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Entry deadline for 58th Western Open, to be played at Blythefield CC, Grand Rapids, Mich., is June 14 . . . Field will be held to 150 in the \$30,000 tournament . . . Qualifying round for non-exempt players, if necessary, will be played June 19 at Blythefield . . . Louise Suggs, in 13 years as a professional, has won 52 tournaments . . . Considering that the LPGA schedule is only about half as long as the men's every year, Louise's record possibly eclipses that of Sam Snead, who has won more than 100 in his career . . . Sam, of course, isn't a 100 per cent circuit regular . . . We don't want to be accused of starting a trend, but the wife of John McCoy, supt. at Cincinnati CC, redecorated his office while he was away attending a turf conference.

Dave Mancour, pro at Silverado CC, Napa, Calif., and Rolland E. Paulsen of Napa Valley CC were burglary victims in recent weeks . . . Thieves stole nearly 100 doz. balls and a wide assortment of apparel from Mancour's shop and then visited Paulsen's emporium where they made away with 23 doz. balls and some golf shirts . . . good suggestion from the Central Plains Turf Foundation monthly newsletter: Have a trained first aid man from your local fire dept., Red Cross or police dept. give your employees a safety and first aid lecture and demonstration . . . Pres. Kennedy and former Pres. Eisenhower have accepted honorary committee memberships on the Ed (Porky) Oliver Fund Committee, according to James L. O'Keefe of Western Golf Assn., who heads the Fund . . . Several benefits already have been held for Porky and the Chicago Dist. GA is going to ask its member clubs to hold "Porky Oliver Days".

Con Gubser, supt. of Olentangy CC, near Columbus, O., died in April . . . He formerly served at Walnut Grove CC in Dayton and was a longtime member of the Miami Valley GCSA . . . Tuscarora GC, Marcellus, N. Y., has completed remodeling pro shop and storage room, lockerrooms, lounge, trophy room at a cost of \$100,000 . . . Heating facilities were installed for year-around use . . . Construction started on semi-public Upper Main Line GC, Malvern, Pa. . . Bill and Dave Gordon of Doylestown, Pa. drew the designs for the 18-hole course and builders and developers are Herbert Barnes and Myron Sloane . . . Course will be opened in about a year . . . Eight New Jersey clubs alone spent \$1.6 million in remodeling and enlarging their club-

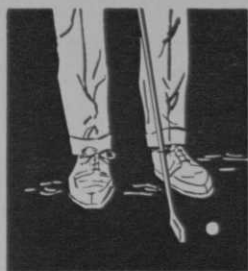
houses . . . Frank McGuiness, former assistant to Tommy Armour at Boca Raton for 13 years, is Jack Maloney's new aide at Spring Brook CC, Morristown, N. J.

Howard B. Meek, dean of the school of hotel administration at Cornell U., Ithaca, N. Y., will retire in July . . . The 1961 Eastern Amateur is scheduled to be played Aug. 2-6 at Elizabeth Manor CC, Portsmouth, Va. . . . Here's a tournament that has a lot of enthusiastic people working to make it a success . . . All of them are obsessed with the idea that before long the Eastern will be recognized as the No. 1 amateur medal play event in the U. S. . . . Emeis Park GC in Davenport, Ia., dedicated on May 26 . . . For those who didn't play it the first day transportation was provided so that they could make a tour of the 18 holes . . . Bob Fry is pro at Emeis Park.

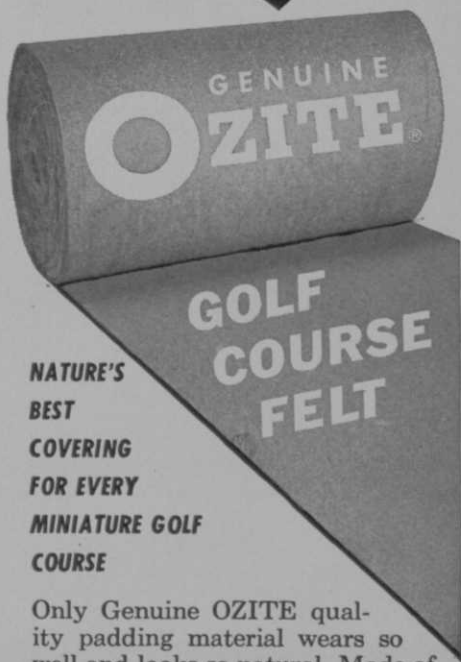
Bamm Hollow CC, Red Bank, N. J., to be put into play later this year, is selling memberships for \$50 that will enable members to play on weekdays for \$3 and on weekends and holidays for \$5 . . . Clearview CC, near Mountain View, N. J. under construction . . . Grace Braun, co-chmn., says 100 charter memberships will go for \$1200 and annual dues are pegged at \$280 . . . Hal Purdy, Clearview architect, also designed Bamm Hollow and has projects going at the Knoll GC, Boonton, and Forsgate in Jamesburg.

Pine Brook (N. J.) Golf-o-Rama, which started out a year ago with a range and miniature, expects to have a lighted Par 3 in action next month . . . Washington (N. J.) Golf Center opened its Par 3 on Memorial Day, about a month after it had put a range and miniature into play . . . Camden area expected to get a Par 3 and range in near future, according to Charles H. Evans of Haddonfield, who plans to build them . . . Construction proceeding on 18-hole Par 3 in Manteo, N. C. . . . It's being built by John Wright . . . Olean (N. Y.) Motel will have its 9-hole Par 3 in play in July . . . More than 100 residents of Caroline County, Md., recently attended a meeting in Denton to discuss plans for a family-type club . . . Proposed financing method: Sale of \$1,000 non-interest bearing bonds to leading citizens to be redeemed in 10 or 20 years . . . Sponsors also hope to obtain \$50,000 from local banks on first mortgage loans . . . Membership fee will run to \$200 and entire cost of 9-hole club is estimated at \$150,000.

(Continued on page 78)



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# OLD TIMERS



**JOHN J. BOYD**, Springhaven Club, Wallingford, Pa.:

We started our AQUA-GRO program in the fall of '59 by applying a double dose on 9 greens. The following spring the treated greens didn't puddle so we increased our coverage to all 18. We applied 16 ounces per 1000 square feet (double dose), and then included AQUA-GRO in our weekly spray program using 16 ounces per 100 gallons. We used to hand cut the 8th and 11th greens because we couldn't get in with a mower. We didn't hand cut these greens once during '60 and we had some very heavy rains. Syringing and watering has been greatly reduced. Formerly wilt kept us busy over week ends, but seldom, unless the temperature got into the high nineties, did we bother to syringe. Soil cores show rooting has improved noticeably on some of the treated greens where a one inch sod layer on a rebuilt base has made deep rooting difficult. Our greens are cup-shaped, drain to the front, and the compaction is terrific where everyone walks on. Before AQUA-GRO we used to broom off the majority of our greens after a heavy rain, and many times used buckets and large towels to sponge off the excess moisture. Now we no longer have this drainage problem.

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# Manager's Role in Need of Upgrading

*Management weaknesses exist  
because clubs are reluctant  
to delegate proper authority*

(First of two articles)

By **JOSEPH W. DRAGONETTI**

WITH an ever-widening market and increasing participation in the sport by a growing cross-section of the population, and especially keener interest by women, the business of golf is becoming more complex. The changes which are occurring demand a sharpening of management techniques in golf and country clubs.

This thesis is developed by Leo Fraser, who views the need from a rather unique position in the golf world. He fills a triple post at Atlantic City CC, Northfield, N. J. He is the pres., general mgr. and pro. In addition, he operates in partnership with Harlan Will, pro and manager of the Fairview CC, Quentin, Pa., a golf club management consultant service. Fraser also is pres. of the Philadelphia Section of the PGA.

So, he speaks from a wide background of experience in the business side of golf as well as the techniques of the game itself. At 50, he is also a top golfer and has been playing the game since he was six. His father, the late James Fraser, was a pro; his brother, the late "Sunny" Fraser, was one of the game's top players. Golf is



Leo Fraser

in his blood and he loves the game, but he also knows that a club has to be operated economically if it is to meet the needs of its members.

Because of Fraser's background, we asked him to offer some constructive criticism on the management problems of golf which have been brought into much sharper focus by a growing interest in the game. He talked freely, even to the point of becoming provocative, in order to give definite answers and to express his opinions on techniques which he feels will help the game.

#### Chairman of Group

His major aim, he says, is to upgrade the role of the general mgr., a point often made in Fraser's reports following the survey of a club in his consulting work. He says that the manager should really be the board chmn. in close teamwork between the mgr., the pro and the supt. Moreover, he says that a good manager should be worth a basic salary of from \$12,000 to \$18,000 a year.

"I have always believed," he says, "that the management of golf and country clubs can be improved and with the growing market today the need is greater than ever. The weaknesses that have been apparent, and still exist in many cases, are not so much the fault of the mgrs. but are due to a lack of authority and a chain of command which is not clearly defined. Golf is a business and it should be run like a business. Actually, today we need Triple-A management."

At this point, Fraser paid tribute to the work being done in the managerial field by the Club Managers Association.

"The Club Managers Association staff," he says, "maintains a very alert and well-organized and intelligent liaison in Washington. It keeps abreast of the various bills in Congress that might adversely affect clubs throughout the country."

"We are kept advised by CMAA through bulletins and other communications, on tax bills and other legislation which might adversely affect our clubs," Fraser continues. "This is important when you consider that our tax burden now is terrifically high. A club which collects \$75,000 in dues, has to pay an excise tax of \$15,000. A club which collects \$5,000 in locker fees has to pay \$750 in taxes."

Fraser says that the schools and seminars for club managers sponsored by the association have also done an excellent job to upgrade the profession.

"No question about it," he says, "the

### CMAA Adopts New Plan for Club Management Workshops

Club Managers Assn. of America will again hold its regular slate of workshops in various locations throughout the U. S. between July and early October, but this year's setup is being changed to launch the first phase of a five-year short course in club management. All 1961 sessions will cover Financial Management, Reporting and Controls. Future workshops will concentrate on such topics as Building & Property Management, Promotion and Sales Management, Food and Beverage Operation and Personnel Management. In covering only one phase of club management at a time it is felt that the various subjects will be more intensely dealt with and that persons attending the workshops will get more overall benefit out of them. The same faculty will teach at all workshops.

Here is the schedule:

- July 17-19 University of California
- 19-21 University of Dallas
- 26-28 Cosmos Club, Washington, D. C.
- Sept. 11-13 Michigan State University, East Lansing, Mich.
- 18-22 Statler Club, Cornell U., Ithaca, N. Y.
- Oct. 2-4 Coeur d'Alene CC, Hayden Lake, Idaho

work of the Club Managers Association has been effective. I wish I could say, however, that all club mgrs. perform their duties as conceived by the association."

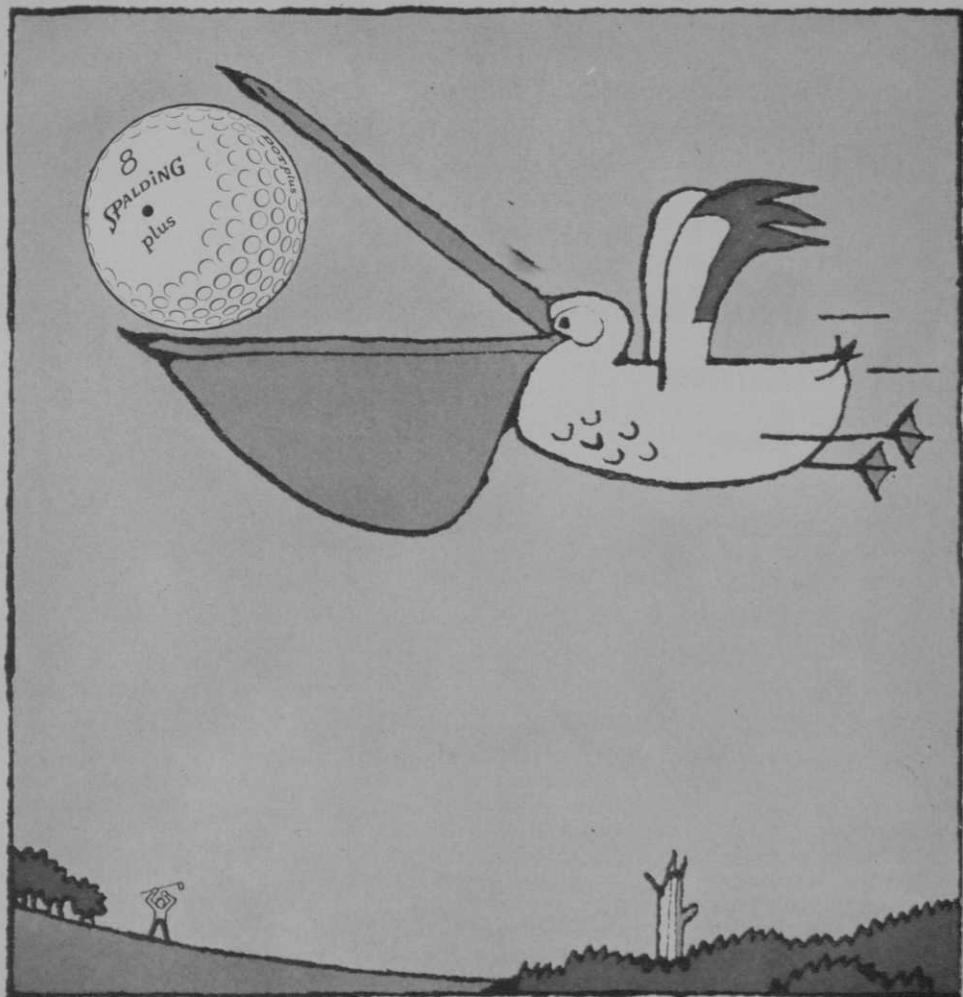
#### Some Poorly Trained

Unfortunately, he adds, there are a number who are ill-trained for the job, and club directors should make intensive inquiries before hiring a man. The economies as well as the complexities of the situation demand careful selection.

"Even the smallest club today," Fraser says, "is hardly ever worth less than a quarter million dollars as far as property is concerned and some run up to three million in value. The amount of business done by these clubs annually ranges anywhere from \$100,000 up to a million or more."

"This alone should prove my point that only the most capable men should be sought to operate country and golf clubs."

What then is Fraser's conception of an  
(Continued on page 88)



*You won't tee up another 'til you lose it!*

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**SPALDING**  
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Based on 1,000 Rounds

## Use Traffic Formula to Determine Size of Tees

By Bill Lyons

Supt., Firestone CC,  
Akron, Ohio



Are the course supt., professional and members proud when a guest comes out to the club's first tee? Or are the hosts (and every superintendent and pro is, in a way, a host of every guest at the course) hoping the guest won't notice the tee's "golfed out" appearance.

Of course you would delight at having your guests exclaim "This really is a tee!" Your guests get their first impression of your course at the first tee. It is either love at first sight or there is a selling job that has to be done later.

### Limit to Traffic

The supt. can't be blamed for unpleasant appearance of the first tee if it is one of those postage-stamp affairs from which 20 to 50 thousand rounds are played a year. There is a limit to the traffic that even a tough grass such as U-3 Bermuda will tolerate. There is no set guide on the size of tees with relation to the number of rounds. The type of play has something to do with it. A private club tee, even with considerable play by high-handicap women players, takes less of a beating than a daily fee or public course tee. You have to remember, too, that no other area of the course takes more abuse than the tee. It suffers practice divots, twisting of feet, pounding and hacking after missed shots and heavy concentration of traf-

fic even though tee markers are changed quite often.

In our case at Firestone, we have a general rule that on par 4 and 5 holes the tee area needs to be 100 sq. ft. per 1000 rounds per year. On par 3 iron shot holes the ratio is 150 sq. ft. to 200 sq. ft. per 1000 rounds per year.

### The Degenerative Cycle

Years ago, course builders bulldozed a level area, used no tile drains, just a couple inches of top soil, seeded it to bluegrass and fescue or cheap bent; and considered the job done. A couple of years later, the grass roots died either because of close mowing, traffic, or root suffocation. Then, poa annua comes in; and when it couldn't hold up, clover and knotweed took over.

If this happens to you, don't waste the club's money on seed fertilizer and wasted labor. Face up to the problem and sell a tee rebuilding job.

Determine tee size first. Second, establish a subgrade. Next, lay tile lines 10 feet apart to an outlet. Cover subgrade and tile with 3 ins of  $\frac{3}{4}$  in. gravel. Actually, the gravel will hold the capillary water up in the soil mixture and allow the free water to drain out quickly, thus preventing soil puddling, the enemy of

(Continued on page 72)



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Before cars put on demonstrations, specifications and performance capabilities were announced over the loudspeaker.



There wasn't much room left in this single-place vehicle after this fellow climbed aboard.



Golf cars have to be built right or "mechanics," such as those shown in the two above photos will really dismantle them. How do you like that flip-top assembly, by the way?



Part of the 46 models that were shown at Hickory Hills GC are seen in this view.