

# 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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