

GOLF COURSE NEWS

THE NEWSPAPER FOR THE GOLF COURSE INDUSTRY

A UNITED PUBLICATION
VOLUME 5, NUMBER 9
SEPTEMBER 1993

INSIDE

Total Ecosystem

The findings of research conducted at Kiawah's Ocean Course will soon be released 11

Ryder Cup Counterpart

Focus on Derek Ganning, course manager at the Belfry, site of this month's trans-Atlantic matches 12

Public Support

Developers now have access to \$20 million in bonds to build on public land in Tennessee 21



SPECIAL REPORT ON CHIPPERS & SWEEPERS, PAGE 16

COURSE MAINTENANCE

Killer bees invade Arizona, Texas 9
N.M. scientists study Bermuda's water needs 14
Savvy Super: Tips on crew schedules 20

COURSE DEVELOPMENT

Q&A with Mark McCumber 21
New B.C. course marries golf and environment 21
Nugent unveils public gem in Illinois 22

COURSE MANAGEMENT

Is there life after Roger at Marriott? 27
Speakers confirmed for Public Golf '93 29
Memberships selling homesites? It's true 30

SUPPLIER BUSINESS

Environmental Steward Awards: Year II 31
Major moves at Ringer and Lebanon 32
What's new in the marketplace? 34

GCSAA shake-up: Schilling, Roberts resign

By PETER BLAIS

LAWRENCE, Kansas—Executive Director John Schilling has resigned and other top Golf Course Superintendent Association of America staffers and officials have left in the wake of a GCSAA organizational review.

Schilling offered his resignation in late August to pursue other business interests, he said. Director of Communications Robert Ochs and Director of Operations Diana Green have also left GCSAA. They, Schilling and others have formed St. Andrews

Corp., a Lawrence-based firm providing consulting, management and trade services.

Prior to Schilling's resignation, Immediate Past President Bill Roberts resigned from the board of directors as a result of its decision to adopt several major changes suggested in the \$24,000 Arthur Andersen Co. organizational review.

Schilling denied his decision was influenced by the Andersen study that recommended, among other things, the hiring of a chief financial

officer and deputy chief executive officer, moves some saw as undermining his authority.

"The Arthur Andersen study did not play into my decision to leave," the 41-year-old executive said. "Opening my own business has been a dream since I left college. My experience with the association has put me in a position to do just that."

Schilling's resignation is effective January, according to GCSAA President Randy Nichols of Cherokee Town

Continued on page 15

Acquisitions the aim of AGC spinoff

By PETER BLAIS

American Golf Corp. founder David Price's new company, National Golf Properties Inc., expects to spend \$64 million buying new golf courses over the next 18 months.

The purchase will be financed through NGP's recent stock offering, which is expected to eventually raise more than \$186 million. The company's initial portfolio includes 47 golf courses in 17 states — 23 daily-fee, 13 private and 11 resort operations. All have been and will continue to be managed by AGC.

NGP will focus on courses with strong cash flow growth potential and the possibility for long-term investment and capital appreciation, according to the company prospectus. Its founders believe many such facilities are avail-

Continued on page 10

NGF Development Tracking Report

1993 figures gathered between Jan. 1 & Aug. 5	Open For Play		Under Construction		In Planning	
	1993 YTD	1992 YTD	1993 YTD	1992 YTD	1993 YTD	1992 YTD
Daily Fee	143	154	400	393	412	384
Muni	30	37	85	82	74	106
Private	46	39	106	149	150	157
TBD	—	—	5	2	15	10
Totals	219	230	596	629	651	657

'93 openings may reach one per day

By MARK LESLIE

Okay. Sit down. A near-record 350 to 365 golf courses are projected to open in the United States by year's end, according to the National Golf Foundation (NGF).

Disproving predictions that openings would tail off this year after two consecutive high-powered, high-production years, developers opened 219 golf courses

through Aug. 5. Another 244 are scheduled to open by Dec. 31 — the operative word being "scheduled."

"The historical average is 66 to 68 percent of those scheduled to open in a particular year actually do open that year," NGF Communications Director Bill Burbaum explained.

"For various reasons they get strung out and delayed. We have our biggest open-

ings in June, July, August,"

Using a 60-percent calculation, that translates to another 146 courses opening between Aug. 5 and Dec. 31, for the 365 total.

Catherine Suddarth, who tracks development for the NGF, said late-spring snows in the Northeast and heavy rains in the Southeast set back grow-in plans and could lower the number of

Continued on page 26

NCAMP head to address RISE annual meeting

By HAL PHILLIPS

MCLEAN, Va. — The phrase, "Know thine enemy," will take on newer, deeper meaning for those members of the chemical industry attending the RISE (Responsible Industry for a Sound Environment) Annual Meeting, scheduled for Sept. 10-12, at the Ritz Carlton here.

One of the primary speakers at this meeting of chemical formulators, manufacturers and distributors will be Jay Feldman, head of the National Coalition Against the Misuse of Pesticides.

"He is our primary opponent and cer-

tainly our most outspoken critic," said Allen James, RISE executive director. "But he has agreed to speak, give his views and answer questions. I've no doubt it will enlighten our members."

Also on the speaking schedule is Steve Johnson, director of field operations for the federal Environmental Protection Agency. While Johnson will offer insights into the goals and objectives of EPA, James already has a well-defined view of the agency under its new head, Carol Browner.

Continued on page 33



Randy Nichols

Continued
from page 1
& Country
Club in
Dunwoody,
Ga. Nichols
said the
board has

begun a search for a replacement. No deadline has been set for naming a successor.

"It will be very difficult to fill the shoes of someone of John's caliber," said Nichols, who agreed with Schilling the breakup was amicable. Schilling and GCSAA could work together in the future, he added.

The Andersen report dealt with opportunities for improvement, upper-level staff salaries and organizational issues, Nichols said. The organizational recommendations included eliminating the senior director management-level positions formerly held by Ochs and Green.

"The association has gone through controversial things in the past," said Mike Bavier, superintendent at Inverness Golf Club in Palatine, Ill., and past (1981) GCSAA president.

MAINTENANCE

More changes foreseen in GCSAA makeover

"Every six to eight years we seem to go through some sort of reorganization. The association will go on and be better than ever."

Nichols equated the study to the sort of periodic review large firms do. In a letter to local GCSAA officials, he said the study was within the duties and responsibilities of the board. The board directed officers to begin making the proposed changes in early June.

"To be cognizant of ways to improve our association and not

implement these changes would have been negligent in our fiduciary responsibilities to the membership," Nichols wrote.

The majority of the board agreed, accepting the plan June 3 by an 8-1 vote.

"Basically, the entire board, as it is currently constituted, agreed with Randy," said Secretary/Treasurer Gary Grigg of Naples National Golf Club. "I think we're headed in the right direction."

Roberts was the lone dissenter and resigned from the board fol-

lowing the vote. In his letter of resignation, Roberts indicated he disagreed with the need for the study. He added that the proposed actions could jeopardize the board and association while subjecting the organization and certain individuals to lawsuits.

"I feel so strongly about this entire matter that I am resigning from a board of directors that I have served faithfully for over seven years," wrote the head superintendent at Lochmoor Club in Grosse Pointe Woods, Mich.

Nichols said he hired Andersen in March to evaluate the effectiveness and efficiency of association operations; complete a salary survey of 25 GCSAA staff positions (later reduced to the top three posts); identify underlying reasons for personnel turnover; and assess the organizational structure.

The most controversial recommendations appear to be in the administrative make-up. The newly proposed organizational chart suggests:

- eliminating the senior director of operations and senior director of communications positions;
- creating an accounting and finance department headed by a chief financial officer;
- developing a deputy chief executive officer post;
- consolidating the Communications (formerly headed by Ochs) and Publications departments (headed by Clay Loyd) and separating the Development Department;
- creating a Conference and Show Department to promote the International Golf Conference and Show, currently done by the Sales and Marketing Department; and
- adding a human resources manager whose personnel functions are currently performed by Director of Administration Patricia McCarthy.

"Recognizing the quality of our current staff, the board of directors will make an attempt to retain as much current staff as possible. However, there will be some position reassignments," Nichols wrote.

Roberts termed the reorganization "outrageous." Establishing chief financial officer and deputy chief executive officer positions, he wrote, would erode the authority and responsibilities of a chief executive officer (Schilling) who has performed those functions "admirably." It would also confuse lines of communication, he added.

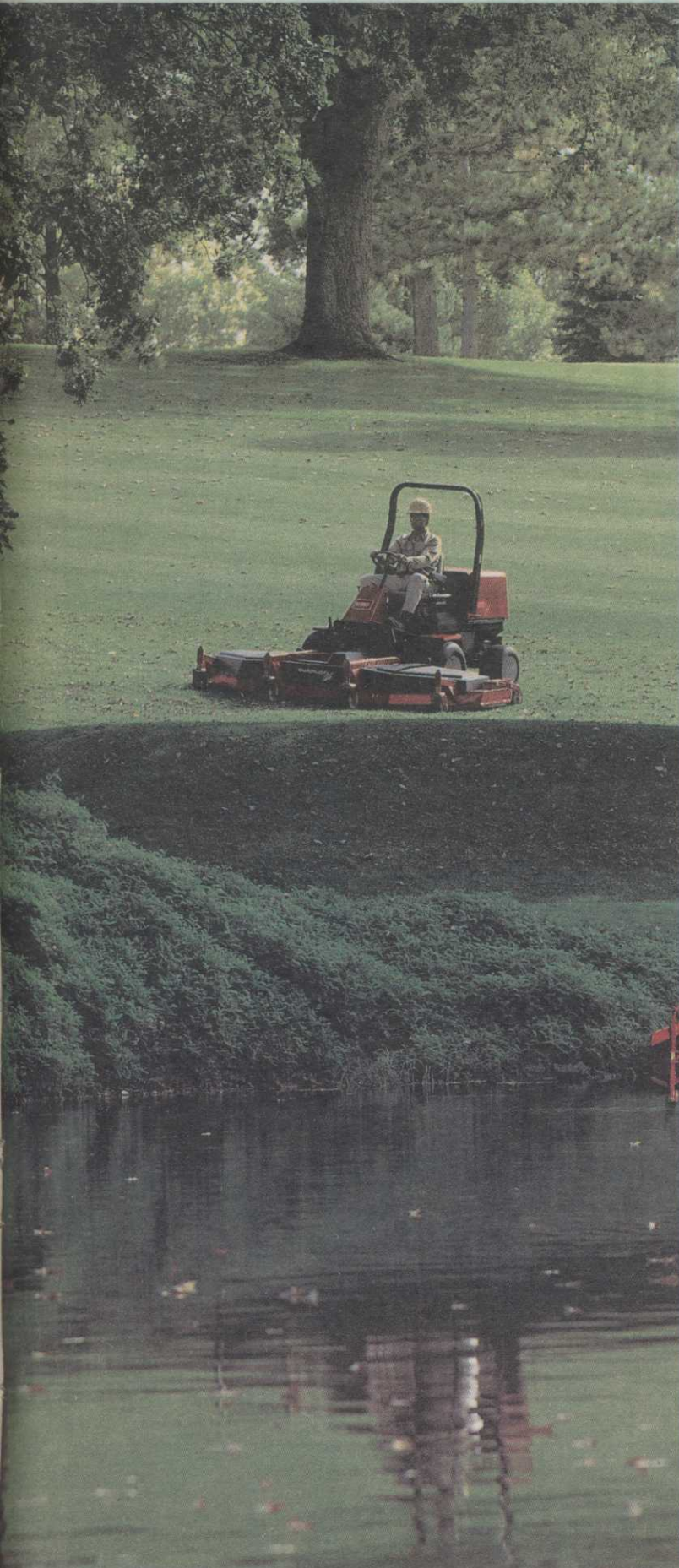
"Consequently, to implement the study places the chief executive officer in a mere figurehead position," Roberts wrote.

Nichols declined further comment about the reorganization until the situation is sorted out. Telephone calls to Roberts were not returned.

Andersen also found opportunities for improvement in operations, use of technology, staff training, and policy changes that would increase efficiency and staff morale.



Bill Roberts



Roughs can be beautiful.

And playable. If you've got

the time. Toro's

Groundsmaster® 455-D

cuts that time in half.

Because it's the first

rotary mower designed

specifically for golf course roughs.

Extremely maneuverable, it gives you a consistently superb quality of cut at higher heights. Even around trees, bunkers and other obstacles. That means you have more time to spend on other areas of your course.

It's one more way Toro has worked with golf

course superintendents

for well over half a

century. To provide

you with all the

precision engineered

tools you need.

Groundsmaster® 580-D.
16' cutting width
plus great moves. Also
available: compact, nimble
Groundsmaster 223-D.

Especially when the going gets rough.



Helping You Put Quality Into Play.™