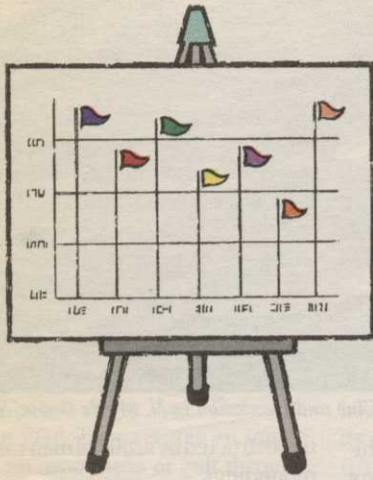


Briefs



CLARK JOINS U.S. GOLF

Dr. Elizabeth Clark is joining U.S. Golf Properties as director of golf instruction. A LPGA member, she was previously head teaching professional and director of instruction at Graysburg Hills Golf Course in Chuckey, Tenn.

Headquartered in Washington, D.C., U.S. Golf Properties owns and manages golf courses. It is directed by Charles Staples.

As director of golf instruction for U.S. Golf Properties, Clark will have overall responsibility for golf instruction at the company's facilities. She will recruit instructors and ensure all facilities have consistent and standardized teaching programs.

Clark has been an educator for 23 years and a specialist in teacher education since 1970. Prior to becoming a golf professional in 1974, she coached the University of Utah women's golf team and played the women's amateur circuit in Colorado.

MARRIOTT TO MANAGE TOFTREES

Marriott Golf has been named to manage Toftrees Resort Golf Club in State College, Pa. Toftrees has consistently been ranked in the top 10 golf courses in Pennsylvania by "Golf Digest" magazine and the number one resort course in the state.

Marriott will manage the 18-hole Edmond Ault-designed championship golf facility, golf shop, and course maintenance program.

Bill Lee, most recently a manager at Marriott's Seaview Golf Resort near Atlantic City, N.J., will be director of golf. Lee is a Class "A" PGA member and has prior experience at La Paloma Resort in Tuscon, Ariz., and Valhalla Country Club in Louisville, Ky.

Marriott will retain Toftrees golf professional Raymon Lancianese and superintendent Lew Morgan. Morgan has headed maintenance at Toftrees for 15 years and is a graduate of the Pennsylvania State University turfgrass management program.

MUNDLE TO HEAD MIDDLEFIELD

University of Oregon graduate Al Mundle is returning to that state as director of one of Oregon's newest golf courses, Middlefield Village in Cottage Grove.

Mundle will be reunited with Gene Mason, chief architect and consultant for the 18-hole facility located in the southern Willamette Valley. Mundle was assistant professional to Mason at Columbia-Edgewater Country Club in Portland in the early 1960s.

Mundle's duties include facility planning, administration, operations, promotions, instructional services, marketing and maintenance. Middlefield Village will emphasize learning and scheduled activities.

Managers can cope with the recession

By Peter Blais

The country is feeling better about itself since the Persian Gulf War, but many U.S. businesses continue to struggle through the recession.

Private country clubs are no different.

One of the best ways to keep your club afloat in troubled economic waters is to closely monitor financial statements, according to Betsy MacDonald, senior principal with the accounting firm Pannell Kerr Forster.

Speaking at the recent Club Managers Association of America Annual Conference

in Dallas, MacDonald said: "Managers often don't feel comfortable scrutinizing financial statements. But they need to look at every line to see if there is a way to increase revenues or cut expenses."

INCREASING REVENUES

This is no easy task during a recession. But there are ways to do it, according to MacDonald.

Increase function business. Some managers are concerned that outside tournaments or parties can increase the club's tax liability.

Often the extra revenue more than makes up for the added taxes. And occasionally it is considered member-generated business, in which case there may be no tax obligation.

"A manager should solicit function business from his members. A country club in Houston had many of the city's top businessmen as members. But they were holding their companies' functions elsewhere. The manager was able to get many to move that business to the club," MacDonald said.

Membership dues. Clubs often postpone

Continued on page 44

Mixed bag of financial news for private clubs

By Peter Blais

Private country club memberships rose but so did costs in 1990, according to a report on 325 private clubs conducted by an international accounting firm.

Memberships grew by a half percent through the fiscal year ending Sept. 30, 1990, reported *Clubs in Town and Country*, an annual assessment of the private club industry assembled by Pannell Kerr Forster. Regular memberships jumped 0.4 percent and other classes of membership 0.7 percent.

"A half percent is just about right, just

about average," said Patrick J. O'Meara, national director of club services. "Generally the club industry is in pretty good shape, although some clubs are starting to feel the pinch and waiting lists to join may be down."

The East was the only geographic region reporting a decline. The South and Far West were up 0.9 percent and the Midwest ahead 0.2 percent.

Meanwhile costs jumped 5.6 percent, more than twice the 2.3-percent increase in revenues.

The 2.3-percent hike in total revenues (in-

cluding dues) at private country clubs continued a 20-year trend during which revenues have risen 246.6 percent. The catch-all "All other sales and income" led the way over the past 20 years, rising 308.2 percent. Food and beverage sales have jumped 238.6 percent and membership dues 234.3 percent.

The 5.6-percent jump in costs moves the 20-year cost-increase figure to 330.9 percent, far exceeding the 246.6 percent revenue increase. Payroll and related costs are up 315.5 percent since 1970 and all other operating

Continued on page 45

American Golf Corp. plans to double size

SANTA MONICA, Calif. — American Golf Corp. officials anticipate doubling the company's growth in the next five years.

Chairman of the Board and owner David Price said AGC is aggressively instituting a strategic plan to increase the number of courses it operates to 250 locations. Privately held AGC now operates 135 courses in the United States, with annual revenues exceeding \$220 million.

The company's Statement of Strategic Direction says: "Future growth will be achieved through market development, acquisitions and above-average rates of return in existing operations."

Price reorganized the firm in January and implemented the strategic plan, saying, "This reorganization will focus our resources on our commitment to outstanding customer service, product quality and financial results."

Price founded AGC when he bought a country club in 1968. Two years later he developed the concept of approaching municipal owners with losing operations and offering to remodel and

Continued on page 43

Headhunters enhance club manager careers

By Peter Blais

With the professional stature and salaries of club managers on the rise, so are the numbers of employment specialists willing to help them find jobs.

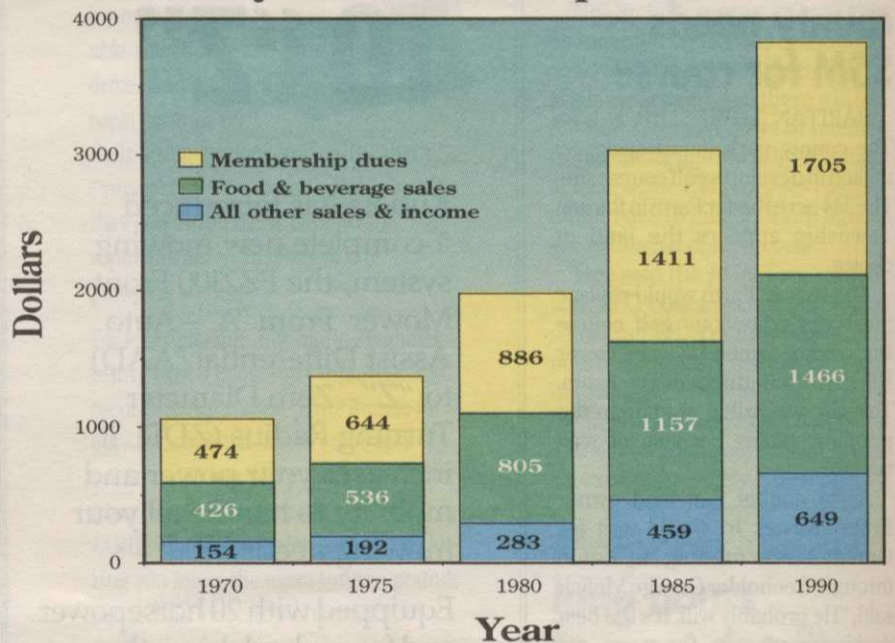
Executive recruiters, headhunters, employment specialists, outplacement workers — call them what you will. When a club manager is looking for a new position or finds himself between jobs, these professionals are another resource.

Three executive search firms were represented on last month's panel discussion titled "Using Employment Specialists for Career and Club Enhancement at the Club Managers Association of America 64th Annual Conference in Dallas.

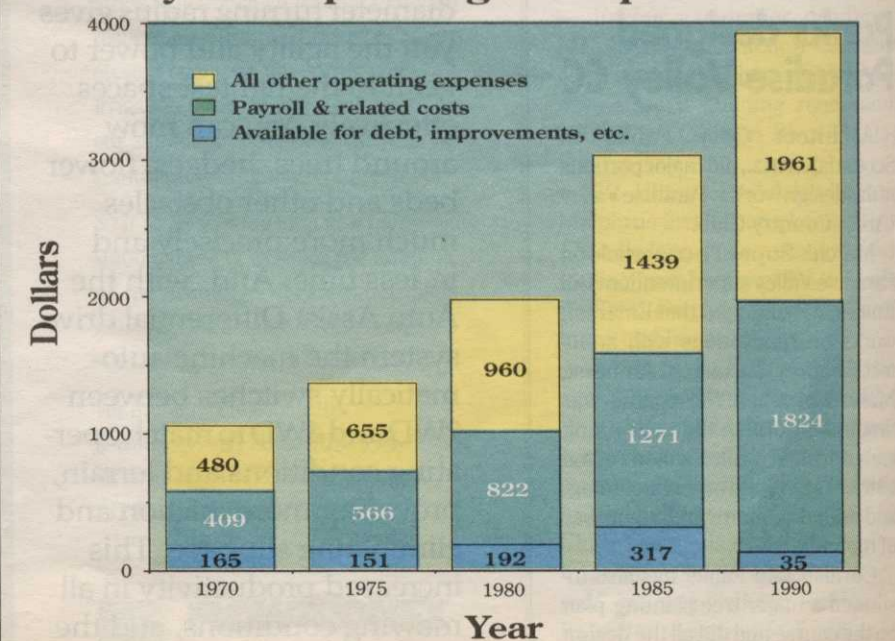
Continued on page 45

The two graphs below show where the money came from and where it went at 250 private country clubs reviewed during the 1990 fiscal year by the international accounting firm Pannell Kerr Forster.

Country club income per member



Country club operating costs per member



Source: Pannell Kerr Forster

CMAA elects full slate of officers during Dallas meeting

ALEXANDRIA, Va. — Club Managers Association of America President James D. Pearce of The Dallas (Tex.) Club is joined by Vice President John R. Sullivan of Grosse Pointe Yacht Club in Grosse Pointe Shores, Mich., and Secretary-Treasurer Richard Kolasa of Skyline Country Club in Tucson, Ariz.

The new officers were elected, along with board members, at CMAA's annual conference in Dallas.

Elected to the board were Wiggo K. Anderson of Wilson (N.C.) Country Club, George P. Carroll of Town and Country Club in St. Paul, Minn., and Jack L. Morgan of Davenport (Iowa) Club. Jay DiPietro of Boca West Country Club in Boca Raton, Fla., was re-elected to the board.

Sullivan, general manager of Grosse Pointe Yacht Club since

1987, was manager of the Nakoma Golf Club in Madison, Wis., before that. He was first elected to the CMAA board in 1985, and was elected secretary-treasurer in 1990.

He has been president, secretary and director of the Wisconsin Badger Chapter, and has worked on numerous CMAA national committees.

Kolasa, at Skyline CC since 1978, has been a CMAA member since 1968 and was elected a director in 1987. He has served on the magazine, membership, bylaws, execu-

tive career services and student development committees, as well as the CMAA Services Task Force and Private Club Planning Task Forces.

He has been president and secretary-treasurer of the Arizona-Nevada Chapter and secretary of the Mid-America Chapter.

Anderson, general manager and secretary-treasurer of Wilson CC since 1983, is a member of the CMAA Honor Society. He has served on membership, chapter achievement, conference round

table and at-conference idea fair committees. He has service as president and vice president of the Carolinas Chapter.

Carroll, Town and Country Club general manager since 1986, was first elected to the CMAA board in 1988. A member of the Honor Society and various committees on the national level, he has also served the Upper Midwest Chapter as president, vice president and secretary-treasurer.

An Honor Society member, Morgan has managed Davenport Club

since 1983 and served on CMAA's governmental affairs, bylaws and audit committees, among others.

He has been president, vice president and secretary-treasurer of the Mid-America Chapter.

DiPietro, at Boca West Club since 1985, was first elected to the CMAA board in 1990 and has worked on various committees including conference, chapter services and bylaws.

He has been South Florida Seminole Chapter's president, vice president and secretary.

NCA reports new chapters forming

The National Club Association has reported attempts in several states to organize chapters, in part to fight anti-discrimination legislation aimed at clubs' private status and access to licenses.

Clubs in Connecticut held a special meeting in January, led by NCA Director and Past President Herbert L. Emanuelson Jr. at the Quinnipiack Club.

Club officials in New York, New Jersey and Virginia are also considering chapters, as well as Illinois, which faces legislation similar to New York City's Local Law 63.

NYCLL63 redefines a private club as a public accommodation if it has more than 400 members, provides regular meal service, and regularly receives payment directly or indirectly from or on behalf of nonmembers in furtherance of business.

NCA chapter status relies on dual membership. Clubs in the defined area must be dues-paying members of the NCA and the chapter.

American Golf

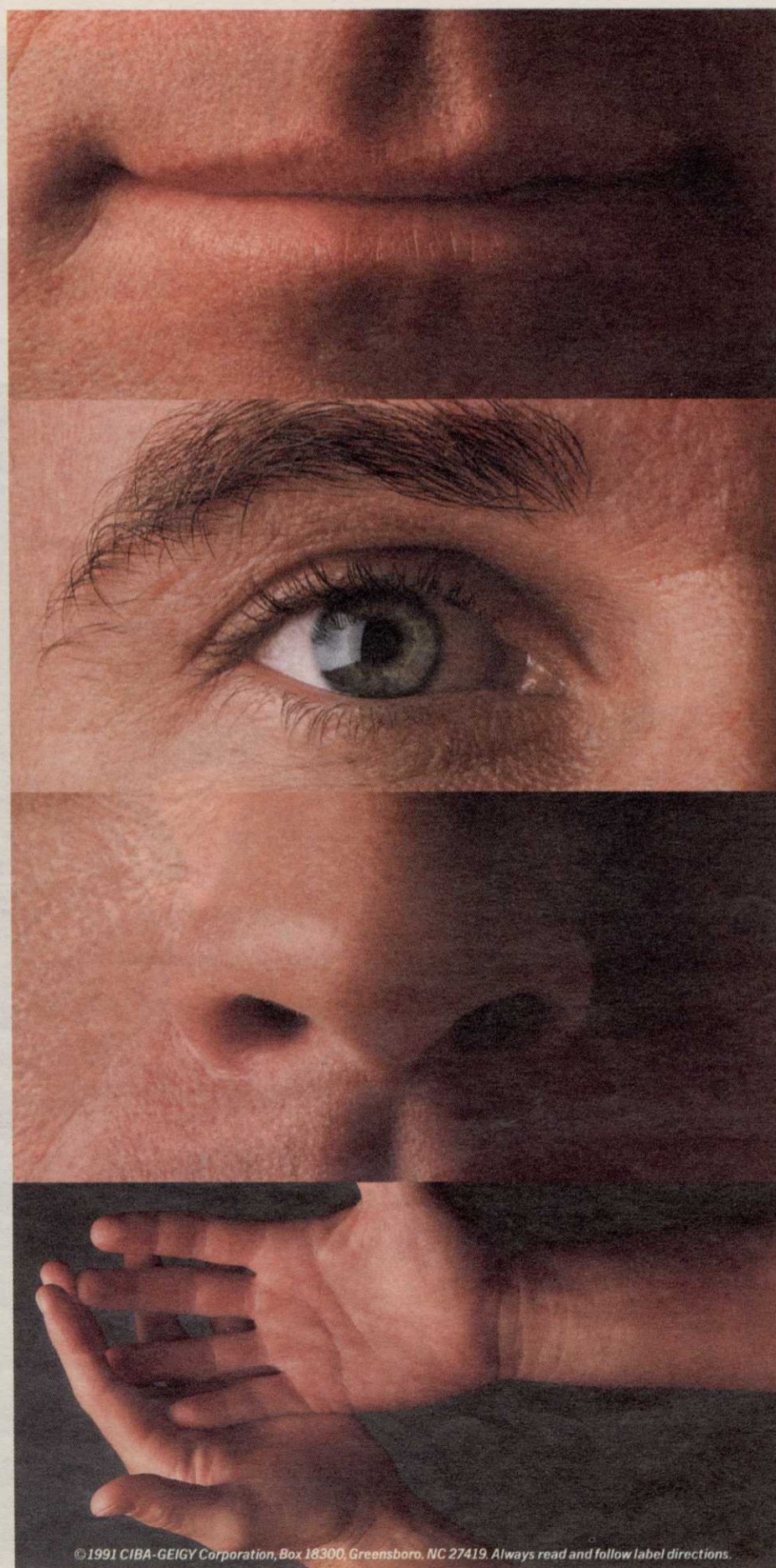
Continued from page 42
operate their facilities.

The company's most recent acquisition, in March, was Brandywine Country Club in Maumee, Ohio, which opened in 1962 as one of architect Arthur Hills' first designs. Brandywine has an 18-hole and a nine-hole course.

AGC also opened El Toro (Calif.) Community Golf Center, with four PGA golf professionals, on March 30. It is the firm's fifth practice area, joining others in Los Angeles, San Francisco, Chicago and New York.

Meanwhile, AGC signed an agreement with the County of Los Angeles to lease and operate Knollwood Golf Course in Granada Hills.

The 18-hole, par-72 public course will be directed by Kevin Roberts, AGC senior vice president of the Western Region.



© 1991 CIBA-GEIGY Corporation, Box 18300, Greensboro, NC 27419. Always read and follow label directions.

SINCE
WE INTRODUCED
OUR FUNGICIDE,
IT'S JUST
NOT SHOWING
UP IN A LOT
OF PLACES.

To minimize employee exposure and handling, we introduced Pace® in water-soluble packets.

The result? No dust, no measuring, and no need to haul leftover containers to some special waste dump.

These benefits, plus a unique chemistry that combines systemic and contact properties, make Pace the best fungicide for Pythium found anywhere.

Anywhere, that is, except the human body.

