

Managers' 25th Convention Seeks Operating Answers

By HERB GRAFFIS

Club Managers Association of America, returning for its Jubilee convention Feb. 10-13 to Chicago where it was founded 25 years ago, drew a record attendance. More than 600 men and women club managers and suppliers participated in discussions at the Edgewater Beach hotel concerning the problems of country and city clubs.

Rising taxes and operating costs were the chief difficulties considered, with the labor situation coming in for third place among managerial headaches.

Much of the discussion was frank and off the record. The complex tax problems, a variety of labor conditions and a wide gap between various club characters, operations and policies called for intimacy of testimony and discussion that often made recorded proceedings inadvisable. The conferences were of definite practical value.

Always the club managers have to use considerable discretion in stating and seeking solutions for their problems as many of the problems are basically those of membership nature or official policy, or something having to do with government regulations. The clubs are more afraid of government looking for a chance to make trouble than general business is, and that means a condition of acute nervousness.

Standards Change

The change in service standards in club life and club management has been marked since the CMAA earlier days, and the veteran managers as well as younger men and women in the field, confessed themselves up against tough handicaps in maintaining the club atmosphere at a modernized version of its traditional character. Harry H. Davies, one of the CMAA founders and a distinguished Canadian manager, in speaking on "Club Management in Retrospect" brought memories of the days when the problems of the manager were less severe although members educated in fine living had to have their wants anticipated just as members of the better clubs do today. The manager's difficulty now is that at numerous clubs the members don't know what they want, but complain about what it costs them.

The general session was opened by Pres. Wm. Bangs, Jr., and Convention chmn. Wallace Wommeldorf. After officers' reports, which showed the national association and its regional chapters in solid,

smooth-running shape, Alex F. Talbot, a Chicago business executive, talked on physical conditioning for the manager.

Talbot emphasized correct breathing, good posture, walking and simple exercises, some of which he demonstrated.

Herb Graffis, GOLFDOM's editor, spoke on the rough conditions that confront country club management in particular. He quoted from an economics book by Ernest Shinner, Chicago capitalist, in which Shinner related that country club management with its demands for skilled employees and short season, was the toughest business he'd ever tackled. Graffis cited the financial plight of organized baseball, the financial difficulties looming for university and pro football due to television, and the fact that boxing was getting by only because of television sponsors' income, as indications that the sports financial picture wasn't as fiscally bright as Americans are inclined to believe. Therefore, he remarked, the golf club has to be foresighted and honest with itself in getting its own finances in sound shape. He observed that too often in the case of private clubs, officials are inclined to believe that the solution of every problem is canning the manager, course superintendent or professional, when the correct solution actually lies in organizing, deputizing and supervising at the top official level. Numerous instances of unsatisfactory club operation, he recalled, were the result of hiring competent men and not allowing them to do the job the men thought they were hired to do, but having the job bossed by amateurs elected solely because of club politics.

Graffis also questioned the timidity of clubs when facing taxation or other political situations, and said the usual presidential year sneering references to "the country club set" was an indication of the politicians' contempt for honest men who contribute heavily to campaign funds.

Training Programs Explained

Leslie W. Scott, director, Hotel and Institutional Management, Michigan State College, and John Anderson of the University of Florida's new school of club and resort management, gave addresses on various phases of personnel training. Scott said a lot of the blame for unsatisfactory service by club employees is due

to failure to tell them clearly what they are expected to do when they are hired. If the details of the job are fully explained the fitness of the prospective employee for the job is accurately determined, Scott remarked. Labor turnover, to a large extent, is the result of the employer at a club hiring employees who don't understand the job and wouldn't take it if they knew what is expected. Due to varying demands of members the club job requires an intensive and well organized training program that must be in operation right at the start of a short season. The manager also has to have a simple, definite and very well organized plan of training the young men and young women who work at country clubs during school vacations. Scott brought out the point that when an employee is conspicuously corrected in public it can be a sign that the manager, as well as the employee, needs training. The subject of member training was touched lightly, but more in detail later at a round table discussion.

Anderson outlined the general qualifications of a qualified club manager and said that civic-mindedness should be one of the qualities of the good club manager as he is, in effect, a representative of a select group of community residents. Anderson also said that a requirement of the Florida course was that students would have to work at clubs 3 months before being eligible for graduation from the Florida school. He remarked that plans for the course involved a short "refresher course" for managers, probably to be conducted in the winter.

The CMAA, at the suggestion of Wayne Miller, is considering sponsoring a scholarship in the new Florida school.

Lyle E. Stovall, color expert of Sherwin-Williams Co., gave an interesting practical talk on "Color Styling". He showed charts as guides to the correct selection of colors of floor coverings, walls, curtains, furniture and table setting to harmonize.

J. S. Anhoff, pres., Albert Pick & Co., talking on "What's New in Equipment", said that the managers were keeping up so well on the new ideas he couldn't add much to their investigations. He admitted that he, like many managers, wasn't sure about the prospects of ray cooking but it was worth watching.

Supply and Equipment Situation

Anhoff outlined the buying situation as being in fairly good shape due to clubs and hotels doing so much scare buying at the start of the Korean war that in some cases there is an excess of inventory.

Material shortages have buying of few items virtually stopped now, but most needs can be supplied if the buyer can wait. Prices in several lines, among them china, are inflated but cheap considering

a normal dollar. China patterns are good. Glassware isn't in the class with that of the old days when clubs used to demand the best and employees respected it, but a good standard is available. Silverware is on the critical list and you won't get it in former construction, but you'll get satisfactory items, generally after waiting 6 to 8 months.

Aluminum wear is available only in limited stocks. Dealers' stock is low in stainless steel equipment but chrome steel is doing O.K. although not as well wearing as stainless steel. Kitchen equipment is hard to get because the government is a big buyer.

Plastics are not displacing china yet in club service.

Wagons instead of trays are coming in strong. Now the problem is where to park them, Anhoff noted. Textiles are close to normal. Carpet with synthetic fibre must be considered instead of insisting on expensive all-wool.

There's not much of a supply of metal furniture. Wood furniture of good design and construction is available on fairly quick deliveries. Use of plastic-top tables is growing at clubs.

Division of "Service" Income

The country club round table session, presided over by Howard E. Rodgers of Evanston (Ill.) GC, started off with a lively discussion about distribution of service charge income between waiters or waitresses, bartenders, busboys, and kitchen help. Although tipping is growing at country clubs, despite regulations, the service charge split is by far the big added factor in house employees pay.

A definite trend is toward giving waiters a fixed percentage on food and drinks served with the bartenders getting percentage on drinks served at the bar.

Wide variations in charges of extra waiters were reported. Also mentioned were big differences in waiters' union attitudes, with some managers saying that unions wouldn't make them keep loafers and incompetent and dirty waiters. In these cases, the union did a good job for the clubs and for the waiters in getting them employment.

A trend toward higher dues also was much in evidence. Several successful managers said the only way of keeping clubs out of hock was to set up expenses higher than expected and income lower than expected, in preparing the annual budget.

The delicate matter of member education was candidly discussed with the consensus being that a minority of members often prevent officials and managers operating a club on a sound financial basis and to the general satisfaction of members. The highest class clubs reported practi-

(Continued on page 92)

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Research Big Need on Poa Annua Chemical Control

By RALPH E. ENGEL

Rutgers University
(GCSA Paper)

The phenomenal results obtained with 2,4-D on broad-leaved weeds have led us to wonder why we cannot duplicate the story with other chemicals for other uses.

Chemical weed control has been a dynamic field since a practical application of 2,4-D was discovered in 1945. The assortment of herbicides has grown steadily ever since. Unfortunately, turf research facilities have not been adequate to permit proper study of these newly developed herbicides for turf purposes. Since poa annua has been the thorn of turf workers for many years it is only natural that many of us have hoped that more attention could be given to developing a procedure for using one of these new chemicals to eliminate poa annua.

There are three methods of attacking poa annua with chemicals. First, the poa annua might be destroyed completely without serious loss of the permanent grasses. Second, poa annua might be controlled by prevention of seed production without killing the poa annua plant, and a third method, poa annua might be controlled by destruction of seed or seedlings in the soil.

All three of these approaches to poa annua control are within the realm of theoretical possibility. However, the second method, prevention of seed production, probably offers the greatest potentiality. What is the nature of the research problem involved? First, we recognize that there are many chemicals worthy of consideration which have shown promise in other fields, deserve thorough testing. Some of them are as follows:— ammonium thiocyanate, E. H. #1, E. H. #2, I.P.C., Chloro_I.P.C., maleic hydrazide, Dinitro formulations, n-1 naphthyl phthalamid acid, phenyl mercury acetate, C.M.U., 2,4-D and 2,4,5-T offer promise. Many others are available in the experimental laboratories that can be given a trial.

In addition to the chemicals just mentioned which are of interest for experimental work in controlling poa annua, we have sodium arsenite and lead arsenite which have been used in practice to a limited extent. The latter is restricted to more highly valued areas such as greens where the high cost of treatment can be justified.

Some very promising results have been

obtained by using sodium arsenite to prevent seed production without killing the poa annua plant. Many of you are familiar with the work of Paul Weiss and others who have used sodium arsenite for this purpose. I am sure they have no objection to any one experimenting with the technique. I trust that some of the experimental stations will have opportunity to conduct additional investigations on the use of sodium arsenite for controlling poa annua.

Answers Require Much Work

A very large amount of work must be completed before the many questions on chemical control of poa annua are answered. First, the list of chemicals worthy of testing is quite long. These require individual testing and in some cases combinations of chemicals should be tested.

Before a chemical can be discarded, it must be tested at different rates of application and different dates in the season. Also, before a chemical can be given a general recommendation for practical use it is important that many other factors be studied such as the effect of the soil pH, plant nutrients, soil moisture, and temperature upon the performance of the chemical. No one can safely make a recommendation for a chemical until its reaction to these factors has been determined.

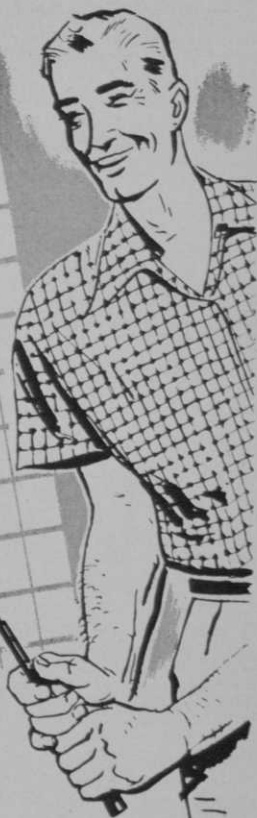
I can best illustrate the importance of understanding the effect of various environmental factors by citing Leonard Strong's experience with sodium arsenite, in which a combination of frost or freezing temperature along with the effect of sodium arsenite gave greater leaf burn than he had commonly experienced during warmer and drier periods of the year. Fortunately the injury was not serious. Unfortunately it has taken nearly 20 years to learn the best rates for applying sodium arsenite and its peculiarities. If research had been available to support the development of sodium arsenite, we would be making far more use of it today and if research is not provided for study of the promising chemicals presently available, another long period of delay may occur before their value is known. At best a good research program requires a lot of work and some luck.

In addition to the technical problems

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involved with the use of chemicals, there are several factors that hinder the development of the program. At the present time, only a very limited amount of work is being done on the tremendous problem of chemical control of poa annua. If the possibilities are thoroughly investigated greater facilities for research are required to establish a well-organized program. Purdue and Rhode Island have already begun a study of several chemicals and possibly other stations have done likewise, but the problem is too great to leave to a few. I trust that those concerned with these programs will comment on their chemical control programs.

A second problem concerned with chemical control of poa annua is the need for an ideal type of chemical. It is not only important that the technique for controlling poa annua with a chemical work effectively, but it must be economical, certain, and easy to conduct. Failure to meet any one of these points may limit use of the chemical in spite of its ability to give results.

A third factor that makes for difficulty in developing a chemical control program, is the lack of good test locations. This may sound silly to some of you since there is so much poa annua. But it is really difficult to find large areas for testing that have a mixture of poa annua and permanent grasses, and can be subjected to unknown chemical treatments that may be fatal to the grass and a man's job. Trial and error is usually the way to determine safety of a chemical.

Although my topic is control of poa

annua problem, our research program at New Jersey attests to our faith in the value of other techniques. For example, we have two fundamental projects which we hope will give us some information on how we can better control poa annua or make it serve us. We are investigating the possibility of altering the poa annua content of a turf by rate and time of fertilizer application. Also we are observing the effect of turf cultivation on the amount of poa annua in turf.

We have gathered considerable data on these studies; however, it has not been possible for us to draw any final conclusions to date. We shall be only too happy to tell you of our findings as soon as the work is completed.

In the meantime, I trust that no one will rest his poa annua case with the hope of chemicals to be developed in the future. We must never forget that on many areas poa annua can still be discouraged considerably by use of other principles such as proper establishment of turf areas and correct watering. Without doubt, the poa annua problem has been accentuated by over-watering. There are many interesting experiences to be told on this subject.

Controlling poa annua with chemicals has greater unexplored possibilities than any other approach to the poa annua problem. Wonderful accomplishments may be in store for us in this field, and the sky may be the limit, or dismal disappointment may be in store. Certainly, we shall never know unless time and money are spent investigating the many new herbicides that have been developed recently.

RUTGERS HAS BIGGEST ENROLLMENT FOR 1952 TURF COURSE



A total of 117 students enrolled for the 1952 Rutgers One-Week Turf Course held Jan. 21-25. Ralph E. Engel, Assistant Ext. Specialist in Turf Management, in charge of the one week course reports interest and attendance on the part of park superintendents and nurserymen accounts for considerable amount of the increase. Unusual interest was shown in after dinner talk by a consulting engineer of the New Jersey Turnpike Authority who related incidents and showed pictures of the construction of the turnpike.



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March, 1952

Los Angeles Looks Ahead to Ease Golf Shortage

By DARSIE L. DARSIE

Golfers of Southern California, and it has been estimated that they number close to 300,000, have been deservedly alarmed at the number of public links and private courses which have been closed and are being closed so that they can be subdivided for homesites.

During the recent \$17,500 Los Angeles Open Tournament at Riviera, the rumor got around that the famous and beautiful course was to be closed and subdivided. This was immediately denied by the club president, but it was revealed by Columnist Braven Dyer in the Los Angeles Times that the famous Riviera polo fields, on which more than 5,000 cars were parked the final Sunday of the tournament, had already been sold, and would no longer be available for parking. This, perhaps, started the Riviera rumor.

But the story caused wide speculation among the golfers. They had seen the magnificent El Caballero CC course in the lush San Fernando Valley closed. It was here, back in 1927, that wee Bobby Cruickshank had scored such a spectacular victory in the second Los Angeles \$10,000 Open Tournament.

They had seen exclusive Midwick, the playground of Pasadena's millionaires, sold at auction to a banana merchant, and then had seen it cut up by subdividers. It was here, at the famous 16th or Lake Hole that Walter Hagen, playing the course for the first time, turned to his caddy and asked if it were possible to drive across the lake.

The lad, tall, raw-boned, and unsmiling answered: "Yes, Mr. Hagen, it can be driven."

Walter whipped out his driver and lashed into a screamer—which dropped into the water with a splash ten feet short of the fairway.

"Who," said Hagen in wrath, "can drive it?"

"I can," the boy answered, and Hagen handed him his driver.

A preliminary swing and the caddie, Elmer Vice, crashed out a booming tee shot which carried the lake with some to spare.

But today Midwick is a veritable city of modest homes—just as its famed polo fields where Eric Pedley, Carleton Burke, Tommy Hitchcock, Elmer Boeseke, and

Hugh Drury once met in international competition—have now become backyards, patios, garages and flower gardens. Midwick is but a memory.

Nor are these the only ones. Flintridge, where Fred J. Wright made his western debut and where the Hollywood comedian Vince Barnett "ribbed" Bobby Jones almost to exasperation, has become part homesites and part is maintained as bridle paths on the estate of Keith Spalding—but as far as golf goes—it is a thing of the past.

Add to these the famous Hollywood CC, the beautiful 36 hole public links layout—Sunset Fields—the California CC, famous through three decades for its hospitality and great invitation tournaments, Mountain Meadows, Indian Hill, St. Andrews, Sunset Canyon—they are all gone.

Golfers Squeezed Out

Southern California golf is feeling the pinch. The public courses, and they are excellent ones, are crowded from daylight to dark every day of the week; and the country clubs, without exception, have full membership and hundreds of applicants on their waiting lists.

Hundreds of golfers, yes thousands, have simply put their clubs away until golf gets less popular or until California golf courses catch up with the demand.

What is being done and what can be done to give Los Angeles, with its metropolitan population of more than 4,000,000, adequate golf facilities to meet the demand of those who would like to play?

In answering that question let's see first what Los Angeles has.

In the first place Los Angeles has four excellent public courses, Pasadena has two, Montebello has one and Long Beach one. In addition, Los Angeles County maintains a beautiful 18-hole public course at Santa Anita, a 9-hole course at Altadena, and an 18-hole course at Alondra Park. Add to these perhaps a dozen first class pay-as-you-play privately owned courses and you can comprehend the present public golf picture.

But the country club picture is rather dark. Even such a magnificent country club as Wilshire, in the very heart of Los Angeles, cannot too long stand up against the staggering taxes which are levied



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against it—and it is but a question of time until it must go.

Los Angeles CC with its two magnificent courses and its multimillion dollar frontage on Wilshire Boulevard gives no indication of moving—but you can't tell what the future will bring. Even now a \$5,000,000 department store has been constructed on what was once one of the South Course fairways. It is possible that eventually the land will simply be too valuable to keep it as a golf course. And there are others—many others—which may find the growing metropolis and encroaching business too much for them to stand up against.

What, then, is the future?

It would seem that Los Angeles will have to develop golf centers 15, 20 and 25 miles out from the city center—golf centers which can be reached in half an hour's time by fast transportation.

Los Angeles Looking Ahead

Constructive thought toward such an end is being taken both by the city and county in the matter of utilizing flood control land which lies behind the huge dams which have been built to check the flooding Los Angeles, Tujunga, San Gabriel rivers and Ballona Creek. These flood control lands may, in part, be under water 10 days or two weeks of the year. But if golf courses are so constructed that the greens and tees will not be under water, the fairways will not be harmed, and the golf courses—on public owned land—could be constructed at reasonable cost.

Plans have now been drawn for two public courses at the Hansen Dam near Burbank, two more at the Sepulveda Dam, and it is possible that two or three public courses can be built in the Whittier Narrows. A County Golf Commission has also reported the possibility of developing other courses on public owned land along the Rio Hondo, Ballona Creek and Los Angeles River Bed near Long Beach.

In the meantime Los Angeles golfers will have to be content with playing under rather trying conditions if they can get a starting time at all.

The city has far outgrown its golf facilities and it is fast running out of land which could be used for golf course construction.

Tee Idea Brought Home from Supts. Meeting

By HOWARD FARRANT
Supt., Pine Brook CC, Weston, Mass.

I always attend our local golf course superintendents' meetings whenever I can, and I never have been to one but that I have seen and picked up new ideas that have been of interest to my club.

At one club I noticed three-foot tiles being used as tee markers and waste containers. We had been using some metal baskets; also some self-closing receptacles for trash. But since that time I have used the tile, setting the bell end into the ground a few inches. The tile is painted club colors with numbers of hole and yardage; some also have "replace turf" on them as a reminder to our members.

Anyone attending local meetings is doing an excellent turn for his club, and getting a chance to see the other fellow's course seems to give one an added punch to improve his own condition.

Fit Water, Fertilizer to Short Cut Fairways

By ROBERT HENDERSON
Supt., Country Club of Buffalo
(GCSA Paper)

During the many years that I have been at the Country Club of Buffalo, we have consistently cut our fairways on the short side. When the Country Club moved to the present location about 25 years ago, the fairways were seeded to bluegrass. We, at that time, cut about one inch and had what was considered very good fairways.

As time passed and player demands for better turf could not go unheeded, we seeded Colonial bent in our fairways. But, before doing so, a very considerable amount of native bents started to show, which, of course, made it necessary to change our methods of operation. We set our fairways units at 7/16 in. and for about 25 years we have been cutting at that height on a twice-a-week basis, often, when it becomes necessary, we cut three times a week.

The fairway water management program at my club is carried on with the specific thought that the system is supplementary to rain and not a facility to use indiscriminately. I mention this only to emphasize that our fairways are not over-watered, lush and soggy, but afford good lies on close-cut, heavy turf.

Our fertilizer program is what I consider the most important. It possibly may require greater amounts on close cut turf but I sincerely believe that where the budget will afford it the results are well worth it.

I do not maintain that those favoring long cut are all wrong in their contentions; much may be said in their favor—but, my members pay the bills and if by long and careful study, I can manage and maintain the type of turf on our fairways that they desire, that is, turf that will set the ball up on good, thick, short cut turf, and not bury it in long cut grass, that is the job I have to do.