

**THE BULL SHEET, official publication of the
MIDWEST ASSOCIATION OF GOLF COURSE
SUPERINTENDENTS.**

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PRESIDENT'S MESSAGE

Once again the seasons turn, the sun greets the Eastern sky at an earlier hour and fades away beyond the Western horizon later and later each day. Another Winter is behind us; thank God for small favors!!! Many years from now our grandchildren will listen to our tales of woe. "Did I ever tell you about the bitter, record cold Winter back in '76 and '77?" "Over five feet of frost in the ground, many days your Grandpa couldn't even leave the house; had to stay couped up with Grandma!" (Wasn't all that bad though). But now that the flowers are blooming and the POA has those funny white flowers on it, the thermometer registering -25 is gladly tucked away as a part of the past. It's time now, to prepare for Mother Nature and all the beautiful weather she will be providing for our turf. Disregarding the bitter cold, many good things happened this past Winter. Our Turf Clinic at Medinah Country Club was outstanding. Portland, Oregon and the state of California provided many enjoyable hours, and our booth at the Flower Show was a great success. Our Directors and Committees have worked hard and have arranged a great 1977 monthly Turf Symposium schedule. Here's hoping for a truly great turf year for everyone!!!

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James E. Schuster
Extension Advisor
Horticulture—DuPage County

**"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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LETTERS TO THE EDITOR

Dear Ray:

This is in response to "Motherhood, Apple-Pie and the Golf Course Superintendents Association of America" written by Robert E. Siebert in the March issue of the **Bull Sheet**.

Obviously, it is in order for the President of the GCSAA to respond to this article as it was the main target of criticism in the article. I feel that those who choose to use sophisticated concepts such as "cost benefit ratio" and "management by objective" should first, understand the underlying principles of these concepts and then use data which clearly supports their argument.

Mr. Siebert makes a case which would indicate that the average GCSAA member is receiving 16 cents on the dollar in the form of membership activities and services. Although his article was well presented, the method used in arriving at his conclusions are fallacious.

He indicates that membership benefits in relationship to total GCSAA income were 14.7% during 1975 and 14% during 1976. This statement, when viewed on the basis of the way he computed it is, in fact, true. However, the fallacy lies in the manner in which it was computed. Are we to believe that the only direct benefit of membership in the GCSAA is membership insurance and membership activities and services? Further, are we to believe that the GCSAA membership dues in fact provide \$754,260.38 in income to the GCSAA? Mr. Siebert goes on and does include the Directory and Newsletter as a direct membership service bringing the percentage to 15.98% and 16.93% for fiscal years 1975 and 1976 respectively. Accordingly, he would have his readers believe that during 1976 only 16.93% of a member's dues was returned to him in the form of services.

Even a cursory examination of Exhibit B (statement of income and expense) which was sent to all GCSAA members would indicate more membership services than what is indicated in Mr. Siebert's calculations. We feel that we can all agree that THE GOLF SUPERINTENDENT is indeed a very viable and tangible membership service. Mr. Siebert conveniently forgot the \$182,085.62 which was spent on this membership service. He also neglected to mention the \$37,980.57 spent on the officers and committee expenses necessary for the effective operation of the Association. But most important of all, he would have us believe that the membership contributed \$754,260.38 to the Association when in fact, membership dues accounted for only \$250,306.52. This then, coupled with the \$40,107.35 should be the base on which all calculations are made and not \$754,260.38 as he suggests.

Of each \$90.00 received from a member of GCSAA, \$15.96 goes to insurance premiums. This one membership benefit alone returns 17.96% of the members' dollars to him in the form of a direct benefit. If we take membership dues (\$195,054.76), insurance premiums (\$55,251.76) and membership activities and services (\$40,107.35) we have a total of \$290,413.87. This is the total income derived by the Association directly from members. If we then take our expenses in the form of insurance premiums (\$55,251.76), membership activities and services (\$50,560.67), officers and committee expenses (\$37,980.57), the Directory and Newsletter (\$14,778.02) and the cost of publishing THE GOLF SUPERINTENDENT (\$182,085.62) we arrive at a total of \$340,656.64 for those very real and tangible services each and

every member of GCSAA receives. On this basis alone, the member receives 117% of his membership dues in direct membership benefits.

We would indicate here that the above calculations do not consider **any** general and administrative expenses such as salaries, payroll taxes, depreciation, telephone, rent of equipment, etc. Therefore, if some how GCSAA could provide the above services without an office, the membership would receive services which cost GCSAA 117% of the dues paid by its members. Obviously this is not possible and unquestionably refutes the arguments made by Mr. Siebert.

Hopefully you would note that other sources of income are necessary. This income is derived by GCSAA from selling advertising in THE GOLF SUPERINTENDENT and through Conference and Show activities.

Additionally, the numbers above and in Mr. Siebert's article were based on the audit of the fiscal year which concluded June 30, 1976 and in no way were reflective of a dues increase. We have not given a financial report reflecting our dues increase of 42% (Mr. Siebert mentioned a 50% increase in dues).

We would point out that Exhibit B of the audit indicates that all general and administrative expenses for the running of the Association increased by only \$15,922.01 which is a 5.5% increase based on actual dollars spent. How many golf course superintendents boast of a 5.5% increase in the cost of managing their golf courses? What if our performances on the golf course were measured by a "cost benefit ratio?"

There are indeed, as the second part of Mr. Siebert's article suggests, many regional problems that can not be solved at a national level. We do not believe that public relations and communications fall in that category. If the golf course superintendent in any region is to be recognized as a true professional and not as a "grass cutter" this information must be wide spread and fully recognized by the lay public everywhere. This can only be accomplished on a national basis.

If, in fact, the Mid-West superintendents do withdraw the \$25,000.00 per year from the GCSAA and take on the task set forth in Mr. Siebert's proposal, they will soon find out how very small that contribution will be in relationship to the tasks.

I hope that this letter can set the record straight. The benefits that each member of GCSAA receives far exceeds his dues of \$90.00 each year. To suggest, as Mr. Siebert has done, that Members only receive only 16 cents on the dollar is misleading at best.

I hope that the facts above are not embarrassing to anyone. My intent is to set the record straight. I feel that although well intended, Mr. Siebert is misconstruing what is being said in our financial reports.

Ted Woehrlé, President, GCSAA
Past President of the Midwest Association
of Golf Course Superintendents 1961
Past Editor of THE BULL SHEET for five years

MIDWEST MEETING DATES

| | |
|---------------|---------------------------|
| May 16 - | Ravinia Green |
| June 6 - | Beverly |
| July 18 - | Aurora |
| August - | Indian Lakes |
| | Joint Meeting ITF |
| September - | |
| October - | |
| November 19 - | River Forest Dinner Dance |

Dr. Tom Perkins, of the Elanco Co. will speak at our M.A.G.C.S. May 16 meeting on "New Products Evaluation" and "Pesticide Development".

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Before setting a plant in place, put a six-inch layer of soil in the bottom of the hole. Set the plant in, spread the roots and place soil around them. Apply water liberally to settle the soil and eliminate air pockets. Avoid standing on the soil to pack it down as this could harm the roots.

Placing mulch over the plant's root area helps keep moisture in the soil and control weeds. Give the plant a deep soaking once a week.

Do not fertilize newly planted trees. Too often - the fertilizer causes some fertilizer burn.

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3. There are how many classes of chemicals? _____ What is the oral "LD50" of each class? _____
4. What type of chemical is considered the most toxic of the pesticides? _____
5. When dealing or handling pesticides one should have some idea of "First Aid". What are the symptoms and treatment for shock? _____

Answers to the above questions will be found on following pages.



Editor

MIDWEST BREEZES

The turfgrass on golf courses in the Chicago area came thru the winter of 1976 and 1977 in excellent condition. No snow mold, no ice damage, and no desiccation. How lucky can one be? One Superintendent reported he used a snow fence around a couple of greens for protection against desiccation. These were greens that he had problems with in some of the past years.

Greens have been mowed several times. Tees and fairways are being mowed frequently. In fact it looks like a great golf year. Even though the frost went to a depth of five to six feet, there was not nearly as much damage to the irrigation pipes as had been anticipated.

NOTICE: If you plan on attending dinner at any of our M.A.G.C.S. meetings, please return your reservation card immediately upon receiving it. The arrangement committee must have it to make the proper guarantee for dinners. **PLEASE COOPERATE!**

A thank you is in order to the Vaughan-Jacklin Corp. for the beautiful corsages they presented to the ladies at the Golf Course Superintendents' dinner at the Marriott's Lincolnshire Resort. Also a thanks to Marriott's for the wine served at the dinner. These gestures were appreciated by everyone.

This May 1977 issue of the Bull Sheet completes thirty-one successful years. Three hundred seventy-two monthly issues. The Ever-Redi Printing Service, in La Grange, Illinois has been the printer all these years. An excellent record and a super job! The Midwest Association sure is lucky, and we thank the owner Mel Durland for his patience and excellent work. We are also happy to report the Bull Sheet has grown from a couple of mimeographed pages to the present time of twenty pages. Our advertising rates have never increased in the past thirty-one years. If this is not a record, the editor is willing to listen or read your comment.

On March 24, 1977 the Chicago District Golf Association sponsored their annual Green Seminar at Butterfield Country Club. Approximately 300 club officials and Golf Course Superintendents attended a very interesting and educational meeting. **Donald F. Johnson**, C.D.G.A. green chairman and green chairman at the Medinah C.C. deserves a thank you from everyone. Mr. Johnson has been the green chairman



Pictured left to right:
M.A.G.C.S. President, Carl Hoppman, CDGA Vice President and Green Committee Chairman, Donald F. Johnson, and CDGA President, John E. Kenny.

at Medinah C.C. for the past fifteen years, an accomplishment that is very seldom heard of in this day and age. I am sure his qualifications have made this possible.

John E. Kenny, C.D.G.A. president along with **Mr. Johnson** gave the welcome introduction after which our Midwest Association president, **Carl Hoppman**, took over. He always does a super job at the podium.

Roger LaRoche, Supt. at Flossmoor C.C., who is never at a loss for words, covered the subject, "Modern Maintenance Procedures". By way of contrast the old 1926 movie was shown of some of the work being done compared to the more modern method of today.

"Automatic Irrigation, Selling the Membership, Planing, and Installation" was explained by **Fred Opperman**, Supt. at Glen Oak C.C.

"A Player's View of Modern Maintenance and Automatic Irrigation" was discussed by former State and C.D.G.A. amateur champion and Radix cup team member, **Dave Huske**.

"Early Spring, Mother Nature, plus the Golfer" was a topic that created many questions resulting in excellent answers from men who have had many years of experience - **Mike Bavier**, Supt. at Inverness G.C. and director of G.C.S.A.A.; **Charles Daugherty**, Green Committee, Inverness G.C.; and **Roy LaLonde**, Green Committee, Inverness G.C.

A question was asked, "How warm does the temperature have to be before the grass plant starts to grow?" We often hear a question such as this by many in the early spring. Our good friend Al Radko, Director of the United States Golf Assoc. Green Section, who was in the audience, came to our rescue. His statement was that the temperature of the air was not the main factor. The temperature of the soil is very important, and it must reach at least 55 degrees before that plant roots start to function. This is something we all should remember especially in the early part of the season. May be a good idea to check the soil temperature for the correct answer when our grass plants do not want to get going in the spring.

Usually the people that are in the lime-lite receive the credit for the success of any function. The golfers in the Chicago area are very fortunate to have a golf association as active as the C.D.G.A., who are at this time serving 36,000 golfers, by keeping their handicaps, biweekly, up to date.

Miss Carol McCue, Executive Director, is the guiding light in the C.D.G.A. and has been for many years. Working with a large group of men for all these past years, Miss McCue is deserving of tremendous appreciation.

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