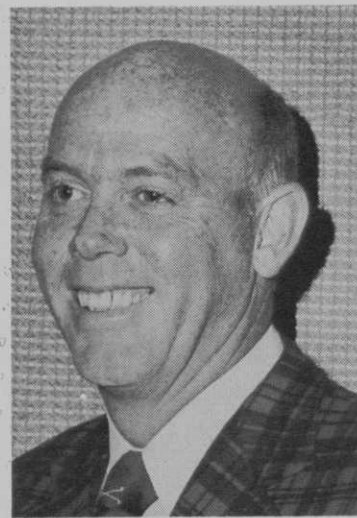

 GOLF BUSINESS
 ADVISORY BOARD

New members will add depth and breadth to editors' vision

Our editorial advisory board was first formed last year and was introduced in August in the first issue of the new-format GOLF BUSINESS. The original makeup of the board was six men each in the categories of **club manager, golf professional, and course superintendent**. These 18 golf businessmen have at various times been asked by the editors to comment and advise on the magazine's new size and format, the editorial content and mixture of articles and departments, research projects, and the first of a series of industry questions (see "Employment Practices Forum" in May GB).

We have realized in the intervening months, however, that these three categories did not entirely cover the golf business the way we wanted to cover it. With that in mind, we have expanded the board to include six new members in four new categories: **daily fee owners and operators, municipal course management, resort golf operation, and golf course design**. Fortunately, we have been able to once again obtain the services of top men in their respective fields. Here we introduce them to you, proudly, with a statement of some of their views of the golf business today.



Edwin B. Seay
Golf course architect
Ponte Vedra Beach, Fla.

"I began my professional career in the field of golf course architecture in 1964. Since that time I have actively participated in the design and construction of over 60 golf courses and residential development projects. On selected projects, both in the U.S. and abroad, I work in association with Arnold Palmer. My golf course projects presently cover 16 states, Japan, the British West Indies, Central America, Europe, Brazil, and Hawaii.

"There is a definite upswing in the building of new golf courses now versus the past several years. However, different types of courses are being built today. The private country club is no longer the front runner in new courses being designed and built. Municipal and semi-private are now more prevalent.

"State and federal grants are the primary reason for this change. Also, the tremendous development boom of the late sixties and early seventies was saturated during that period.

"Another area that is on the upswing today is the remodeling of existing courses through the addition of new holes, and I feel that this will continue for the next few years. Many clubs are now taking a close look at their existing facilities and are developing a master plan for future remodeling and expansion. The results of the master planning approach have been very successful and well received by many clubs.

"One final note: Courses in successful resort areas will continue to expand their existing facilities to meet the ever-increasing demand for more courses to play."



Steve Horrell
Manager
Singing Hills Country
Club & Lodge
El Cajon, Calif.

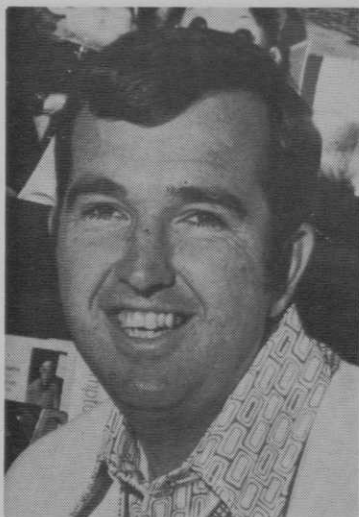
"I never played golf prior to graduation from Stanford in 1955. I started golf at Alondra Park Country Club, which was owned by the same partners as Singing Hills. After working as assistant manager at Singing Hills from 1956 to 1961, I became general manager in 1962 with my partner, Jerry Hollingsworth, then acquired interest in the club in 1968.

"Southern California courses have enjoyed one of the best years in history. The first three months of 1977 have set a fast pace for the coming year.

"It is my thought that this trend will continue for several years until existing courses reach what we may consider capacity. When we consider the children of the baby boom era are just now reaching the age when their time and financial means make golf available to them, the outlook for golf for the next 20 years should be very good.

"Assuming we retain a relatively stable economy and emphasis continues to be on leisure time, I feel golf will be in the mainstream of sporting activity.

"I'm sure every business is faced with the ever-increasing cost of doing business and meeting new regulations. My main concern is how much of that increased expense can be passed on to and accepted by the golfing population. Golfing has been and for several years will remain a sport bargain, when you consider that you pay \$8 to \$10 for a ticket to watch a football game for 2 hours, while for the same fee you can play golf for 4 hours."

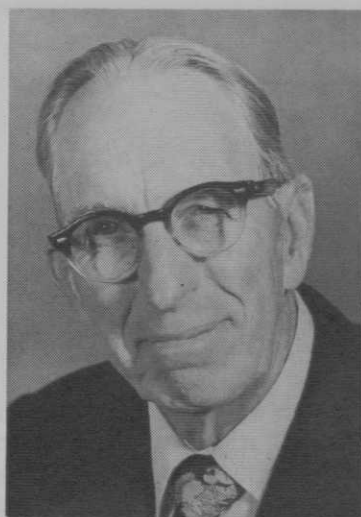
RESORT**Roger L. Maxwell**

Director of golf
Marriott Hotels
Scottsdale, Ariz.

"My position as director of golf involves the total coordination of golf activities for any Marriott hotel and resort. This includes staffing, purchasing, grounds, construction, membership programs, and merchandising. My main duties, however, revolve around the pro shops at the Camelback Inn & Country Club in Scottsdale and the Marriott's Lincolnshire Resort in near Chicago.

"The heart of our Camelback operation is the pro shop. We are running about 40,000 rounds of golf a year now, with an average of about 220 players a day during the winter months. That means I have a captive audience of 220 people a day moving through my pro shop. I take advantage of my guaranteed traffic, but I do so in a low-keyed subtle manner — by displays and by stocking a wide variety of colorful merchandise.

"For an 18-hole course, we probably have the largest volume of clothing sales of any pro shop in the entire country. We realize more revenue from clothing sales than we do from greens fees."

DAILY FEE**William E. Lyons**

Owner-operator
Lyons Den Golf
Canal Fulton, Ohio

"If you phone Lyons Den Golf and ask for Bill, my son Carlos will ask you 'Which one? Bill Jr., Bill III, or Old Bill?' But at age 70, I'm not ashamed of the 'Old' handle.

"At the close of the largest industrial Victory Garden program in 1945, I was assigned to Firestone's golf courses. There I watered two 18-hole courses with 300 gallons of water a minute. How? I tried to duplicate rain water after a summer thundershower. Adding a pound or so of urea to 300 gallons of water kept the turf as lush as four or five waterings without nitrogen.

"My Victory Garden secretary warned me, though, that as top management in big companies changes, the new executives weed out the old hands to hire in people whom they think will be more loyal to their thinking. Taking her advice to be prepared, my wife Lucile and I bought a small farm. I began digging ditches by hand in my spare time to build the first 9 holes at Lyons Den.

"Sometimes I only had enough money to buy 200 drain tile and haul them in a trailer behind the family car. It took me and my sons, as they became old enough, 10 years to open this popular 9 holes. Yet we opened it debt-free. Luck is a part of life's game, and we must be prepared for it.

"Attending turf conferences, field days, and good management seminars such as NAPGC workshops sparks one's enthusiasm and keeps one searching for knowledge. Every conference I attend is another brick of knowledge laid up on my turf wall, cemented together by new friendships."

MUNICIPAL**Phil Jackson**

Golf director
Los Angeles County
Los Angeles, Calif.

"My duties as golf director include directing the development, operation, and maintenance of the department's golf courses and facilities thereon; establishing county golf course policy for operation and play; insuring the proper care and use of golf course supplies and equipment; conferring and cooperating with community, civic, governmental, and professional groups in furthering the golf program and in maintaining public relations; the development of a long-range county golf program; and supervising the selection, training, and assignment of personnel.

"In short, I have the immediate responsibility for 18 golf courses in Los Angeles County.

"When President Eisenhower started playing golf and Arnold Palmer made his famous charges, the popularity of golf increased by leaps and bounds. It became one of the few participatory sports within the income bracket of all people.

"Leisure time today is not only available to the wealthy and middle class, but also to lower-income groups. Along with the raising of standards of living to afford paid recreation, leisure time has increased. With the increase of leisure time, municipal government's obligation to provide golfing facilities is greater today than ever. Forward-thinking municipalities have long recognized the need for public golf courses and, where possible, have provided golf courses for the public.

"In fact, municipal golf is an integral part of the golf industry today."

DAILY FEE**John R. Coghill, Jr.**

General manager
Silver Lake Country Club
Orland Park, Ill.

"Silver Lake is a family-owned, 45-hole golf club located in a suburb of Chicago. The three courses play at a total of 90,000 to 100,000 rounds per year, and our annual food and beverage sales are approximately \$400,000.

"I see an excellent future for golf, as long as we daily fee operators are willing to spend the time and money to develop a junior golf program to provide young people an access to and an interest in golf.

"Also, we in golf must be sure we can see the implications that limited petroleum resources will have on our sport. It is possible that recreational uses of petroleum products may be discouraged by our society, by restrictions or heavy taxes. If so, we must be able to convert most of our energy consumption to hours the utility has an excess generating capacity.

"Fortunately for our sport, we can shift our consumption to off hours by using electric golf cars and redesigning our electric irrigation system to limit our pumping to 'off-peak' hours — so even in a 'scarce-petroleum, energy-efficient' society, I can see an excellent future for golf."