new
from

"UNITIZED"
TEE STATION

Count 'Em Seven essential golfer services in one practical, eye-appealing, "unitized" package.

- Ball Washer
- Cigarette Holder and Ash Tray
- Towel
- Cleat Cleaner
- Ball Holder
- Data Plate
- Plus BUILT-IN WASTE RECEPTACLE

New unitized Tee Station is made of heavy gauge steel and aluminum. Easily accommodates existing ball washers. Weighs 38 lbs. Stands 54" high with ball washer. Available for pipe mounting or with portable base equipped with anchoring spikes. Built-in waste receptacle encourages neatness, keeps refuse out of rain and wind. Has gravity emptying feature.

Here's your chance to make a clean break from unsightly, cluttered, "hang-on" type tee stations.

Get all the facts on the new Tee Station from your "fired up" Lewis Line Dealer.

TRUSTED BY MANAGEMENT
PRAISED BY PLAYERS

Ball Washers/Cup Cutters
Flags/Poles/Cups
Rakes/Tee Markers
Practice Green Markers/Data Plates/Towels

CONTAINER
DEVELOPMENT
CORPORATION

4124 Montgomery
Watertown, Wisconsin 53094
414-261-4030

For more information circle number 196 on card
The golf car of tomorrow

The radical advance from today's plush models will be the adoption of the air-cushion principle.

It sits there hovering over the ground. It is suspended in the air like a helicopter, but there are no wings. It scurries along close to the grass like an automobile, but there are no wheels. It has a retractable bubble top so that the driver can ride in air-conditioning during the summer and warmth during the winter. In the cabin area, there is a television set, and also a bar and a telephone. It is a single-seater. The design is rounded and plastic and arcane like a flying saucer. This is the golf car of the future.

From the early 1950's, when the first golf cars were created out of remodeled Army jeeps and used on the flat, hard Texas courses, until today, when there are over 120,000 cars in operation, the manufacturers have dealt with three basic problems: safety, comfort and utility. The golf car business has profited from the golf boom of the last decade, but in many ways, it has helped to propagate that same boom. The golf car allows more people to play the game, especially women and senior golfers, and also helps to speed up play. The growth of the industry has ridden along hand in hand with the proliferation of resorts centered around and created for golf courses. One leader of the industry says that "a fleet of golf cars is one of the most reliable sources of income a golf course can have," and the Florida clubs have proved this to be an economic fact.

Up until now, the golf car designers have operated like Volkswagen —
style changes have been rare, with most of the innovations taking place internally. The immediate future does not look radically different, but certain factors point toward a completely new design in the hazy time some 30 or 40 years from today.

Safety has suddenly become an issue. Ralph Nader's attack on the automobile industry has made the golf car manufacturers conscious of the need to make their vehicles as safe as possible. Most injuries that happen in golf cars are usually the result of driver carelessness and unfamiliarity with the machine, but designers may eventually move to the wheel-less car whose ride will be smooth and safe on even the roughest terrain. The golf car of the future will not be faster than the present speed of 12-15 miles-per-hour, but as every golfer knows, "there are no sand traps in the air," and very few bumps or rocks either.

The future car will also be oriented to comfort and the golfer of 2000 A.D. will be spoiled even more than he is now. Suspension systems have improved with each new marketing of cars, and air propulsion will feather the ride even more. The air-conditioning units will probably be optional, because many golfers would not want to step form a chilly car into a sweltering summer day. But with a bar and television set, every golfer will be a Jackie Gleason. The telephone will probably mean the golf courses will become even a bigger place for business than it is now. And the poor doctors will be forever on call.

continued on page 100
Club or general manager?

*While the general manager concept offers the advantage of central control, many still prefer a triumvirate solution.*

By KEN EMERSON

Executive Director, National Club Association

Most golf club members can describe their club's services in considerable detail. They do less well when asked to outline the means by which this service is provided. In fact, unless they have served on a committee, the board of directors, or are regular patrons of the dining room or bar, many may not even recognize the man responsible for providing this service—the club manager.

The club manager has long been aware that, to his members, a pleasing personality is often more important than technical knowledge. They realize his presence is necessary to maintain order and continuity in the club's daily activities, but have little if any idea of what is actually involved. This lack of knowledge results in situations that are always confusing, frequently embarrassing, and sometimes destructive, both to the club and to its manager.

Perhaps the most confusing area in a club's member-manager relationship revolves around the degree and extent of the manager's authority. Just how much authority he should have—and how often he should use it—is a source of recurring discussion among club officers and is a sore spot even among managers themselves. Whether he is running the show, or is just another character in the cast, is a debate that has divided its participants into two camps: Those favoring a general manager and those supporting a triumvirate structure with authority placed equally in the hands of clubhouse manager, professional, and superintendent.

GOLFDOM welcomes contributions from any point of view on this controversial subject. These can be letters or articles up to 1,500 words in length. Writers' names can be held anonymous, if so desired. Send to Editor, GOLFDOM, 800 Second Avenue, New York, N.Y. 10017.

While there is some evidence of a growing trend towards the general manager style of operation, it is not our intention to support either. Rather, it would seem wise at this time to point out the advantages of both systems—and their shortcomings.

The success of either usually depends on the character of the club involved, the role it expects its manager to assume, and his ability to recognize and play that role and still manage effectively.

As defined by the late Col. Richard Dailey, who was general manager at The Army & Navy Country Club in Arlington, Va., a manager's prerogatives must, among other things, include the right to hire and fire his employees. By logical extension he therefore assumed that a "general manager" had the right to hire or fire any employee in the club.

Please note the term "right". It is not reasonable to assume that he will often, if ever, use the right when dealing with the executive staff, but it is having the right that makes the difference.

Obviously, before a club gives serious consideration to installing a general manager it must be sure in its own mind that

*continued on page 58*
More driving power . . .

Lower maintenance cost . . .

Proven dependability over years of rugged service . . .
is why more and more of the country's golf courses prefer
Trojan Mileage Master Electric golf cart batteries.

TROJAN BATTERY COMPANY

724 East 61st Street • Los Angeles, California 90001

For more information circle number 166 on card
No need any more to buy a pig in a poke when you buy a used golf car. Mr. Golf Car—your local Cushman Distributor—now has a Fairway Tested Used Car Program.

This means that the used cars he marks "Fairway Tested" have been tested, checked, approved and warranted. They are the cream of all used golf cars. They're the used golf cars you can trust. Each one is clearly marked with a special tag, and the warranty is spelled out in detail.

In used golf cars, as in all phases of the golf car business, Mr. Golf Car is far ahead of all the others. He sells, services, trades, rebuilds, and warehouses plenty of golf cars at all times. And day after day he advises men like you on how to get more
out of their cars, how to cut down on maintenance costs and how to improve performance on the course.

Whether you need one golf car or a fleet of fifty, see Mr. Golf Car first. Since Cushman is by far the nation’s most popular golf car, he’s the only man that most people need to see at all.

If you don’t know Mr. Golf Car, write us direct and we’ll introduce you to him.
NOW, TOP PRO SHIRTS
JOIN TOP PRO® SOCKS

NEW this season . . .
Kangaroo golf shirts by TOP PRO.
Knit of cool, combed cotton . . .
free-swinging comfort . . .
smart new colors.

Sell . . . with America's
great new family of
PREMIER GOLF SOCKS.
FOUND ONLY IN PRO SHOPS

NATIONALLY DISTRIBUTED BY
GreenTee
Associates, Inc.
309 5th Ave., New York, N.Y.

For more information circle number 195 on card

CLUB MANAGER
continued from page 54

it is prepared to give him this authority
and its wholehearted support when the
need to exert that authority is required.
It must be ready to uphold his decisions
in the face of member complaints and
committee opposition, for he will be sub-
jected to both.

Once a club has made a decision to de-
egate this authority it must then find a
man with the necessary knowledge, ded-
ication, and ability to assume it.

As with any other diversified business,
this knowledge must include a working
acquaintance with all the club's depart-
ments and his ability to manage people
must extend beyond staff, members and
committees to include two people who are
sensitive experts in their own right—
the professional and superintendent.

Such skills do not come cheaply either
to the club, or to the general manager.
The price he has paid in time and ex-
perience is high and his salary will be
commensurate. But if a club has made
the decision, and can pay the bill, it can
reap a harvest of benefits: improved
services, better communications and a
closer coordination between more efficient-
ly operated departments. All the econom-
ies and advantages of a centralized man-
agement, in fact.

However, it is this very centralization
that alienates the system's detractors. All
too often, they say, the members are left
out of important decisions, business be-
comes an end rather than a means, and in-
stead of the club imprinting its image on
the manager, the reverse becomes true.
The result, say the critics, is that the mem-
bership loses interest in the club, which
then becomes simply another golf course
with restaurant attached.

Those opposed to the idea of placing
the entire club operation under the direc-
tion of one man promote the "triumvir-
ate" concept of club management. The
proponents of this system maintain that
the most efficient way to operate a club is
to divide it into three logical divisions
continued on page 60
Save your horse, Paul...AZAK® was used!

Apply Azak® pre-emergence herbicide to established turf while crabgrass seeds still are sleeping, and not even Paul Revere could arouse them. Azak penetrates the seeds when germination begins, and stops initial growth. Nonleaching, one application lasts through the germination period.

Azak is economical. A 12.5-lb. bag of wettable powder covers one acre, or 43,560 sq. ft. Azak is safe for established lawn and other ornamental turf. And, Azak is low in toxicity to warm-blooded animals and is practically odorless.

Produced as an 80% wettable powder (Azak 80-WP), it can be sprayed in conventional equipment. Azak is formulated as a granular product for use in mechanical spreaders. It is also combined with other pesticides and fertilizers for multi-purpose products.

AND USE NITROFORM® TO FEED TURF

Nitroform® slow-release ureaform feeds turf and solves storage problems, too. Unlike low-analysis organic fertilizers, Nitroform contains 38% nitrogen. Stored in the soil, it doesn't leach away, but goes to work when turf and plants need nourishment. Nitroform is available as granular Blue Chip® for conventional spreading, and as Powder Blue® for spray application. And, it won't burn when applied as recommended.

HERCULES TURF AND HORTICULTURAL PRODUCTS

For further information write: Turf & Horticultural Products, Synthetics Dept., Hercules Incorporated, Wilmington, Del. 19899, or contact these sales offices:

Boston, Massachusetts • Brownsville, Texas • Chicago (Oak Brook), Illinois • Dallas, Texas • Fresno, California • Greenville, Mississippi • Louisiana, Missouri • Montgomery, Alabama • Orlando, Florida • Phoenix, Arizona • Raleigh, North Carolina • San Francisco, California

For more information circle number 153 on card
and put each under the direction of its own specialist: the club manager, the professional, and the superintendent.

The club manager, they say, (and many managers will agree) has quite enough to do inside the clubhouse without having to worry about grounds, greens, and golf activities. In support of their theory they point out that 90% of the golf clubs in the country are operated in this manner.

While this is true, it must be noted that the success of the system still depends on at least some degree of centralization. There must be a final coordinating authority if the three departments are not to conflict. In the normal course of events, this authority is usually held by the club manager. Because of his supervision over budgets and programs he is generally in a better position to provide leadership. In fact it is quite probable that many club managers can, if they wish, exercise most of the authority of a general manager, though they neither have nor want the title.

When the triumvirate can establish a close working relationship, resulting in coordination with a minimum of control from the clubhouse, the system represents club management at its best. When it is subjected to the strains of a clash or personality within the triumvirate—as when a new manager attempts to overrule an old entrenched professional or greens superintendent—or when it permits itself to be influenced by a strong club officer or committee, total confusion can result.

When a manager, willingly or unwillingly, relinquishes his authority to manage he very quickly discovers that there is a third way to operate the club: management by committee. Confusion is a normal end product.

While a strong chairman or officer may be able to hold off the trouble for a time,