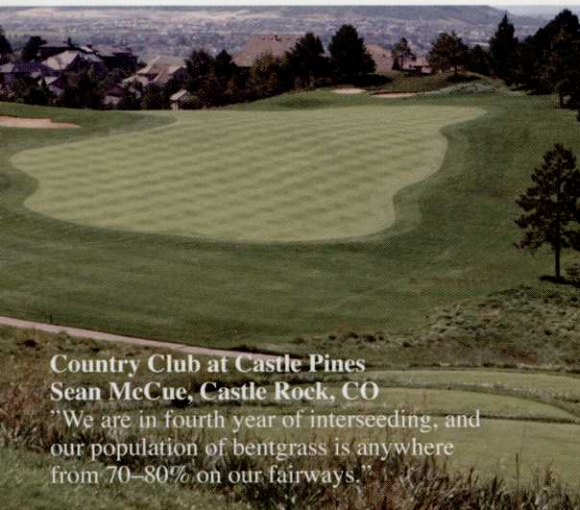


TEE 2 GREEN

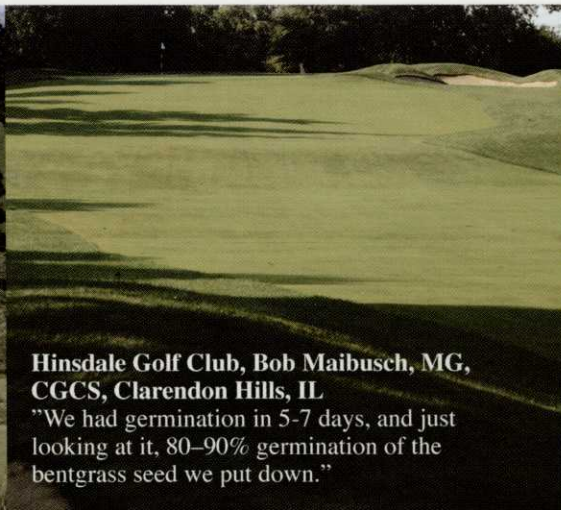
“Interseeding works for us”

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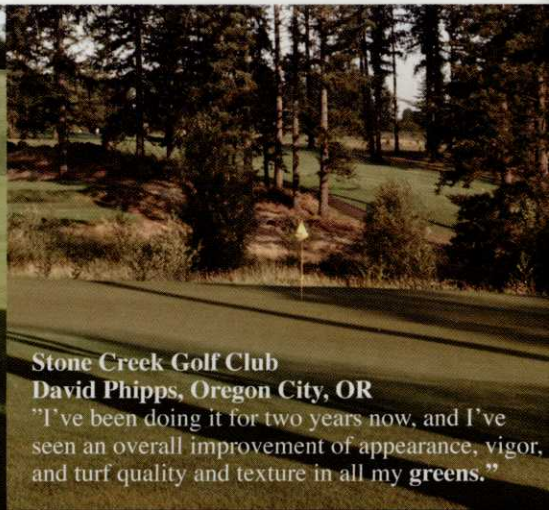
Country Club at Castle Pines
Sean McCue, Castle Rock, CO

“We are in fourth year of interseeding, and our population of bentgrass is anywhere from 70–80% on our fairways.”



Hinsdale Golf Club, Bob Maibusch, MG,
CGCS, Clarendon Hills, IL

“We had germination in 5-7 days, and just looking at it, 80–90% germination of the bentgrass seed we put down.”



Stone Creek Golf Club
David Phipps, Oregon City, OR

“I’ve been doing it for two years now, and I’ve seen an overall improvement of appearance, vigor, and turf quality and texture in all my greens.”

“I WILL CONTINUE TO **INTERSEED** TO KEEP GETTING ADDITIONAL POPULATIONS OF **BENTGRASS** OUT THERE AND TO HELP ME COMPETE **AGAINST THE POA ANNUA** POPULATIONS IN OUR FAIRWAYS”

Sean McCue, Country Club at Castle Pines, Castle Rock, CO

These superintendents, from both private clubs and public golf courses across the country, say that interseeding with the advanced bentgrasses from Tee-2-Green is a highly effective method for improving turf.

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“I’VE SEEN AN **OVERALL IMPROVEMENT OF APPEARANCE**”

David Phipps, Stone Creek Golf Club, Oregon City, OR

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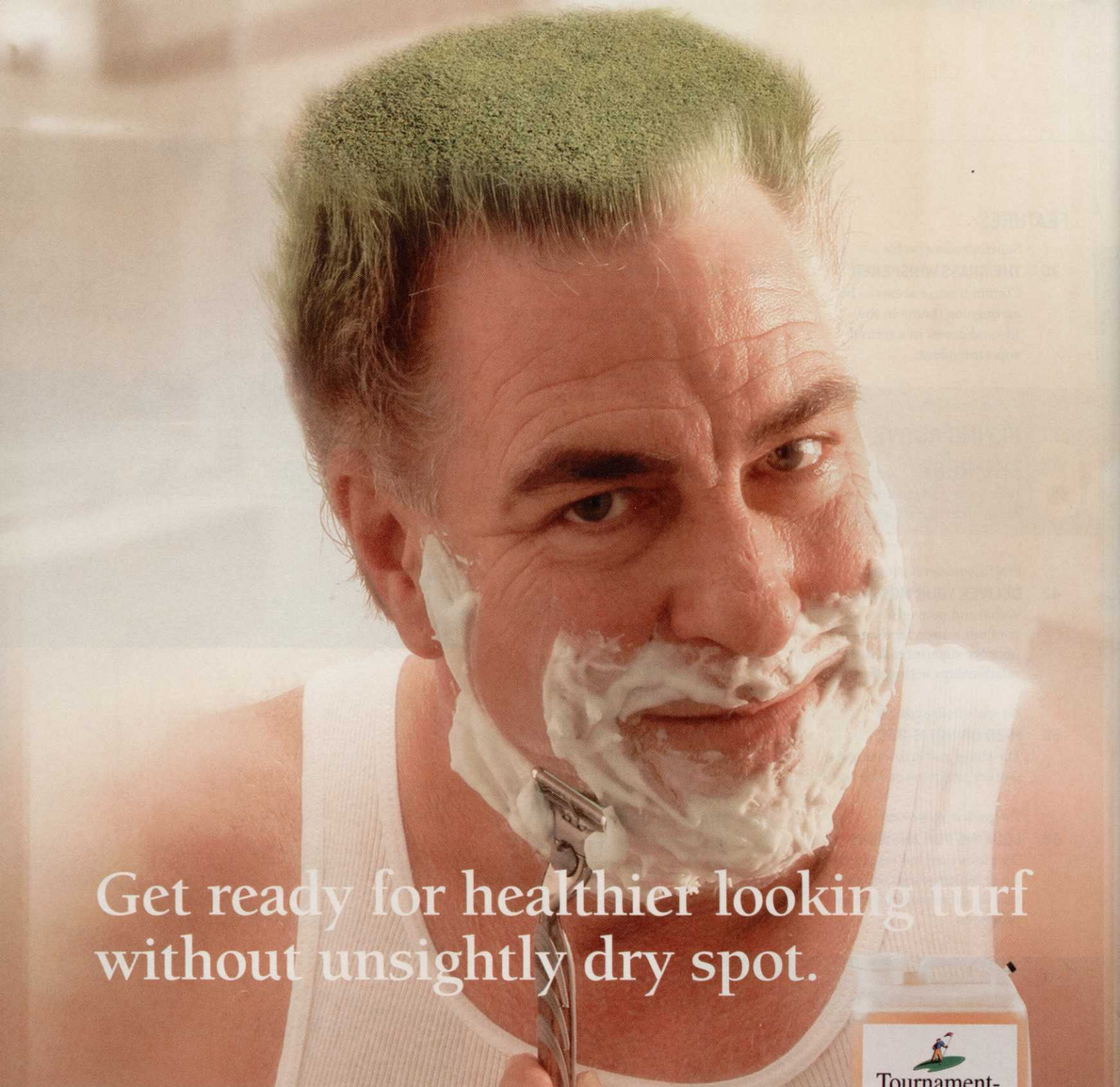
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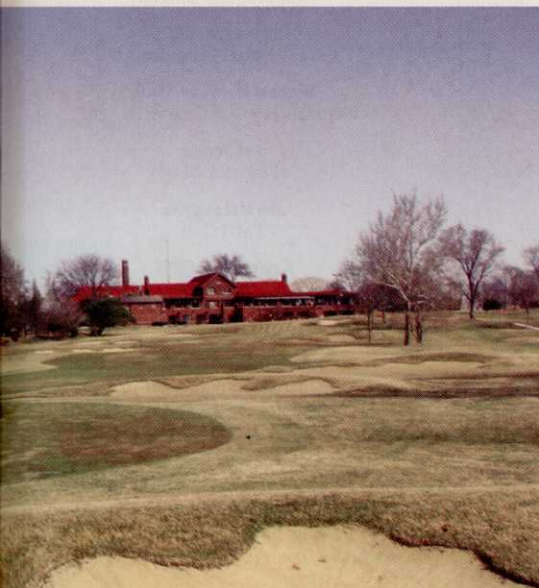
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DIGITAL LIBRARY

For the first time, you can view last year's digital issues of *Golf Course News* any time you want on DVD. The digital library contains all the 2006 issue on one disc. The DVD is available at the online bookstore – www.golfcourseindustry.com/store.

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EDITORIAL MISSION STATEMENT:

Golf Course Industry reports on and analyzes the business of maintaining golf courses, as well as the broader business of golf course management. This includes three main areas: agronomy, business management and career development as it relates to golf course superintendents and those managers responsible for maintaining a golf course as an important asset. Golf Course Industry shows superintendents what's possible, helps them understand why it's important and tells them how to take the next step.





John Walsh
Editor

IMPROVING RELATIONSHIPS

Amid ongoing discussions about teamwork and management, one relationship receives less attention than it should – the one between superintendents and equipment technicians. For those lucky enough to have a full-time mechanic, this relationship helps guarantee a maintenance staff produces golf course conditions that keep members, golfers and owners satisfied.

Superintendents clearly know their facilities' objectives, but how many technicians do? Are they clear to them? Do they see the big picture? If not, what are superintendents doing to bring this into focus?

Superintendents and technicians need to make sure maintenance staffs promptly communicate equipment issues such as damage, cleanliness, effective operation and safety. At the same time, technicians need to be in the loop about things such as spraying schedules so they know when equipment needs to be ready.

Some technicians might know equipment inside and out but don't play golf, or the superintendents' overall objectives haven't been communicated to them. One suggestion is for technicians to tour the golf courses with their superintendents to gain this understanding. Technicians can see first-hand, for example, exactly when mowers are cutting poorly so they can pull the reels and grind them. Technicians also need to be an integral part of training the crew about equipment to help protect this club asset.

It's important technicians and superintendents educate each other for smoother-run operations. A couple months ago, John Fulling, CGCS, and technician Henry Heinz of Kalamazoo Country Club in Michigan presented a seminar about this topic in Anaheim, Calif. For example, superintendents want technicians to see the big picture, discuss agronomic practices, become involved with associations, view the fleet as an asset and know the whys of turfgrass maintenance. Superintendents also want technicians to improve by not being too hard on the crew when accidents happen, appear more professional (dress and phone manners), communicate with crews better, take ownership of the shop, understand they're part of a team, be more organized and manage their time better.

But to achieve these, technicians need more education. A small but growing number of technicians are part of the Turfgrass Equipment Technicians Association, but is there a place for technicians within local superintendent associations? Technicians should broaden their knowledge and know more about course conditioning, political pressure, training and cultural practices.

On the flip side, technicians want superintendents to know about the importance of continuing education in equipment maintenance, the real time and effort needed to maintain a quality fleet, the best training programs for equipment use, parts and supplies needed to justify purchases, and daily challenges they face. Technicians also want superintendents to stick to the schedules they make, understand the real cost of maintaining equipment, support local community colleges that have mechanics classes, let crews know they need to take more ownership and pride when operating equipment to make technicians' jobs easier, and train crews about equipment.

If superintendents and technicians each work on their areas of improvement, their maintenance operation will become more efficient, which positively impacts the bottom line.

Think about your relationship with your technician. Is it ideal? How can you improve that relationship and the relationship the technician has with the rest of your staff? After all, relationships are everything. Make the most of them.

We would like to hear from you. Please post any comments you have about this column on our message board, which is at www.golfcourseindustry.com/messageboard.



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Changes and value

I read the February issue of *Golf Course Industry*, and, having been known not to pay attention to things that sometimes don't matter at the time, was impressed with the magazine's style changes. The paper and format look nice.

I actually read the magazine cover to cover and was impressed again by the content. This is not to say I haven't read the magazine before, but with so many trade journals, it's hard to separate them. Yours stands out, and I'll look for it each month.

I enjoyed the article about certification, "A designation worthy of pursuit" (page 90). I even took a few minutes to call Darren Davis and needle him about his comments, all in good fun. I was glad to see you covered the subject, one the GCSAA doesn't put its money where its mouth is.

I'm all for Class A status, which, in my opinion, helps drive continuing education. But when many of us become certified and the shock of "holy cow, I passed" wears off, then what? I know we're told to self-promote, and that works to a point, but there's a fine line between self promotion and boasting. I'm not sure what the answer is, but seeing the progress made to raise Class A status, I will be long retired before the GCSAA gets around to showing the value of being certified.

Matthew R. Taylor, CGCS
 Director of golf course operations
 Royal Poinciana Golf Club
 Naples, Fla.

A good idea

As a person who writes a significant amount and enjoys hearing feedback, I wanted to let Terry Buchen know I always enjoy his column and often use his tips. Most recently, I used the yellow metal squares to protect my irrigation heads from damage from my Verti-Drain (Travels with Terry, November, page 46). It's our golf season, which means lots of traffic. The Verti-Drain is in the field constantly, and our normal irrigation flag method of marking heads would be distracting to golfers. The yellow squares have been terrific.

Darren J. Davis
 Director of golf course operations
 Olde Florida Golf Club
 Naples, Fla.

A step ahead

Last year, I attended Jim McLoughlin's superintendent seminar in Atlanta at the Golf Industry Show with the expectation of learning how I can further my career. After his seminar, I created my own resume/career Web site per his advice. A short time after completing my site (www.michaelswilliams.net), I was promoted to director of agronomy for a small management company in Southern California. During the interview process, one of the partners noted the information available through my site and how valuable it was to my experience and the job I was applying for. I just want to thank Jim for his insight about what it takes to be a step above the rest in this busy career of golf course management.

Mike Williams
 Director of agronomy
 Pacific Golf Enterprises
 San Clemente, Calif.

Misrepresentation

I'm sure you're familiar with the saying "a picture is worth a thousand words." Your January cover speaks volumes about our struggles in the industry. We've fought for years for respect and the recognition that we're the go-to guys at golf facilities. It's bad enough we must share our education conference and trade show with those who are too busy reinventing themselves, from general managers to chief operating officers. The superintendent isn't the guy lurking in the background or who plays second fiddle to those who don't respect our value to a facility.

The article in relation to the photo barely touches the role the superintendent had in the practice facility renovation. I know Steve Cook at Oakland Hills. He's well spoken and very capable of explaining how the renovation was completed and how it will effect his operation. He wasn't even mentioned in the article. Shame on *Golf Course Industry*.

Michael Mumper
 Golf course superintendent
 Arrowhead Golf Club
 Wheaton, Ill.

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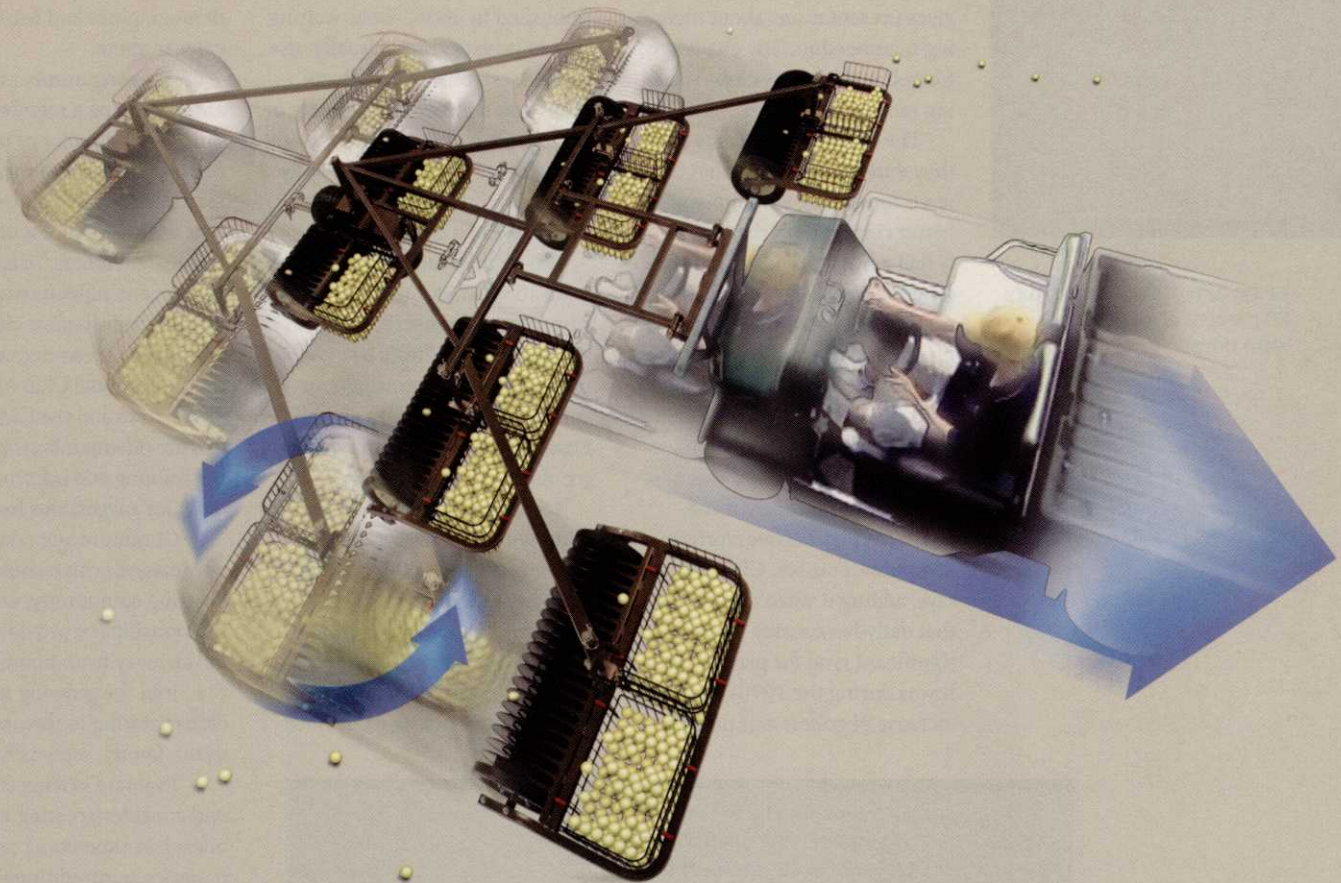


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Combat declining membership with new tactics

Membership at private clubs has been faltering since the new millennium began, but a refreshed look at what draws members could help clubs increase membership, says Candice Clemenz, Ph.D., of the Pamplin College of Business at Virginia Polytechnic Institute and State University.

Clemenz conducts and analyzes research about country club and golf club memberships and gives presentations about increasing membership. The challenge for golf and country clubs is facing more competition.

"The challenge for clubs as they entered 2000 was that they were competing with more and better competition that frequently had a financial edge, and the total market size was the same as pre-1990 because the forecasted increase of the number of golfers didn't materialize," she says.

At the turn of the 20th century, 80 percent of golf courses were private, and there was a significant difference in the quality of play between private and public courses, Clemenz says, adding it wasn't until 1990 that daily-fee courses became a significant rival for private clubs. It was during the 1990s that an increase of golfers was predicted,

and in response, many high-end, daily-fee golf courses were built.

Clemenz cites a McMahon Group study of country/golf club owners that shows only 17 percent of respondents had more memberships in 2003 than in 2001, where 44 percent reported having fewer members in 2001, and 39 percent reported their memberships to be about the same in 2003 as 2001.

Clemenz conducted research, published in 2006, about waiting lists in private clubs. Usually, the lists are established so private clubs don't exceed the capacity of their facility or as a way to create exclusivity. Waiting lists usually are an example of the popularity or success of a club.

The study, based on responses from 163 CMAA members, states 31 percent of country clubs had waiting lists. In 2000, a survey performed by accounting/consulting firm Pannell, Kerr, and Foster states 84 percent of country clubs had waiting lists.

According to Clemenz's study, clubs with waiting lists were between 50 and 100 years old, were member owned and tax exempt. Clubs with larger memberships (between 1,000 to 3,000 members) were more likely to have waiting lists, as were clubs

with gross revenue exceeding \$5 million.

"This seems to say the more contemporary clubs have been unable to capture the same foothold in their communities as clubs that weathered the depression and world wars of the early and mid-1900s," she says.

Contemporary clubs that struggle can boost membership and compete by learning more about potential membership demographics and learning to cater to them.

"A growing number of clubs are employing a membership director or director of members services to focus on membership matriculation by assisting members with the process of sponsoring new members," Clemenz says.

Clemenz suggests membership directors or others at clubs take advantage of resources including the Professional Club Marketing Association and the CMAA, which can provide membership marketing training and information.

Other suggestions include:

- Communicate competitive advantages, which could include creating community, establishing relationships or providing a safe haven away from home;
- Join the growing number of clubs catering to the needs of the entire family, especially children;
- Evaluate pricing structures and consider creating new (and often less expensive) categories to entice nontraditional demographic segments; and
- Offer incentives for members to sponsor new members and/or encourage prospective members to join the club.

— Heather Wood



**THIS IS A
PRIVATE
MEMBERS
CLUB**

At the turn of the 20th century, 80 percent of golf courses were private.

CLUB MEMBERSHIP DURING THE PAST 10 YEARS
A CMAA 2007 operations report shows the average number of club memberships

	2007	2004	2002	2000	1998
Golf clubs	442	513	509	457	551
Country clubs	734	697	690	688	670