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ment of Highways and Penn State. Tests on highway slopes were planted by Department of Highways.

1951—first ton of seed in the world produced at Grasslyn. Processing machinery to prepare seed for market installed at Grasslyn.

1954—name "Penngift" given by committee on nomenclature from Pennsylvania State University. Bulletin 576 (out of print) published by Penn State; Musser, Stanford, Hottenstein.

1961—First Blue Tag Certified seed in the world produced at Grasslyn. 1961 was the World Seed Year.

1962—Registered as Penngift variety. (CROP SCIENCE 2: p. 356, 1962).

1964—first Crownvetch Symposium held at Penn State.

Much could be written between the lines because there were no guidelines to follow. No one had had any experience. Responsibility for development clearly would seem to rest with those who accepted the risks of buying land, planting for seed production, then learn-

ing from scratch the mysteries of harvesting, cleaning and processing, and then developing a market where none had existed. Significantly, the project received discouragement from the start because crownvetch was little known and it was considered to be unfit for animal feed, therefore, it was called "useless."

Under the leadership of A. A. Hanson and Felix V. Juska at Beltsville, all grass varieties are catalogued and a brief history prepared. Readers who are interested in this subject may profit by sending for: *GRASS VARIETIES IN THE UNITED STATES*, Agr. Handbook 170, revised June 1965, by A. A. Hanson. May be purchased at Government Printing Office, Washington 25, D.C. Price: fifty (50) cents.

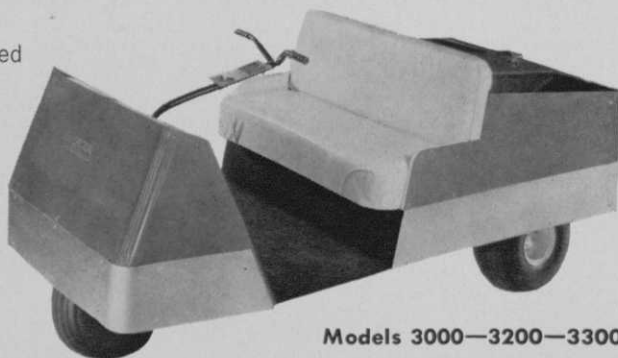
Historical reading always has been fascinating to me. During the preparation of this material it was necessary to dip into the past to ascertain dates of certain events. The *GOLFDOM TURF ROUNDUP* reprints from 1950-51-52 in my files proved to be highly informa-

Continued on page 94

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FRED GRAU Continued from page 92

tive as were the TURF RESEARCH REVIEWS published at the same time by USGA Green Section. Constantly I was reminded of the story that we've heard Dr. Glenn Burton relate about his father who told Glenn, "Son, before you start for any place make sure you know where you are." Significantly, it was just 20 years ago that Dr. Aamodt, USDA, and I traveled to Tifton, Georgia and, together, scraped up enough money to start Glenn on his richly-rewarding work in turfgrass.

Each time that some historical event is called to mind I am forced to stop and ponder, "How many readers will be interested in this subject and who cares about the past anyhow?" To what extent do superintendents file their popular and technical literature and how often do they refer to them?

This is an open invitation to GOLF-DOM readers to submit questions on historical and other subjects for which they would like information.

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For more information circle number 164 on card

FIRM MANAGEMENT

Continued from page 32

player who enjoys his golf and appreciates a fine course with all the trimmings. They believe rules are made to be followed because they preserve the most desirable golfing atmosphere for everybody.

"We have a consistent management policy, no committees or meetings where important matters can become mired down," Haber says, "and we have a minimum of pressure to buy products or furnishings that our members represent." It adds up to objective direction of the club's affairs, and while it makes no pretense of being democratic, its claim for efficiency is difficult to challenge.

Besides the straight-from-the-shoulder approach to management, Haber says the other major reason for CV's success and appeal has been consolidation of the real estate activities and the golf club in one operation. He feels that it is a mistake to establish separate corporate entities for each.

It may be an exaggeration, but what the non-proprietary operation avoids is the inefficiency that results when one club president decides to fill in the swimming pool, and a subsequent administration orders it dug out again and the water replaced. The manager doesn't need to be edgy because of his choice of drapes for the women's lounge after careful comparison of available materials, even if the club president's wife prefers something else.

Just because these decisions are made by a handful of people at Carmel Valley doesn't mean that they are arbitrary or made without careful consideration. Color harmony for instance on everything from golf carts to carpets and tablecloths to tee markers is one of the responsibilities of Terry Jones. She is a former art teacher at a school in Carmel Valley who occupies one of the comfortable offices in the handsome clubhouse, and among her other duties maintains a constant vigil on everything painted, printed or purchased that has visual significance.

Most of the administrative staff members are experienced golfers. Haber is

a former San Francisco city champ who has competed in the British and French amateurs.

"We're extremely fussy about raking our traps," he says, "replacing divots and repairing ball marks on the greens." Repeated refusal to cooperate is enough for management to terminate a membership, but not without reasonable warnings and special requests for compliance.

Of course, Carmel Valley is worth being fussy about. Course architect Robert Muir Graves of San Francisco brought the natural beauty of the breathtaking landscape into play masterfully, and as if its ruggedness were not enough, incorporated 10 lakes that place further premium on well-placed, firm golf shots.

Challenge is a part of every hole, and so is beauty, imagination and careful planning. Haber, with a 3 handicap, has managed to equal par only twice in a year of playing.

The course was seeded long before the lakes were filled, and grass was planted well below the water line. When they were filled for the first time the plastic-lined lakes gave the impression of having been there indefinitely, "instead of looking like the 'bird bath' you find at some courses," Haber says.

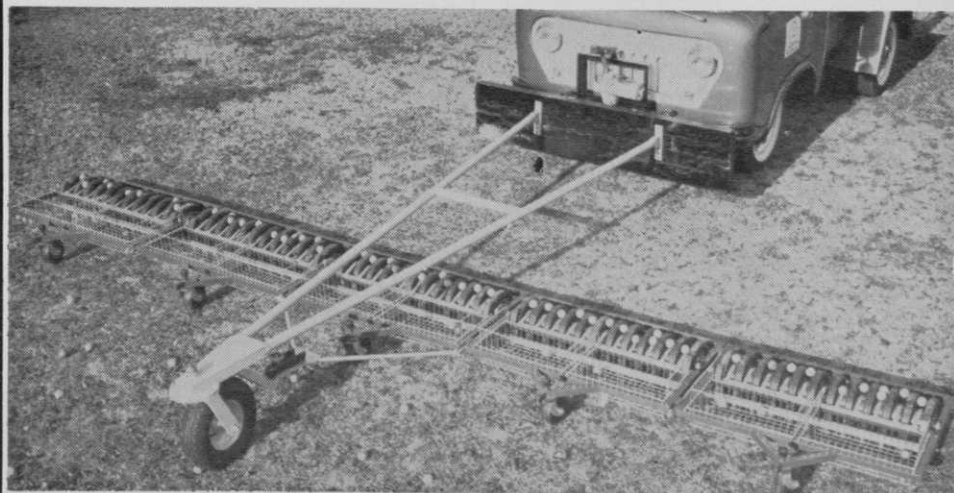
Assuring the kind of upkeep that Haber envisioned for Carmel Valley was not too difficult. "Fortunately, we were able to hire the superintendent of the best kept course in the area," Haber says. That was Corral de Tierra, only a few miles away, and the superintendent is Roy King. Haber's direct approach to management is shared by everybody concerned with the management of Carmel Valley. Manager John Paul Jones, in the same position for many years at the California G & CC in South San Francisco, was hand picked for his experience and objective attitude toward club management.

Also from the California G & CC came Art Bell as head professional. His assistant, Ray Ricketts, is from Del Paso G & CC near Sacramento, Calif. They find that ownership of the shop by the corporation gives them more time for fraternizing and playing golf with the members, and maintaining a shipshape shop

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FIRM MANAGEMENT

Continued from page 96

in keeping with the atmosphere that prevails elsewhere at Carmel Valley.

You might say that Carmel Valley is a tight ship. And if you do you will be talking the language of James May, a retired navy commander, who has been with Haber since the early stages of design as vice president of the corporation. As a former line officer via the Naval Academy he knows how to get things done.

Another key employee who has his "sea legs" is maitre d' Oskar Korn, formerly with North German Lloyds Steamship Co.

Mention of the personalities that have contributed to the elegance and warmth of Carmel Valley is incomplete without including the design specialists. Besides Graves' contribution to the course itself, architects and site planners Hall and Goodhue of Monterey designed the spacious combined clubhouse, offices, dining room, bar, pro-shop and electric cart and club storage.

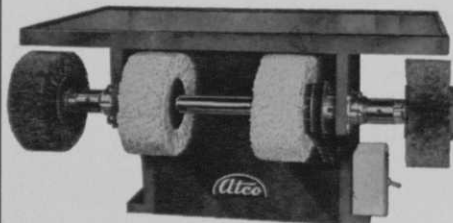
The real estate side of the corpora-

Continued on page 100

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FIRM MANAGEMENT

Continued from page 98

tion is an important income producer, but it is handled with the same quiet good taste and distinction that characterizes the golfing atmosphere.

Lots sell from \$12,500 to \$26,500. In that price range the drum beating tactics of the average land hawks drive away more potential buyers than they attract. The sales are directed with suave sophistication by May, assisted by Margaret Pecknold who is also in charge of the membership department.

Sales promotion doesn't exist—not so you can notice it at any rate. Lot sales occur mostly as a result of the golf interest, and Haber wants to keep it that way. Nobody is actually a salesman for the real estate, and those who do handle sales receive no commission since it is considered part of their duties.

In the simplest mathematical terms, Haber envisions the sale of about 210 pieces of property at an average of about \$18,000 each for a total net return of about \$3 million. Roughly, the cost of construction of the golf course, clubhouse

Continued on page 102



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