

Struggle for power gains momentum at clubs

By TERRY BUCHEN

WILLIAMSBURG, Va. — The traditional private club, which comprises approximately 30 percent of the slightly more than 16,000 courses in this country, have mostly been operated with "triangle management": the superintendent, manager and professional, who report to committee chairpersons who in turn report to the board of directors.

While the board sets the club policy, the chairperson of each respective committee gets involved in the operation with each respective department head. The biggest disadvantage to the board/committee system is that many times whatever they decide is assumed to be right because "it has always been done that way in the past."

The department heads do not know who their chairperson is going to be in two to three years as the board and committees are constantly changing. Because of this traditional-type operation and because the members are volunteers, the general manager concept is becoming more and more significant. The board and committees can go to one person who is in charge, while retaining the policy and advisory capacity of the board and committees.

On public-access courses, which comprise 70 percent, it is safe to say that each one will be approached by a management company in the immediate future to either buy or operate it. Management companies have been very successful in focusing on consistent management procedures that they have devised as one of their strong points. All golf courses of any type can learn from them.

The general manager-type operation uses a strong person who is very accessible to the golfers at large and who wants the extra responsibility to make themselves as close to being unexpendable as possible. This person must be a very good listener, able to delegate authority, a good "people" person who wants to be with golfers and to manage a large number of people on a daily basis, a person who is in a constant state of stability, is a well-spoken conversationalist who knows when and when not to speak, is well written, has great social skills, is very willing to learn the backgrounds of the other two department heads, is a sincere person, who must be quite confident with a lot of patience.

One better-known management company provides psychological testing of many of its employees and the golf course superintendents are regarded as

among the most intelligent and best-trained members of their management teams. Some of these superintendents elect to take on the added responsibilities of working their way up to be the director of golf and/or general manager, or at least as regional superintendents with

LAST OF 2 PARTS

very good results.

There are still superintendents who do not want the added responsibilities of managing the entire operation. They are content at what they are doing while

still being a very extremely important member with their respective operations.

What does the future look like?

The Club Managers Association of America is taking great strides in promoting the general manager/CEO concept within its membership, while the PGA of

America is promoting the director of golf/ general manager concept with very good results, and the Golf Course Superintendents Association of America is doing its part to be very competitive in offering opportunities to



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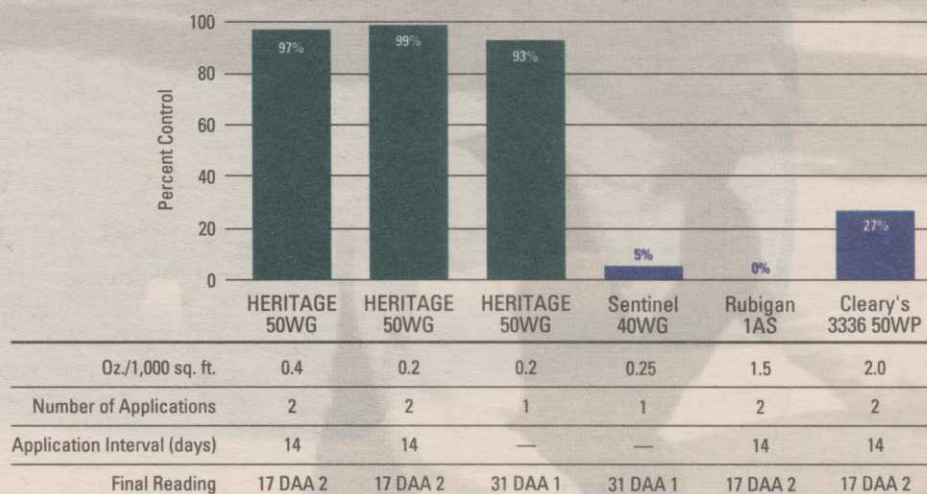
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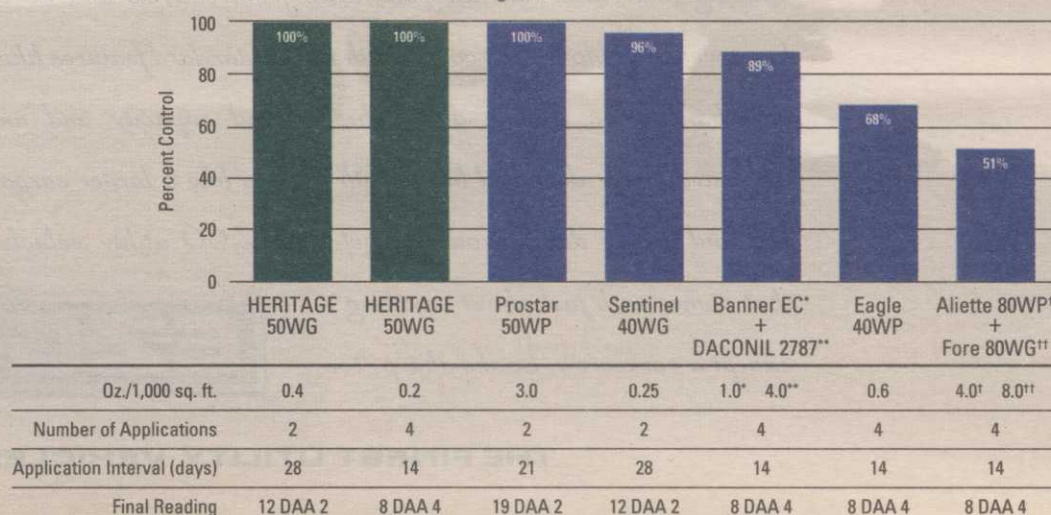
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Anthracnose¹ (*Colletotrichum graminicola*) on 80% Annual Bluegrass, 20% Perennial Ryegrass



Dr. Don Scott, Purdue University, 1995 US 67-95-P354
¹ Also isolated from plots: 2 species *Rhizoctonia*; 3 species *Pythium*; and several species *Curvularia*.

Brown Patch (*Rhizoctonia solani*) on Colonial Bentgrass



Dr. Pat Sanders, Penn State University, 1994

US 66-94-P356

Conference, tournament focus on golf and wildlife

KAPALUA, Hawaii — A one-day Golf and the Environment Conference, featuring speakers from Audubon International (AI) and the U.S. Golf Association (USGA), will be held at The Ritz-Carlton here on June 10.

Presented by the Kapalua Nature Society, the conference will illustrate how golf can be compatible with nature, as well as how courses can be well-man-

aged and in harmony with the environment.

USGA Director of Education Dr. Kimberly Erusha will speak on turfgrass and environmental research, including studies on putting greens and turfgrass varieties, and the National Fish & Wildlife Foundation-coordinated Wildlife Links program.

Dr. Miles (Bud) Smart, direc-

tor of environmental planning for Siena College-Audubon International Institute, will share insights on effectively managing aquatic resources.

Jack Swayze, Tour pro Steve Elkington's partner in the Houston firm Major Landscapes, will detail how choosing the wrong plants or planting in the wrong places can

harm the environment.

AI President Ron Dodson will emcee the conference, which runs from 8:30 a.m. to 2:30 p.m.

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Billed as an "eco-educational event" following the conference, the 3rd Annual AT&T Golf and the Environment Tournament will be held at The Plantation Course at Kapalua on June 14.

Sponsored by AT&T, AI and a dozen businesses, the tournament benefits the native Hawaiian plant reforestation efforts of the Kapalua Nature Society underway in the West Maui Mountains and throughout the Kapalua resort.

More information is available from head professional Matt Mitchell at Kapalua Bay Course, 300 Kapalua, Maui, HI 96761; telephone 808-669-8808.

Creekview on way in Audubon process

CRANDALL, Texas — Creekview Golf Club has achieved the first two steps in the Audubon Cooperative Sanctuary System (ACSS) program. It has received certification in both environmental planning and water conservation, two of six categories that must be completed for a course to achieve status as a fully certified Audubon Cooperative Sanctuary.

"We recognize the commitment of Creekview Golf Club, and look forward to their achieving full certification as an Audubon Cooperative Sanctuary," said Cindy Bradley, environmental educator for Audubon International.

By joining and participating in the ACSS, Creekview Golf Club will be involved in projects that enhance habitat for wildlife on the golf course and preserve natural resources for the benefit of the local community. These projects may include: community outreach projects, utilizing integrated pest management techniques, conserving water and maintaining food and cover for wildlife.

Power struggle

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those superintendents who meet the previously mentioned thumbnail sketch of what it takes to be a good general manager.

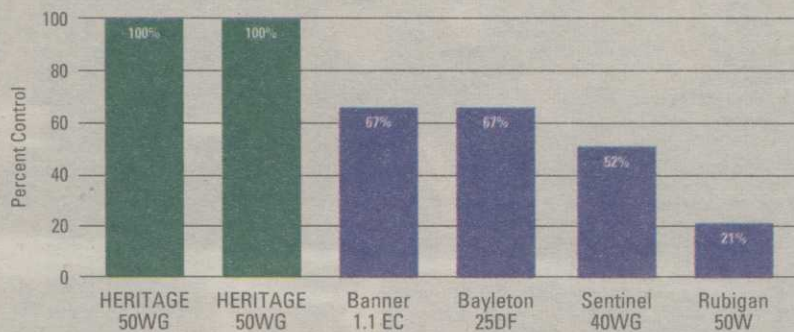
Management companies have and will continue to operate, combining the positions of the director of golf and general manager positions — often from the ranks of club pros, for a leaner operation trying to keep the management bureaucracy to a minimum.

The traditional general manager from the food-and-beverage or accounting ranks also has proven successful as have quite a few golf course superintendents.

With this added competition, it is even more important and imperative that the "Big 3" get along with each other. As far as who is going to be promoted at their respective courses is anyone's guess. It is clearly on a case-by-case basis. Whoever is the best person for the job usually ultimately wins.



Summer Patch (*Magnaporthe poae*) on Kentucky Bluegrass

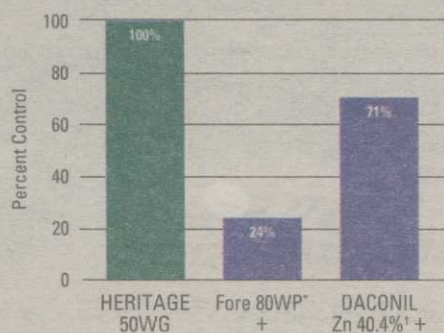


Oz./1,000 sq. ft.	0.4	0.2	4.0	4.0	0.33	0.75
Number of Applications	3	4	3	3	3	3
Application Interval (days)	28	14	28	28	28	28
Final Reading	19 DAA 3	33 DAA 4	19 DAA 3	19 DAA 3	19 DAA 3	19 DAA 3

Dr. Bruce Clarke, Cooke College, Rutgers University, 1994

US 66-94-P362

Pythium Blight (*Pythium aphanidermatum*) on Perennial Ryegrass



Oz./1,000 sq. ft.	0.4	4.0* 2.0**	6.0* 4.0**
Number of Applications	4	3	4
Application Interval (days)	14	21	14

Dr. John Watkins, University of Nebraska, 1996

USNP-96-P030

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