

GOLF COURSE NEWS

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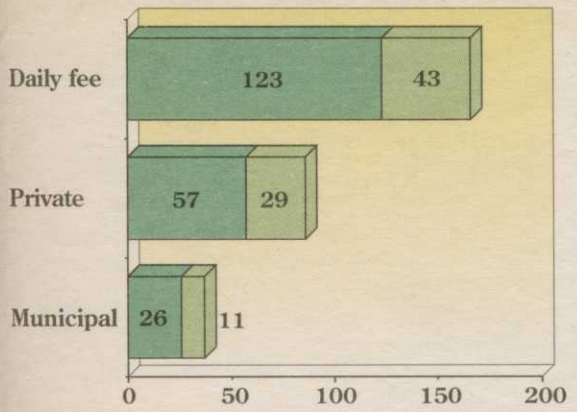
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Forward to the past
Carnival time in golf course design is an era of the past, not future, many say.
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Pearce eyes change from within

By Peter Blais

With private club membership practices coming under increasing scrutiny by the public and media, newly elected Club Manager Association of America President Jim Pearce is a firm believer in change from within.

"I've seen clubs change on their own and do away with discriminatory prac-

tices. I don't know of anyone who manages a club that discriminates in the sense of the old term," Pearce said during last month's CMAA Annual Conference and Exposition in Dallas.

"Perhaps there is a lot of discrimination out there. But I am not aware of it in the clubs I have been privileged to manage because they've taken care of

those things. It's taken some time. But I think it's wrong to have to be legislated to change things when it's the member who is footing the bill and not the government."

Pearce was club manager of the Binghamton (N.Y.) Club in the mid-1950s when the board of directors voted

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Aerator patent not enforceable

By Peter Blais

A federal judge has ruled the patent on a pond aeration device used on golf courses is unenforceable because the manufacturer obtained it improperly.

U.S. District Judge Donald Alsop ruled Feb. 20 that Daniel Durda, chairman and chief executive officer of Aeration Industries Inc. of Chaska, Minn., altered docu-

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USGA specs under fire, face change

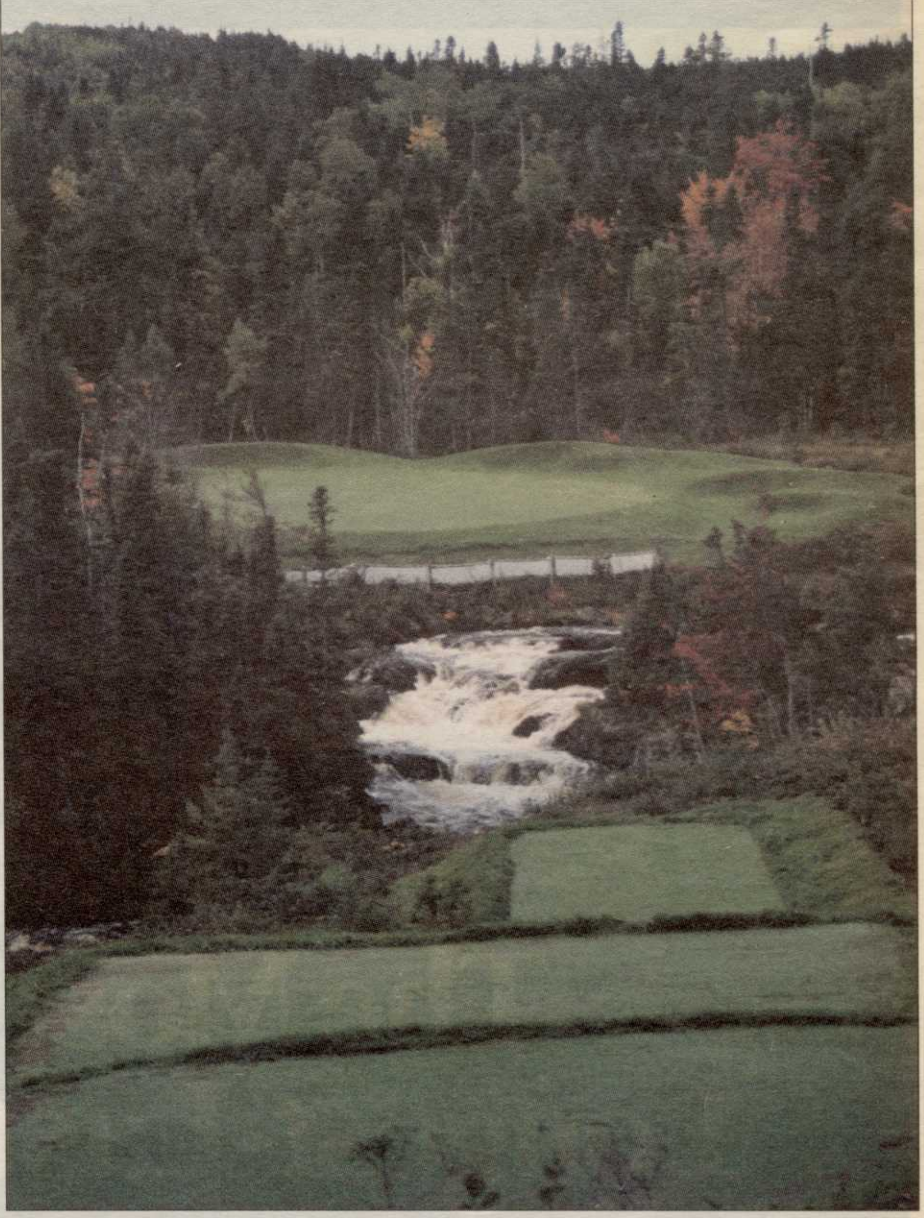
By Kit Bradshaw

The heat is on for change to the United States Golf Association's specifications for greens construction, which have been reduced to pamphlet size since the original one-inch-thick document.

Depending on the source, these specifications, an industry-wide standard for three decades:

- Are not based on sound scientific rationales.
- Have a problem in the

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The 175-yard 8th hole at the Doug Carrick-designed Twin Rivers Golf Course spans a salmon river in Terra Nova National Park, Newfoundland. For more information on this course and others in North America, see pages 28-31.

Idaho legislators nix field burning bill

By Bob Spiwak

BOISE, Idaho — The state Legislature on March 6 quashed a bill to limit the burning of turfgrass fields in Idaho, which produces tall fescue and Kentucky bluegrass for the nation.

Burning has proved the most cost-effective method

of controlling disease and pests in the fields, but has been opposed by environmentalists who decry the black smoke from the

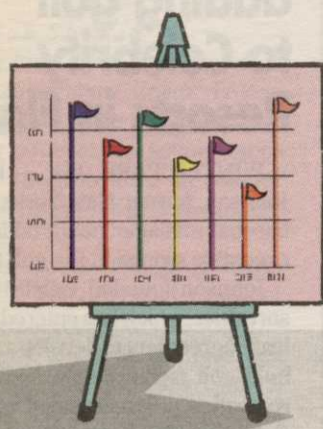


fires every fall. The opposition came to a head in 1988 when a wind-shift pushed the smoke from a burning field across a major highway in Oregon, causing a 37-car collision and fatally injuring seven persons.

Prior to the Legislature's

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Briefs



HOAG NEW NCGOA PRESIDENT

CHARLESTON, S. C. — Jeff Hoag of Scott Lake Country Club in Comstock Park, Mich., is the new president of the National Golf Course Owners Association.

Class A professional Vince Alfonso, The Rail Golf Club, Springfield, Ill., was elected vice president.

Gibson Lunt of Lakeshore Country Club in Rochester, N.Y., was re-elected secretary-treasurer. Like Hoag, Lunt is an association charter member.

NGCOA is a trade association for owners and operators of profit-oriented, public-access golf courses. Members include resort, semi-private and daily-fee facilities.

For further information, contact the National Golf Course Owners Association, 19 Exchange St., P.O. Box 1061, Charleston, S.C., 29402; 803-577-5239.

NGF EXPECTED TO REPLACE RUPP

Glenn Rupp has been dismissed as president and chief executive officer of Wilson Sporting Goods Co.,

His departure means a shaking up at the National Golf Foundation as well as at Wilson.

Rupp was recently named the chairman of the board at the NGF, which is headquartered in Jupiter, Fla.

NGF officials are now expected to replace him with Vice Chairman Charles J. Yash, general manager and corporate vice president of the Golf Division of Spalding Sports Worldwide.

Other officers would move up in position, with Secretary Wally Uihlein, president of Titleist and Foot-Joy Worldwide becoming vice chairman, and Treasurer Peter Bonanni, publisher of Golf Magazine, taking over the secretary's duties. A new treasurer would be named.

MANAGEMENT COMPANY SOUGHT

KING CITY, Calif. — The city of King's Department of Parks and Recreation is soliciting qualified professional individuals and businesses for the complete operation and management of the King City golf course.

King is located in the heart of the Salinas Valley in Monterey County.

The nine-hole par 70 course serves southern Monterey County and northern San Luis Obispo County. Its facilities include a pro shop, snack bar, driving range, putting green and maintenance area. A cart storage shed was built in 1987.

Water is provided by an on-site well. Three fenced tennis courts are located at the golf course.

Commencement of operations is scheduled July 1. Neil Smart is director of Parks and Recreation.

Staubach: Team building key to success

By Peter Blais

Team building is the key to success in the club or any other business, according to former Dallas Cowboy quarterback Roger Staubach.

"To be competitive you must have management and employees working together," said the keynote speaker during the opening business session at March's Club Managers Association of America Annual Conference in Dallas.

Without that attitude, a business will not be successful, regardless of its resources and talent, he said.

The two-time Super Bowl-winning quarterback said he learned the importance of team building during the 1971 football season. Despite having the most talent of any Cowboy team he played on, the 1971 squad stumbled to a 4-3 start and was in danger of not making the playoffs, Staubach said.

The normally quiet Mike Ditka was the first to speak during a team meeting following the seventh game. In no uncertain terms, Ditka told his fellow players they had all been playing as individuals, not as a team. That



Roger Staubach speaks at the CMAA Conference.

would stop immediately, he warned, or they would have to deal with him.

Ditka's teammates respected and feared their tight end. One by one they stood and repeated his words. A team was forged during that meeting, Staubach said. The Cowboys went on to win 10 straight games, including Dallas' first Super Bowl.

"This 'what's in it for me' attitude simply

doesn't work in service industries," said the president of Staubach Co., a 130-employee commercial real estate firm.

"You need to encourage team builders. They are the top people in your organization. They are always ready to take advantage of an opportunity. Jeff Hostetler (the back-up quarterback who led the New York Giants to this year's Super Bowl) is a good example."

How do you recognize the team builders in your organization? Staubach said they are often not the most talented employees, rather those who get the most out of their ability.

Former Cowboy wide receiver Drew Pearson was a team builder, Staubach said. Passed over as too small and too slow by teams in the National Football League draft, Pearson signed as a free agent with the Cowboys. He went on to a spectacular career and was on the receiving end of the famous Hail Mary Pass against Minnesota that helped the Cowboys into the 1975 playoffs.

"He utilized his talents to the fullest of his capabilities," Staubach said. "And he persevered. You can't ever quit. Team players perform when times are tough. Adversity often reveals genius. Prosperity conceals it."

More older workers claiming mistreatment

By Mark Leslie

While America's population is aging, more and more older workers are screaming "Foul!" with charges of mistreatment, according to an expert on discrimination in the workplace.

"Charges under the Age Discrimination Employment Act are growing, not mathematically, but geometrically," said David Gamse of the Jewish Council for the Aging in Rockville, Md.

Speaking at the 62nd International Golf Course Conference and Show in Las Vegas, Nev., Gamse said: "Age discrimination attorneys are the fastest-growing legal specialty. The result can mean a multimillion-dollar loss to you or your employer."

An example is a bank that recently lost more than \$12 million simply for stating that young blood was important to the company.

"The bottom line," Gamse said, "is that older persons ask for equity, not special treatment. They want the same rights to be hired, trained and terminated as any other group of employee."

Discrimination, he said, includes:

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Course management company founded

HUDSON, Ohio — A new corporation has been founded to acquire and manage daily fee courses in selected areas of the United States.

Golf Courses of America, Inc. will buy existing daily-fee courses throughout highly golf populated areas.

Chief Executive Officer Brad Libin said, "The mission of Golf Courses of America is to acquire and operate quality facilities... With an emphasis on first-rate service and added value for players, we expect to capture the attention of golfers everywhere."

Libin, former chief executive officer of Golf Car International Corp., a Salt Lake City-based company that gives annual playing privileges to more than 90,000 members at 1,500 courses, has assembled a team of experts in golf course acquisition and operations, marketing and financial services.

The company is pursuing targeted facilities with a plan to acquire the initial golf course by the end of May.

The management team has been involved with the PGA of America, National Golf Foundation and Superintendents Association of America.



New CMAA President Jim Pearce points out the skyline in his home city of Dallas.

Jim Pearce takes over CMAA reins

Continued from page 1

to take in its first Jewish member and installed an elevator to make the facility handicapped-accessible.

"That (admitting Jews) was a big thing during the 1950s," said the new president of the Club Managers Association of America, a self-proclaimed small-town boy and graduate of Cornell University where the word discrimination was rarely heard. "I didn't realize people felt so strongly about things like that."

From Binghamton he moved to the Rainier Club in Seattle in the late-1960s. When he first arrived, women had a separate entrance and were only allowed in certain parts of the club. One day a woman on crutches walked to the ladies' entrance and it was locked. She hobbled back around the corner and down a hill in the pouring rain to the men's entrance. The doorman wouldn't let her in.

"I really thought he was going to get hit with the crutch," remembered Pearce. "A few days later there was an emergency board meeting and they did away with the ladies' entrance."

Pearce managed the Little Rock (Ark.) Club in the mid-1970s when the board accepted its first black members. "This is the city where Eisenhower ordered in troops in the 1950s to desegregate the schools," Pearce said.

In the early 1980s he managed the Petroleum Club of Wichita — "one of the last bastions of male chauvinism," according to Pearce — when

the board added its first female director.

Until three years ago women could not eat lunch in the main dining room of The Dallas Club, Pearce's present employer. The members changed the rule when they realized they couldn't close a business deal with a female client and then invite her to the club for lunch.

Just as in Binghamton, Seattle, Little Rock and Wichita, Pearce said: "That evolution came from within the club. It wasn't mandated. I firmly believe that was the right way to do it."

Increasing government intervention will be one of the major issues confronting club managers in the coming years, Pearce predicted.

"There will be more and more paperwork, recordkeeping for all the insurance problems, immigration and taxes," he said.

Then there is the change in the work force. With the growing number of internationals migrating to the United States, "the white male worker is becoming a minority in the work place," Pearce said.

Competition for workers is becoming intense, especially in the food service sector of the club business where hospitals, restaurants and other hospitality businesses depend on the same labor pool. Unless clubs train them and offer incentives for them to stay, many workers will simply use clubs as a stepping stone on their way to other careers, the new CMAA president predicted.

"Clubs have an edge in atmosphere and the

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New CMAA chief sees many changes ahead for the private club industry

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general feeling they have for their long-term employees. They want them, they nurture them and have more of a personal feeling," Pearce said.

Another big change is alcohol service. "The name of the game used to be duels and booze," Pearce said. "Now, lifestyles are different. You're more likely to have a Perrier than a martini in a social setting at a country club. There has been a tremendous drop in alcohol consumption in the past five years."

Pearce vowed he would never go into club work when he left col-

lege. After leaving the Air Force in 1954, he worked for the food division at Colgate University. A friend, who was looking forward to a career in club management, found a club position. The friend lasted just six months before going into food service at a major college. Pearce lasted a little longer in food service before getting into club work.

"I was too independent for chains at that point. I didn't want to look at page 9 of the manual and see you had to serve three-ounce hot dogs by the pool. I still think clubs are a great opportunity for people with creative ideas," Pearce said.

Apart from a brief stint with a design company and another with a hotel firm, Pearce has been in the club business the past 37 years. Two of those clubs had golf courses, Quincy (Ill.) Country Club and Racine (Wis.) Country Club.

Country clubs are increasingly adopting the general manager concept with the GM acting like the chief executive officer of a corporation. The GM's knowledge about golf course maintenance is usually limited, so he is dependent on the superintendent for expert information, Pearce said.

"I look at the role of a GM as a

conduit to the board of directors. If the superintendent needs a particular piece of equipment, the general manager should present that in the budgeting process," Pearce said.

Pearce said he has grown close to GCSAA officers Dennis Lyon (president two years ago), Gerald Faubel (immediate past president) and Steve Cadenelli (current president) as they have moved through the ranks of their respective organizations.

There has been a "gradual improvement" in the relationship between the CMAA and allied organizations like the GCSAA, National Club Association and Professional Golfers

Association, he added.

"It's good to see and I'm sure it will get better. We're all pushing for the same goal and that's to satisfy the member," Pearce said.

Pearce sees his primary duty as helping the association adapt to the many changes that have occurred over the past few years.

Those changes have included updating the computer system, a move to a new headquarters building, improved certification and educational programs, new services, additional staff and a new association magazine.

"My theme is progress with stability," Pearce said.

USGA initiates junior program for disadvantaged

FAR HILLS, N.J. — The United States Golf Association has initiated a junior golf program as a followup to a series of grants designed to help establish or develop programs for disadvantaged children in 36 cities.

Goals of the USGA Foundation's latest effort are to introduce a funding process to assist national and regional organizations in developing junior golf, forming an intern project to work with state and regional golf associations, and publishing a directory profiling more than 3,000 junior programs operated throughout the United States.

The first grant went to the National Youth Sports Coaches Association of West Palm Beach, Fla. That challenge matching grant will be used to expand the organization's Hook A Kid on Golf program.

The program was developed to introduce children, primarily in urban areas, to golf and quality sports programs. The NYSCA plans to establish programs in 25 regional sites this year.

Other organizations to receive grants are: Boy Scouts of America; Georgia State Golf Association; South Carolina Golf Association; Flint (Mich.) Junior Golf Association and the Golf Association of Michigan.

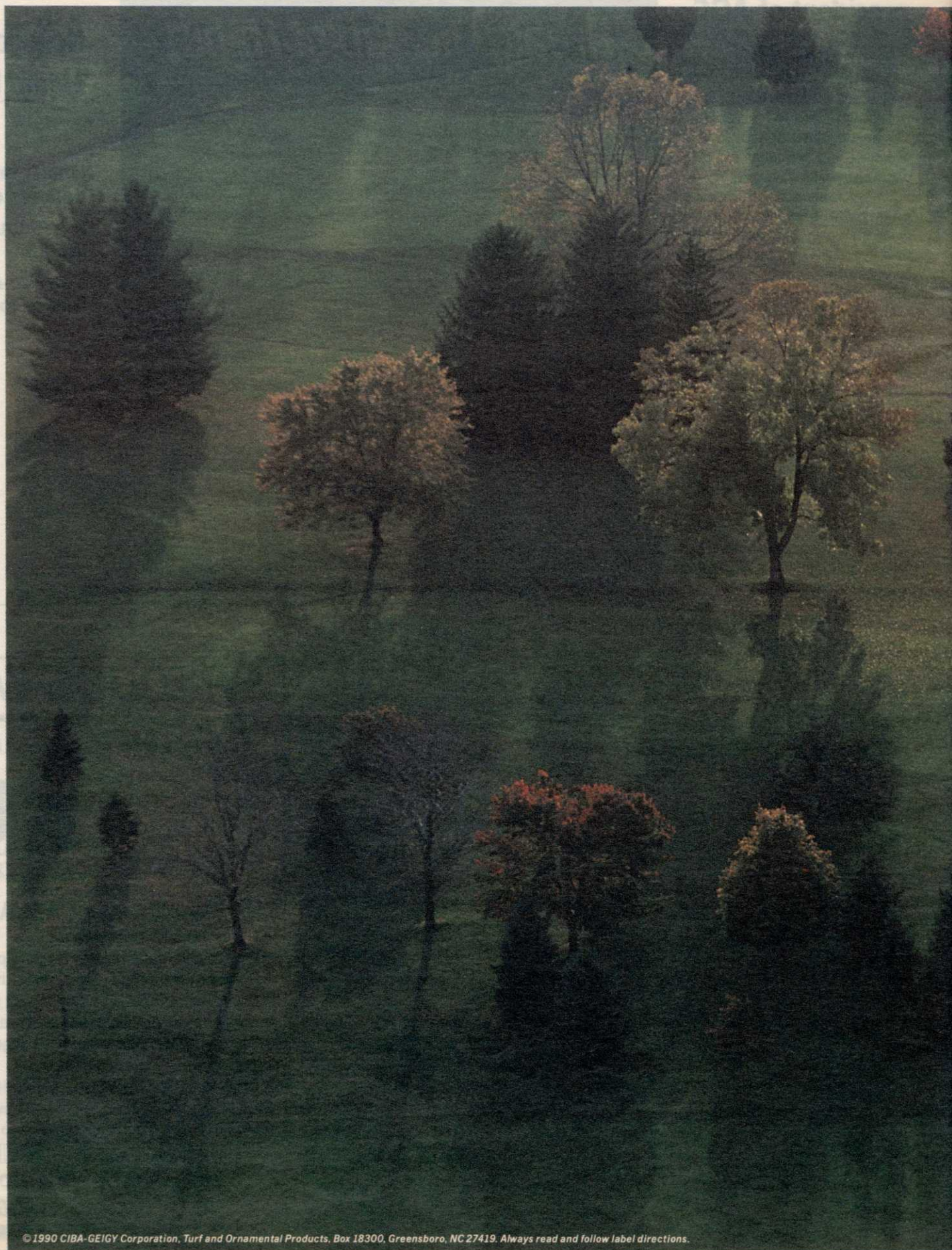
Western and Massachusetts golf associations; Metropolitan (New York) PGA; Boys and Girls Clubs of Greater Dallas; and Colorado Junior Golf Association.

The USGA Foundation also will finance an intern program that will help state and regional golf associations develop and conduct such activities as junior golf projects.

The USGA has compiled data on 2,300 junior golf programs in the United States, and has published profiles of 1,100 programs in a 465-page directory.

Directories for individual states are available free of charge for non-commercial uses.

The national directory costs \$35. It is available by writing to: USGA Foundation, P.O. Box 5000, Far Hills, N.J. 07931.



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