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Andrews before the British Open and it fooled him just as it did Hagen and Jones until they'd taken their degrees . . . Despite being several months out of play when the Old Course was rested before the British Open, and watering by the local fire department, the course wasn't in good condition . . . Doc didn't bellyache about that as did some British pros . . . He'd probably seen American winter circuit courses in worse shape . . . Huggins comments that Middlecoff, although possibly more baffled and disconcerted by the Old Course than other prominent and experienced contestants, didn't say a word criticizing the classic layout.

Huggins, who has seen American pro and amateur stars playing here and overseas, says Doc played at about American average speed . . . Middlecoff played one round in 3 hours and 25 minutes and finished 40 minutes behind the couple ahead but that was because the preceding two were galloping around, remarks the Scotsman.

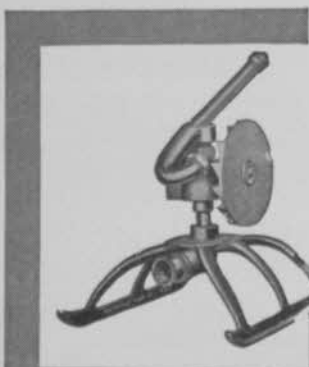
Middlecoff has been highly praised for an action that Doc wanted to be kept quiet . . . He contracted to write daily comment on the Open for the Bulletin, a Scottish newspaper which used the Middlecoff syndicated golf lessons . . . After the Open Middlecoff told

the paper he had been so pleased by being allowed to express his views he didn't want to be paid for the feature . . . The Bulletin insisted so Doc instructed the paper to give the fee to a charity, preferably one for children.

The pro who wants to do something for the members of his women's golf committee might present each of the girls with a copy of the new edition of "The Conduct of Women's Golf," compiled by the USGA Women's Committee . . . Price is 25 cents a copy . . . Write the USGA, 40 E. 38th st., New York 16 . . . The book is "must" reading for every professional.

Golf Illustrated of London gives a page to a controversy about British assistant pros . . . Quotes Geoffrey Cousins, London Star golf writer: "Some of the swings at Hartsbourne (PGA Assistants' championship) disgraced the senior professionals who allow such styles to be developed by the youngsters they employ . . . Unless you (the British PGA) take notice of the sad state of assistants' golf, the standard of professional golf in this country will go down and down." . . . Comment by an anonymous assistant and George Low, asst. to Fred Allott, pro at Enfield club followed . . .

(Continued on page 62)



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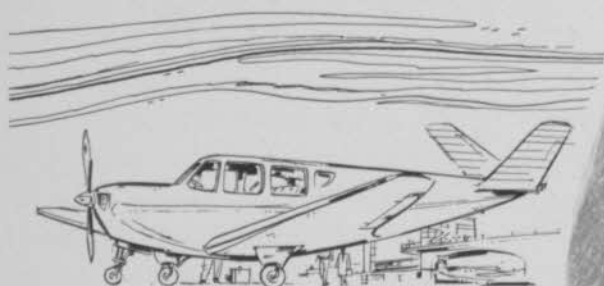
ACTI-DIONE Ferrated—outstandingly effective against dollar spot, melting-out, and fading-out. Investigational studies indicate that Acti-dione Ferrated may control Leaf Spot of Kentucky bluegrass, as well as Rust and Powdery Mildew of Merion bluegrass. **ACTI-DIONE RZ****—especially effective against large brown patch and Pythium . . . also controls dollar spot, melting-out, and fading-out. When used on a regular preventive schedule, one package will protect 20,000 sq. ft. of turf.

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AUGUST • 1957

It's Only Good Business

Would Show Club Financial Statements to Pro, Supt.

By WALLY MUND

General Manager-Professional, Midland Hills CC, St. Paul, Minn.

IT IS often said that frequent changes of officers and poor organization of committees mainly account for failure to operate private golf clubs in a businesslike way.

But you don't hear of another common and important explanation of inefficiency in club operation.

That customary fault is neglecting to provide all major department heads with copies of the club's monthly and annual financial statements. Without this information department heads have no accurate and useful idea of how the club stands financially. Without the financial data the club heads lack facts that could guide them to revisions and coordination of departmental operations for the good of the club.

There is a great deal of talk about harmony and effective cooperation between department heads of golf clubs. But the meetings and discussions are decidedly limited in their usefulness when the department heads involved haven't the club statements that show what the score is on the club business.

Why isn't it general practice at all private clubs to give the professional and the supt., as well as the clubhouse manager, information that shows how the club business stands and how it has changed for better or worse since the previous month's report?

One reason for this failure is that the custom became obsolete due to the development of departmental heads as executives and their progress in business management.

The manager works in the clubhouse where the club books are kept and the

financial statements compiled. For that reason he always has had access to club financial data. This is as it should be and gives the house manager information upon which he can direct his operations as closely as practical to the prevailing conditions at the club.

Pro, Supt. Overlooked

Under the old style system, which so often is in effect at clubs, the professional and the grounds supt., merely because their departments are outside the clubhouse, are not provided with the financial scorecard enabling them to operate to best overall advantage.

The situation obviously is illogical as it keeps the eating, drinking and lockerroom storage and showering at a club out of balance with the development and management of golf play and the supply of golf goods by the professional's department, and out of balance with the course maintenance operations which are vital to the successful operation of the club.

Interesting reflections of this lack of balance appear in the summaries of club operating figures prepared by leading firms of club and hotel accountants and printed in GOLFDOM. Differences between clubhouse and course figures, and the absence of figures showing relationship between play and clubhouse revenue and course maintenance expense, indicate the need of getting all of the department heads into the accounting act.

Another reason for the undoubtedly wasteful failure to acquaint the profession-

al and supt. with the overall operating figures and financial status of the club probably lies in the old belief that the professional and supt. are not "figure" men.

This misconception of the pro and the supt. as men who don't know the ABC's of accounting could be erased quickly by an examination of the facts.

Supt. Has Been Educated

Any club official, clubhouse manager or professional who has kept in touch with the programs of the Golf Course Superintendent Associations' national and regional conference programs must be aware of the great attention given to budget preparation, expense supervision and control and the battle against rising costs by the supts.

In view of the unpredictable effects of weather, turf diseases and pests on course maintenance costs and the labor problems that supts. have in competition with industries' propositions to employees, it must be plain that the supt. is a man who must get the money picture quickly and correctly.

I can say from my own observation and discussions with supts. that the great progress course maintenance has made in applying business management methods has been realized despite a discouraging absence of cooperation and appreciation from club officials in general.

Of the professionals' place in the picture of increased operating efficiency through knowledge of the club's financial status, I can write from experience.

My own club, in making operating figures available to me, provided education and incentive enabling me to do more for every phase of club operations and do it with an understanding of what all department heads are up against.

The professional usually is a man who can read the business story from the financial statements. He has to be able to do that or his department, which he customarily operates at the risk of a considerable investment in shop stock, time, salaries and other expenses, can quickly get him deeply into debt.

Figures of golf goods manufacturers' credit departments show that progress in the professionals' phase of business management has been greater than the overall advance in golf club business.

The fact is, generally, that most clubs could not afford the benefits of first class pro department operation were it not for the pros' own financing, management and operation. This efficiency, essential if the



International Ducat

Frank Pace, Jr., who succeeded the late John Jay Hopkins as pres. of International Golf Assn., greets Nobusuke Kishi, Japanese prime minister, with the first ticket to the international championship matches to be held at Kasumigaseki Club, Tokyo, Oct. 24-27. Kishi, an ardent golfer, played several rounds with President Eisenhower on his recent visit to the States.

pro is going to have a good standard of living for his family and himself, often makes the pro department the best operated department of the club. This is a particularly significant point as the pro gross profit very rarely is equal to the gross profit on liquor and food at private clubs.

The tax and legal phases of the pro's operation in charge of one of the three major departments of a golf club are factors in the club's sound and economical operation, but they are not as important, by a long way, as what the pro learns from his own efficient business that the club can use.

What the clubs will do to take advantage of the pros', course superintendents' and managers' informed, competent and frank discussion of club financial data will have a great deal of bearing on how clubs will be able to satisfy the increased demand for services without running the operating costs so high many desirable members can't stand the load.

There must be a drastic modernization of policy and procedure giving the club professional, house manager and supt. all complete information on the club's financial status.

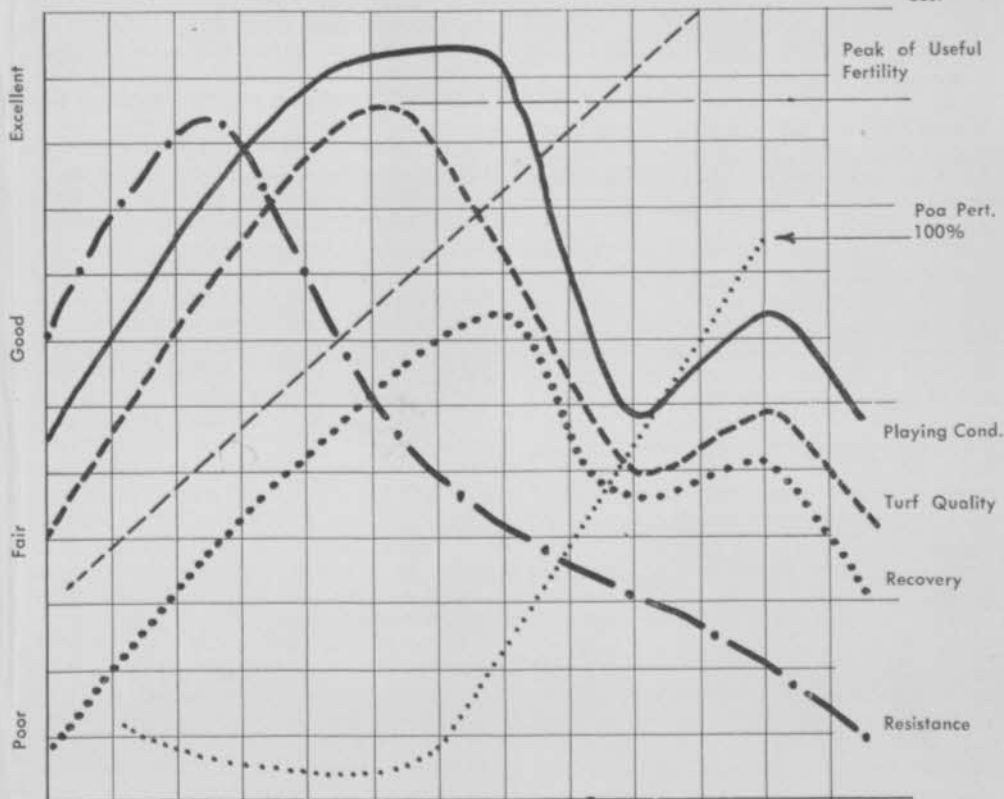
Ave. Maintenance Cost per 9 holes

\$10,000

\$20,000

\$30,000-\$35,000

Cost



	Poor	Fair	Good	Excell.	Super	Lush	
N	.25	.50	1.	1.4	1.8	2.4	lbs. per mo./1000 sq. ft.
H ₂ O	.25	.50	1.	1.4	1.8	2.4	.10 ins. per day
Fert.	.50	1.00	2.	2.8	3.6	4.8	

Useful Fertility

A 34-Year Study of A Wide Variety of Grasses Shows That There Should Be A Limit to the Peak of Quality

By **HENRY C. MITCHELL**

Supt., Old Oaks CC, Purchase, N. Y.

BACK IN the late twenties I read a book called "The A B C's of Turf Culture" which was written by O. J. Noer. The book corroborated many basic principles of turf culture which had already been drummed into my head by my father, an agronomist of the old school. Later I attended Professor Dickinson's

school at the University of Massachusetts. He used the same principles to explain what he called the limits of tolerance of grass.

The depression, followed by the war, made it impossible for even the larger clubs to continue accepted standards of maintenance. The post-war era brought back prosperity as well as a flood of new chemicals, machines and new varieties of grass. In their efforts to be spectacular,

turfmen forgot that turf has a limit of tolerance, not only to traffic but to fertility as well.

Traffic and Treatments

I have been studying the results of traffic and treatments on various turf areas in an attempt to determine just how far off the track we have wandered. I have depicted in the graph on this page my interpretation of observations made over a period of 34 years. It shows the peak of useful fertility under heavy traffic. It is fairly accurate for most varieties and species of turf grass grown in the sun in all climates from Maine to Louisiana. This is provided, of course, that the va-

Henry C. Mitchell's article does not necessarily present the views and opinions of GOLFDOM but is presented as a thought-provoking treatment of the subject of fertility.

riety is tolerant to temperature ranges and the height of cut. (See graph.)

In the graph, fertility equals nitrogen in lbs. per 1,000 sq. ft. per month (including clippings, top dressing, etc.) plus water figured in tenths of an inch per day (including rainfall but excluding runoff). Lack or excess of some other element is, of course, often the cause of turf failure. The resistance factor is resistance to disease, weeds, traffic and machines. The recovery factor is speed of healing. The figures used for these two factors, (resistance and recovery) include weekly observations of the effects of traffic and disease and yearly observations of change of population of grass, weeds and poa annua. Allowances are made for the areas of tees and green and amount of traffic. The poa annua line is based on results from 20,000 rounds per year where the area of greens is 5,000 sq. ft., tees, 3,000 sq. ft. and on well drained fairways where traffic is not concentrated for any reason.

Extra traffic, poor drainage and shade make fertility more harmful. Recovery varies with the variety, the temperature and the season of year. Fertilizer for increased recovery is futile in hot weather. Northern grasses like to recover in May and June and September and October. Some southern grasses are more resistant to traffic but reach the peak of useful fertility at the same time as northern grass.

Resistance plus recovery gives turf quality. It varies with species but is controlled by fertility and follows the trend of the graph regardless of variety.

Color also varies with different varieties and should not be used as a yardstick for quality. Playing conditions often are rated higher than turf quality. Turf which requires extra expensive maintenance is lower in quality than it appears.

The cost line shows the average cost of total maintenance on courses where the observations were made, (compared to 1957 cost in New York Metropolitan area). However, many low budget clubs are often guilty of over-fertilizing in some areas.

Cool weather reduces fertility and probability of disease. The reverse is true in hot, muggy weather, making proper control of the fertility more important.

Acidity reduces fertility and often produces organic residue which helps resist traffic. My father used to say, "Lime makes rich fathers and poor sons". He liked to leave some organic matter in the bank. A pH reading of 5.5 is not necessarily harmful. Chemical weed treatment is often a failure if weeds are not somehow replaced with good turf. The resulting large increase in poa annua often improves playing conditions but can hardly be called improved turf quality.

We dream of varieties of grass that will exist on low fertility. But what we need are grasses that will withstand the lush conditions found on most of our courses today. When the peak of quality is reached with a given budget and set conditions, an attempted improvement with extra nitrogen and water can only lead to disaster. We will bust our bugles if we don't stop trying to blow a note that ain't in the horn.

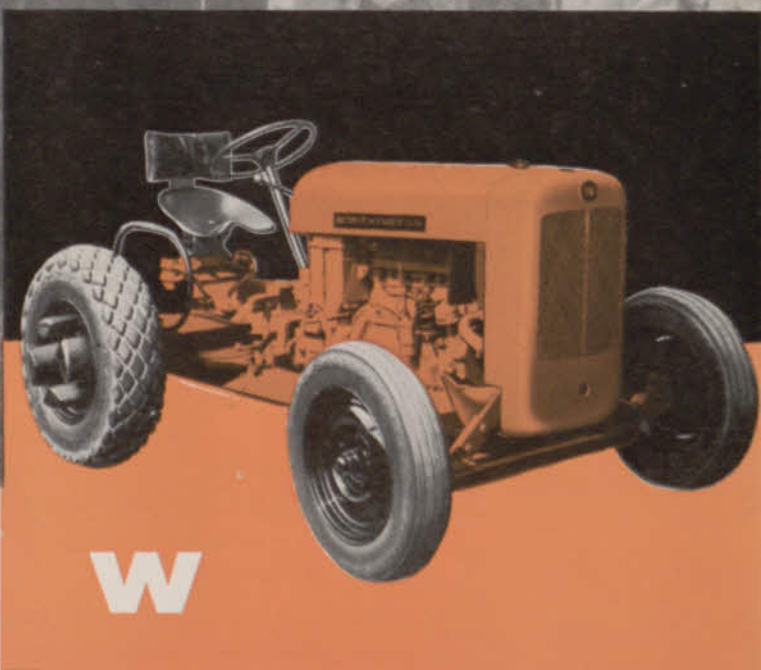
In conclusion, I find that the peak of useful fertility is reached when available nitrogen averages 1 lb. per month and available water equals 1/10 inch per day. If less of one is applied, more of the other can be used without harm. Poa is increased by prosperity as well as traffic. Even though bent is stronger under normal conditions, the poa recovery curve reaches its peak at a much higher point of fertility than bent, especially in cold weather.

To improve our courses today, we must consider limiting membership to a reasonable number; build larger greens and tees to reduce the traffic per sq. ft. **We must have better control of fertilizer, lime and water; better control and timing of our chemicals and machines; and continued selection and use of better grasses.** The area turfed with improved varieties in our county is pitiful.

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