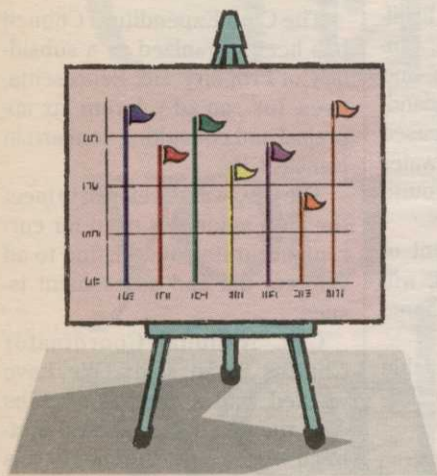


Briefs



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.

Running clubs with an ethical eye on the bottom line

Continued from page 31

Candor.

Assumption: In ethics, the manager must get below the surface to discover the real issue. In the business arena, for instance, a club manager who assumes his competition is simply other clubs will soon find himself unemployed. Any other form of recreational and social activities are really competitors. The manager must realize that to survive.

The same is true when a community attacks a club's membership

policies. While the assumption is that the community is crying for ethnic balance, the real issue may be jealousy of the privileges private club members enjoy.

"The assumption is what you have to get to in order to do some new thinking," Pastin said.

Challenge: The only constant in any business is change. Successful managers challenge assumptions about what people want, anticipate changes in their desires by getting ahead of market research and then act accordingly.

Turnabout: Turnabout involves fairness. That is, discovering a middle ground between what is fair in the manager's mind and what is fair in the employee's, customer's or member's mind. A manager can't do that if he is only concerned about what he thinks.

How can these first three ethical tools help a manager better run a business? A good example is the success of the Nordstrom's department store chain, the most highly regarded retailer in the country in consumer polls, Pastin

said.

Assuming customers would take advantage of them, retailers have traditionally made it difficult for customers to return merchandise. Nordstrom's *challenged* that *assumption*, making it convenient for customers to return items without sales receipts or issuing credit slips instead of cash. The *turnabout* was that the trust Nordstrom's placed in its customers and the convenience the store offered really mattered to shoppers. That explains why Nordstrom's can charge more for

the same products than its competitors, but is still one of the most successful retailers in the country, Pastin said.

"That is perceived as an ethical way of doing business and people are willing to pay a lot for it," Pastin explained.

Truth: The president of Scandinavian Air Lines said that customers base their decisions on whether to continue buying from a company on brief, face-to-face moments of truth with company employees. A customer who shows up at the ticket window saying he was quoted a \$79 air fare over the phone, that the computer says costs \$129, will probably remain a customer for life if the ticket seller believes him and sells him the ticket for the lower price.

"In ethics, the moments of truth are the times when something goes wrong and there is a question of integrity. The person is looking in a staff member's eyes and wondering 'Is he going to go with me or is he going to go with himself?' That's the moment of truth. We all judge ethics not by what's written in the policy manual, but in the moments of truth," Pastin said.

Managers need to give staff members the responsibility to handle such situations without having to worry about their jobs.

Risk: The only way to adapt to a changing world is to take risks. Taking risks creates knowledge, growth, satisfaction and motivation. Even risks that don't work are worth taking.

Candor: Managers need to encourage board members, club members and employees to tell them when something is wrong. Most ethical problems can be solved if addressed soon enough.

"How often have managers been blind-sided by a problem from an employee or a staff member that they could have solved if told about early enough," Pastin asked. "Every time that happens, it's a failure of someone to inform the manager early enough that a problem was out there."

People will tell managers what they need to know if they are encouraged to do so, rather than being punished, Pastin said.

You'll love its classic lines

WALK-BEHIND GREENS MOWERS

Perfectly striped greens. They send a message to all who see them—these are what great putting surfaces are supposed to look like.

John Deere 22 and 22R Greens Mowers help send that message. Not only for major tournament sites like the 1991 U.S. Open and 1992 PGA Championship but for hundreds of other great golf courses—like yours—every day.

A split drive system is the key. Both the 22 and 22R power their traction rolls separately. That means more consistent tracking, straighter cut lines.

Up front, you get a precision cut with a nine-bladed reel of high-tensile strength steel.

A standard 3 mm bedknife combines with the reel to deliver cuts to 1/8-inch. Optional 2.5 mm bedknife delivers tournament-quality cuts to 7/64-inch.

For the name of your nearest distributor, or free literature, call 1-800-544-2122 toll free or write John Deere, Dept. 956, Moline, IL 61265.

The 22 and 22R both feature a split drive system for superior tracking. The 22 is also available with a front gear drive assembly to power a front brush or verticutter.



NOTHING RUNS LIKE A DEERE®

Pesticide damage insurance offered

MANCHESTER, Conn. — The Travelers PGA Edge customized insurance coverage for private, semi-private and public golf courses and country clubs has added protection against environmental damage caused by pesticide application.

In addition to environmental enhancement, the Travelers PGA Edge insurance program includes coverage for building ordinances, computers, bridges, sprinkler systems, signs and other property, including greens and golf car damage.