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Mike Bavier — President

### *The President's Message*

Communication is one of the key tools to being a successful superintendent. We have discussed communication many times over the last couple of years, but I have a few thoughts that might be stimulating for you.

From the moment we walk into our offices in the morning until that last call in the evening from the green chairman, we must be able to communicate effectively. To start our day, we will probably discuss with our crew members projects to be done, after which many of us will go into further detail with our key employees. Not so long ago, we all had to physically participate in most every project, which isn't the case today. We have key employees that are made responsible to help and guide our personnel. They, to my thinking, are a plus for not only us but to the club in so much as they are capable of taking over for a short time in an emergency.

Our day of communication has just begun. Rather than jumping on that tractor and cutting a few fairways, we instead might go to the pro shop and compare notes with the golf professional. The calendars that are made up for golf events are many times obsolete before they arrive in our hands. The pro has a department to run just like us and needs our cooperation as well as we need his. A foot in the right direction with him can be a big help in his conversations with the golfers. From the pro shop we might go to the manager's office to check dates and club happenings with him. The clubhouse, pro shop, and grounds department will run separately, but you can be assured that they will run better with close communication and understanding.

Our next stop is more than likely with some of our crew members on the course. Then on to that appointment with a salesman, a man who must anticipate our every move and stock accordingly. Our communication with the salesman will give him an idea of our planned purchases—immediate needs as well as future plans. They, too, must make a living. He has shown a sincere desire to learn by attending our education meetings in order to communicate better with us.

We must remember that luncheon date with our chairman and be prepared with an outline to expedite our communication with him. And what about all those members that have questions as they pass by at lunch? Answers should be short and brief, and by all

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The following is a list of office telephone numbers for the entire Board.

Dorothy Carey	349-7766
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means we need to listen to their suggestions. (I wish sometimes some of our distributors and manufacturing friends would do the same!) Many times we won't be able to do what the members ask but they are still the ones paying the bills. Occasionally, if not regularly, a news letter article for the club paper will answer many questions that might be asked. Even a game of golf with the members is a fine way to communicate. Our communication with the green committee will also help explain different projects and situations that they, in turn, can relay to other members during golf, cards, and just plain social events.

We just about forgot to return that call to a fellow superintendent—our continual communication with other superintendents daily or weekly will be of immense value in checking prices of chemicals, fertilizers, or fuel and for just plain shop talk. I would be pressed to recall all the help I have received from other superintendents, and I have even helped one or two myself.

After discussing with our key employees the day's events and plans for tomorrow, our day comes to an end. Whether a typical day for you or not, we all need to stay abreast during these changing times by using the art of communication to the fullest. We are part of a fast moving society that has little feeling for those that stand around and wait for accomplishments. To be other than aggressive in our positions may spell certain extinction for us. Let's continue to communicate—listen to others, understand and help those around us which, in turn, benefits all.

### Chicago District Golf Association Green Committee Seminar

Over 200 Superintendents, green chairmen, club members and guests attended this year's annual Chicago District Golf Association Green Committee Seminar. The seminar was conducted at Butterfield Country Club on March 26.

*Donald Johnson*, from Medinah Country Club, acted as chairman of the seminar. Johnson and his committee chose very good topics to be discussed. Opening the seminar was *John Jackman*, Superintendent from Medinah. Jackman explained some of his preparations for the U.S. Golf Open at Medinah beginning June 19. Knowing John's capabilities, Medinah will have few worries. Good Luck to John and his staff.

Purdue University's *Dr. William Daniels* answered questions on many topics that were brought up. He had the group really going and thinking turf problems.

*Carl Hopphan*, Superintendent at Aurora Country Club, had an interesting topic on Fairway maintenance. Hopphan's Bluegrass Fairways are some of the finest manicured grass in the Chicago area (or the United States).

*Juett Hogancamp*, from the Illinois Department of Agriculture, discussed Environmental Protection Agency laws and Applicator license.

Appreciation must be shown to the CDGA office, for *Mr. Dennis Davenport* and *Miss Carol McCue*, and the staff for co-ordinating a lot of efforts to make the program a great success. The only thing I can say is that those Superintendents that missed this seminar, missed a good educational program.



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East Branch of the DuPage River causes flooding problems for Supt. Tony Meyers every year. The River is not dredged deep enough causing the golf course not to drain properly during heavy rains.

In the winter when it rains, it is usually followed by freezing weather causing Woodridge Golf Course to have a 15 acre skating rink. The 3" rainfall we had during the first part of January caused flooding water to engulf Tony's #15 green. Six fairways of the Meadow Lane course at Woodridge were under water late to be ice. Due to heavy development around Woodridge Golf Course, this problem is going to grow worse than better.

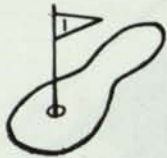
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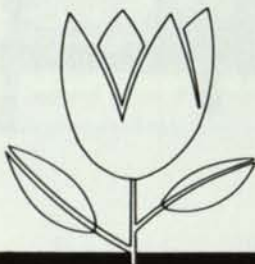
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## Tax Assessments of Open Space Land

The subject of the assessed value of real estate is becoming acute for the owners of open land, which includes golf and other open or recreational areas. Urbanization increasingly surrounds these open spaces.

Some assessors are valuing land at its "highest and best use", based upon the value of neighboring land. This tends to force the owners of "open space" to abandon its use as "open space" and convert it to a more profitable use.

Several states have recognized that "open spaces", including golf clubs, public and private, are a valuable community resource which should be preserved. They have enacted statutes providing that such land shall be assessed on its "current use", not the "highest and best use", and that the value of neighboring real estate shall not be considered.

Such legislation has been introduced in Illinois as HB0729. We believe it is in the interest of all golf and country clubs in Illinois to recommend its support to their members.

While this particular problem may not be imminent at your installation at this time, it is a potential problem for every golf and country club in Illinois.

If you agree, we suggest that you contact your representatives in the legislature and urge support of the bill.

If you desire more information or a more detailed explanation of this Bill, please contact Mr. Carl Boyer at 312-279-5444 or his home number 312-386-5611.

We request that you report back to us concerning the attitudes you encounter in making such contacts.

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**Editor**

### Midwest Breezes

The April 11 meeting held at Sportsman G.C. was a most interesting one. Sportsman has a large Bowling Alley. All members were given free use of these alleys during P.M. period. We thank Sportsman Club and our host, Supt. *Bob Block*, for this enjoyable day.

Our May 22nd meeting, 1975, will be held at Inverness Country Club. Our president, "*Mike Bavier*," will be our host. Inverness is located on Roselle Rd. west of Palatine.

"*Marshall Dann*," Executive Director of the Western Golf Association will be our speaker at the May 1975 meeting at Inverness Country Club.

The *Midwest Board of Directors* asks every one attending our monthly meeting and staying for dinner to please wear a coat or jacket. This is a must.

Golf Courses in the Chicago Area have come thru the past winter in good condition. There are a few reports that some small low areas with poor drainage has suffered some damage. This could mean a little more poa annua in these areas.

It is reported that *Henery Lange*, retired Supt. at Glenview, Club is home after a short stay at the hospital. It is our hope you lost the road map and will not be going back.

Roger La Rochelle has been elected Vice President of the Ill. Turf Grass foundation. Also Richard Lemke was elected a director. Congratulations.

The April 2nd snow storm was a delayed April fools day and it sure fooled a number of people. Golf in the Chicago area came to an abrupt end. Hears hoping it will not bring on any snow mold. It could happen. Twelve inches of wet snow on unfrozen turf and soil makes conditions favorable.

The editor is happy to report that *Amos Lapp* is home after his stay in a Florida hospital. Sunshine and warm weather will make all of us feel better. Have patience.

*Carl Landgrebe*, Supt. at Hinsdale Golf Club, would like to express special thanks to Mother Nature for protecting his and many other courses this past winter. *Carl* reports no snow mold at all.

*Tony Meyers*, Supt. at Woodridge Golf Course, celebrated his 60th birthday on April 4th. May you have many more to come, *Tony*.

*Don Hoffman*, Supt. from Oak Hills Golf Course, was trying a new thing this past winter. He was viewing motorcycles and police cars racing around his course. The cycles won and did a considerable amount of damage to six of *Don's* greens.

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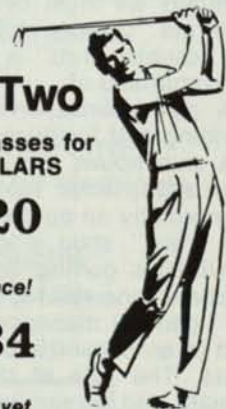
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### The General Manager Concept in Country Club Operation

The purpose of this article will be to analyze the somewhat controversial general manager concept as it applies specifically to country clubs.

Initially we must define exactly what is meant by the terms "country club" and "general manager".

A "country club" is essentially a service organization comprised of:

1. A golf course involving extensive land acreage providing golf facilities for a specific membership.
2. A club house comprised usually of a restaurant, coffee shop, locker room, and administration facilities and normally an outdoor recreational pool.
3. A "pro" shop with a teaching professional who co-ordinates golfing activities and events as well as merchandising related golf equipment and clothing.

A "general manager" normally is the authoritative head of an organization comprised of several departments. The role of the general manager is to co-ordinate and streamline the activities of the various departments with the specific purpose of promoting efficiency of operation and production.

With regard to the two definitions, the initial conclusion might be that if a country club is made up of several departments and that the job of a general manager is to co-ordinate various departments—why not put them together.

A deeper analysis of the exact nature of a country club would cast doubt upon such a conclusion.

To use an analogy, suppose a successful business man owned severally, a restaurant, a farm, and a clothing store. Would he hire a general manager to

run them all? The knowledge necessary to operate each business successfully is so divergent that the answer would be obvious.

The three departments of a country club are just as disparate in their operation.

The ideal management solution to such an operation is a competent triumvirate management, overseen by an executive committee of the club membership to determine extent and quality of the services desired.

The most important goal of the country club in its three departments is quality and efficiency, and experience has shown that neither are attained under a general managership.

In the event that an individual is hired and placed over the three departments; aside from the financial burden of a fourth salary, we must face the realistic and psychological fact that competent superintendents, club house managers, and professionals who are highly trained in their specialties will resent deeply a hired overseer who can not possibly be knowledgeable in these three divergent areas. In those cases where a general manager directly oversees one of the departments the lack of quality management still applies to the other two departments.

In conclusion, it is hoped that country club executive committees when confronted by the general manager concept will show the same astute "sales pitch" resistance at their country clubs as they do in their own places of business.

Roy W. Nelson

-----  
The June 9th meeting will be held at Hinsdale Golf Club. Carl Landgrebe, Supt., will be our host. "Please", no guests permitted.

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Approaching warm weather the real professional appears, the Superintendent's wife, checking their tasks for the summer. We also start with our crew (family), for the entire summer, which undoubtedly was the same crew we had all winter, and if we go back far enough, we acquired these house guests at birth. My job is to explain to "our" crew how to expect, or not to expect, Daddy to be for the summer. First mommy will drive you to baseball if it's sunny. Daddy will pick you up if it's raining. If there's a cool spell, chances are we might be riding with Daddy to tag trees, or if we are good in the car, there might be a part Daddy has to pick up at the lawn mower shop. Don't bother Daddy with the hole in your little plastic pool, come to mom, Daddy is not too familiar with water breaks he doesn't have to dig for. And girls, if your wheel breaks off your buggy, Daddy will fix it for you so by Christmas you'll think you have gotten a new one. Isn't it nice Daddy was so thoughtful to marry mommy in the winter so we didn't have to worry about getting a babysitter for our anniversary in midsummer, now mommy can spend all her time with you. Oh yes children, after dinner when Daddy finally shows up, we'll again rewarm his dinner and maybe Daddy will take us for a ride on the golf course. But please children, don't talk to Daddy because he's tired and you always seem to ask him the wrong or too many questions. Daddy didn't appreciate you children wanting to go swimming when one of his water mains broke on seven fairway, Sunday afternoon. Also Daddy doesn't mean to yell at you when you truthfully tell a golfer Daddy is sleeping during the day, because he wants the members to think he's superman. Why? Why do I have to explain why Dad is not here, he's only out on the golf course, just ask any member, they will tell you, he's the one that rides around all day, "doing nothing". Children please believe mommy's not being mean when you over hear me praying for rain, I do want you to have a nice summer vacation. Fortunately, children always make it and grow up believing their Dad's are very special. After all everybody in the neighborhood knows my Dad owns the golf course????

Wives relate differently to our Supt. husbands, because we married this super figure of a man and watched him dedicate his life to golfers, mowers and a professional career he loves. We witness him very happy or very down. We learn to comfort or feel discomfort in his moods. We try to understand, but yet we must only learn to accept. At times we feel

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alone because we don't get equal time or feel of any value to him. It's a long hard summer for us being "our" children's referee, taxi cab, fun city, mom and dad and interpreter for Dad and Dad's occupation. I feel the competition of the golf course is harder than winning him back from a mistress. If I believed in reincarnation, I'd love to come back as an eighteen hole golf course, what a way to get attention!!!

Why is it that this same man I married turns into a different person come summer. Too bad us wives can't call the local distributor and order a case of ??? to preserve what we have all winter, the kids would even break open a piggy bank or two. Is it too much to ask of our Supt. husband to not only enjoy us but to enjoy himself also. Our complaining is only from seeing you love what makes you so frustrated. We lack the understanding of you expecting us to understand. We only want you to realize we don't have such a smashing summer just because we don't have to get up seven days a week and run a crew to keep a course well manicured. We have enough just being your wife.

Needless to say I've been wanting to get this out for a long time. A job, is a job, a summer, is a summer, a man is a man and members are members; but members control the man I love, on a job he loves, which provides a summer only a member could love. When we first married I was delighted to hear he would some day graduate, become an assistant Superintendent and then Superintendent. I must confess I thought "green", much to my surprise, it was the kind of green you walk on.

Summer Wife

## Golf

The Golf Committee has two new rules or requests they are going to put into effect this year. In the event that a member brings along a guest to play golf at one of our meetings, that particular attention should be made in signing up this person. Identify him as your guest when you sign the event sheet. This will insure proper prizes going to the proper people.

A change will be made this year in regards to the awarding of golf prizes. The person that has won a prize must be personally present to receive it. Anyone that must retire to the BAR and can not sit in on the meeting, will automatically forfeit his prize. In the event someone should have to leave early and has a prize coming, all he has to do is inform anyone of the board members present and his award will gladly be held for him.

As a reminder, please pay attention to meeting announcements that state a restriction on guests, we all should respect the wishes of the host Superintendent and his club in this regard. Another point is to plan your tee off times within the times set up by the host Superintendent.

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Carl Hopphan  
Bruce Birchfield  
-Golf Committee

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I could probably improve my score but I've got a big handicap — it's called honesty. *Herm Albright*

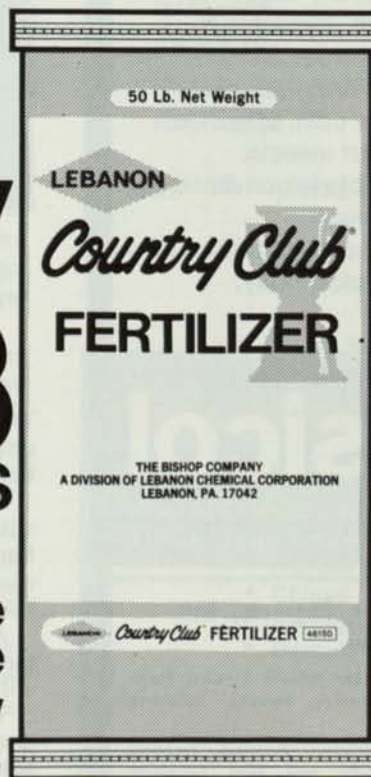


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## What's New on the North Side

Marriott's Lincolnshire Resort opened March 28. This is a year-a-round recreational resort, with a unique combination of facilities, services, and recreational activities.

It starts with an 18 hole championship golf course with a par of 71. The greens, tees, and fairways are bent, and completely watered. It's located on the rivers edge crossed by a creek, and contains five lakes.

At present there are six indoor air-conditioned tennis courts, indoor and outdoor pools, also for winter there's ice skating and skiing.

The hotel has 396 rooms, with several restaurants, and lounges. The grand ball room will seat 1,200, also there are 38 different meeting rooms. For the over-worked there's a health club for both men and women with steam and saunas. Drury Lane North is located in the lodge. This is a legitimate theatre seating 900 in the round. Also Joe Grenko, Supt. at Marriott's is a real professional in hiring help for the grounds. The picture speaks for itself.