

## Miller

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Miller enrolled in Pennsylvania State University's two-year turfgrass management program, interned at Medinah Country Club outside Chicago and got his first job as assistant superintendent under Armen Suny at Cherry Hills Country Club near Denver, where he helped prepare the course for the 1985 PGA Championship.

Suny left Cherry Hills for nearby Castle Pines shortly after the PGA Championship and the club offered Miller the vacant head post. At the same time, the 250-member Desert Forest Golf Club in Phoenix recruited Miller for its superintendent position. The Wisconsin native was faced with another career decision.

"I helped Armen get Cherry Hills ready for the PGA, but it was really his course," Miller remembered. "I was flattered by Cherry Hills' offer. But I needed to take a course of my own and make it the best that I could. That's why I chose Desert Forest."

Miller spent five fruitful years at Desert Forest before taking over his first multi-course facility in 1990 as director of golf course operations of Pebble Beach Co.'s four courses — Pebble Beach Golf Links, Spyglass Hill Golf Links, Spanish Bay and Old Del Monte Golf & Country Club. Now it was Miller's turn to prep a course for a major golf event, the 1992 U.S. Open at Pebble Beach Golf Links.

"That required an incredible focus," Miller said. "We had kikuyugras and drought problems to overcome. But that's what I love. To identify what a course needs, develop plans and implement them. That ability has helped me advance in my career."

Thoroughly understanding the superintendent's job was a key to Miller's success. But equally important to prosper in Pebble Beach's corporate environment was the ability to communicate and sell his ideas.

"The corporate resort golf business might be the most demanding," Miller said. "Shareholders are looking for a positive return on their investment. Showing them how spending money or starting programs to make the company more efficient, maximize rounds and provide a superior guest experience are very important."

Miller found he missed the desert and moved back to Phoenix in 1993. He worked as head superintendent at Desert

Highlands for a year before joining Carefree in 1994. With the help of his on-site superintendents, Miller upgraded the company's golf facilities with new irrigation and fertility-management programs.

"I'm always looking for the opportunity to fix things," explained Miller of his success. "The greater the challenge, the greater the reward."

According to Miller, Carefree is prospering and plans to begin construction this summer on two new golf resorts, one on Mexico's Yucatan Peninsula and the other in California's Napa Valley.

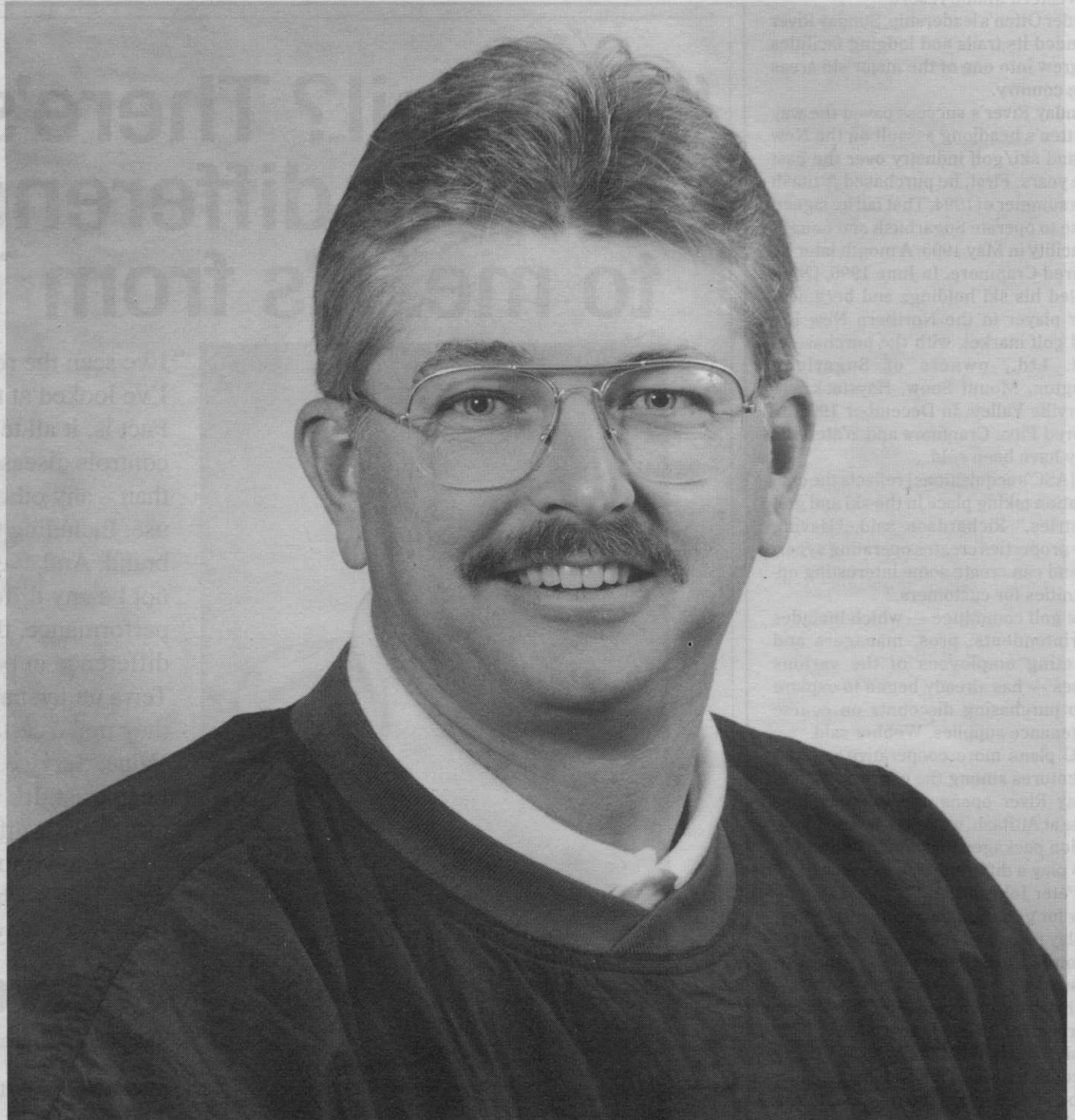
"That will change my job, but it's exciting to think about," he said.

## IGM adds three courses to portfolio

LAKELAND, Fla. — International Golf Management has begun providing total facility management through its new facility leasing division at Bella Vista Golf Resort & Yacht Club in Howey-In-The-Hills.

IGM is leasing and operating Bella Vista's golf facility

in return for all revenues IGM has also signed traditional maintenance service contracts with Viera East Golf Club in Viera; Mirror Lakes Golf Course at Admiral Lehigh Golf Resort in Lehigh; and Golfview Golf & Racquet Club in Ft. Myers.



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