Some 46 summers have passed since the founder of the company, Harvey S. Firestone, first determined that a site on the southwest side of Akron would be established as an additional recreation area for his employees, and despite all its publicity from the pro tour, the club has essentially retained that purpose to the present day.

Firestone, which will host the 57th PGA Championship this August, entertains a golfing membership of 800 employees and their families, and 38 memberships to non-
during a year. "I work for businessmen. Every time I want to buy something, I have to prove the worth of the purchase. There is a lot of red tape and I have to work with cost accountants, but I think there is a tremendous amount of good rapport among the entire management here," Doug remarked.

A vital part of the Firestone team is its head pro, tour player Nichols. He is an extension of the corporate public relations philosophy on the tour, but Bobby also plays an integral part of the running of the pro shop and the golf car concession. During peak season, the shop employs a staff of 14, and Brubaker emphasized that Nichols is totally responsible for the shop and the golf cars. Firestone has a fleet of 85 cars, and Nichols is in complete control to purchase. His father Owen, a former pro, is in charge of maintenance of the cars. Assistant pro Paul Lorzoren handles the running of the pro shop.

The most critical department at "Plant No. 3" revolves around a complex of white buildings no more than 100 yards from the clubhouse. This is the base of operations of superintendent Peter Miller.

"I don't always agree with the corporate approach, but I am convinced this is the only way to run a country club," Miller said. "I have had problems here, but they have not been because of Firestone. There are many good things about our affiliation. For one, we have a five-year plan for improvements that we operate on. This way, there is always something in the works, and there is always planned improvement taking place. It is not a hit-and-miss thing.

"We have progressive equipment replacement also, and this is a great help," he said. "And most country clubs do not operate with purchase orders for buying. This is a much more efficient system. And of course, I have a union to organize my men."

Miller said that although the corporate structure helps organization, there are also times when he looks at other more loosely run clubs, and sees some of the things they can do and he can't. Then he regrets that Firestone in some areas is not flexible enough for some little things that make clubs better.

"Because we have a union for my staff, I used to be bitter about how high the wages are I have to pay," Miller said, "but it delineates the help much better and we run much more efficiently because everything is laid out in advance." He said the club is run on an eight-hour day, something many superintendents across the country might find hard to believe. "It is all a matter of scheduling," he said, "and more clubs could do it. There is no reason for 16 and 18 hour days and overtime that goes along with it."

He said he hires no help under 18, and nobody that works less than 40 hours a week. When March 15 rolls around, Miller knows exactly who will be working, how many people he will have on his staff, and what their capabilities are. He has 18 people coming back from last year's summer staff.

Brubaker: "Firestone takes great pride in what it does, and this course is a showpiece for us. The course is manicured better than most courses because of this. If we are going to invite people here for tournaments and be on television, we have to keep a quality image."

Good: "I work for businessmen. Every time I want to buy something, I have to prove the worth of purchase. There is a lot of red tape and I have to work with cost accountants, but I think there is a tremendous amount of good rapport among the entire management here."

"I suppose the corporate Firestone touches my operation all the way through at every point," Miller said. "But I am trying more and more to work through Doug Good as general manager. We deal with Firestone's engineering department quite extensively, and we use their purchasing department also. These services they can provide make things a lot easier at times."

Miller said his department is run as a part of the corporate Firestone as a whole, and that many people think this means he has an unlimited budget to work with. He said this impression is given because Firestone is so large. "There are some areas where Firestone has seen fit to extend beyond what a normal country club would do in the same situation, situations where I do not have to be held to a strict budget," Miller said. "But on the whole, this is run as a big business in the true sense, and the bottom line is important, very important."

One area of the corporate structure that is another great aid to Miller is that he is always dealing with the same corporate people come budget and other times. Selling projects and programs to people who have dealt with him for years is much easier than the job another superintendent might have selling his programs to a club committee that rotates every year or two.

"Let's face it," Miller said, "this club is a showcase for Firestone. We have the basics that every club has, but we also have the ability to add the fine taste and touches that make the club the showcase that it is. They cost more, but it means that much to Firestone."

Run like a corporation, treated like an investment and viewed as an asset, Firestone is probably the premier course of big business in golf business.
This season, as usual, more Harley-Davidson golf cars will be driving on more golf courses than any other make in the world. For example, Diamondhead Corporation is the owner and operator of the largest fleet of Harley-Davidson golf cars in the world. Why Harley-Davidson? Because they're so good-looking? And so dependable? And so quiet? Of course. But there's more. Our 4-wheel cars, for example, have independent front wheel suspension, mounted on trailing arms. And coil spring shocks. The rear wheels? Coil springs, hydraulic dampers, torsional stabilizer.

Both our four-wheel and three-wheel models deliver sharp, effortless steering. With tiller bar or steering wheel. And all Harley-Davidson golf cars are protected by molded rubber bumpers in the rear. Four-wheel cars also have heavy duty front bumpers while the three-wheel models employ chrome tubular steel front bumpers.

Did we say quiet? Our gasoline cars are quieter than a voice in normal conversation.

Another nice thing. Our electric cars will run longer between charges. (Because they use less power at low speeds.) Four-wheel, three-wheel. Gas or electric. Harley-Davidson golf cars are the champions. By popular vote. Naturally, we'd be happy to meet you at the nineteenth hole. And show you our scorecard.

AMF Harley-Davidson
Milwaukee, Wisconsin 53201
### ALABAMA

- Riverview Golf Course
- West Point Mfg. Co.
- Riverview, Ala. 36872
- Reg. 9 Private
- Goodyear Golf Club, Inc.
- 464 Goodyear Ave.
- Gadsden, Ala. 35901
- Reg. 18 Private
- Gulf Steel YMCA Golf Course
- Alabama City Station
- Gadsden, Ala. 35904
- Reg. 18 Private
- Vanity Fair Foundation Golf Course
- P.O. Box 531
- Montrose, Ala. 36460
- Reg. 9 Private
- Coosa Pines Golf Course
- Coosa River Newsprint Division
- Coosa Pines, Ala. 35044
- Reg. 9 Private

### ARIZONA

- Cobra Valley Country Club
- Drawer N
- Claypool, Arizona 85532
- Reg. 9 Private
- Longhills Golf Club
- Box 369
- Benson, Arizona 72051

### ARKANSAS

- Wilson Golf Course
- Wilson, Arkansas 72395
- Reg. 8 Private

### CALIFORNIA

- Montclair Golf Course
- 2477 Monterey Blvd.
- Oakland, Calif. 94611
- Par-3 9 Daily Fee
- Bakersfield Public Golf Course
- 1119 Watts Drive
- Bakersfield, Calif. 93307
- Reg. 18 Daily Fee
- Monterey Park Golf Course
- 1600 Person Rd.
- Monterey Park, Calif. 93940
- Mesa Verde Country Club
- 3000 Clubhouse Road
- Costa Mesa, Calif. 92626
- Reg. 27 Private
- Glen Avon Golf Course
- 4545 Pedley Road
- Riverside, Calif. 92509
- Par-3 18 Daily Fee
- Troma Golf Club
- P.O. Box 303
- Troma, Calif. 93052
- Reg. 18 Private
- McCord Golf Course
- P.O. Box 346
- McCord, Calif. 96057
- Reg. 9 Daily Fee

### COLORADO

- Woodmoor Country Club
- Box X
- Monument, Colorado 80132
- Reg. 27 Daily Fee

### DELAWARE

- Hercules Country Club
- Hercules Road
- Wilmington, Delaware 19808
- Reg. 27 Private
- Louviers Golf Course
- Newark, Delaware 19711
- Reg. 18 Private
- Seaford Golf & Country Club
- Seaford, Delaware 19973
- Reg. 9 Private

### FLORIDA

- Monsanto Employees Golf Association
- Box 1507
- Pensacola, Florida 32560
- Reg. 18 Private
- St. Regis Golf Course
- P.O. Box 87
- Cantonment, Florida 32533
- Reg. 18 Private
- Dodgertown Golf Club
- P.O. Box 430
- Vero Beach, Florida 32960
- Reg. 9 Daily Fee
- Walt Disney World Golf Course
- P.O. Box 4
- Lake Buena Vista, Florida 32830
- Reg. 54 Daily Fee
- Pelham Biltmore Hotel & Golf Club
- Clearwater, Florida 33757
- Reg. 36 Private
- International Min & Chem Golf Course
- Rt. 37
- Mulberry, Florida 33860
- Reg. 9 Private

### GEORGIA

- Mary Calder Golf Club
- P.O. Box 570
- Savannah, Georgia 31402
- Reg. 9 Private
- Crescent Lake Golf Course
- Attapulgus, Georgia 31715
- Reg. 9 Private
- Kraftman's Golf Club
- Turner Bend Road
- Rome, Georgia 30161
- Reg. 9 Private
- J. P. Stevens & Company Golf Course
- c/o J. P. Stevens Co.
- Dublin, Georgia 30120
- Reg. 18 Private
- Green Island Golf Course
- P.O. Box 4113
- Columbus, Georgia 31904
- Reg. 18 Private
- Porterdale Golf Course
- Box 392
- Porterdale, Georgia 30270
- Reg. 18 Private
- Goodyear Employees Golf Course
- Rockmart, Georgia 30153
- Reg. 9-hole Private

### IOWA

- Sloan Community Recreation Association
- Sloan, Iowa 51055
- Reg. 9 Private

### KANSAS

- Happy Hunting Golf Club
- 1202 W. 71st Street
- Lenexa, Kansas 66216
- Executive 9 Private
- Skyview Golf Course
- 2744 George Washington Blvd.
- Wichita, Kansas 67210
- Reg. 9 Private

### KENTUCKY

- Lynch Country Club
- P.O. Box 155
- Cumberland, Ky. 40823
- Par-3 9 Private
- Stover Golf Course
- Stearns, Ky. 42657
- Reg. 9 Daily Fee

### LOUISIANA

- Port Sulphur Golf Course
- c/o Freepoint Sulphur Co.
- Port Sulphur, Louisiana 70373
- Reg. 9 Private
- Springhill Country Club
- P.O. Box 291
- Springhill, Louisiana 71075
- Reg. 9-hole Private

### MARYLAND

- Sparrow Point Country Club
- 1648 Wise Street
- Baltimore, Maryland 21219
- Reg. 27 Private
- Brantwood Golf Club
- Chesapeake City Rd. Rt. 213
- Elkton, Maryland 21921
- Reg. 18 Daily Fee

### MASSACHUSETTS

- General Electric Golf Course
- 501 Crane Avenue
- Pittsfield, Mass. 01201
- Reg. 9 Private

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Aica Oahu, Hawaii 96701
Reg. 18 Daily Fee

IILLINOIS

- Par-3 Golf
- 2505 S. Neil Street
- Champaign, Illinois 61820
- Par-3 27 Daily Fee
- Anets Golf Course
- Northbrook, Illinois 60062
- Par-3 9 Private

INDIANA

- Brookway Golf Association
- Brookside Road
- Lapel, Indiana 46051
- Killbuck Golf Course
- Rt. 2 Box 269
- Anderson, Indiana 46011
- Reg. 18 Private
- Indiana Farm Bureau Co-op
- P.O. Box 227
- Mt. Vernon, Indiana 47620
- Reg. 9-hole Private

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MASSACHUSETTS

- General Electric Golf Course
- 501 Crane Avenue
- Pittsfield, Mass. 01201
- Reg. 9 Private
We want you to meet the new, 1974 Greens King.

Just like the rest of us Jacobsen Distributors, Joe Holman (of Lawn & Golf Supply Co. in Phoenixville, Pa.) is pretty excited about the all new version of the famous Greens King.

It still does the job of 3 or 4 men with hand mowers. It can still cut 18 greens in about 4 hours. And now more than ever, it's still the champ.

It even looks like a champ. Take the new, sleek ground-hugging design. Just because the Greens King is rugged doesn't mean it can't be handsome.

The mowing units can now be operated individually, or in any combination, by simply moving levers on the control panel. Then there's the new transmission that gives 3 forward speeds as well as one reverse. Which means faster transport between greens.

And the husky 14 HP engine runs smoother and more quietly. Rubber mountings and a new muffler see to that. The hour meter is standard. As is the new, cushy adjustable seat and the new style tires. There's even a brand new steering mechanism with a nifty new steering wheel for tighter turning and easier control.

If you're at all interested in seeing how you can have beautifully mowed greens by using less manpower while doing the mowing faster, we'd like to tell you all about the new Greens King. In fact, we'll even take you out for a ride in one of them.

Once you've met the 1974 Greens King, you may never be satisfied with anything else again.

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Before we sell it, we buy it.
If 95% of all major golf tournaments, and the PGA, selected us to make their official crests, maybe they know something you should.

Gold Crest is the world's first name in crested products. Handmade, 3-dimensional gold and/or silver bullion crests. New PermaStamp bag tags. Blazers and sweaters. Tournament awards, prizes, and great golf gifts. Send for our free catalog.

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(213) 877-2665  Cable: CRESTOGOLD
Caught up in the rebate atmosphere of the Motor City, a suburban Detroit club manufacturer has put his own product into the discount sweepstakes and the experiment might get the equipment industry thinking.

Thad Gutowski wears several hats as the founder, president, advertising executive and treasurer of Falcon Golf, a family operation from its inception almost four years ago. Looking at his company as a Detroit-based firm, Gutowski thought it was high time that he stimulated the local economy with a rebate program for his own line.

Simply, Falcon’s program allows anyone who has purchased a 1975 American-made car until April 1 to get a $200 rebate on a standard-type club set that Gutowski says will fit about 85 percent of the golfers in the country. Normal retail price for the 9&4 is $462.

Kicking off the program the third week in January, Gutowski prepared a modest news release for the local press and before he knew it, he was on the Jan. 24 edition of the ABC-TV Evening News.

“The release went out to the media around Detroit and a couple days later the Associated Press and United Press picked up on the program and fed it to every newspaper in the country.

“Not too long after that, a reporter from ABC in Chicago calls up and says they’re going to send a film crew up here,” Gutowski told GOLFDOM from his Ferndale, Mich., office.

Before he realized what hit him, 25 million people all over the country were wondering about the rebate and its specifics. Inquiries arrived quickly and still are, so Gutowski spent $5,000 on a promotional brochure.

Immediate reaction came from several Detroit-area auto dealers, who are using Falcon clubs as an additional inducement to get people to buy cars. Several of the dealers put the clubs right in the showroom, pointing to the rebate and how the golfer can save even more money.

Gutowski admits that the rebate can and will work for him, but doesn’t feel that it would be feasible for the majors in the industry. “A relatively small producer can handle one of these deals, but for a larger company, it might not be as appropriate. Future pricing of products could be hurt.

“The car manufacturers think they can shut their programs off anytime. I don’t think it’ll be that easy. If the economy stays the same, people will just stop buying and play a waiting game, thinking the manufacturers will reinstate the rebate,” Gutowski noted.

To Gutowski, golf clubs come into the realm of discretionary spending and the point is best illustrated in a time of economic uncertainty. A golfer will keep his clubs another year instead of buying new ones.

Another side of the possible rebate program is how it would affect the pro. For Falcon, which does a lot of its business through the mail and has few national distributors, the rebate program can work. But for a larger manufacturer, who relies so much on the pro to market their products, things might not run so smoothly.

With pricing policies the way they are now, if rebates went into effect for major manufacturers, the pro would or could be cut out of the profit scheme all together. If a $450 set of clubs was slashed to half price by an equipment company, the pro’s ability to make a profit would suffer substantially or evaporate.
The Changing
Of The Guard

by Robert M. Williams
Superintendent
Bob O'Link Golf Club
Highland Park, Illinois

Today's superintendent is better qualified, more talented, more articulate, more efficient and produces better results than ever before. But his club cannot afford to pay him what he is worth.

Part of the reason for this is that times and trends are changing. First, the superintendent is much younger. There are only a handful of active superintendents today who are 60 or older. In fact, there are relatively few in their 40s or 50s. Most are in the 25 to 35 age bracket.

Next, today's superintendent has a better technical and general education. The majority of the "new breed" are graduates of university programs such as Penn State, Michigan State, Purdue, Rutgers and others. In addition to these fine programs, many community colleges are getting more active in turfgrass management training. In line with his better education, today's superintendent is demonstrating better business management practices and executive ability. More records are being kept, more attention is given to costs, budgeting and prudent purchasing.

We also find today's superintendent doing a much better job of communication, both with his fellow superintendents and with his club officials and the golfers.

Let us look at the salary scale. Salaries are barely keeping up with the rate of inflation. With an annual inflation rate of over five percent in recent years, salary levels should have about doubled in the past 15 years, just to keep abreast and with no allowance for merit raises. I recall a salary survey made in about 1960. It found at that time that the range of superintendents in our area was from $10,000 to $18,000, with a median of about $12,000. Today, 15 years later, my sampling of the same superintendents indicates we are generally in the $15,000 to $30,000 bracket with a median of about $20,000.

Quite a number of superintendents are now engaged in outside business ventures such as landscaping to supplement their income. Most of the superintendents I know that do this do so with the approval of their clubs and officials.

In addition to the salary situation, fringe benefits have not kept pace over the years. For instance, surprisingly few clubs have retirement programs. I believe we have to place a good deal of the blame here on ourselves, along with the club managers and the club pros. We have not done a good enough job of selling the need for programs of retirement, medical benefits, hospitalization, life insurance, business expenses, transportation, etc.

We must also take note of the decisions being made by our clubs when they find it necessary to replace their superintendents. Generally speaking, clubs are bypassing consideration of experienced superintendents in favor of young relative newcomers to the profession. This indicates that club officials are attempting to save dollars. Personally, I am pleased to see these young men being placed in responsible positions for their own personal welfare, but at the same time I am concerned by the fact that some clubs are paying more attention to the price of a new superintendent, than they are towards his qualifications and proven ability.

Perhaps the most significant factor affecting the superintendent's position today is the state of the economy. Membership waiting lists are shrinking or wanting. Dues and costs are up, business expenses have been curtailed, the stock market is down and all of these factors hurt club activity and income. Undoubtedly we will see more belt-tightening by the clubs for this year and possibly even longer.

As we look into the future of our profession, we have to be aware of the old factor of supply and demand. Are we training enough or too many new men for the field? The National Golf Foundation tells us that we constructing about 200 new courses a year, at this time, which is a slowdown compared to the average for the last 10 years. Not all of these would require new superintendents because some are additions to existing facilities. In addition to new positions at new courses, we will have to replace those superintendents who leave the profession. Based on GCSAA figures, a projection of the entire field would mean a loss of some 120 men annually. So, between the new jobs and the replacements, we would estimate a demand for about 350 new superintendents a year.

How many new men are we training? Dr. William Daniel of Purdue University recently said that he surveyed 56 schools and came up with a total enrollment of about 1,160 turfgrass students, with 445 graduates last June. Some of these students will end up as commercial representatives, researchers and teachers. Some others will leave the profession. Also, we will have additional men who will come into the field without formal university training. All in all, it appears we are currently training about 500 men annually for about 300 to 500 jobs.

It seems to me that we are just about keeping pace with supply and demand at this time. However, the GCSAA and the schools will need to keep up a liaison so graduating students will not be disappointed in job opportunities. The GCSAA scholarship program has been active in providing funds to encourage and assist students in turfgrass management, about $20,000 a year. Here too, prudent planning for the future is definitely needed.

In summary, I believe we must keep alert to changing times and make adjustments accordingly. Additionally, industry and research has played a terrific role in upgrading our profession and maintenance standards for golfers. The sophistication of our modern tools, particularly automatic irrigation and mowers, has given us a whole new ballgame. Advancement in research is also developing new horizons in the use of chemical controls for plant growth.


Philadelphia Section PGA Annual Spring Meeting and Golf Show, Cherry Hill Inn, Cherry Hill, N.J., April 7.


Sporting Goods Assn. Annual Meeting, including golf ball and club manufacturers, Cerromar Beach Hotel, Dorado Beach, Puerto Rico, April 20-23.

29th Annual Southeastern Turfgrass Conference, Univ. of Georgia Coastal Plain Experiment Station and Rural Development Center, Tifton, Ga., April 21-22.

Arizona Turfgrass Equipment and Materials Show, Scottsdale Hilton Hotel, April 23.


National Restaurant Assn. Restaurant, Hotel/Motel Show, McCormick Place, Chicago, May 18-21.

National Golf Foundation Teacher Seminar, Longwood College, Farmville, Va., June 22-27.


Illinois Turf Foundation Field Day, Univ. of Illinois, Urbana, Sept. 16.


PGA Teaching Seminar, Torrey Pines Golf Course, La Jolla, Calif., with Eddie Merrins and Dr. Gary Wiren, Oct. 6-9.


PGA Teaching Seminar, Meadowbrook Country Club, St. Louis, Mo., with James Flick and Harvey Penick, Oct. 20-23.

Sixth Annual Georgia Golf Course Superintendents/Univ. of Georgia Turfgrass Short Course, Center for Continuing Education, Univ. of Georgia, Athens, Nov. 3-4.

PGA Club Repair Seminar, Denver, with Hubby Habjan, Nov. 10-13.

PGA Club Repair Seminar, Los Angeles, with Irv Schloss, Nov. 17-20.


47th GCSAA International Turfgrass Conference and Show, Minneapolis Auditorium and Convention Hall, Minneapolis, Minn., Feb. 8-13, 1976.

NEW DEAL IN ORLANDO

There was interest in business at Orlando. Above the aisles are crammed with buying pros in the softgoods area of the show at Disney World's Contemporary Hotel. Buyers take a long look at the merchandise near George Cook's display, above. Cook representatives noted that sales at the show were up, but individually, orders were smaller. Ed Manley of E. J. Manley talks it over with a customer, above right. Manley highlighted a coordinate set of seven navy/white pieces that the golfer can turn into 18 different outfits. Additional color range was offered in pastels, camel, grey, burgundy or hunter green. At right, David Smith's Joe Lombardi works on an account. Long lines were the case all show long at the PGA's registration room. Show officials tallied attendance at 8,506 for all present.

On the fifth day, the pros rested. After four days of walking around the crowded aisles of Disney World's Contemporary Hotel, the participants at last January's PGA Merchandise Show took a big breath and hit the airport.

It was a new experience for the pros at Orlando, as the show went indoors. There was some confusion on the first two days on where exhibitors were and how to get to them, but with relative swiftness the show's roughest edge was ironed out.

Despite the gloomy economy and a downturn in sales in a variety of industries, golf business looked healthy in Florida. Most companies had orders up from their '74 show business and several passed these marks after the second day on the floor.

A record 226 exhibitors arrived at Orlando to show their wares, but even with that high, the PGA had to turn down 30 other would be exhibitors for lack of space. As expected the lure of the Magic Kingdom brought pros out in the largest attendance ever in the event's 17-year history. Assistant show director Connie Madsen quoted total attendance figures at 8,506 for the run.

There were pros that had praise for the show setup and those that complained about it. Wally Phillips, president of the Golf Manufacturers and Distributors Association, lauded the cooperation that exhibitors got from the PGA and its coordinating committee in keeping up with developing problems during the event.

Even with all the "good" reviews that Disney World got, there was no indication from the PGA that the show would be there next year. General opinion prevailing the show was that the PGA might look for another site though, since the novelty of the Orlando location might push attendance down in '76.

Despite all the interaction of the exhibitors to drum up business, the main principles at Orlando were the pros. GOLFDOM talked with several to get their re-