

that most of the time they knew what they were talking about. Of course they made mistakes now and then, but they were pretty slick in covering up.

This was enough for McInnis. He returned from Washington in spirit a *modern* greenkeeper.

He warms a front seat at all the meetings of the Green Section and the National Association of Greenkeepers, takes GOLF-DOM to bed with him, carries on a voluminous correspondence with the so-called turf experts of the nation and stands ace-high in his profession. More than that, he has labored with more than one erring greenkeeping brother, made him see the light and brought him safely back into the fold.

Well, Marmaduke, its after eleven and I'm tired. We old fellows have a tendency to be long winded and garrulous, but on the other hand I think it necessary that you have this historical background in order that you may approach your new duties as green-chairman with the proper degree of humility and not with that most loathsome of human poses—the superiority complex. You'll hear from me again shortly and I'll give you some more dope on this green-chairman business.

Yours for stuff right off the boat,  
ROSCOE.

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## Augusta Strictly Business in Maintenance

By J. P. MULHERIN

Chairman Green-Committee, Augusta (Ga.)  
Country Club

AUGUSTA COUNTRY CLUB maintains two eighteen-hole courses with grass greens and tees for play the entire year. One course accommodates the local players during six months, from May to November, but both courses are required to accommodate both local and visiting players during the winter, or what we term the tourist season, from November to April, inclusive.

We therefore have the problem of growing on the same greens both summer and winter grasses. However, it has been worked out so that the fairways, the greens and the tees are in splendid condition for summer and winter plays.

To do this, however, requires careful study and very competent help. We have a superintendent and he has an assistant.

The greens committee dictates the general policy for the upkeep and maintenance of the courses as well as the wage scale and the number of employes. The superintendent is placed in absolute control and is charged with the responsibility of maintaining the organization without interference of any kind. There are no favorites employed who might feel that some member of the green committee will look after him, and there is, therefore, no petty criticism and tale bearing which is so destructive of the proper morale in an organization—the superintendent is the responsible party and even the chairman of the green committee refrains from giving any orders except through the superintendent.

In my opinion the very best results are gotten under such plan of operation and the only really important thing in connection with such plan is that a thoroughly competent superintendent must be employed—he must not only understand the care of the golf courses, but he must be a man of executive ability who can command the confidence and respect of the employes.

Our superintendent is also charged with the duty of turning in to the chairman a monthly statement of each item of expense, separating under different items the department in which the money is spent, such as labor, seed, fertilizer, new equipment, machinery parts, tools, gasoline, oil, etc. In this way monthly comparisons can quickly be made as to how the expenses are running, and it is, therefore, easy to keep within the budget which is arranged and which is one of the necessary business features of maintaining golf courses.

When the superintendent is thus intimately acquainted with the expenditures, he is interested to see that only competent help is employed and that they give the proper service for the money which is paid to them.

In other words, the golfer of today, especially the tourist golfer, demands more and more each year, and it costs money to meet that demand. The maintenance of golf courses, therefore, is an important business and can only be successful when strictly business methods are applied.