

scopes, and of many different fertilizers. It will also be possible to observe under turf conditions grasses which are used in various sections of the country for turf purposes but which are not generally known.

In the late afternoon the meeting will adjourn to the Capital G&CC where experimental greens will be observed. Three greens on this course have been planted with 11, 12 and 14 different selections of bents respectfully, and have been under play throughout the season. All visitors will be given an opportunity to rate the different grasses which will be identified by number only. On the same course several of the fairways have received fertilizer and other treatments over a period of several years. These plots will

also be reviewed by the greensmen.

Arrangements have been made to have luncheon available at noon on the grounds of the Arlington experimental farm. In the evening there will be a dinner followed by a short program of general interest.

The turf garden may be reached by driving to the Lincoln Memorial, crossing the Memorial Bridge and turning left at the second road (a narrow road halfway between the end of the Memorial Bridge and the big stone entrance to Arlington Cemetery). From that point markers will guide visitors directly to the garden. Those who are not driving will be furnished transportation if they report to the office of Dr. Monteith, Room 4634 in the south building of the Department of Agriculture, at 14th and C Streets, Southwest.

## The "Green" Chairman Steps In

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FREQUENT comparisons are made of the business methods used in industry and those used in the operation of golf clubs. There is a constant endeavor to apply the tried methods of business to the managing of golf clubs, and in many instances the application of these methods has resulted in the placing of golf plants on a high plane of efficiency. The one great drawback to the application of business methods to the managing of golf clubs is the constant changing of club officials. In industry men advance to guiding positions because they have the experience and ability to fill those positions; in the golf plants officials are usually chosen with too little consideration of their capabilities.

The incoming green-chairman is usually green in more than one sense of the word. We may take for granted the likely truth that he is conscientious and wants to do a good job, but the fact remains that he is inexperienced. He is anxious to make a good showing, but seldom knows how to grasp the controls of his new machine. Too often he is working under pressure exerted by a group of his fellow members who are pounding away in the hope of having a golf course that will be a pride and joy to the members.

Green-chairman, however, are an essential part of golf; they deserve more than

they get from their official positions. At many clubs the same men hold the positions for many years, and little can be said in criticism of the manner in which they accomplish their tasks. The "green" chairman, however, can well afford to study the job; good chairmen are made, not just born.

In order to outline a general plan for an incoming chairman it is necessary to classify in a general way the type of golf plant in which he may function. By the nature of their organization, fee courses and municipal courses need not be considered. All other clubs may be placed in two classifications: those having a sufficient income to maintain a golf course in reasonably good condition, and those not having such income. Green-chairman in the first classification have opportunity to fulfill their mission. Those in the second class have problem children on their hands, and these children must be treated in a manner quite different from the normal child. We shall deal with these problem children later.

### Should Consult Superintendent First

The "green" chairman stepping into his position in a club of the first class should consult his superintendent before taking any other action. A club in this classifica-

Midwest Greenkeepers' Assn. is considering establishment of a turf research station to replace the one abandoned at Mill Road Farm. Plans and tentative budget are being discussed, preparatory to submitting a proposal for garden installation and operation on a cooperative basis with golf clubs in the Midwest group.

Plans in present stage contemplate coordination with Green Section research, but special emphasis placed on urgent problems of Midwest courses.

tion can afford a good superintendent, and such a man should receive compensation in keeping with his position. The superintendent should know how to maintain the course and grounds, and should know what it costs to do the job. The success or failure of the chairman's job depends almost entirely upon this individual.

#### Let Greenkeeper Give Answers

This meeting of the chairman and his superintendent should not be a five minute affair on the first tee. It should be held in the office of the superintendent, or in the office of the club where all maintenance records are available. Once seated and ready for action, the chairman should confine his remarks to questions, and listen carefully to the answers. His questions need not bear much on the technicalities of greenkeeping unless he knows the answers to the technical questions before he asks them. The superintendent either knows his job, or he doesn't know it, and if he doesn't know it the chairman can never teach it to him.

The good old budget heads the list of things to be discussed. What was the total amount spent on maintenance last year? What wage scale is paid to the workmen? What was spent for fertilizer, seed, chemicals, oil and gas, equipment replacement, new equipment, equipment repairs, power for pumping or metered water? How much was spent on course alterations? What peculiar conditions made the costs of these items higher or lower than normal? Could the superintendent suggest any alterations on the course that would make for lower maintenance costs without detracting from the playing value of the layout?

What is the present inventory of supplies on hand? What additional supplies and equipment are required for the coming season? What is the physical condition of the irrigation system and the drainage system? What additional work should be done in maintaining trees, flowers, shrubs,

roadways and other items not directly related to course maintenance?

After the superintendent has answered these questions, even the "green" chairman, knowing the condition of the course, should be able to determine pretty well whether or not the individual before him knows his job. If he is satisfied that he knows the score, the next step is to ask for a budget for the coming year. With this budget before him, he is armed with information that he could not otherwise acquire. He is now ready for the detail job of being chairman of the green-committee.

Maintenance costs do not vary greatly from year to year unless they are modified by weather conditions or labor and equipment and supply costs. These figures will show up in the budget submitted. No budget of this type can be followed to a dollar — some latitude must be allowed — some items will cost more than anticipated and some will cost less. The chairman is now in a position to call a meeting of his committee. He is ready for the pressure boys. It is his job to explain the setup to his committee. It is the job of the committee as a whole to approve, disapprove or modify the budget submitted. At this point it is well to remember that alteration costs are not maintenance costs, and should therefore be considered a separate item. If the boys want to change the seventh green, they had better determine the cost of that alteration and tuck it into the budget as an alteration and not a maintenance charge. Alterations charged against a maintenance budget will upset that budget like a well placed bowling ball upsets the pins.

#### Chairman Can't Learn Everything

Now we have a chairman who is no longer "green." The ripening process has started. From that point on to the final touchdown it is a matter of keeping a finger on the details outlined. Given a good superintendent, that chairman will give the paying members full value for their dues. If the superintendent is not a good one, get one that is good, but bear in mind that a good one is a technical man and is worth more than his salt. Any chairman who undertakes to learn all the technicalities of greenkeeping had better first resign from his own bread and butter position, for he is cutting out a big order for himself.

We are now ready to deal with the second class of clubs—or our problem children. Here we have the usual clash of

a champagne appetite with a beer income. That is the first line of defense for the incoming chairman. His position must be made clear to members and employees alike. He can't afford a superintendent who is qualified to handle a course in the first class unless he is extremely lucky. If he has such man, that individual is unlucky because he ought to be in charge of a club of the first class. There are, however, many of these unlucky individuals in the game today, and if our lucky chairman is supported by an unlucky superintendent, he may follow the rules laid down for the first class clubs and spend his spare time hoping the fellow won't get a better job.

His next best bet is to get the best man available for the job. He is now ready for more headaches. He must determine what the members of his club want most, and endeavor to get it for them. Putting greens usually take top position in the minds of the players, so he must attempt to get those greens in the best possible condition. He lacks money and technical assistance in accomplishing that job, and his head will ache more as time goes on. The boys don't want to play winter rules all the time, so some of the flighty dollars must be spent on the fairways. At this type of club the members cannot afford to lose balls, so the rough has to be kept short. More headache.

We cannot help the chairman in the second class clubs, but we salute them as nature's noblemen and congratulate them on their ability to take it. We give them moral support in suggesting that they convince their members that golf is a lot of fun regardless.

A final suggestion may be in order for the day. With modern transportation the golfer can travel 50 miles more easily than his grandfather could travel 5. In rural sections one course of the first class in a centralized location is better than five courses of the second class. Yet we must never overlook the true fortitude of thousands of golfers who play courses of the second class, and we again salute the incoming chairman of those clubs.

**GSA Tourney at Beverly CC, Oct. 2—** Annual tournament of the Greenkeeping Supts. Assn. will be played at Beverly CC (Chicago district) Oct. 2. It is expected that teams representing affiliated locals of the national association will compete.

Present GSA champion is Ernie Jacobs of the Castle Shannon GC, Pittsburgh. Greenkeepers have some excellent golfers in their profession.

## Successful Party Has Something to Offer Each Member

Last month GOLFDOM asked several club managers to tell what is being done at their clubs to attract business during the hot, humid days, and also to tell of any stand-out parties that annually highlight the club calendar. In the following piece, Peter Hodgkinson, mgr.-pro at the South Bend (Ind.) CC, tells of his club's unusually successful Fourth of July program, from which celebration each club member and guest departs thinking every bit of the entertainment was planned with him particularly in mind.

**O**UR Fourth-of-July celebration is one of the high spots in entertainment at our club. It can hardly be called a "party." It is more in the nature of a three ring circus, with something going on all the time to appeal to the varying tastes of all the members. Golf, of course, opens the day — and closes it too, for those members who want golf and lots of it. Prizes are awarded for 9, 18, 27 and 36 holes of play.

If dad has promised to be with the family in the afternoon, he can join his favorite foursome for at least 18 holes in the morning. Or, if he manages to persuade the family that they will have more fun without him, he can go on for another 18 holes after lunch. In any event, he is eligible for a prize—even if he stops at the end of the first nine.

Women and children begin to put in their appearance about noon and the parade of incoming members continues all day. It makes no difference when they arrive. The club restaurants remain open every minute. From the chef's standpoint, Fourth-of-July is just a continuous feast. The downstairs cafeteria is particularly popular. There is no hour of the day when it is unoccupied. Meals are served table d'hote and a la carte in the upstairs dining rooms.

While golfers are busy on the course, others are enjoying the swimming pool. By staging a swimming meet for children, the pool has been made a definite center of attraction. Dozens of youngsters, all of whom have pointed for this day, compete for ribbons, while the pool and adjoining lawn is banked with interested spectators. The addition of an exhibition diving event at the conclusion of the youngster's meet, has proved so popular that it even entices