

# Before You Build That Golf Course . . .



**BY GEOFFREY S. CORNISH**  
Golf Course Architect, Amherst, Mass.

**A**ll over North America land is being cleared and contoured for golf courses. Even though construction has experienced an amazing surge there are many more golfers per course in many sections of U. S. than a decade ago. About 350,000 persons took up the game in 1963. Including both 9- and 18-hole layouts there is now only one golf course for every 900 or so golfers. About half of these courses are member owned country clubs catering to relatively few players.

In the June, 1963, issue of *GOLFDOM* I had the opportunity to discuss eight points to be considered when a course is built with a profit motive. It was noted that if it is well designed, well built and well kept, a course can gross in excess of \$100,000 annually from green fees

*A well known architect discusses some of the things that should be done or avoided by those who plan to build a course or finance one*

*(First of two articles)*

alone, even in areas where the playing season is 30 weeks or slightly less.

Because of this article numerous inquiries have been made from those who are contemplating course construction, and from banks, insurance companies, financial institutions and federal agencies which are considering course financing. Because others may have similar problems the questions and the answers given are summarized as follows:

**1. What is the worst mistake that can be made?**

In my opinion the most deadly is inadequate financing. Many outlays are necessary in addition to the course itself.

Furthermore, once the course is open for play, immediate profits are seldom realized. It may take several years be-

Ninth hole and clubhouse of Blue Rock Par 3 at South Yarmouth on Cape Cod, Mass., are seen in the photo above.



A brush and log picker smashes through heavy logs and mud in first phase of construction at the Stratton Mountain, Vt. CC. Giant claws pick up entangled trees and pile them for burning. Geoffrey Cornish designed this course.

**“Heavy equipment is making it possible for course builders to conquer the wilderness.” — Cornish**



(Left) Stumping proceeds on 15th fairway. All the stumps and rocks seen here were hauled away or buried. (Right) On the 16th fairway, a backhoe opens a trench that will become burial place for stumps.



Things are beginning to shape up. Topsoil is being re-spread over the fairway that was chewed up by brush and log picker in photo at top of the page.

fore play approaches capacity. There may even be a year or two when operating expenses are not even met. Because so many outlays can be overlooked during the planning stage, an outline of those required before opening has been prepared. (It will appear in the April issue).

## **2. Do municipal courses offer unfair competition?**

Owners of profit motive golf ventures may dread construction of a new municipal layout in their areas, feeling they will never be able to compete with the publicly owned course. In my experience, the municipal layout and the privately owned fee-type course seldom compete. I know of several cases where municipal courses have been built only a few miles from private ventures. In each case the fears of the private operator have not been justified although the municipal course has attracted large crowds. The truth is that generally there are plenty of golfers for every course, municipal or privately owned.

## **3. Is the non-equity type of club a sound investment?**

Private clubs built with a profit motive where the members hold no equity in the plant are often successful. In their early years they can, however, be money losers.

Non-equity clubs are often particularly difficult to promote in New England, whereas, in neighboring New York, they seem to obtain membership quotas more easily. In sections of the country where non-equity clubs are less readily accepted, it is sometimes best to open them as fee type courses for a few years. Then the decision can be made as to whether or not to go private.

### **Convert to Private**

In actual practice after opening as a fee type course, we find that some group may approach the owner with an attractive proposition to make the course private for their golfers. This saves the owner a tremendous promotional campaign in those lean financial years when membership is building up. While the course is open to the public, construction of the main clubhouse may be delayed until the non-equity club is formed.

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# **GOLFDOM**

THE MAGAZINE OF GOLF BUSINESS

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Regarding clubhouses for non-equity clubs, we do find more often than not that golfers who join such a club want a magnificent one. For a 300 family member club this can require 30,000 square feet or more of floor space costing as much as \$15.00 per square foot.

### **There Can Be Pitfalls**

It is not my intention to be negative in regard to non-equity clubs. They serve a definite purpose in the golf world and ultimately are nearly always successful. But it is best to point out to potential owners that there can be pitfalls ahead. Not the least of these is that money has to go out for a long time before any substantial return is realized. Valuable as are the services of the National Golf Foundation for all new golf ventures, they are particularly valuable for anyone contemplating a non-equity club. Unless forewarned of future problem, investors soon find they have a tiger by the tail.

## **4. How quickly will membership reach capacity in such a club and what is capacity?**

My own observations in New England are that 100 to 150 members are always obtained easily and quickly at non-equity clubs. But when this point is reached, the eagerness to join always ebbs. To build up to 300 members may take several years. With 18 holes and a 30,000 square foot clubhouse, 300 family members appears to be capacity. Thereafter, rightly or wrongly, the members invariably complain that course and clubhouse are too crowded.

*The second part of this article will appear in the April issue of Golfdom.*



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## On the Professional Side

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"Pro Guide to Trade-Ins," 1965 edition, is the second annual effort of Pro Tom Murphy to help pros handle sales involving allowances for used clubs.

To date, orders for the 1965 edition are more than 25 per cent ahead of last year's total. There are several additions to the first edition, and the book now runs to 160 pages. One new feature is the listing of 1965 retail prices on all pro line clubs. This saves a pro the inconvenience of digging up a catalog for quoting prices on clubs with which he is not familiar. Another new feature shows how manufacturers indicate the production year of their clubs.

The initial edition of the "Pro Guide to Trade-Ins" proved to be profitable for the pros who used it, but it was costly to Murphy. He found he couldn't compile, publish and sell the book while doing a competent job as pro at Riverside CC, Provo, Utah, so he resigned. Even though 1965 sales of the guide are up, it's still touch and go for Murphy. The "Pro Guide to Trade-Ins" costs \$8.50. Murphy's address is Box 1127, Provo, Utah.

Another change Murphy has made in the 1965 edition is to list men's irons in sets of nine instead of eight. This was done at the request of several pros.

Murphy says that sales of the guide are in ratio to the success pros have had in solving trade-in and cut-price problems in their areas. His statement is partly confirmed by manufacturers' salesmen.

GOLFDOM's campaign for cutting down and "pro-juniorizing" clubs has

somewhat eased the problem of disposing of trade-ins. This means of getting the used clubs out of the adult market and into the promotion of more Junior golf was devised by the faculty of the PGA school at Clearwater four years ago.

Murphy's original guide was very well

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Bob Kivlin, Jr., pro at Lake Delton, Wis. Dell View CC, has this sign in his pro shop:

Do you know that,  
you can not play golf  
or hold a golf outing  
in a Drug Store,  
in a Hardware Store,  
in a Sporting Goods Store,  
in a Discount Store  
or in a Wholesale Catalog?  
Think before YOU buy!

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timed. The private club pro is hard pressed to protect himself in a trade with a hard bargaining member and needs the dollars and cents backing of a trade-in manual's figures in such deals. Retail cost of repair work shown in the guide further simplifies the figuring of a fair allowance.

The tonnage of good looking but cheap clubs and "close-outs" in 1964 was so heavy it actually cut the overall average price of golf clubs. Manufacturers certainly don't want to be caught in one of those marketing fights where a differential of a few pennies per club causes golfers to switch to cheaper brands.

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Dick Mackey and Miami U. coed demonstrate teaching methods recommended in this article.

## Are You Keeping Up to Date in Your Teaching Methods?

*Researchers are discovering new things about the complexities of golf instruction . . . Here are a few hints that may help improve your skill in giving lessons*

By **DR. RICHARD T. MACKEY**

Golf Instructor, Miami University,  
Oxford, Ohio

**H**ow about a scientific approach to golf instruction? Are you keeping pace with what the psychologists and college physical education researchers are discovering about how people learn a complex skill like golf? Let's examine some of these principles and see how their application can help make you a better teaching professional:

**Principle:** For efficient motor learning, the student should have a definite and clear image of what to do and how to do it.

**Application:** You should use frequent demonstrations in your teaching. In past years, copying the swing of the pro was the principal way that caddies learned the skills of the game. A word of caution — be sure that whenever possible, you allow the golfer to view the demonstration *as he sees it* when he performs the skill. For example: when teaching the grip, have the pupil stand along side of you rather than directly opposite you. (See Photos No. 1 & No. 2.)

When demonstrating the full swing, have your pupil see the demonstration from various views so he can gain a more complete image of the total skill.

### Slow-Motion Demonstration

Slow-motion demonstrations are helpful in getting the pupil to understand the parts of a complex movement such as a full iron shot. Be sure, however, to also include some visual images of the swing




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at normal speed to give an accurate picture of the skill as it will actually be performed.

The use of loopfilms, which have been utilized by college swimming coaches so successfully, could prove very effective as a teaching aid. With some of the new audio-visual equipment, loopfilms could be shown to your pupils in an undarkened portion of your pro shop while they wait for their lesson.

### Add Word Pictures

Remember that when a person learns a sports skill, he learns with his entire body. His mind, body, vision, and hearing are all involved. So, to our visual images just described, we need to add some word pictures. Many times our verbal communication is not very effective.

To put it another way: "You can't say you've taught until learning has taken place."

A moment from the life of that fine teacher, the late David Ogilvie, long-time professional at Oakwood Club in Cleveland, may help to illustrate the point. One day Dave was giving his weekly lesson to one of his members, a successful businessman. Our businessman was having his usual difficulty of collapsing his left arm on the downswing. The accumulated white paint on the toe of the driver was ample testimony to Dave's inability to help his pupil.

At that moment Dave attempted to once again explain how the left arm should function throughout the swing. "Visualize a child swinging back and forth on a swing. The chain or rope remains in a straight line throughout the movement. The golf swing is much the same — a pendular motion with the club and your left arm forming the straight line just as the chain does."

### Try New Descriptions

Almost immediately the golfer began to improve. After three or four shots which went straight and true, the Businessman turned to Dave and said, "Why didn't you tell me this before?" Dave just smiled and replied, "I've been telling you to keep that left arm straight for 15 years."

True enough, but the illustration which

Dave had used on this day had not been used before. Make sure your pupils are grasping the ideas you're trying to get across. Try new descriptions and new word combinations and maybe you'll discover some bright phrases that are understood precisely by your pupils.

**Principle:** One of the important factors in learning a sports skill is the individual's **muscle sense**. This is the sense which gives us awareness of the position of our arms and legs etc. — when we cannot see them.

**Application:** Unfortunately our muscle sense is not a completely accurate one. It also varies considerably from one person to another.

Robert Burns, the Scotch poet, put his finger on the problem when he wrote: "Oh wad some power the giftie gie us. To see oursels as ithers see us!"

### Help at the Top

In teaching the full swing, for example, you should assist your pupil in reaching the correct position at the top of the backswing. Here, emphasize "feel" so he will mentally grasp it. Manual correction on your part and having the pupil see himself in the correct position is very helpful. (See Photo No. 3.)

**Principle:** Practice sessions should be so spaced as to insure most efficient learning.

**Application:** This principle is appropriate for both individual lessons and group instruction. Since it is very important that the beginner practice correct skills rather than incorrect ones, some time for repetition of the skill, under your guidance, should be included in each lesson. For beginners it is better to have two half-hour lessons on two different days than one full-hour lesson one day per week. The hour lesson is more beneficial for the more advanced and more highly motivated golfer.

### Speed First, Accuracy Second

**Principle:** Where speed as well as accuracy are necessary to skill development, speed should be emphasized first and accuracy later.

**Application:** Arnold Palmer, in telling how he learned golf as a boy, said he  
(Continued on page 154)



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**Model 2860**—2-ply lisle cotton honeycomb mesh. Contrasting narrow stripe trims collar and sleeve cuffs. Shown in Red. Retail \$5.00



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*see the trend-setting  
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Fashion collar with center stripe and Lycra® cuffs. Embroidered Penguin trademark on left chest. Berry, Black, Blue Spark, Bottle Green, Bone, Red, Sea Green, Vicuna, White. Sizes S-M-L-XL. Retail 8.95

**2842** Light weight 2-ply lisle cotton honeycomb mesh. Fashion collar, two-button Allen Solly placket, contrasting two-color stripe trim on fashion knit banding outlining V-yoke insert and on Rimaldi bottom band, ribbed cuffs. Embroidered Penguin trademark on left chest matches contrasting trim. Black, Clubhouse Blue, Gold Braid, Green, Light Blue, Light Tan, Red, White. Sizes S-M-L-XL. Retail 5.95

cuffs. Embroidered Penguin trademark on left chest matches contrasting trim. Banana, Black, Burgundy, Cavalry Tan, Clubhouse Blue, Green, Lagoon Blue, Light Blue, Light Tan, Navy, Red, Spruce, White. Sizes S-M-L-XL. Retail 5.00

**2866** Light weight 68% combed cotton, 32% Dacron® Polyester three-color horizontal stripe honeycomb mesh. Fashion collar tipped with narrow white stripe, raglan sleeves with French cuffs, three-button Allen Solly placket, hemmed bottom with side vents, top-stitched pointed pocket on left chest with embroidered Penguin T.M. Cavalry Tan Comb., Clubhouse Blue Comb., Green Comb., Gold Braid Comb., White Comb. Sizes S-M-L-XL. Retail 5.95

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Grady Shumate, pro at Winston Salem's Tanglewood Country Club in model 2842, 2-ply lisle cotton honeycomb mesh. Contrasting 2-color stripe trims V-neck banding, Rimaldi bottom band. Shown in White and Blue. Retail \$5.95



These two pros don't have a country club . . . they went into show biz. They're wearing model 2847. Honeycomb mesh "Texspand" 98% combed cotton, 2% other fibers. Ombre stripe trims collar, cuffs. Shown in Light Blue and Banana. Retail \$5.00



Al Waltrous and son, Tommy, pros at Oakland Hills Country Club, Birmingham, Michigan, wear model 2872. Tuckstitch mesh 65% Dacron® Polyester, 35% combed cotton. Two-color contrasting stripes trim collar and cuffs. Shown in Navy, Green Denim. Retail \$5.00



Chuck Tanis, pro at Olympia Fields Country Club, Chicago, in model 2834. 2-ply lisle cotton honeycomb mesh. Solid colors, contrasting embroidered Penguin trademark on left chest. Shown in Burgundy. Retail \$5.00



Top

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**2872** Light weight tuckstitch mesh 65% Dacron<sup>®</sup> Polyester, 35% combed cotton. Fashion collar and cuffs with two-color contrasting stripe trim. Pocket on left chest with embroidered Penguin trademark. Brown, Banana, Black, Blue Denim, Bronze, Burgundy, Clubhouse Blue, Gold Braid, Green Denim, Lagoon Blue, Light Tan, Navy, Red, Spruce, White. Sizes S-M-L-XL. Retail **5.00**

**2847** Medium weight honeycomb mesh "Texspan" 98% combed cotton, 2% other fibers. Fashion collar and cuffs with three-color ombre stripe trim, three-button set-in placket, hemmed bottom. Embroidered Penguin trademark. Banana, Black, Cavalry Tan, Clubhouse Blue, Green, Light Blue, Light Tan, Red, White. Sizes S-M-L-XL. Retail **5.00**

**2834** Light weight 2-ply lisle cotton honeycomb mesh. Contrasting color embroidered Penguin trademark on left chest. Banana, Burgundy, Cavalry Tan, Clubhouse Blue, Green, Lagoon Blue, Light Blue, Light Tan, Navy, Red, Spruce, White. Sizes S-M-L-XL. Retail **5.00**

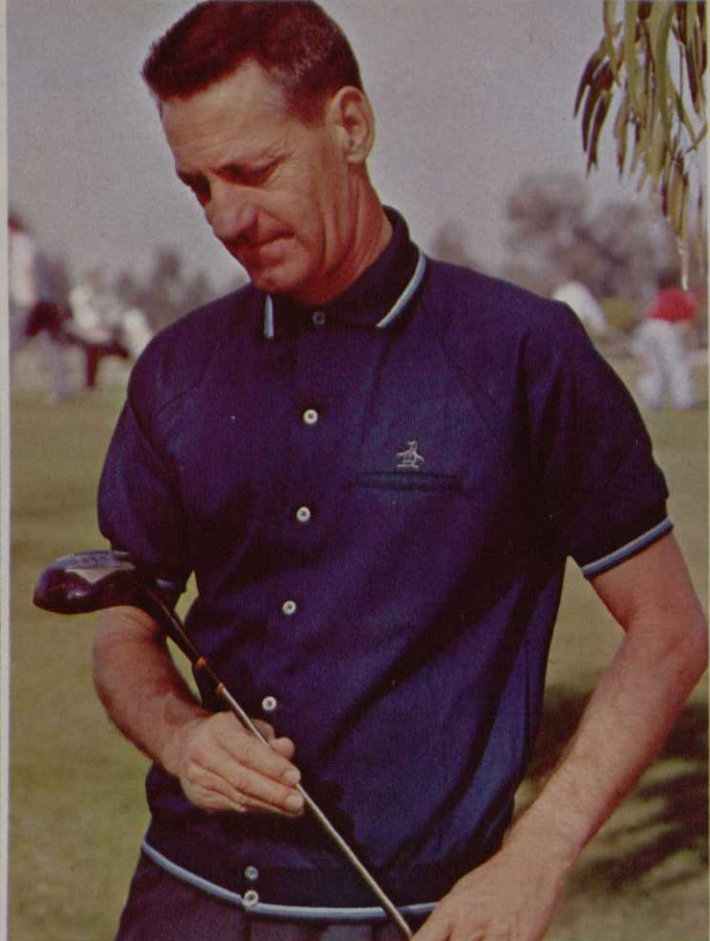
**2848** Interlock knit of 100% Texturized Antron Nylon. Fashion collar with self welt and button and buttonhole in

**2877** Medium weight honeycomb mesh. 65% Dacron<sup>®</sup>—35% combed cotton. Button front, fashion collar, cuffs and bottom and with three-color ombre stripe trim, button and buttonhole in center back of collar. Embroidered Penguin trademark centered over self-fabric welt pocket on left chest. Black, Clubhouse Blue, Gold Braid, Green, Light Blue, Light Tan, Red, White. Sizes S-M-L-XL. Retail **6.95**

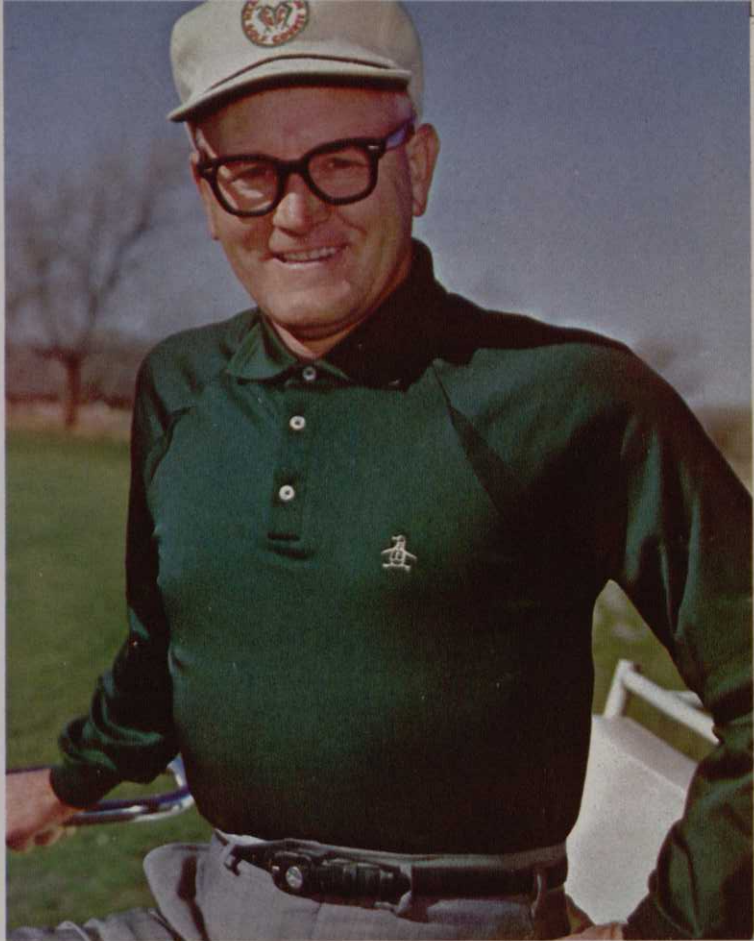
**2815** Light weight honeycomb mesh 65% combed cotton, 35% Dacron. Polyester in two-tone patterned stitch. Fashion collar and cuffs edged in stripe trim. Embroidered Penguin trademark in black or white on left chest. Black, Bronze, Burgundy, Chocolate, Clubhouse Blue, Gold Braid, Green, Light Blue, Light Tan, Spruce, White. Sizes S-M-L-XL. Retail **7.95**

**2849** Light weight two-ply full combed cotton Bentley mesh. Fashion collar, three-button selvage edge rib set-in placket, raglan sleeves with ribbed cuffs, hemmed bottom. Embroidered Penguin trademark on left chest. Banana, Green, Light Blue, Light Tan, White. Sizes S-M-L-XL. Retail **5.00**

**2860** Light weight 2-ply lisle cotton honeycomb mesh with contrasting narrow stripe trim on collar and sleeve



Dick Boggs of Sepulveda Golf Course, Encino, California, in model 2877. Honeycomb mesh. 65% Dacron®—35% combed cotton. Full button front. Stripe trims collar, cuffs, bottom band. Button and buttonhole in center back of collar. Shown in Clubhouse Blue. Retail \$6.95



Jay McClure, pro at Meadow Brook Country Club, Lubbock, Texas, in model 2848. 100% Texturized Antron Nylon interlock knit. Button-hole in center back. 3-button set-in placket. Gussets reinforced with Lycra.® Shown in Green. Retail \$8.95





Leon Emerson, 83, and his wife, 76, play Imperial daily. Mrs. Emerson was once Westbrook CC (Mansfield, O.) ladies champion, but the shorter holes are now more to her liking. Watching is pro Carl Kushin.

## Pitch-and-Putt Next Door

*Imperial GC in Mansfield, O., catches overflow from its Par 3 installation with a chip shot course that is giving a good return on a small investment*

By CHARLES STINE

**A** lighted golf course that was built for \$12,000 on two acres of land attracts the top amateurs in the golfing hotbed of Mansfield, Ohio. It is an idea that could be adapted almost anywhere, and profitably, too, the owners say.

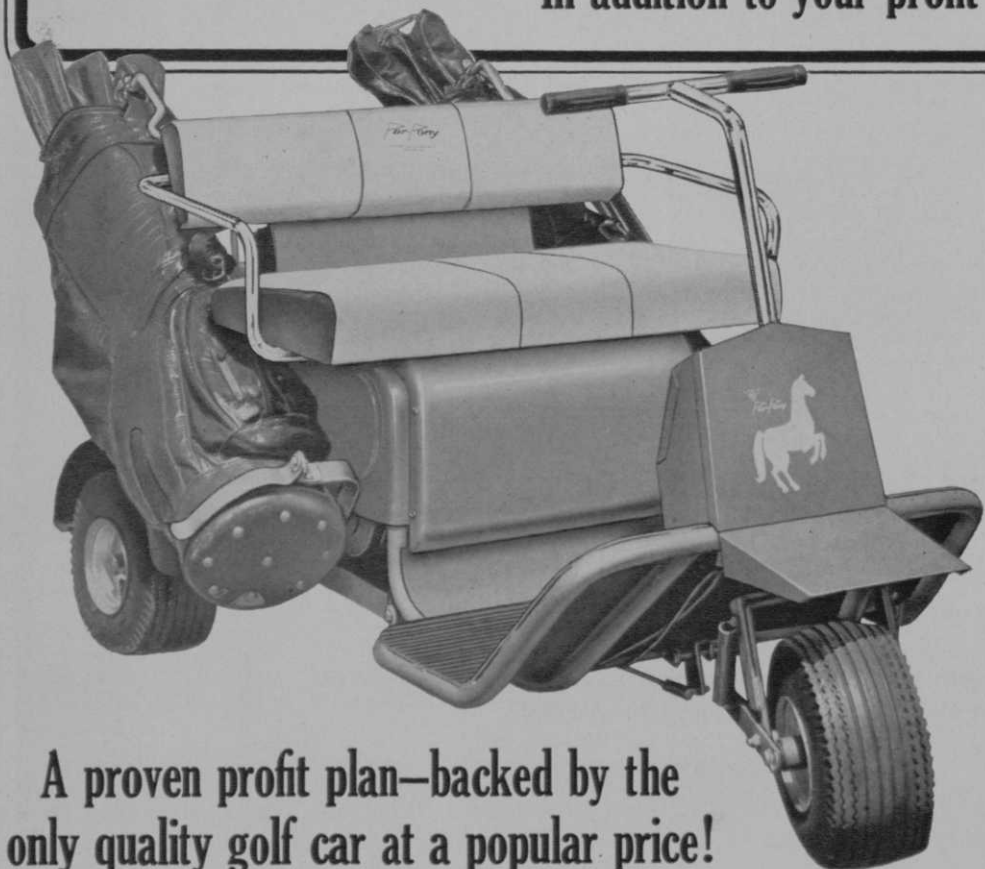
The nine hole course is a pitch-and-putt with so many refinements as to make it a different type operation altogether. The holes are short, the greens are large and of almost private club quality.

The excellent condition of the grounds makes the shots equivalent of chip shots on the finest golf course. The entire area is drained by underground tile and a sprinkler system covers greens, tees and fairways. The hardest rain has never put the course out of play for more than two hours.

The pitch-and-putt is operated by Imperial Golf Courses Inc. It is adjacent to a first class 18-hole, 2539-yard Par-3 course operated by the same group. It is situated five miles east of Mansfield on State Route 430.

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