

# No Fourth Term

By CHARLES W. ARNOLD

Charles W. Arnold, a Haverhill (Mass.) banker, and experienced as an official of three smaller country clubs in New England, gave the accompanying address before a Massachusetts State College recreation conference.

It provoked considerable interesting debate, especially the conditions that endorse, or contradict Arnold's statement concerning limitation of terms for green-chairmen. Often the problem is to get the green-chairman to accept more than one term.

The paper brings out practical aspects of coordinating the business management and physical management of golf courses, a theme that Prof. Dickinson has been headlining in the MSC courses for the past several years.

FROM my experience, the chairman of the green-committee should be a member of the governing body of the club. Also, in my opinion, he should not serve more than two or three years as chairman and should then be succeeded by someone else trained along the lines of club policy, and well acquainted with the continuous "plan of progress" of the club (of which I will speak later) by stepping up from within the committee itself. In this way, this most important committee does not come under the unintentional domination and autocracy of any one individual, however well intentioned, who from long service and unquestioned authority, may be horribly wrong at times and often very hard to relieve from office.

Usually, there are at least two other members of the green-committee, chosen carefully for their intelligence, consideration, open-mindedness and cooperative spirit. Thus, over a period, there will be built up in the club a group of informed and able members whose assistance and

good judgment may be relied on in any emergency.

Such a Committee, well organized, its budget carefully worked out, and empowered by the Board of Governors, is ready to function.

In a large club where a trained man is employed as greenkeeper, a good deal of work is removed from the committee's shoulders, but in other cases, due to financial urgency, the so-called greenkeeper is at best a bright, industrious and working foreman lacking knowledge of the problems confronting the green-committee and financial officers of the club.

This continuity now brings us down to the relationship between—first, the club's president, treasurer, and board of governors, or the business management; second, the green-committee or policy committee on the course's physical well being, or liason office; and third, the greenkeeper and his force, or the physical management.

The business management has now, with



About every three years Spalding revises the layout of its wholesale golf department at 19 Beekman St., New York. In the revision Walter Roberts takes cognizance of the most effective ideas developed for pro-shop merchandising display. A feature of the latest revision is the open display of balls, shoes, other apparel and accessories. Clubs and bags also are displayed to invite handling.

Idaho Falls (Ida.) Golf Assn. and the Idaho Falls C of C will sponsor the Idaho Open on the new 18-hole course at Idaho City. Prize money is to be \$1,000. J. M. Brady of the golf association will supply entry blanks on request.

power to rescind, delegated that part of its authority relating to the physical properties of its golf course to a special committee, within proper limitations, reporting through its chairman back to the board of governors.

It is now up to the green-committee to proceed with its program. It has been entrusted with a real responsibility and should be deeply aware of that fact. Right here I might interpolate that we all know orders should emanate from one source, and that the sequence of: board of governors to green-committee—and from chairman (or member in periodic charge) to the greenkeeper—and then to his force, is vital; I mention it here, however, because this routine is so often forgotten, and a lot of useless argument and frequent hard feeling results.

The green-committee also has an appropriation carefully worked out. This fact must, however, be constantly reviewed and possibly, at times, allocations juggled a bit. This money is carefully apportioned to the course in relation to labor required; supplies; equipment and repairs—as regards ordinary upkeep, and to improvements and rebuilding for the future, plus a small reserve for contingencies, if possible.

The first three items: labor, supplies and equipment, etc., are matters of experience and budget.

#### Greenkeeper Carries Out Program

The budget thus being carefully set up and in operation, the next step is carrying out of the work program through the greenkeeper. This proposition requires care, tact and cooperation by all hands, for the good of the course. Here, also, experience and attention count for plenty, but a definite "plan of progress" should be set up and reasonably followed.

I believe that any progressive club can have a continuing policy, simply devised, for proper upkeep of its course, and also allow for steady improvement to be made in its quality through an application of plain horse sense, which can carry out an ambitious several-year plan on a limited budget, and this, mind you, at

no increase in cost because of a change in green-chairman.

Some five years ago about the middle of August, our members suddenly awoke to the fact that almost over night, it seemed, we had practically no grass on 11 putting greens, and the other 7 were not so hot either. Sudden uproar, complaints, accusations, and general bedlam. Causes were: weather, delegated responsibility, no progressive plan with continuity for the welfare of the course, and other reasons of kindred nature. However, that was water over the dam. What to do? Obviously, to start from scratch—with practically a clean slate. First, a new green-committee. Second, expert advice. Third, a sound and constructive plan which would not only take us out of our predicament, but one which would preclude a repetition of this situation. Well, we did the first and second things, and I will try to elucidate upon our plan, together with the relationship of the expert advice we received, to that plan.

#### Set Up Card System

First of all, we got out some copies of the construction plan of the course and divided it into 19 sections—one for each hole, and also one for our practice putting green. The first 18 naturally fell into three parts each: tee, fairway, and green. We set up a card system on each of these so we could tell in any season exactly what had been done to each hole, and why. It is a fairly simple procedure once you start it, as you can use printed words or phrases such as cut, watered, topdressed, etc., except in cases of extra special procedure.

Naturally we had the soil of each green tested, and also the general nature of the soil of our fairways. This evolved the use of some general formulae for fertilization, and a few special ones, too. We have, perhaps, used a dozen or fifteen altogether, and these are referred to on the cards by number. However, a carefully worked out set of these formulae is kept by our greenkeeper in our tool and supply house and a duplicate set is kept by the green-chairman. You can be really just as complicated or just as simple as you wish to be, with such a card system; but a very simple one will give you some interesting data if you make comparisons. Certainly the condition of different greens and fairways varies a lot for a variety of obvious and obscure rea-

sons, but many troubles can be at least greatly mitigated from the study of such a simple, but careful, record.

But I am a little ahead of myself—you first have to grow grass before you can cultivate it. Well, we had a variety of things to do. We dynamited a few greens in order to shake up the subsoil. We tried to get a long-wearing, serviceable turf on our greens, which we are doing by using a combination of half seaside and half colonial bent. We are also fortifying this cover by a judicious use of velvet bent, which is expensive but well worthwhile. (We are growing a supply of this turf in our nursery and are going to try out our seaside and colonial turf on our tees).

#### Rebuild Several Tees Yearly

It has been an uphill struggle to get back and we have not had an abundance of money to spend. We have not done near what we would like to do for our fairways, and we have a program to carry out for our tees; but by careful planning we are rebuilding some of these each year, and improving the fairways, too. We have established a large and well ordered compost pile, which is money in the bank, and are trying to keep two to three years supply ahead.

We have gone very carefully into the matter of watering our greens and have found we have fooled ourselves for years on the amount we thought was necessary. It is my opinion that a great many greens are watered too much.

We have learned that on our course a spiked roller on the greens was ineffective. A hand fork went much deeper with more beneficial results. In some cases, we have treated our subsoil, which is heavy and viscous, with a dose of sharp sand, after laying the turf back.

We have completely mapped out the drainage system of our course and kept a careful check on it as well as gradually extending it, where needed. We found this effort brought to light some strange situations which, when relieved, have made our course considerably better. We have not as yet completed our program here.

We found we could save money, both from the repair angle of the tractor itself, as well as on the various mowing attachments, plus saving on fuel, by using a slow-speed one burning fuel oil. It won't run more than ten miles per hour and no one can drive it into our barn on two wheels at noon or at the end of

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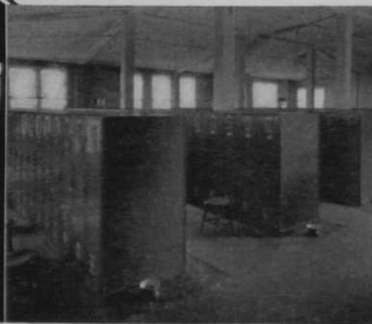
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the day. We have learned that an insistence on frequent changing of the cups and occasionally raising the knives of our greens mowers also pays dividends.

Rolling of greens and fairways, watering, etc., varies from course to course and is controlled by local conditions.

Incidental expenses, and expenditures for fertilizer, grass seed and other supplies are dictated by the budget, as are greens labor, tools and equipment.

Again, I repeat, set aside a small reserve for contingencies, if possible.

A simple progressive plan, carefully adhered to, buttressed by a direct set-up of authority correlated to a precise budget will get a course on toward its desired goal, but due to nature's conditions, perfection is always just around the corner. Nevertheless, such a plan is well worth following.

### Has Committee of Three

We have found it advantageous to have a green-committee of three, each member thereof taking charge of the course and issuing the necessary orders to the greenkeeper, for a week's tour of duty in turn. Our committee tries to go around the course once each week as a group, while the member in charge is on hand somewhat more often.

After each weekly inspection, future work is considered and laid out, within the framework of our progress plan. The greenkeeper is instructed, and his suggestions and needs are considered. The chairman makes a monthly report to the board of governors.

We have also made use of a suggestion box at the first and tenth tees. In general, we have gotten few but usually very fair-minded expressions at the first, somewhat more caustic ones at the tenth. However, the request to our members to write out any complaint or suggestions for the green-committee's consideration has tended to do away with a lot of rather useless locker-room argument and conversation. This practice has also given the greenkeeper reasonable relief.

To go on—weed and pest conditions vary locally. If you are stuck, consult an expert.

Have the soil of your greens and fairways analyzed. You can thus suit the type of grass to the soil you have to grow it in, plus suggested improvements. Keep reasonable records of what you do to your tees, fairways, and greens. It is

proved that carefully laying out of his men's workdays by the greenkeeper will save money and get more work done.

Have a perpetual inventory of supplies and equipment; checked reasonably. Have all equipment cleaned and properly stored after use. This will cut down the repair bill and also help check spread of weed seeds, etc., from green to green.

I shall make no remarks about how to handle our rough, as its treatment varies so markedly on different courses. Some like it easy, some medium and some tough. Treatment of woods bordering fairways also varies so widely that comment is superfluous. Amounts spent on the above are of secondary importance and are a matter for the budget, if you have enough money to appropriate for a special program here.

I will not comment on traps beyond observing that I believe a few scientifically placed, well-cared-for traps are of infinitely more worth than a larger number poorly located and poorly conditioned.

### Milwaukee Junior Golf League Is Model

**M**ILWAUKEE has a junior golf league that might well serve as the model of other district organizations of young golfers. Each club that belongs to the Milwaukee District Golf Assn. adds \$10 to its regular dues to provide prizes for the Junior League. B teams are of youngsters from 12 to 16 years old, and the A teams have boys short of their 20th birthdays.

Four players are on each club team, and six more from each club are allowed to play at the course where the league competitions are being held.

The league was organized in 1933 by Harvey Owen, then a junior member at Westmoor. Toward the end of the season Blackie Nelthorpe, Westmoor pro; Harvey Owen, Sr., Lloyd Secord and Burleigh Jacobs, Sr., collected a fund from Westmoor members to provide the league with prizes.

The league originally had a top age limit of 17. Its original scoring method of 20 points for first low medal team, 15 for second, then 12, 10, 8, 6, 4, 2, is retained. That scoring system gives the team that finishes at the bottom of the league a fairly imposing array of points.

A field day is staged at the conclusion

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