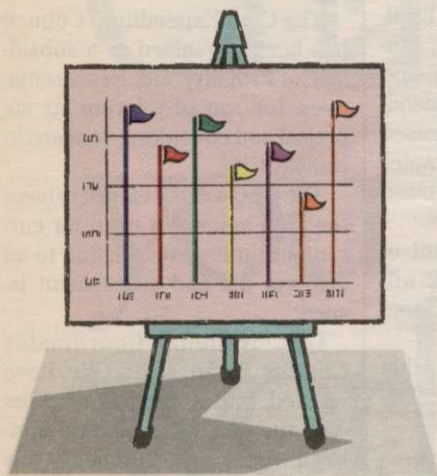


## Briefs



## JAPANESE SAY NO TO DYE

DENVER — Dunlop Japan Ltd., which owns 33 percent of Dye Designs Inc. of Denver, has suspended negotiations to increase its ownership.

Dunlop's representative cited as pullback factors:

- Donald Hogoboom, president of Dye subsidiary Dye Designs International, pleaded guilty to fraud charges;
- the Internal Revenue Service is investigating company loans to shareholders;
- company founder Perry Dye has moved from the company's headquarters; and
- company earnings don't measure up to Dunlop's expectations.

Dye Designs is developing 11 golf courses around the world. Perry Dye said the company made money last year, but predicted it would post a loss this year because of the effect of the Persian Gulf War on overseas operations.

Dunlop's lawyer said Dye Designs lost more than \$1 million last year on revenues of \$13 million.

## ASPA CONFERENCE HITS VEGAS

Las Vegas, Nev., will host the American Sod Producers Association's Midwinter Conference and Exposition, Feb. 5-7. Bally's Casino & Resort will be conference headquarters and house the educational program and exhibits.

Seminar topics range from media relations to production alternatives, with an emphasis on marketing.

Manufacturers and suppliers of machinery, products and technology will be featured in three days of open displays. The exhibit hall will open Wednesday, Feb. 3, amid a welcoming reception and reopen Thursday, and Friday, Feb. 4-5, for extended luncheon hours.

An ASPA-sponsored, members-only seminar focusing on marketing strategies will offer hands-on techniques for marketing in varying economic conditions. Jim Whitt, a trainer and consultant with expertise in marketing, agriculture and turfgrass sod will conduct the seminar.

## NCA REVISES CONFERENCE SCHEDULE

WASHINGTON, D. C. — The National Club Association has revised the Club Leadership Conference schedule in order to concentrate on the Pinehurst and Broadmoor conferences.

The revised spring conference schedule: March 22-25 — Pinehurst (N.C.) Hotel & Country Club; May 6-9, The Broadmoor in Colorado Springs, Colo.

For registration information, write NCA headquarters, 3050 K St., N.W., Suite 330, Washington, D. C. 20007, or phone 202-625-2080.

# Mauck to paint positive club image

## New NCA president seeks to overcome charges of discrimination, pollution

By Peter Blais

Spreading the word that private clubs benefit society will be his most important task for the next year, according to Victor Mauck Jr., recently elected president of the National Club Association.

"Private clubs serve their communities well," Mauck said. "They do a lot of good things. There are some areas of club operations that should be reviewed. But private clubs are not bad things."

Private clubs have come in for a lot of abuse over the past few years. Charges of discrimination have hounded the industry since last summer's debacle at Shoal Creek. Private golf clubs have been targeted by environmental groups claiming golf courses pollute the environment with pesticides.

Lost amid those headlines, Mauck noted, are the private clubs that open their facilities free of charge for charitable tournaments; the amount of money clubs pump into their local communities; and the many jobs the private club industry provides.

Mauck knows whereof he speaks. He is president of the St. David's Golf Club in Wayne, Pa. and past president of the Golf Association of Philadelphia, which he has served as director the past 18 years. He has



New NCA President Victor Mauck Jr.

*Private clubs serve their communities well.*  
— Victor Mauck Jr.

been a NCA board member since 1983 and succeeds George Squibb as president of the 1,000-member association.

"The increasing number of right to privacy cases involving private clubs in the state and

federal courts has been the biggest change," during his tenure on the NCA board, Mauck said. "That continues to be the key issue. Some of the rulings have presented real challenges that the industry's had to deal with."

"The continuing environmental problems with wetlands and underground storage tanks will also be major issues. It will be confusing until the federal government draws up guidelines that everyone can work with. Unfortunately, we still have 50 states interpreting environmental laws in 50 different ways."

Mauck received a bachelor's degree from Princeton University and attended the Wharton School of Business at the University of Pennsylvania. He was an administrator with John Wood Co., a metal fabrication firm, for 20 years before opening a radio station and box manufacturing company of his own.

He is currently president of the Montgomery Health Foundation, a fund-raising agency for Morristown, Pa.'s Montgomery Hospital.

Mauck said he will be "very active" in setting the NCA's agenda and coordinating the association's efforts with other groups, like the Golf Course Superintendents Association of America and United States Golf Association.

"Victor is very active in the golf industry, not to mention being a 6-handicapper," said NCA Executive Vice President Gerald Hurley. "He knows and understands golf clubs."

# Managers can run clubs ethically and profitably

By Peter Blais

Private club managers can run their businesses ethically and profitably, according to a professor of ethics.

The words 'Shoal Creek' should remind managers that private clubs have not escaped the debate over ethics that has swept the country in the past 10 years.

Not that ethical dilemmas are new to club managers, according to Mark Pastin, professor and director at the Arizona State University Center for Ethics and consultant to major corporations, presidential candidates, political bodies and clubs throughout the world.

Club managers have long dealt with ethically difficult situations such as doing business with members; hiring members' relatives; becoming personal friends with members;

and avoiding favoritism.

It is just that with the rapid change of society, ethics has become a hot topic in every arena — medicine, law, accounting, business, defense, media, and government. Golf clubs are no different, Pastin said.

"There are some people in clubs who are racist and sexist and all those things. But that's not what the ethical crisis is about. The crisis is that people are being caught within the dynamics of change and not knowing how to survive," Pastin said.

The two biggest ethical problems facing managers on a daily basis are being close to members while remaining impartial and expecting a high performance level from employees who are poorly paid.

"You're asking too much to get more than the base-line effort for base-line pay," Pastin



Mark Pastin

said.

A person's ethics are the ground rules by which he or she acts, Pastin said. Ethics can be learned, understood and influenced. A club manager's job is to influence the ethical decisions made by those

around him.

"A manager's goal should be to be a source of influence in ethics," Pastin said.

How does a manager do that and run a successful business? By following several rules which Pastin has given the acronym ACT TRAC. The letters stand for Assumption, Challenge, Turnabout, Truth, Risk and

Continued on page 35

# Golf summit marks critical juncture for fledgling group

Continued from page 1

sand dollars annually to operate effectively. The state golf industry, which funds the association's operations, has come up with just half that amount, he said.

"The economy is a problem in raising money," Mathis conceded. "But there is also a certain amount of apathy, especially among course owners. The feeling is 'I'm making money so I don't have to worry anymore.' But those are the people, those who aren't planning ahead, who are going to be hit the hardest by the increased cost of water, requirements to change to effluent and tax increases.

"A lot of courses don't know, for instance, that they have to renew their water management policies every few years. Many are going to have to change to effluent. But many clubs are run by greens committees that simply don't realize what's coming. That's why we've geared many of the Golf Summit

seminars to shock them into the reality of what's happening out there."

The first wake-up call will be delivered during Thursday's opening joint session with representatives of the state's five water management districts, who are also in town for their 16th Annual Conference on Water Management.

An opening panel discussion titled "Exploring Direction in State Water Policy" will include State Rep. Sandy Safley and House Dean W.C. Fred Jones, co-sponsors of a bill that would add a 10-cent tax on every 1,000 gallons of ground water used on golf courses. Joining them will be Carol Browner, secretary of the state Department of Environmental Regulations and Peter Hubbell, executive director of the Southwest Florida Water Management District.

The response panel includes representa-

tives from major water users including Raymon Finch, chairman of the Florida Golf Council; Carl Loop of the Florida Farm Bureau Federation; and Paul Parks of an association called For Everglades.

"It should be a real interesting session," deadpanned Mathis.

A second opening morning panel entitled "How Do Golf and Water Mix" returns Browner and Safley along with Jacksonville University Golf Course Superintendent Ralph Simmons and Florida Golf Course Superintendents Association President Thomas Benefield.

Other speakers and panelists during the two-day conference include Tom Fazio; Ed Seay of Arnold Palmer Design; Miller Rippey of Links Management; Mike Hughes of the National Golf Course Owners Association; and Rick Norton of the National Golf Foundation.