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Emerson

Continued from page 20

lighting the results of his meeting, and then opened the session to an additional question-and-answer and discussion period.

In the evaluation which followed the seminars it is interesting to note that there was general unanimity as to their value. Throughout the post-meeting review participants expressed a sense of surprise and appreciation at the professional ability shown by club staffs and the evident skills required in meeting their responsibilities; an expression which would seem to reinforce an opinion held by many club administrators that most club members do not recognize the talent and ability of their professional staff simply because they are not aware of the problems they face.

Other comments clearly indicate that those who attended were, for the first time, suddenly aware that the rapid and inevitable turnover of a club's board makes it impossible for most directors to have more than a superficial knowledge of their club's history and problems, or of current trends in club policies and operations.

It is in this new awareness of the problems of the club professionals that the real value of these seminars lies. And it is the recognition by both member and manager alike that there is a need to educate the club director in the principle of club administrations—that the knowledgeable director can smooth the way for the manager—that has consistently assured the past success of such seminars.

It is this need that future programs must continue to fill. ☐



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Answers to turf questions

by Fred V. Grau



One by one the pioneers of turfgrass history pass into limbo. They can speak to us no more. Many of their "secrets" have gone with them to the grave. Some have left behind them a rich legacy of notes, pictures and writings. Others have communicated in days gone by only by voice and gesture. Many of us now living can recall the gist of vocal encounters, experiences and tales of "derring do."

The turfgrass industry still is young. Only recently has it found its voice—little more than two decades ago. Many who have joined the profession in recent years have had scant opportunity to study and evaluate turfgrass history. We workers have been so intent on our goal that we may have neglected to bring the new workers up to date by reviewing the events that have brought us to our present prominence.

Coordinated action urgently is needed if we are to preserve for posterity the richness of the past. Let us not forget that "turf is people." Each worker has left his impact on the fabric that becomes history. Is there among us one (or more) unbiased dedicated individual who can bring together the bits and pieces of fragmented developments to form a perfect whole—a word picture that will stand the test of scrutiny and time—one that can be an inspiration to all turfgrass students for all time?

Let each turfgrass worker who reads this become conscious of his privilege—his duty—to reduce writing those experiences that to him epitomize his viewpoint of this vital burgeoning industry that is turf. Who did what and when? This is a guide. Later there will be one (or more) who will emerge to build these separate treatises into the finished "Turfgrass History."

Q.—Bermudagrass greens belong to the deep South. Bentgrass dominates the North but has invaded deeply into the South. Now we hear of bermudagrass greens in the predominantly bent area of Washington, D.C. Are we to believe this?

(North Carolina)

A.—You have just become a believer. For 15 years the Pinecrest Golf Club (pay and play) in northern Virginia has offered their paying customers smooth fast greens of Ugandagrass, an ultra-fine bermuda from Cairo, Egypt. Charles Lynch, owner, rarely uses a fungicide.

Water is applied sparingly and infrequently. Fertilizer keeps the grass green, and sharp close-cutting mowers keep the golfers happy.

Q.—We have heard that some of the older golf courses (years ago) had fescue greens. Can you confirm (or deny) this?

(Pennsylvania)

A.—True! When I joined the Penn State staff in 1935 as extension agronomist, I visited several golf courses regularly in northern Pennsylvania that had good fescue greens. They putted very well (and fast). With water and fertilizers the fescue gave way to *Poa annua*, clover and, later, bent.

Q.—Is it possible to make a putting surface out of zoysia?

(Maryland)

A.—Yes, indeed. Twenty years ago the Naval Ordnance Hospital (near Washington, D.C.) requested assistance on producing low-cost, low-maintenance greens for a 9-hole, non-championship course. I recommended Meyer zoysia for the greens which would not be watered. Now, in 1968, these greens are still in service. They receive many favorable comments. When golf architect Ault was asked to relocate a green (highway construction), he carefully preserved and replaced the original zoysia sod.

Q.—Please name some of the states where turfgrass work was pioneered.

(Oklahoma)

A.—Rhode Island was first—1893. Their work has been continuous.

Connecticut can lay claim to some significant early work—1910, 1911—but it has suffered lapses and has not been continuous.

Pennsylvania and New Jersey started programs about the same time—1929. Both have been continuous except for a brief period during World War II when virtually all turfgrass work was halted.

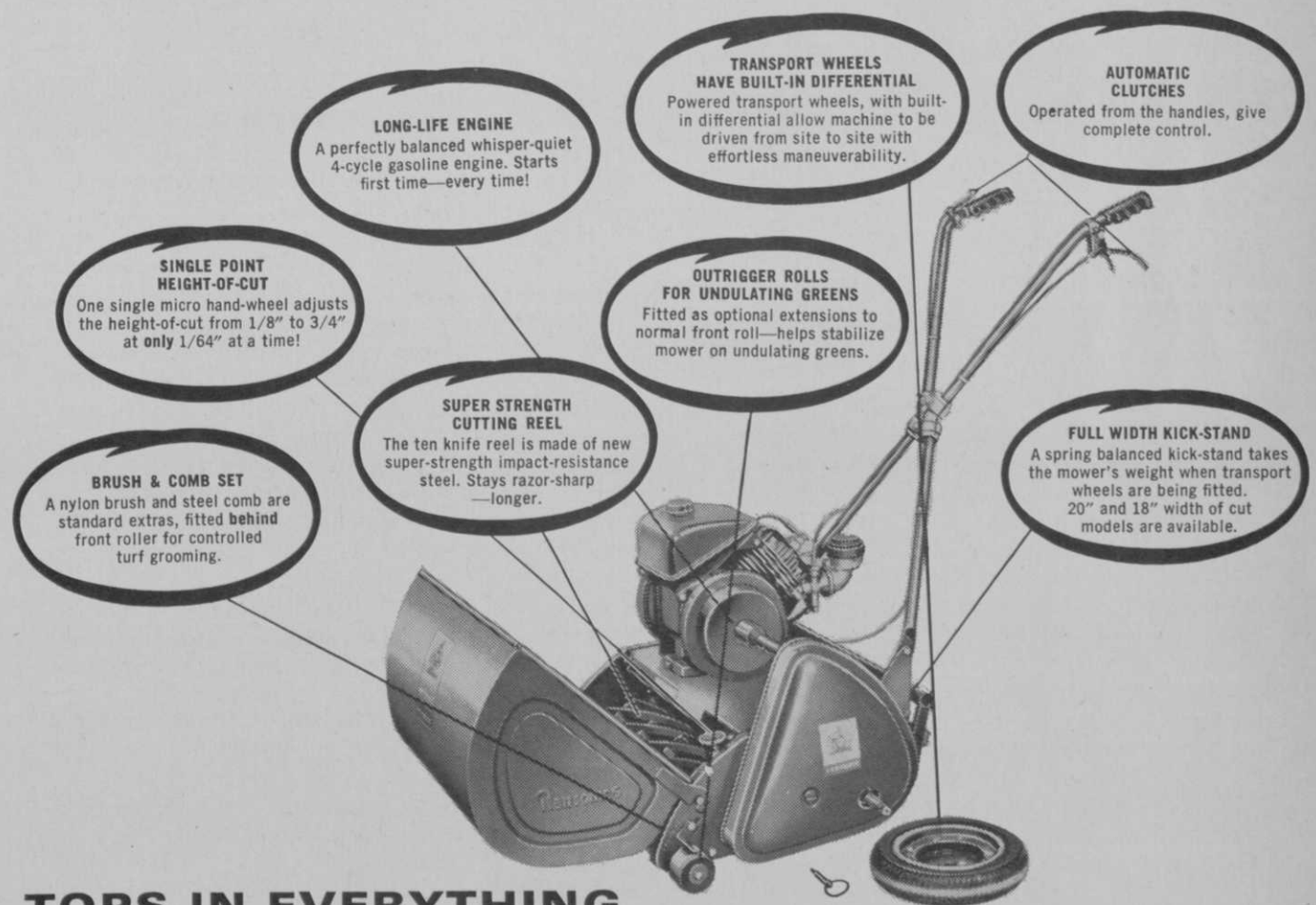
Purdue (Midwest Regional Turf Foundation) was the first to start up after the war. Tifton, Georgia, began in 1946. Soon after that California began operations.

To continue would be to miss some and that would do them a disservice. This will be covered in the forthcoming A.S.A. Monograph. □

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Confessions of a manager

Having seen 'confessions' of a pro and a superintendent in GOLFDOM, a club manager asked for equal time to air his side of the country club story.

Anonymous

It is probably fitting that since we are "last" in many areas of the club, that we should be the last to spill our gripes.

A club officer once told a manager, "You have the toughest, most demanding, least appreciated, and under paid job in the club, but I do not feel a bit sorry for you, because you chose it as your life's work."

Let me continue by saying that I do not feel that any golf pro, superintendent or club manager has it as bad, individually, as we like to talk about it collectively. Sure, all jobs are tough and especially the club manager's, but I would not change places with Dean Rusk, Mayor Lindsay of New York, or any coach in the National Football League. All too often I feel we add personal magnification to our job demands. From my own observations, the last twenty years have revealed that very few pros, superintendents, or managers have left on a "voluntary basis."

So just what are the things which truly make a manager's job the task that it is? And, what could be done to make our jobs better?

I must note here, that I do realize that if it were not for the members and the employees, you would not need the manager and I do not malign these two most important groups.

Now, let me begin with that most important facet of club operations, the COMMITTEE. I have a plaque behind my desk which shows a picture of General Stonewall Jackson and below it is printed: "You may search all of the parks in all of the cities, but you'll find no statues for committees." While I am sure that Paul Revere, the Wright Brothers, and others' works are not the result of committees, I am just as certain that committees must have played some part in our Vietnam policy, most of the school boards around our country, etc. There is no doubt in my mind that committees are necessary.

I really feel that if each committee would look

into the definition of the committeeman and his responsibilities, it could make the manager's job a lot more enjoyable.

Traditions are another fascinating area of club management which seem vital and necessary for the successful operation of a facility. However, I am sure that if we did away with all "traditions" in all clubs, tomorrow, that not one club would go bankrupt, close its doors, or cease to exist. Too bad no one has the courage or time to challenge this concept.

To illustrate this point, "Why do we open club dining rooms at 6:00 p.m. to empty patronage, and close them at 8:30 p.m. when the cocktail lounge is full of people?" Or let me ask you about this one: "Who decreed that clubs should close on Monday after the 'day of rest?' " The reason I ask this is, someone said, "Monday is the most logical day to close, after the long weekend." From the amount of people who want to play our club on a Monday, the number of persons in the swimming pool on Monday, the "necessary" phone calls our switchboard handles and the number of people who require "emergency" entrance of the club through our watchman on that day, just makes me wonder if Monday is the best day to close. From a truly marketing approach and in that tradition of the "club being an extension of the member's home" it just seems lacking in logic to close the club on the same day your competing restaurants and cocktail lounges are also closed and to remain open on a night when you serve eight people.

It also seems to me that a practice tee should be open on Monday, after you know your shortcomings from the week-end play and be closed on Saturdays and Sundays when you put your practice to use. It also seems logical that the putting clock and driving range should be open on Mondays when everything else is closed.

The club breakfast is another tradition I enjoy

commenting on. Most clubs have a waitress, a bus-boy, a breakfast cook, and a dishwasher on hand at 7:00 a.m. on Saturdays and Sundays to prepare that great American tradition of a hot breakfast! An analysis of my breakfast checks reveals that grapefruit, orange juice, sweet rolls, and sugar-flavored cereals lead the list, along with coffee, of the most popular breakfasts. However, it is the four or five persons who want an occasional order of three minute eggs, some pre-cooked bacon, or oatmeal which has been sitting in a steam table who we really open up for.

I am thoroughly convinced, and have proven, that you can give away sweet rolls and coffee in the lockerrooms from 7 until 9 a.m. and it will not cost as much as those employees necessary to open for breakfast! But we started serving breakfast back in 1929 when no Howard Johnsons dotted the route to the club; when most restaurants were closed at 7:00 a.m. on Sunday and prior to instant coffee, so breakfast became a "tradition" at the club.

To close the segment on traditions I would like to comment on the great tradition of the husband and wife, mixed two-ball foursome. It came into prominence in the late 30's or early 40's. We also saw the emergence of the divorce lawyer during the same era. Why, oh why, is it necessary for a male golfer to re-affirm his love for his mate annually on the fairways of country clubs when he could renew his vows in any church on any day he wished? It is too bad that the new wage and hours law will do more to eliminate many great traditions than any house committee or board of directors.

Another problem area in the managerial concept of clubs is democracy. Democracy? Certainly. For it has been pointed out that a club is truly democratic in action. Here each individual has a voice, right to freedom of expression of his thoughts, and the capability of demanding action on the part of his elected representative to carry out his desires. Yes, all

Continued on next page

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Confessions of a manager

Continued from preceding page

of this is true, but if it get out of hand, your democracy can easily turn into anarchy.

What I am trying to convey is that each individual does not really have a voice in the operation of a club. It is the officers you elect, the committees they appoint, and the golf pros, grounds superintendents and managers they hire who run the club. It is they who must weigh the individual wishes of the membership, in light of the physical facilities of the club, the personnel and the financial situation. From all these factors emerge what is best for the club and its members as a group.

I have a personal credo as far as my members are concerned: I will do anything within the framework of the rules of our club for any individual at any time which I could do for any other member at the same time.

The club manager, while often wanting to do more and more to accommodate the individual member must realize that no one individual member holds a monopoly on either him or his staffs' time and talents.

Many of you, I am sure, have members in your club who demand extra service, special treatment, or exceptions to the rules. If you look at the dues, you will find that all members pay the same. Consequently they should be treated the same. It is becoming increasingly difficult to explain to the member who states, "I am willing to pay for extra service . . ." that with the help problems and facilities of the club's physical plant, we cannot give him more than we would any other member, even if he were willing to "pay" for it.

As a matter of fact, in my travels to view the operations of some fine clubs, successful golf courses, and the shops of well known pros, I find one thing which stands out: Where you find a truly well-run club you find a demigod in some degree!

At the truly great golf course you hear people say, "that old bastard, Mr. So and So, who has

been grounds and greens chairman for 27 years . . . " At the fine, reputable, long waiting-list club you will hear, "that cantankerous Mr. Always Right had the audacity to tell me, a member, that turtle necks were not allowed in the dining room. Why, if he hadn't been on the house committee for 14 years I would write the committee a letter and I would tell them." Or, I hear my members telling in the grill and lockerrooms of the pro at such and such a country club who "will not take a lesson on Saturday or Sunday, preferring to spend his time on the first tee and in his shop those days."

Research usually reveals that this particular pro has been at that particular club for 37 years and the club paid his expenses to Scotland last year.

Well, it hardly seems that committees, traditions, and democracy would be the "Confessions of a Club Manager," but I think they do give you an insight into our inner conflicts.

I could ramble on about the 80 hour plus week I work; the fact that I have never spent a single holiday with my family in over twenty years; the number of times I have been called from my lunch by needless telephone calls; or the committees and chairmen and officers who have made life difficult. I could expound on my own financial problems of coping with inflation in my club budget and of putting children through college in my personal budget. I could tell you of the deep, "gut" level disap-

**“. . . you can give away sweet
rolls and coffee from
7 until 9 a.m. and it will
not cost as much
as those employees necessary
to open for breakfast”**

pointments I have had when a party did not go off as planned or the budget would not permit a new dishwashing machine or of a P.A. system which would not work during the president's speech at the annual meeting.

However, I look at club management from this point of view. I am able to start with a raw product; hire my own production staff; see the product manufactured; do my own advertising and marketing, deliver it to the customer; and actually meet my customer "face to face" and see and hear his satisfaction or criticism. What other captain of industry has this great opportunity in his product or service? □

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For more information circle number 190 on card

Accurate records can save you money

by Jerry Claussen

A superintendent keeps his costs and labor down by detailing time spent on each job

Accurate records on golf course maintenance work are a must at a well-managed club today.

The course superintendent who knows what jobs were done and how much time was spent on each, has control of his job, his budget and his men.

The superintendent without these facts can only make educated guesses and rely on his memory. Sometimes this isn't enough for a club board or employer.

"When you're spending other people's money, you have to know where it's going and why," says Ken Voorhies, superintendent at Columbine CC, Littleton, Colo., host to the 1967 PGA Championship.

Ken helps his club compile a master "Grounds Labor Distribution" chart (see chart I, page 32) which shows just how much crew time was spent on 50 different job categories. This latest annual report compares fiscal 1967 (through last October) with fiscal 1966. The system has been in effect for seven years.

He points out these advantages in keeping such records:

- "It is a fast bookkeeping system for the grounds department. When our year ends Oct. 31, my budget beginning Nov. 1 is ready in detail.

- "Our new budget can be planned accurately, almost to the dollar. Except for variations in weather, we know what work must be done, how much and when.

- "About 90% of maintenance work is routine each season. But man-hours and costs on the other 10% would be hard to figure if we didn't have past records to guide us in planning.

- "Hiring seasonal help at the right time for the right jobs is always difficult. This way we know exactly how many men we'll need, and for what purposes, in any given month or week.

- "We use our daily time cards and two-week time sheets as checks against how much time a man has worked and been paid for. If any question arises from an employee or government agency, it's right there.

- "If any member or officer wants to talk about saving money, or doing a better job of, say, raking traps, we can talk exactly where we must cut or add time and money.

- "Best of all, I have never had an argument with the board

about the grounds budget under this system. My chairman lays it out in black and white for them, and they know what it costs."

Ken emphasizes that keeping records doesn't put the maintenance program in a straitjacket. Quite the contrary. It merely shows what has happened before, so is a guide.

"I remember in 1966," he recalls, "I watched the time spent on trap maintenance especially close. It added up to more than 2,000 hours, or about \$4,000. This was too much. So we tried to be more careful in 1967, and saved almost 300 hours in this category."

Here's how the record system at Columbine CC works (see charts II, III, pages 32,33):

Each grounds crew member uses a regular clock-punched time card. When he punches in at the end of a day, he writes on the back, the date, category of job by number he was doing, and hours spent.

The next morning the superintendent transfers this information to a master sheet. By hours and job, it summarizes the work of one employee for two weeks.

Every two weeks is the pay period at Columbine CC. At the end of that time, Ken adds the man's time, verifies the number of hours and pay scale with his signature, and turns the sheet in to the club bookkeeper.

She uses the sheet to issue checks, make tax and other necessary records, adds the hours to a running summary sheet for the

Continued on page 33