

**"SEX, THE GENERAL MANAGER CONCEPT
AND OTHER NIGHT-TIME ACTIVITIES"**

Editorial by Robert Siebert, Supt. - Naperville C.C.

You might ask what these three topics have in common and the answer is relatively simple, as Golf Course Superintendents we are involved or will be affected by each of the above activities, with some more enjoyable than the others. Since I will assume that the majority of Superintendents have experience in at least two of the above mentioned areas, I will limit my remarks to the General Manager Concept. Recently there have been many pro and con articles concerning this topic (even the G.C.S.A.A. had a speaker at Portland, God only knows why, that told us all about wearing suits and ties to work) however, I will attempt to identify the cause of these movements and describe a possible alternative.

Our first task is to properly define and describe the position of the General Manager. Ideally this function or so we are told, is to "coordinate" the departments that are necessary to operate a private country club. The key question now becomes one of defining and understanding this work "coordinate". There seems little need to coordinate the price of a golf ball with a steak dinner or the position of a pin placement or the amount of fertilizer to be applied on the fairways. These activities are all operational decisions that lie within the realm of each departmental manager (Golf Pro, Clubhouse Manager and Golf Course Superintendent) and not a "Coordination" problem for a General Manager.

Now we must ask why this concept of management has come into existence at private clubs since the three major operational departments only common thread is the membership. I feel that the cause lies with the Board of Directors of private clubs who seem unable to direct their attention at policy decisions, and instead engage themselves with normal operating decisions which are rightfully the responsibility of the department heads. Some Boards are willing to delegate responsibility but unable to relinquish the proper authority to carry out the objectives. Board members seem more interested in the price of a hamburger than the question of where the club will be five or ten years from today. The "General Manager" is therefore created by the Board to maintain control (not coordinate) over the various departments, however in this capacity he is doomed since his only function is to act as a "whipping-boy" and then the efficiency of the club's management is not increased but conflict and resentment are propagated.

As the publicly held corporations have separated ownership from daily management, so too the clubs must support this concept if they wish to maintain efficient operations but more important if they wish to retain qualified personnel. In other words there must be a proper balance between responsibility and authority. Just as General Motors stockholders cannot expect to dictate the methods of automobile production so too club membership should not dictate daily operations but evaluate yearly progression.

We now come to the task of establishing a program to improve the situation under which the Board of Directors operates. It is almost frightful to realize that doctors, salesmen, a low handicap golfer or a dentist are making financial and legal decisions that affect the employment and welfare of one hundred employees and hundreds of members at each club. I am suggesting that three individuals that are not club members be nominated to the Board with one being a lawyer, one a banker and the third a professional continued on page 16 ...

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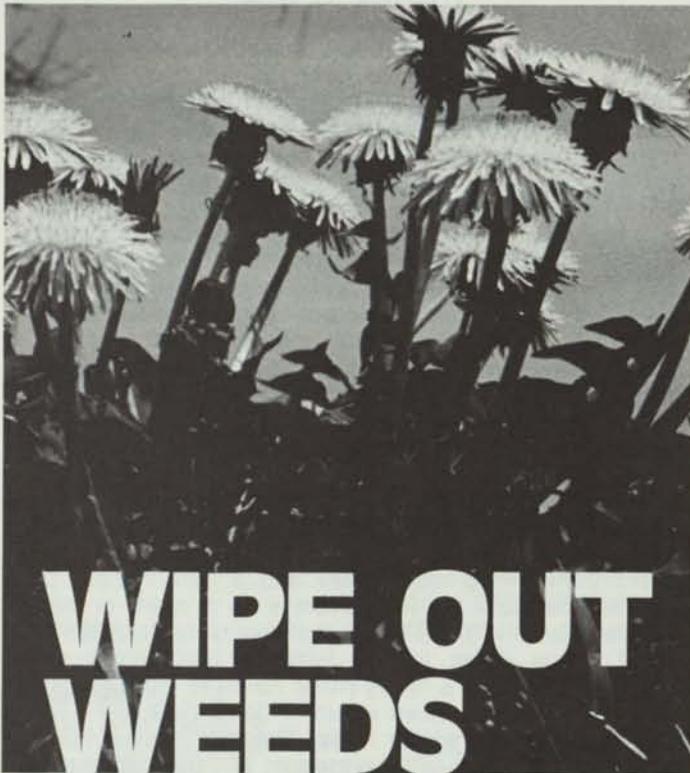
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**By Stanley Rachesky
Entomologist - University of Illinois**

Here's an organic insect control method too good to be true. Try spraying your ornamentals this summer with bug juice to protect them against insect pests. This method of insect control is being tested in various areas of the country. As of now, no one really knows whether the method will work against all types of insect pests, but it **appears** to have worked against some insect species.

A farmer in Archer, Florida, using conventional insecticides to protect his crops of peanuts and soybeans recently tried a simple method of dealing with his insect enemies. The method is this — the farmer goes into his fields and collects a cup or two of the insects that are damaging his crops. He puts them in a blender with some water, strains the results, dilutes it, and sprays it on his fields. He claims that this method has been so successful for the past two years that he didn't even have to spray his crops the third year.

There are three possible reasons why organic gardeners say that this method will work:

- 1) Pathogen-activation. Disease pathogens (germs) present in natural insect populations are possibly activated when placed in solution. When spraying your plants these pathogens somehow start a disease epidemic within the insect population.
- 2) Another reason could be that the odor of ground-up bugs attract the insects or parasites that will feed on the harmful insects.
- 3) The third reason could be that the insects distress pheromones (substances that trigger specific behavior patterns in insects) are released when the pest insects are liquified in the blender. These pheromones act as a repellent to drive away the pests.

Want to try it this summer? Here's what to do. Check your shrubs, turf, etc., and assess the damage. If it appears that the insects will destroy your planting, it's time to act. About 12 ounces will cover one hundred acres. Protect them carefully so they don't die before blending. Place them in the blender and cover the insects with a cup or two of water. The ratio should be about 1/3 insects and 2/3 water. Run the blender on high speed until the solution is liquified. Strain the solution through cheesecloth or a fine sieve. This will prevent your sprayer from becoming clogged. Freeze (not refrigerate) the remaining solution in small amounts for future use. Next, dilute the solution at the rate of 1 cc. of solution (1 drop) to 5 gallons of water. Spray your crops thoroughly including both sides of the leaves, stems, etc. If it rains soon after, repeat the spraying.

Editorial "Sex..." - continued from page 3...
manager with experience in the recreational field. These individuals would serve three year terms and receive a salary for attending board meetings and working on various management projects. These groups would benefit club operations from two stand-points, first they would bring professionalism to situations where prior the loudest voice carried the floor and second would act as a buffer between management and the Board with the unique capability of being helpful to both fractions since they are basically dis-interested third parties. We have now eliminated the so-called need (cause) of the General Manager (and also his salary) by improving the management function of both the Board of Directors and the communication and evaluation with Department Managers.