come see the Eiffel Tower if the French tourist board didn’t do such a great job marketing the thing. Same with Cranbury and BCGM, despite all the changes. “Improve it and they will come” doesn’t necessarily work in an area, like central New Jersey, already endowed with a healthy supply of golf courses.

Katz contacted the local cable television company about advertising. He was particularly interested in obtaining local spots during ESPN’s coverage of PGA and Senior Tour events as well as time on the early-evening editions of SportsCenter.

“Television advertising on tournament events maximizes the captiveness of the audience we’re after,” Katz said.

For its part, the cable company was...
Obnoxious golfer

Continued from page 35

The board heard Aluisi's comments and then adjourned to a closed session. In the closed meeting, board members discussed numerous incidents which were not disclosed in the notice to Aluisi about the hearing. Board members not only discussed the 1990 incident but also talked about the alleged threats and various other matters, including allegations of lechery by Aluisi's father and a fist fight between Aluisi and his brother. At the private meeting, the board voted to expel Aluisi based on "this complaint and prior complaints." Aluisi sued, claiming he had not been given a fair hearing. The trial court agreed. On appeal, the reviewing court also agreed that Aluisi had been denied fundamental fairness because he did not have full notice and an opportunity to be heard.

The Court of Appeal analyzed several statutes which apply to golf clubs as private, non-profit organizations. The court found that the California Corporations Code requires expulsion hearings to be conducted "in fair and reasonable manner." Such hearings are considered "fair and reasonable" if the member is given 15 days notice, if the club articles or bylaws describe the hearing procedure and if the member is given an opportunity to be heard. Fairness also requires the opportunity to confront and cross-examine witnesses, the court held.

The refusal to permit Aluisi to confront the complaining witnesses and examine their testimony violated his right to a fair procedure," the court wrote. Also, the board acted improperly when it raised and considered multiple issues in its private meetings that were never disclosed to Aluisi. He had no chance to address the undisclosed allegations.

"Aluisi was not given an opportunity to defend himself against serious accusations that he was disqualified from a golf tournament, had been banned from another course, violated parking regulations, intentionally drove into people with his golf cart, got in a public fist fight with his brother and that his father was a lecherous felon," according to the court.

The court was offended by the manner in which the board members had talked behind Aluisi's back. "The board's consideration in closed session of unproved and undocumented matters regarding which Aluisi had no opportunity to respond clearly deprived him of a procedurally fair hearing," the justices wrote.

The argument by the club's attorneys that Aluisi would have been expelled even without consideration of the extraneous matters was rejected. The court's review of the board's records indicated that its decision was made on the overall review of even the improperly considered matters.

The "business judgment rule" did not protect the board because a denial of a fair hearing prejudiced Aluisi. When procedural rules are not followed, the court ruled, a board cannot claim it was making a discretionary decision to overcome the error.

The court ruled that the board reinstate Aluisi's membership until he could be given proper notice and a full hearing on all charges against him.