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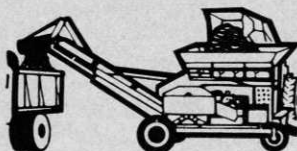
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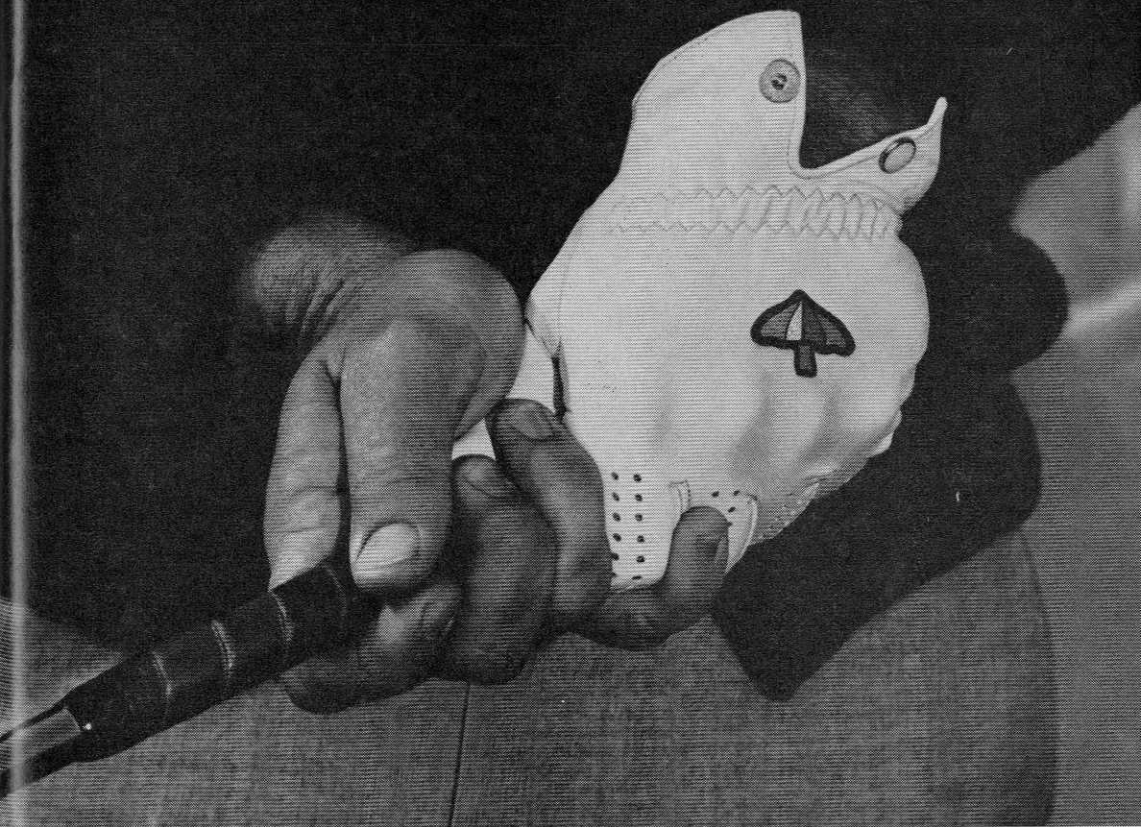
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# Accent on management

By **KEN EMERSON**

Executive Director, National Club Association

No matter how proficient or persistent a club's manager is, the degree of success with which he operates is directly related to the understanding and wisdom of his board of directors and the ability of its officers to perceive their responsibilities — and limitations.

A newly elected Board, determined to establish a reputation and "make changes," can begin its tenure in a mighty burst of enthusiastic activity that either drastically cuts expenses and services, or dramatically expands them. Either action often subsides into turmoil and confusion, marked by a bitter and acrimonious debate, as board and club fight each other to a standstill.

Fortunately, this is not a typical situation. It is, however, unusual to find a club whose directors show the continued sagacity expressed in the following editorial written by Dr. Robert R. Clark, M.D., the newly elected president of the Silver Lake CC, Cuyahoga Falls, Ohio, which appeared in the February issue of the club's newsletter. This is indicative of the club's enlightened leadership and a consistent policy of long-range planning that could serve as a model for any club.

"... How typical of our club's operation; the president lasts but a year, a member of the Board of Trustees survives for only three, but the stream of endeavor that is Silver Lake CC flows on ad infinitum and I wonder just what effect the small eddies made by each of us really has on the ultimate flow of the current. It is on these philosophic lines that I would like to direct this first column of the new year.

"While it is individual action (or lack of action) which ... (is caught) ...

in the spotlight of criticism or acclaim, the real keystone of our ... (club) . operation is the basic philosophy which governs the decisions of the officers."

"This philosophy could vary from the ultra-conservative viewpoint of maintaining status quo with the least possible cost to wild and flamboyant programs which produce grandiose results while burdening us with overpowering future debts. As in most other phases of life, the "least wrong" is that course aimed somewhere in between.

"I use the phrase "least wrong" because, in attempting to govern a country club, there is no "right" answer.

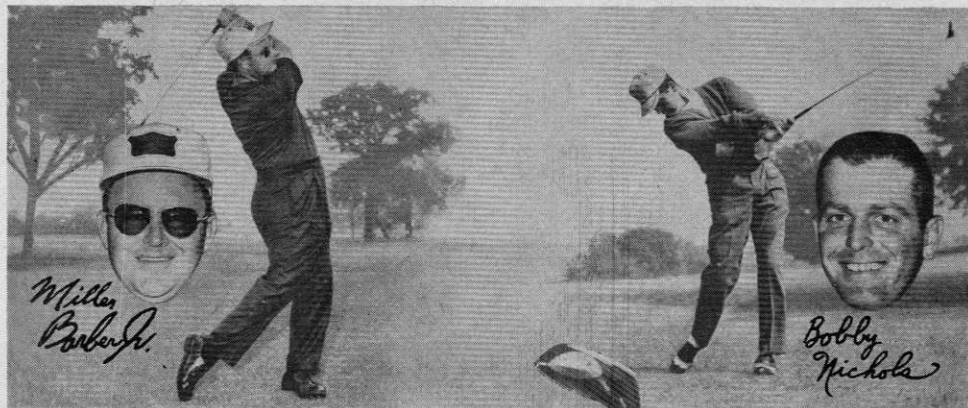
"A country club is made up of hundreds of individuals, each with his own likes and dislikes, his own reasons for belonging, and his own thoughts concerning what the club should do for him. No one action can satisfy such a diversity of goals.

"A Board of Trustees, in my opinion, achieves its function only when its individual decisions conform to the perspective of the club as a whole. In so doing, it partially satisfies, and partially submerges, the desires of each to the benefit of many

"I should like to briefly amplify that statement, since it is the basic philosophy under which your present Board operates. The building of a swimming pool does not directly benefit the member who belongs solely to play golf. But then a fairway watering system hardly helps the member who comes only to eat and drink.

"Indirectly, however, each benefits from the other. The golfer gets new trees and traps because of the added

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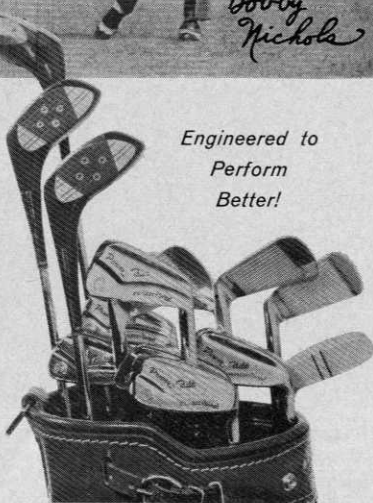
The remarkable winning performances on the tour of these outstanding players testify to the championship quality of Power-Bilt golf clubs. They know they can hit every club in their Power-Bilt set equally well. A 2-iron swings just like an 8-iron, so they hit away with **CONFIDENCE!** Your members can, too, because every club in a Power-Bilt set is Master-Matched to swing exactly alike. Put *your* confidence in Power-Bilts, and you'll get winning results on the lesson tee!

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## Good growth enjoyed by NGF

*31 new members and a record attendance highlight success of its annual meeting in New York City.*

The National Golf Foundation continues steady growth. At the Foundation's annual meeting in New York City, it was announced that total sponsor members as of April 1, 1967, number 162, up 24% during the last 12 months. NGF's associate membership for the nation's golf courses, begun in 1966, resulted in 242 courses becoming members.

Based on requests for NGF golf facility planning publications, interest in course development reached a new high during the past six months. Distribution of these publications is up 82% compared to the same period a year ago.

However, the continued shortage of mortgage money at reasonable rates and the severe winter have had their effect on course development. During the past six months, 82 new courses and additions opened for play in the U.S. This is 16% less than for the same period a year ago, when 98 courses came into play.

Many economists believe the tight money situation will soon ease. Recently, several leading banks in major cities throughout the nation announced decreases in prime interest rates.

It was also revealed at the NGF annual meeting that the nation's courses are



*Standing, left to right, Bob Robinson, Leo McNamara, Jim Campbell, Bob Shaw, John Wright. Seated, Chuck Cummings, Elmer Blasco, Bill Davis, Tom Bryant, Tom Hughes.*



*Standing, left to right, Bob O'Byrne, Des Tolhurst, John M. Ross, Harry Obitz. Seated, Al Laney, Stan Weston, A. I. Wiswell, Morry Oliver and Fred Schmucker.*



*National Golf Foundation's officers for the year, left to right, Harry Eckboff, Bill Bommer, Robert D. Rickey and George Herrmann.*



becoming more crowded every year. As of the first of the year, there were 8,672 courses for 8,525,000 golfers — 983 golfers per course. The figure was 932 in 1965, 912 in 1964. Just 10 years ago, in 1957, the average was only 677 players per course. During these 10 years, courses have increased 56%, while golfers playing 15 rounds or more annually increased 123%

When one considers the current rapid golfer growth and expected population increases, it is obvious that more golf facilities are going to be sorely needed in the U.S. for some time to come. •



*Standing, Walt Brueggen. Seated, left to right, Jack Krigger, E. C. Tatum, E. C. Palsbo and Howard Gill, Jr*



*Standing, left to right, Don Krigger, Bob Abramson, Peter Fallon. Seated, Tom Oliver, Frank Perrella, Dick Young, Gurdon Leslie, Bill Kaiser and Joe DiFinì.*



*Standing, l. to r., Martin Rosenberg, Carl Simone, Richard Mankey, Jack McGrath, Stan Kazmark. Seated, Bob Hughes, Sayre Ross, Eemery Slaght, Paul Hopkins, Paul Jones.*

# The super's future in golf

***Unless clubs make supers' jobs more attractive, they will lose the cream of the turf college crop to other fields.***

By JOHN L. KOLB

Superintendent, Minneapolis GC,  
St. Louis Park, Minn.

In this age of mass disobedience, let me stumble into an area where angels tremble and express a few thoughts about the mechanics of the contemporary golf club. Whether it is the curse of modern affluence or just maladjustment of a fast changing industry which contributes to the present situation, I am not absolutely sure.

Andrew Bertoni tells the story about the newly elected club president who, meeting the golf course superintendent for the first time, asked how long he had been at the club.

"Twenty years," was the reply.

"That's odd," said the club president. "I have belonged to this club for that many years but you do not look familiar."

This is not an isolated case. It is safe to say that at least 60 per cent of the membership of the average club do not know their superintendent. The blame for this does not lie with the member nor the superintendent. The golf course superintendent is not engaged in personal contact as is the golf professional and the club manager.

Your golf course superintendent is probably a humble man, for hard work plus the uncertainties of working with nature teaches a man a measure of humility. That is not to say that he is "confused" because he very well could be the only employee on the entire staff of golf club employees with a college degree and, more than likely, it will be an agricultural Bachelor of Science degree.

Golf clubs are in a golf course superintendent supply squeeze. Most older established golf clubs are reaching maturity along with their superintendent. The rate of retiring or dismissed older superintendents is alarming and most are being replaced with very young men who have some form of college training, either the two year associate degree or the full four-to-five-year courses leading to a B.S. degree. Besides the retiring and dismissed superintendent replacement, there is the need for more men in the 450 new courses being built annually.

What are golf courses doing to attract good men?—A report on a study of 300 of the nation's agricultural colleges, published this year by McGraw-Hill, says: "The heads of some of the departments of horticulture, agronomy and soil science . . . report that they are unable to fill more than one-third of the demand . . . for B.S. graduates."

Why aren't more men zeroing in on the myriad opportunities available in agriculture in general and turf work in particular? One problem is "image."

Turf work is associated with the term "greenkeeper" which is further associated with subservient work. Image, however, is not the only deterrent.

The bidding for graduates of agricultural colleges has not yet reached the frenzied pace set by the Green Bay Packers for football talent. However, fertilizer, chemical and allied companies are scrambling as never before to keep up with the growing need for technical person-



nel. The result is a rising salary scale and a wider job selection for the graduate with golf courses running a poor last in the bidding.

Professor Ralph E. Miller, Placement Director for the Institute of Agriculture at the University of Minnesota, says, "There are at least five and, most times, six jobs for every graduate of agricultural sciences." Professor Miller also points out that recruiting and interviewing of graduates is on a year-round basis (not just spring graduates), and has increased 75 per cent in the past year. Throw in the bidding of highway departments, institutions and government and the results for golf courses are inevitable.

According to the National Golf Foundation, in just twenty years there has been an increase of approximately 4,000 new golf courses in the United States. The present day superintendent is expected and can deliver a high degree of professionalism and technology. He can deliver a higher level of turf grooming. He demands better help,

more mechanization and a more disciplined operation. A superintendent will have to deal with more rapidly advancing technology — and he is ready.

But now! Who is he working for and what are the club's plans for his future? This is the area into which few superintendents ever delve. He is so engaged in his own work, struggling to improve his quality of turf that he seldom looks with retrospect and critical eye at his employers. After watching older superintendents turned loose at age 50 plus and 30 plus years experience, he may ask himself, "What is to prevent this happening to me?"

**W**hat should a superintendent's income be? In today's spiraling economy, the first question a person seeking a position asks is "How much does the position pay?" How much should a superintendent make? Well, this could be dependent on a lot of factors. However, for the sake of argument, let's first look at what a milk truck driver makes.

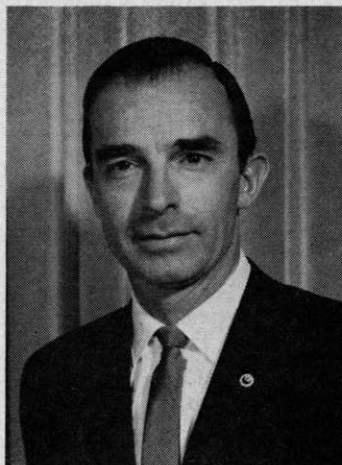
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#### *About the Author*

*John L. "Jack" Kolb was born in Green Bay, Wisconsin. He received his B.S. degree from the University of Minnesota, majoring in Plant Industry with a minor in Forestry. He has been actively engaged in turf work since 1952.*

*In the past, he was employed by the Toro Mfg Corp., the Minikahda Club in Minneapolis, and is, at present, superintendent of the Minneapolis Golf Club.*

*He is a dedicated association man and has held been very active in his local association, holding all offices except president. He is also a member of the national superintendents' association.*



## SUPER'S FUTURE

*continued from preceding page*

The milk truck drivers of Minneapolis (Local No. 471) have a contract that calls for \$9,000 base salary at the end of 18 weeks experience, plus commissions. Commissions, of course, are determined by the type of clients the driver calls on, plus his ability to sell, but they do as high as \$6,000.00.

It is ironic that this "Wholesale Driver Salesman" (this is a technical description and title for a milk truck driver) should be better off than the supervisor of a million dollar plus plant such as the golf grounds.

If the truck driver is able to live within his income, he has a satisfaction that not one golf superintendent in the Minneapolis area can enjoy after 40 years experience and that is financial security. But, he has more! He has a security which says he cannot be fired from this position except for drunkenness, cheating customers, malicious destruction of property and other well-defined acts of malfeasance. Fringe benefits won't even be mentioned for fear of mass resignations of technically trained superintendents and a rush on the "low pressure" job of being a milkman!

It behooves all golf clubs to re-examine the conditions under which their superintendents are hired and *how easily they are fired* to realize that the sooner this situation is improved the sooner the golf industry will draw astute men to fill the many vacancies which exist in superintendents' ranks.

The Golf Course Superintendents Association of America, from its national office in Des Plaines, Illinois, runs an Employment Referral Service which is available to both golf clubs and golf course superintendents. This is an excellent service for both parties, and it should be more widely known. Some interesting facts can be gathered from the "Positions Available" sheets and a few shall be cited here

1) A top club in the Miami Valley

area of Ohio offers \$10,000 per year with 14 days vacation and dues paid for membership in GCSAA. No mention is made of a retirement plan, insurance plan, health insurance, regular salary increase or sick leave.

2) A 36-hole golf course in Indiana, lists "Salary of last man in position \$5,000" This course also sponsored a recent national tournament.

3) A municipal course, Dayton, Ohio, lists the following for all employees: a) Retirement plan, b) Paid annual sick leave; c) Paid vacation; d) Health insurance and life insurance; e) Overtime; f) Living quarters; g) \$250 general increase per year

Which of these clubs is doing its utmost to secure and hold its key employees? — Of course, the municipal club is accused of spending tax payers' money, but this is not necessarily so. Most municipal golf courses are set up on a "pay-their-own-way" basis.

A good share of the members of any club receive salary plus such fringe benefits, yet will not consider offering the same deal to the key men on their golf course staff.

The above citations of employment are a cross section of the typical opportunity for the golf superintendent, and the \$10,000 figure represents the highest salary offered. Do you believe these clubs will attract *capable* men? Do you believe that the golf industry will encourage a high degree of education and technical skills with opportunities like these? It is much simpler to join a unionized organization with little educational requirement and absolute security

**A** superintendent is a family man — The new breed of superintendent is going to be a family man as will be most of his permanent crew. Whether it is the general upgrading of the profession, or whatever the answer is, the bachelor transient type of employee is gone.

As a family man the superintendent has an estranged relationship with his

*continued on page 32*