

#### International Golf Show & Conference

From elections to speakers to award-winners, all the information you need is here. Pages 41-48

THE NEWSPAPER FOR THE GOLF COURSE INDUSTRY

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### Saluting water solutions For Gainey Ranch, its own effluent plant turned the

trick; for Ocean Reef, it was ocean water. .................. 17

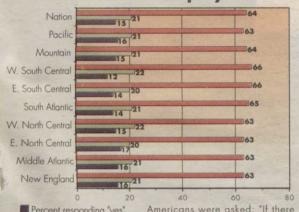
#### The tests are final

Long-term results are in for the national Kentucky bluegrass and ryegrass tests . .....24-25

#### All-sand recipe

Mike Hurdzan, PhD and architect, challenges the 

#### **Would Americans play more?**



Percent responding "yes"

Percent responding "maybe" Percent responding "no"

Source: NGF

Americans were asked: "If there were more opportunities to play golf in your community, would you be more interested in the game of golf? Here are their responses by region.

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## Flood devastates Texas courses

Jack and Melissa Fletcher stood along the banks of the Brazos River Christmas Eve watching the rain-swollen waters rise at the rate of an inch per hour and drown their nine-hole course.

"It died a slow death," recalled Jack, who helps daughter Melissa manage Valley Lodge Golf Club in Simonton, Texas, 30 miles west of Houston. "It was a very helpless feeling."

Valley Lodge was one of many courses suffering major damage from the heavy rains that deluged eastern Texas in late December and

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Retreating flood waters left behind massive debris throughout Ridgewood Country Club in Waco, Texas, including the 10th fairway. Photo courtesy of Mandel Brockinton

# Strategic plan critical challenge to club managers' association

By Peter Blais

Jack Sullivan found his bride and a career on the golf course.

The new Club Managers Association of America president was a high school teacher in Fairfield, Iowa, when he met wife, Darcy's house bordered the fifth tee at Fairfield Golf & Country

The two played a lot of golf together and Jack eventually got a part-time job as the club's bar manager. He quickly became the club's assistant manager and his career was off and running.

That career has taken him to The Whiconda Club in Des Moines, Iowa, Nakoma Golf Club in Madison, Wis. and his present employer, Grosse Pointe Yacht Club in Grosse Pointe Woods, Mich.

This is the first time I've been at a club without a golf course," said Sullivan, who came aboard Grosse Pointein 1987. "Basically, I've traded in the golf course for a harbor. Where I used to worry about green speeds, weather conditions affecting the course and helping the superintendent deal with turf diseases, now I worry about water levels, how

weather conditions affect the fleet and helping the harbor master plan boating activities.

"I grew up in the golf businessasa managerand I closely fol-

low the golf industry. I'm still a golfer, although my game has suffered from not having a course out the back door. My handicap used to be in single digits. Now it's up around 18.

Jack Sullivan

"As CMAA president. I represent the entire club industry. Two-thirds of our members manage country clubs with golf courses. As the association goes through our strategic planning process over the next 18 months, what we do will be strongly dictated by the golf industry."

Completing that strategic plan will be Sullivan's primary goal during his

Continued on page 68

### Wetlands manual in midst of flux

From staff reports

The long-awaited revision of the Federal Manual for Identifying and Delineating Jurisdictional Wetlands remains on hold and developers have been told to disregard the 1989 manual in favor of the 1987 version.

Mike Kelly, vice president of Williamsburg Environmental Group in Williamsburg, Va., said a revised manual probably will not be completed for another six to 12 months.

"The reason is that environmentalists are up in arms over Bush's wetlands plan," Kelly said. "Hysteria has caused pressure to re-evaluate changes."

Meanwhile, he said, a bill in Congress, introduced by Louisiana Rep. Jimmy Hayes and co-sponsored by more than 145 congressmen, is "moving slowly through the process." Hayes' bill would revamp the whole Clean Water Action Section 404 program and override regulations instituted by government agencies.

The Environmental Protection Agency, Army Corps of Engineers and U.S. Soil Conservation Service - which

Continued on page 13

### Stricter pesticide laws in the making

A growing number of communities are proposing laws restricting pesticides since last summer's U.S. Supreme Court ruling that federal law cannot stop local governments from regulat-

The result could be thousands of unscientific, contradictory regulations making it harder for golf course superintendents and others in the turf industry do their job, according to those supporting

recently proposed legislation allowing federal law to preempt local ordinances.

"We are pushing for uniform pesticide laws imposed by federal and state governments based on good science,

Continued on page 19

## Sullivan sets sights on future as new CMAA head

Continued from page 1

tenure, which began when he replaced James Pearce as the association's head during January's annual CMAA conference in San Diego.

"The strategic plan will detail how our association will function and how it can best serve the industry in the coming years," Sullivan said. "Once the plan is developed it won't be etched in stone. It's a living document that will require changes as we move along."

Managing change has been a

constant in Sullivan's professional life and is the biggest challenge facing club managers today, the new CMAA chief said.

Sullivan had a crash course in change when he was recruited for the club manager post at Nakoma back in 1975. Nakoma was traditionally a small men's club. The few women members weren't allowed to use the facilities at certain times.

But Madison's demographics were changing. Dual-income families became the norm. Women and children also needed a place to recreate, socialize and call a second home

Sullivan helped guide the membership through the changeover to a family club. The sometimes rocky transformation included the combining of separate men's and women's grills into a single eatery just three weeks after the board of directors voted to separate them.

But despite such early mistakes, Nakoma had a strong board, Sullivan said. Along with the efforts of the other two key players on the staff, the superintendent and golf pro, the club settled comfortably into its new identity and has become one of the most successful family clubs in the state, he added. Members Andy North and Sherri Stainhauer have gone on to successful professional playing ca-

The characteristics a manager needs to successfully institute and adapt to change, Sullivan said, are good listening skills, the ability to bring different groups together and an aptitude for helping members make the changes themselves.

"Everyone in the club has to buy into the changes or they simply won't work," Sullivan said.

The major changes facing the club industry, Sullivan said, involve membership practices, government intervention, maintaining service levels in a depressed economy, and a mobile workforce that can will leave the club industry without higher wages band proper training.

Membership practices that are sometimes seen as discriminatory to women and minorities have come under increased scrutiny in recent

"Most clubs realize this is a fact of life. It's 1992 and clubs must do business in an open manner. There will be clubs that determine to remain exclusively private and retain selective membership practices. But whether they can continue to survive without change remains to be seen. We're going to see more clubs with open membership policies," Sullivan said.

The recession has deeply affected the club business, the new president said.

"It's caused everyone to look at their operations," he explained. "Past recessions have often been good for clubs. People would stay closer to home and spend more money at the club rather than take that trip.

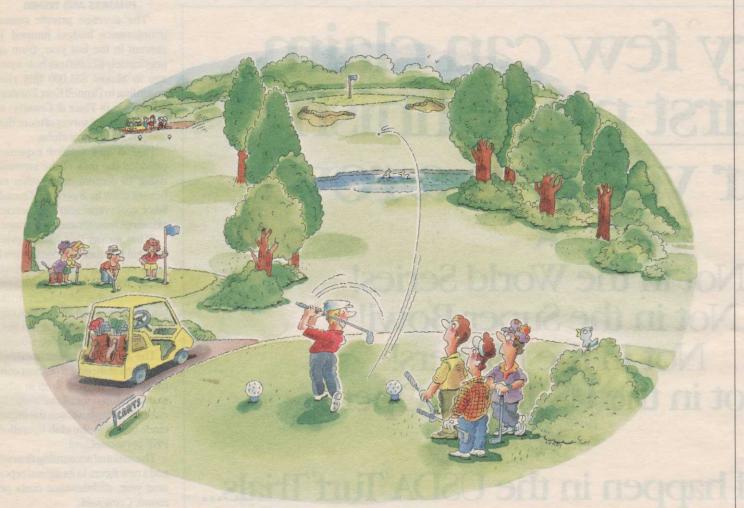
"But because of the protracted nature of this recession, the effects are trickling down farther. Membership waiting lists are dwindling. Clubs that depend on business spending for much of their income are hurting. Clubs need to be more competitive and market to their members to survive. That's the key. Managers need to listen to what their members want and address those needs.

Coming off a record attendance at this year's conference, Sullivan is presiding over a strong association that just accepted its 5,000th member and certified its 900th. He need look no further than a mile down the road to see an equally successful association president, Bill Roberts of Lochmoor Club, who will assume the presidency of the Golf Course Superintendents Association of America at that group['s annual conference and show this month in New Orleans.

The odds of two national association presidents working within the same small Michigan community at the same time are pretty astronomical, Sullivan agreed.

"Bill and I talk together on a regular basis. Before I go to a board meeting, I call him and ask what happened at his last board meeting He does the same with me.

"I lost the first time I ran for the CMAA board and won the second time. Billdidthesame with the GCSAA board. We moved on from our former clubs at similar times and came together here I admired his work at Sentryworld (Stevens Point, Wis.) and recommended him for the job here (Lochmoor). We'll probably continue to speak on a weekly basis."



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