

Our course is an excellent one today. Relatively speaking, we spend no more money today on our course than we formerly did, our ground crew is no larger; if anything it is smaller. The amount of equipment we use has not been changed, although it has been improved. No, the change in our own course is due to one thing — knowledge — the knowledge that we gained at these conferences. Today our supt., Ernie Schneider, never misses one.

Research is the life blood of our business.

Research is the motivating power that keeps Noer, Musser and Ferguson frustrated half their lives, literally beating their heads against the ground to find a method or a means, or a grass to solve problems. The result of their work is yours and it is mine, given to us freely with their blessing. We can thank our turfgrass conference for bringing us the wonderful new things that research has produced.

Everything we do today is measured by standards. We definitely know the height standard for cutting the bent on a good putting green. We know the height of the cut for a good fairway. We know the quality standard to be looked for in a good "T." We know what standard to build into a satisfactory trap or bunker. Wherever people play golf today they find these high standards a very enjoyable part of every golf course, and the standards you accept at these meetings become the standards for the overall beautification of your city.

Turfgrass conferences produce manpower. By doing things better or by doing more things with the same manpower, you are producing additional manpower. The technological advances in turf maintenance, plus the great improvement in equipment have done two things: they have produced better golf courses at greatly reduced maintenance cost, and second, every job you do today, you do easier and faster and better. You now save many man hours weekly through your application of preventative maintenance. You have even learned the art of camouflage — a dye in your fungicide will get rid of a brown patch with one spraying; well, at least, it looks that way.

Turf conferences give us extra man hours by showing us the better methods and also give us better manpower. You can hire better people today because you can promise better jobs. A youngster that wants to follow turf work today can make a career of it. The men you hire today need not be common laborers. From these youngsters will come your next crop of supts. They will be smarter than you and rightly so, because they will take all the knowledge that you will give them, and will add theirs to it, and that is the way we want it.

Turfgrass conferences produce manpower, but a great deal more recognition must be given to the matter of proper compensations

for that manpower. The most important man around a course is the supt. The difference between a greenskeeper and a supt. should be at least \$3000. I know that through your association and your conferences you have made a great deal of progress on obtaining sufficient compensation, but remember please: *It Is No Crime To Ask For More Money, If You Think You Are Worth It.* You will be surprised how many times you will get it if you go after it, but don't forget at the same time that members of your ground crew have to live, eat and enjoy life too.

Profit No. 5 is goodwill. One of the greatest contributions to our clubs is the pleasant and friendly relationships that exist between supts. You meet at an annual conference, you meet several times a year at your regional and district meetings. You get to know each other socially, as well as professionally and you find you like each other. Well, what is better than that?

We have an opportunity at these conferences to meet and know personally top turf authorities. Before this conference is over we will all be calling them by their first names, and we will be reading and enjoying articles in turf and garden magazines for many years to come, and we can say: — "Why I met him in Louisville in 1957." Furthermore, if you don't agree with what he says, you can write him and tell him so, I bet you will get an answer, too. Goodwill — friendship — respect — they are created in these conferences and all clubs profit from these.

Reports Show Members How Their Money Is Spent

By Robert Williams
Supt., Beverly CC, Chicago

In tying in reports making with the responsibilities of a supt., I believe two factors are of primary importance. The first is why reports are considered necessary; and secondly, how the reports should be formulated and what they should contain.

Let us first look at the why. Why should a supt feel that he is obligated to make reports to his employers? The most obvious reason is that you are spending someone else's money. While we are mentioning money, let us add that today golf courses are spending anywhere from \$25,000 to \$100,000 or more for maintenance alone on an 18-hole course. So there should be no question as to why we should be responsible to report to our officials.

The next reason under why is "clarification". Through written reports we reduce the possibility of being misquoted and misunderstood. When we put it on paper we usually take pains to see that we say things so that they are most clearly understood. After we make a written report, it then becomes a ready reference that can be referred to

at any time to chart past progress, or for future planning. Mutual interest is another good reason why we should make reports. Through reports we can tell the story of course maintenance as it unfolds from day to day. Another why is evident in that through report-making a supt. elevates himself by becoming better aware of what he is doing and more alert to details involved. He is using a sound business approach to the management of a comparatively big business.

As for the how of reports, my program for reporting to my committee starts off with a most basic and yet most important item, our long term plans. Through this, club officials and supt. are able to interpret the type of maintenance the club wants. It clarifies the standard of maintenance desired by members and sets up a plan to achieve this standard. The form is very simple and is made up of three parts: the objective, the recommendations and progress.

Each area of the course is treated separately and all cover the same three points. As an example, let us consider the "tee program". The objective reads as follows: To produce tees of adequate size, level surfaces and with a tight turf that will withstand one-half inch mowing. The size of the tees are to be approximately 4,000 sq. ft. and are to be designed, where practical, to offer a variety of yardage settings.

Now that we have established the objective, let us look at the supt's recommendations: (1) Rebuild most of the tees to relevel and to increase size. (2) Use bent turf from old greens. (3) Investigate the use of Merriion bluegrass on tees. (4) Use maintenance technique similar to greens. (5) Use soil and seed mixture weekly for the repair of divots. Now we have the objective and the recommendation. All that is left is to record the annual progress in very brief form. This same procedure is followed for all areas as tees, greens, fairways, traps and landscape.

Each year our grounds committee goes over our long term plan and either approves or revises its contents. In this way we have a general continuity in our maintenance program and we do not find ourselves zig-zagging from year to year with trial and error practices. Our long term planning has been our answer also to the problem at some clubs where the frequent changing of committee members and chairmen tends to keep changing the general maintenance program.

With our long term plan established, we have started on the way to better administration and the next step comes quite easily. We set up an annual plan of operation. Under this plan we start out with each area again and list all items of maintenance for these areas and approximate dates. Using the tees again as an example, it would read something like this:

Fertilizing
Organic Nitrogen — Nov.

Complete — May & Sept.

Liquid — Summer

Fungicide

Mixture A. — Weekly, May through Aug.

Insecticide

Etc. Etc. Etc.

This list continues, showing mainly all items of material and any items I wish to list as reminders, such as root pruning, etc.

After we set down all the items of maintenance for all areas, then we have a pretty close cut picture of just how we intend to operate and what materials will be required. By now most of the work relied upon to formulate the annual budget proposal is completed.

We have discussed three types of reports: long term plans; the annual plans; and the budget. It follows that we should next be concerned with periodic progress reports. Here I make up a report for our committee which keeps it and myself informed as to how our plans are progressing. Our experience, under our set of conditions, has proved that this report should be made on a weekly basis during most of the year and on a bi-weekly basis during slack times. A weekly progress report contains the weather conditions for the period, the labor situation, the major items of maintenance accomplished each day and a few notations from the supt. on points of interest or information. We keep a file of these reports and they become a daily diary that has proved to be most helpful for reference.

We must remember that it is difficult for club members to realize what goes into the maintenance of a course and through these reports they are acquainted with what goes on behind the scenes. They become aware of our problems and accomplishments. I know many supts. feel that such a report takes too much time to prepare. I should add that the time involved is about five minutes each day to jot down the day's work and then about 30 minutes once a week to formulate the report. The club office reproduces and mails the copies. For this small effort, the benefits are numerous.

In addition to the aforementioned reports, I make up several other types of reports for the grounds committee that might be grouped together as miscellaneous reports. They include such items as equipment inventory, conference proceedings, committee meeting summaries and others. Frequently, club officials ask for a report on some special situation.

Progressive Education Leads to Self Improvement

By SHERWOOD A. MOORE
Hollywood GC, Deal, N. J.

Just what is progressive education and why is it the supt's responsibility?

Among other things, progressive education means: Attendance at turf conferences; At-