

latter point is essential for there are so many things in golf course work that need consultation to relieve the greenkeeper of responsibility which the green-chairman should rightfully take. In general, the standard of greenkeeping has been so raised of recent years that the new green-chairman can make little mistake in consulting with his greenkeeper, and he should try to make himself the buffer between the board of governors and the greenkeeper's work.

The first thing the new green-chairman will probably be staggered with is his budget for the year. A budget system is the only way to run any club (despite the fact that if the green-chairman is economical he will find the house committee will likely spend every dollar he saves). A golf course can be maintained on the basis of, let us say, a Ford, a Buick or a Rolls Royce. The Ford is too cheap, and the Rolls Royce, too extravagant. So take the Buick, and run the course on that basis. The new chairman should ask for a budget of, say, \$25,000, and see how he can get along. This includes the professional and caddy-master, and if the clubhouse grounds are not extensive he may take care of them. However, if it is necessary to maintain one or more men around the house grounds constantly, then he should ask for a separate budget for this work and not let it be confused with course expense. This later is very commonly the case, only to the detriment of the golf course.

A gang of eight to twelve men should take care of any 18-hole course in good condition. The new chairman should try to keep married men in his gang. They are more reliable and are more apt to be with him from year to year. He should keep a skeleton gang during the winter of three or four men, even if it is necessary to alternately lay a man off for a week every three weeks or month. Cost accounting, according to my observation, won't do much good, although it may benefit some clubs. It looks very well on paper, but doesn't get the new chairman very far, and supplies him with information that may not always be accurate, for the reason that the average greenkeeper up to now does not look favorably upon bookkeeping. Further, what difference does it make if you are going to do a job to know the cost of it afterwards to the last penny. The chairman and his greenkeeper can always figure the cost beforehand within a few

dollars, while the routine work of cutting greens, fairways, top-dressing, etc., will always be done in the most economical way with a limited gang of men. Cost accounting is necessary in a factory where something is made to sell and it is necessary to know exactly what it costs. Then one must have a bookkeeper and timekeeper or an efficiency man to supply accurate information. But greenkeeping is different. There is certain work to be done, and if the chairman thinks it can be done more economically he should show his greenkeeper how, but should not hamper him with a lot of figuring and bookkeeping. Otherwise one is liable to spoil a good man.

Inventory all machinery, tools, equipment and supplies, and above all things stay within the budget. Don't starve the course, but rather lay out a program of fertilization and stick to it each year. Avoid discussions with members of the club on the subject of course architecture for there is no more arbitrary subject in the world. A composite drawing of the ideas of each hole from the members of any club would make good copy for the comic page of any newspaper. Call in the advice of someone with known ability if architectural work is necessary.

Be generous with the men in the gang. Treat them as human beings and remember they are not city-bred men. Give them a word of praise when they have done a good job here or there, such as a neat piece of sodding or a well-built trap.

The Green Chairman and the Golf Club

By R. A. WHEELER

Green-Chairman, 1925-29, Michiwaukee G. C.

THE fact that the golf course is the most important possession of a golf club and that the condition of the course reacts upon each member emphasizes the importance of the green-chairman's position.

The greenkeeper is directly in charge of all construction and maintenance work on the course, and one of the principal duties of the chairman is to co-operate fully with the greenkeeper so that the best possible construction and maintenance job will be done for the club, consistent with the money expended.

In order to co-operate fully, the green-chairman and the greenkeeper must understand, like and respect one another. The chairman, who may be well versed in some

line of business, should consider that the greenkeeper is an expert in his line and is hired for his knowledge of golf course construction and maintenance and his ability to handle efficiently the men engaged for work on the course. While the principal duty of the green-chairman is to see that everything in and about the golf course is operating efficiently, he must be careful to avoid antagonizing the greenkeeper by inadvertently giving orders to the men, etc. It is well to handle all matters in regard to the golf course through the greenkeeper and to talk over with him any plans or practices proposed before asking that action be taken to place them into effect.

The green-chairman is the connecting path between the officers and directors of the golf club and the construction and maintenance force on the golf course. If the chairman has decided upon any action that should be taken, it will frequently be necessary to sell the plan to the board, especially if additional expenditures are involved. The best plan is to have a logical story as to why the work should be done as proposed, what optional procedures are available, and what the cost of carrying out the plan will be. It is well to be liberal in cost estimates as generally things cost more than is anticipated.

The chairman will receive frequent suggestions as to changes and improvements that can or should be made. It is well to consider carefully such suggestions by talking them over with the greenkeeper, and if they seem good and the board approves, carry them out as promptly as possible, as we all like to see immediate results from our suggestions.

Unite Watch on Costs

Confer frequently with the greenkeeper as to how the expenditures on the golf course are running and what can be expected during the season with the view of having him work with you in keeping within the appropriation. When new tools or materials are needed, decide with the greenkeeper what to get, and then secure prices from different suppliers as it is possible frequently to save money in this way.

Read up on golf course construction and maintenance with the view of finding out what some of the difficulties are that make greenkeeping a job for experts, and see that your greenkeeper is furnished with best available literature along these lines and is encouraged to confer with others

working in this line. The old saying, "You do not get something for nothing," is well illustrated in golf course work, where, in general, we are attempting to grow an unnatural amount and kind of turf both on fairways and greens. To accomplish and maintain the desired results economically is the job of your greenkeeper, with your aid and encouragement.

If results do not materialize as soon as you expect, do not become impatient. Growing grass on fairways and greens is a process of nature, and all one can do is aid and assist. It takes time and a lot of patience to build up and maintain good fairways and good greens. Take it easy; do not try to hurry nature too much; do not encourage experimenting too extensively, and, above all, be patient.

Comfort Big Factor at Well Kept Course

How much does the word "comfort" mean to you as applied to the golf course? Is it not true that a player has the right to demand a certain degree of comfort, as well as a well-kept course? Should we not think over ways to make our courses more comfortable for our players?

How can comfort be secured? In many ways; easy inclines instead of steep slopes; paths of ease and comfort instead of sandy, rocky, slippery trails; shelters here and there; seats on or beside tees, especially where there is liable to be congestion; these are a few. Keeping the rough in such a manner that balls can easily be found aids in comfort. Drainage of low areas where water stands in the wet times not only improves the course, but also helps in the greater comfort for the players. It is easy to see how comfort can be made greater, there are so many ways to improve.

This is the ideal time to do much of this work to make the course more comfortable. Paths can be made easier, possibly sodded; if on a hillside, steps can be built in to help. Seats and shelters can be built, and others ways to improve studied, so that next season will find joyful comfort in command on your course. The little things count, and comfort can be made greater by each little step.—*N. E. Greenkeepers' Newsletter.*