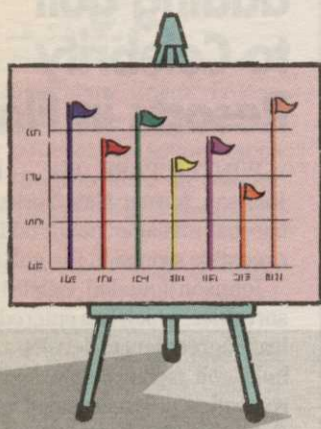


Briefs



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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Seniors charge discrimination

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• Telling a candidate he or she is over-qualified for a job. "Either you are qualified to do the job or not qualified. Over-qualified is a way of telling a person they have too many years of employment under their belt. Put it in writing and you've lost money big-time," Gamse said.

• Recruiting for workers exclusively on college campuses or any other place where older workers are unlikely to be.

• Instances in which younger workers are given a certain training while older ones are not. "You have to do the exact same things — or more — for older workers as their younger counterparts," Gamse said. "If not, that's discrimination."

When hiring, an employer must not ask the date of birth on the employment application, nor the date of high school or college graduation.

"If you recruit older persons for part-time or seasonal work ... be absolutely certain they have equal right to apply for promotion. If they do not have that right, that's illegal," Gamse said.

He also said, although courts do not require it, "find out — before the Equal Employment Opportunity Commission is at your door — whether you have age discriminatory practices at your workplace. Take a look at who applies for your jobs, who gets hired, trained, terminated. If it's not proportional, you need to begin asking questions about the persons who are making these decisions because you are responsible for those decisions."

Gamse also suggested that courses reducing their workforces not use "retirement incentive" programs.

"Early-retirement offerings are not illegal, but I think they will be in the future. We as a nation don't like any group to be singled out for any particular attribute, particularly age," he said.

Federal law defines an "older worker" as a person 40 or older, and this law overrules any less-stringent state regulation.

"The American workplace is becoming more heterogeneous in respect to gender, race and ethnic origin. Yet it is becoming homogeneous in respect to age. That means you potentially have fewer and fewer younger employees ... but you have fewer and fewer older workers because they are retiring or being forced out of the workplace. So you have a growth in the number of middle-agers who may be leaving you once they reach whatever plateau they have in their own mind," Gamse said.

He said that in 1950 46 percent of eligible older men in the workforce were opting for early retirement. That figure dropped to 16 percent of eligible men in 1987 "despite the fact they are healthier and better educated."

Gamse said although many older workers dream of retirement and don't want to work full-time, "in many cases they are retiring because they have been treated unfairly, and more and more they are screaming 'foul!'"

But the fact that 1,600 more people join the 65-and-older age group each

day could be good news for managers.

"Older people tend to have certain attributes that are very attractive to employers. They have avested loyalty, and believe in giving a fair day's work in return for a fair day's pay, and in being on time and on the job," Gamse said.

"But there's a problem here, because if you don't return that level of loyalty and commitment to these people there is a federal law... that supports their right to hold you personally accountable, and your board and your golf course accountable for mistreatment."

Maryland real estate firm adds golf affiliate

ROCKVILLE, Md. — CRI, Inc. a real-estate investment firm, has organized a new full-service golf affiliate — CRI Golf, Inc.

CRI Golf will buy, develop and manage public or private courses that are either existing or under construction, with investment ranging from \$5 million to \$50 million.

CRI Chairman William B. Dockser said, "The business of golf has grown to play a central role in the investment services we are being asked to provide to clients around the world. Through CRI Golf, we will be able to more fully

serve investors seeking to acquire golf properties."

Executive Vice President Richard L. Kadish said CRI Golf will seek to acquire courses and golf clubs in markets throughout the United States.

The company is buying golf complexes in Orlando and San Diego and is considering clubs in Phoenix, Las Vegas, Tampa, San Francisco, Chicago, Atlanta, and metropolitan Washington, D.C.

CRI golf could acquire properties in all-cash transactions or engage in sale/leasebacks. It will also

oversee development and operate a facility with its own management team.

CRI's \$4-billion domestic real-estate portfolio includes the LaQuinta Hotel Golf & Tennis Resort in Palm Springs, Calif. In 1986, CRI began a hotel management and asset management company to better serve clients investing in hotels. The affiliate — Capitol Hotel Group — today manages four hotels and provides investors with asset management and advisory services for 24 hotel and resort properties in 11 states.

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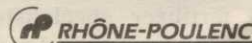
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