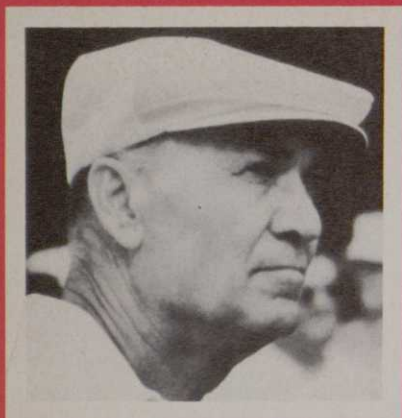


# *Tournaments can be beautiful*



TOURNAMENT IN PROGRESS IN PALM SPRINGS, CALIF.



# MY MASTER SYSTEM Of Golf Club Design by Ben Hogan



When you buy my clubs you are buying the most perfect instruments ever created for playing golf.

The component parts of every iron have been carefully designed and skillfully manufactured for maximum performance. Each iron in turn positively relates to every other iron, and this synergetic relationship forms the total *IRONS SYSTEM*.

This same concept, design and meticulous manufacturing process is carried through the *WOODS SYSTEM*.

In turn, the *IRONS SYSTEM* and the *WOODS SYSTEM* are designed to interrelate and develop the fullest measure of performance as a *MASTER SYSTEM*!

Above you can see the perfection of the graduation of the stepdown pattern of

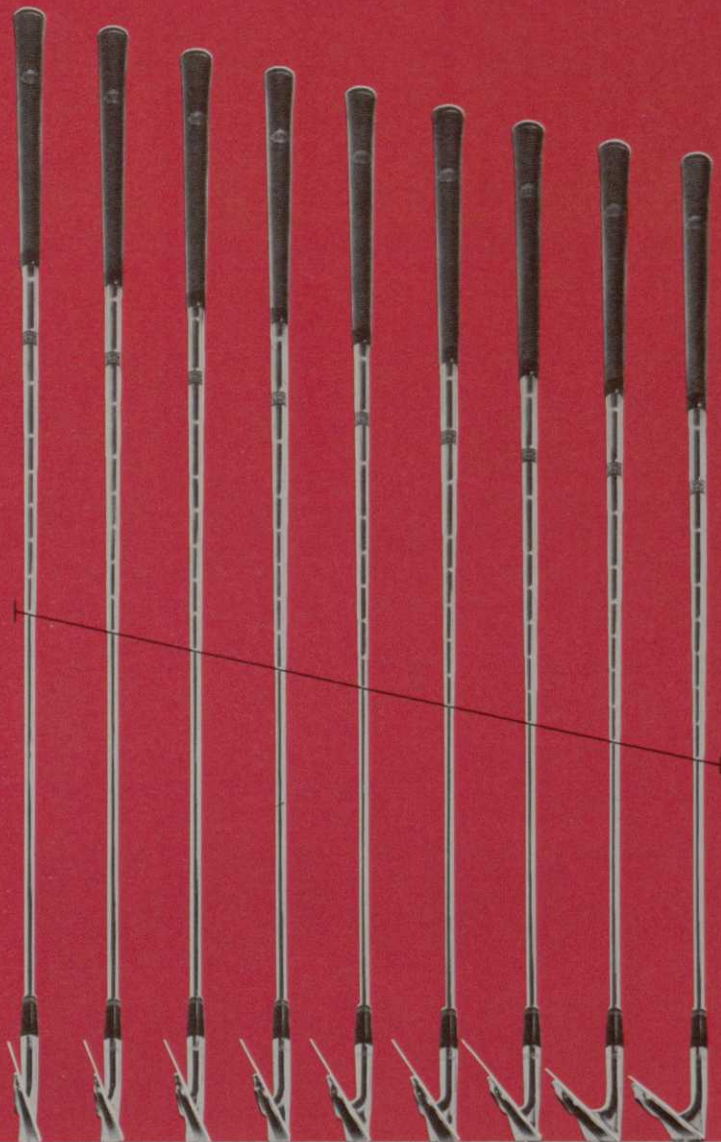
our exclusive high performance Apex Shafts. We design and manufacture an individual shaft for each club!

**A.** Shows the carefully controlled 10" radius of the bulge and roll of the Wood club face which I have absolutely proven to be the best for maximum distance and accuracy.

**B.** Our exclusive sure-fit grip is a one-piece grip with a *perfect* taper and back ridge to help alignment and to improve your grip for club head control.

Above is shown the micrometer controlled degree of perfect loft from wood to wood and iron to iron.

The leading edge of each iron is 50,000 of an inch back from the hosel for *perfect* alignment.



Our exclusive high performance Apex Shaft enables us to perfectly engineer the optimum shaft length and balance to complete the total system.

After you have made a careful examination of our clubs, ask your Golf Professional to swing-weight test our clubs against any competitive set you may be considering. Our clubs are designed with less than the weight of a dollar bill in swing weight variation from club-to-club within our *IRONS* and *WOODS SYSTEMS*.

A very essential element in the success of my *MASTER SYSTEM* is that your clubs be fitted to you *individually*. Only your Golf Professional is qualified to do this.

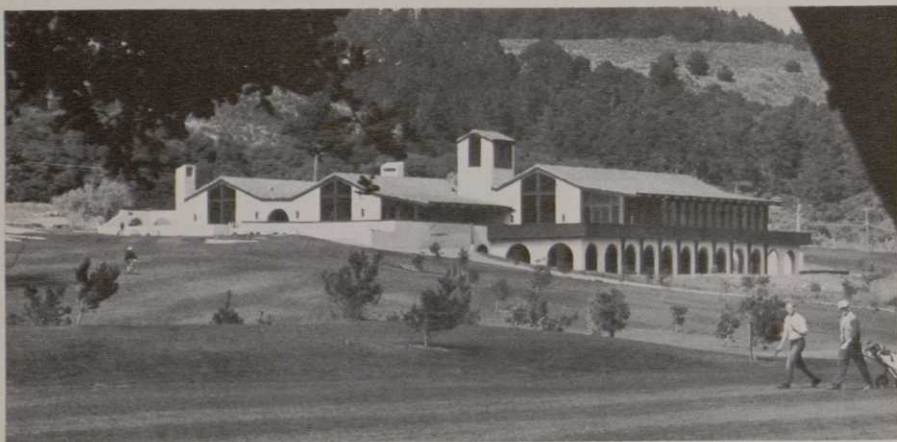
*Ben Hogan*

**AMF | BEN HOGAN**

2912 West Pafford Street, Fort Worth, Texas 76110  
Available only at your golf professional shop.



For more information circle number 269 on card



## TOURNAMENTS *from page 41*

as these?" Lombardo is often asked. "Golfers don't come to the Monterey Peninsula to play a mediocre golf course. They are looking for quality, something special."

The year-around population of the Monterey Peninsula is not large enough, Lombardo feels, to support the golf courses operating there. This is one of the reasons he has taken the tournament promotion route. Evidence that his Carmel neighbors appreciate his contribution to tourism is their election of him as president of the visitor and convention bureau. Although Lombardo doesn't minimize the effort, time and attention to detail required in this type of operation, he's convinced there is a place for it, and Rancho Cañada might as well be it. □

*Rancho Cañada's beautiful clubhouse (top photo) houses Lombardo's golf shop, which is staffed by assistant professional Vaughn Ausman (left photo). On the right is one of the course's 36 holes.*

# wanted!

By every gal

on and off the golf course . . . clothes that mix, match and go everywhere with casual, carefree elegance.

BODIN makes them, in Du Pont Dacron® polyester doubleknit, and we have them.

### Exclusive Pro Shop Distributor:

George Cook, Ltd.  
P. O. Box D/Miami, Fla. 33156  
(305) 233-3081

George Cook, Ltd.  
Dept. D/P. O. Box D  
Miami, Fla. 33156

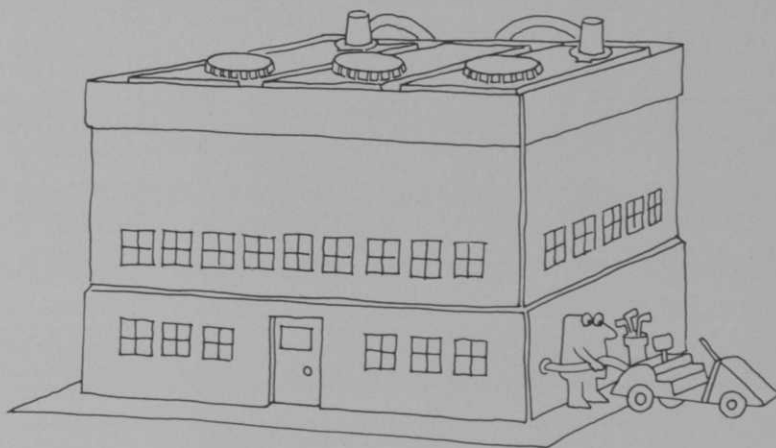
Please send a rep with your fabulous BODIN Fashions:

Name \_\_\_\_\_ Tel. \_\_\_\_\_

Address \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

City \_\_\_\_\_





# You don't have to own your own battery company to Obtain Maximum Profits with CAROCHE!

If your course owns a battery company, you can stop reading and buy heavy golf cars. If it doesn't, you can take a trip to Europe on the \$762.08 you'll save on only one CAROCHE. And that's for replacement batteries and electricity alone during a four-year period. The truth is: CAROCHE is much lighter than any other three- or four-wheel golf car on the market. The less weight, the longer distance between battery charges, the longer life on batteries, and *the more money in your pockets*. Write us and we'll give you the names of *northern courses averaging \$2,000 or southern courses averaging \$2,600 rental income per CAROCHE per year*. The higher speed CAROCHE SUPERINTENDENT-RANGER is available at 24-26 mph for distances up to 53 miles on a single charge.

Ask about our new 2-year battery warranty in Caroche golf cars.



203 NORTON ST. • P.O. BOX 897  
AUGUSTA, GA. 30903  
(404) 798-8687

We'd like a CAROCHE demonstration.

NAME \_\_\_\_\_

CLUB \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ COUNTY \_\_\_\_\_

STATE \_\_\_\_\_ ZIP \_\_\_\_\_

*Caroche*

What a golf car should be.

Limited Number of Distributorships Available. Write for Details.



For more information circle number 266 on card

The recently concluded 45th Annual Conference of the Club Managers Assn. of America at the Regency Hotel in Atlanta was the largest to date for any CMAA conference. Over 1,400 registered.

Much of the credit for the running of the affair should certainly go to the genial General Chairman, Dick Worthington, manager of the Commerce Club in Atlanta. No past general chairman, however, is going to pass over giving accolades to the committees which go to make up the conference, and the Georgia Cracker Chapter Group was great.

Although the conference officially opened on Tuesday, some meetings took place early: the Saturday Club Managers Institute meeting, the Sunday CMAA board of directors meeting and the joint luncheon with the CMI board. On Monday the CMAA golf tournament at beautiful Atlanta CC took place. The Atlanta CC could not accommodate all the attendees, so

#### ELECTION RESULTS

New CMAA officers elected at the conference were: L.T. Hall, Pinehurst CC, Littleton, Colo., president; G.V. Marlatt, Northmoor CC, Highland Park, Ill., vice president; and Peter A. D'Angelo, Hampshire CC, Mamaroneck, N.Y., secretary-treasurer.

Re-elected for another term as director was Nicholas J. McGowan, Lancaster (Pa.) CC. New directors were: Bruce Lloyd, University Club, Los Angeles and Ed Mills, Kansas City Club.

Remaining on the board were: Josef Auerbach, Wichita CC; John W. Cremers, Empire State Club, New York City; Harry J. Gray, Oakmont (Pa.) CC; John R. Simmons, Tacoma (Wash.) C & GC; E. George Wetmore, Tavistock CC, Haddenfield, N.J. Outgoing president David H. Ripper is the new ex-officio.

ever attended. Ranking them in order of my personal enjoyment, I would say that the Roundtable of Past Presidents, discussion questions from the floor, was one of the best. Some 250 years of experience was represented in this group and they fielded every conceivable question concerning club operations tossed to them by the audience.

Next, I enjoyed Dr. Sherry's moderation of a seminar and discussion of the rights of association and privacy. He was an excellent moderator who brought out both sides of a very complex situation.

One of the exceptional features of the conference was in my opinion an arm chair slide presentation of a trip through many of Atlanta's famed clubs. We were able through the medium of photography to enter many inaccessible places and visit scenes of some very private affairs as we saw private dining rooms and exclusive areas of many clubs, such as the women's locker rooms.

The conference week also saw the

## CMAA CONFERENCE IN REVIEW

some of the men and all of the women played at the Cherokee CC, an equally fine club.

Another event was the Hoe Down, held out at the fair grounds exhibition hall. Many attendees, having been warned in advance, brought their dancing shoes and country clothes, because it was a real "shin dig," complete with fried chicken, barbecued pork, cole slaw, baked beans, potato salad, hot biscuits and honey, plenty of liquid refreshments and country music.

The opening session on Tuesday was marked by the cancellation of the appearance of former Secretary of State, Dean Rusk. His spot, however, was ably filled by Earl Nightingale, whose observations were entertaining and educational.

The opening sessions were filled with routine reports of the previous year's officers and committees. As the week progressed and other meetings and seminars and round tables continued, we waited for the "big news," which usually comes out of a conference of this type. We had only to wait for Charles Smith to report for the Certification Committee, and we knew this was

The CMAA gathering in Atlanta was cheerful and educational

by JERRY MARLATT

MANAGER, NORTHMOOR CC  
HIGHLAND PARK, ILL.

it. Although more information is to come from the CMI committee and the certification group, it is now apparent that more teeth has been put into the meaning of the Certified Club Manager. It now seems that big things are ahead and before too long we will be hearing of the plans for testing and strengthening the CCM designation. Old-time CCM's will not be able to sit back on their laurels or certification papers. They, too, will be required to periodically attend some educational pursuits if they are to keep their status. Congratulations to CMI and its chairman, Ray Watts of the Houston Club, and to Certification Chairman Charles Smith for this step forward in CMAA's path toward professionalism.

The seminar program, arranged by CMI, was one of the finest I have

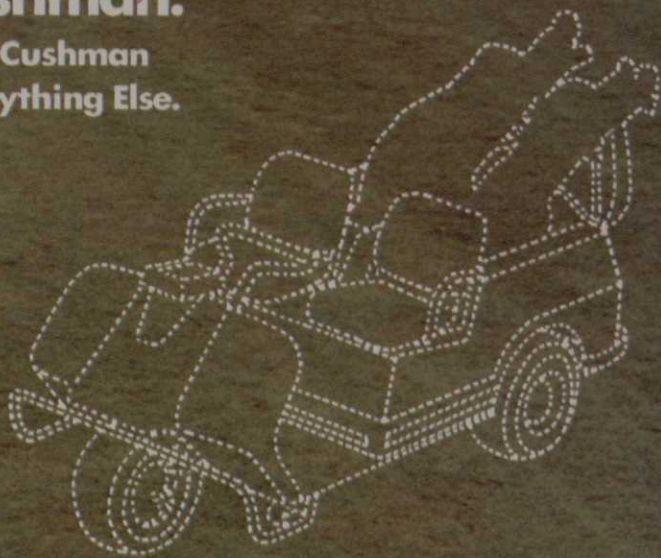
honoring of such groups as the CMAA 25 Year Club, Past Presidents, Allied Associations, new CCM's and SAC awards for the best run clubs in the Strategic Air Command. Other awards went to Southern California for the Chapter Achievement Award and to Bruce Lloyd for his winning entry in the Idea Fair.

Following the conference and at the new board meeting, it was decided to begin steps toward making all living charter members of the association honorary members. More information on this will probably come out in future months.

Over-all, new executive director Horace Duncan and his untried staff performed magnificently in their maiden outing. Dick Worthing and his Atlanta Conference group were exceptional in carrying out their duties. Special applause should go to the John Kateens. John handled conference hospitality and Arlene Kateen took care of the ladies' activities. Underground Atlanta was fascinating, and restaurants such as the Midnight Sun and the Harbor Cove erased any ideas that Atlanta had no gourmet fare. □

# Test drive the 1968 Cushman.<sup>®</sup>

Compare a used Cushman  
to a brand new Anything Else.



A rebuilt, 4 year old Cushman looks as good and performs as well as a new Anything Else.

It's because of the way the Cushman was built.

Its steel body was phosphate treated, then painted with multiple coats of isothalic enamel. Not only rust-resistant, it's stronger than other golf car bodies. And it's formed of panels, bolted together. Not a one-piece shell. So damaged parts can be repaired or replaced inexpensively, without the whole body needing work.

And the '68 Cushman came with standard features many of our competitors don't even offer as options on their brand new cars today. Some things you'll notice are an automatic seat brake, automotive steering, front and rear suspension and adjustable seats, to name a few.

As far as looks, we'll put our '68 up against anything. It won a national design award and was selected as a permanent part of the Smithsonian Institute's Industrial Design Exhibit.

## The Challenge

But we don't want you to just take our word for all this. We want you to prove it for yourself right on your own course.

We'll bring a rebuilt Cushman to your course and you can drive it yourself. Compare it in performance and appearance to Anybody Else's newest car.

We think you'll find everything we say is true. Of course, there is a golf car on the market that is actually better than a rebuilt Cushman.

It's called a new Cushman.

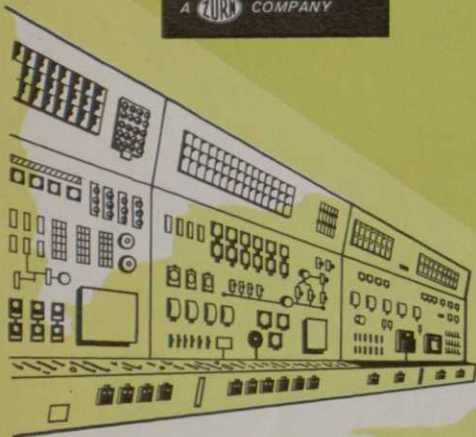
If you'd like to take us up on our challenge, please write:  
Cushman Challenge, Cushman Motors Division, Outboard Marine Corporation, 1006 North 21st Street, Lincoln, Nebraska 68501.

## Cushman



# Select-O-Rain

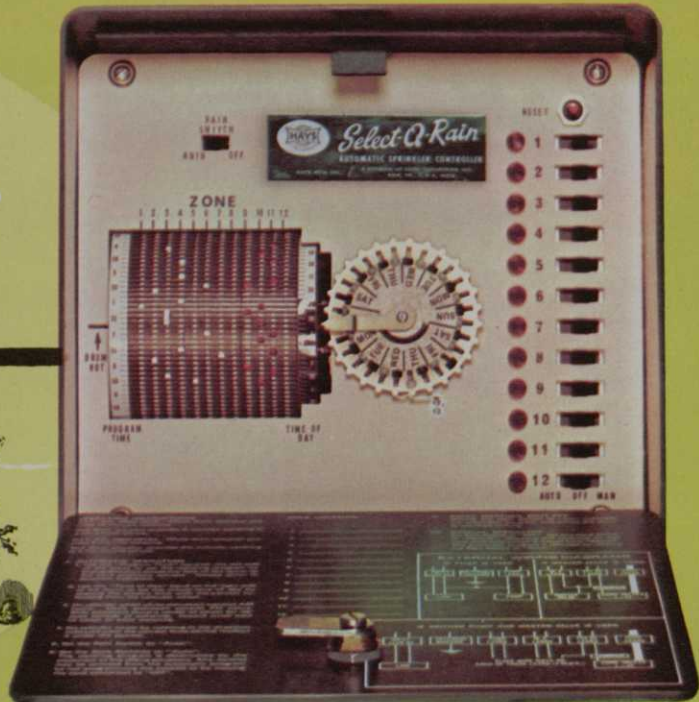
THE TOTALLY UNIQUE 12 ZONE  
TURF-WATERING AUTOMATIC  
CONTROLLER WITH PATENTED  
DRUM PROGRAMMER . . . .



BORN IN INDUSTRIAL AUTOMATION . . .  
SPECIALLY ADAPTED TO AUTOMATIC TURF  
WATERING AND IRRIGATION REQUIREMENTS



FOR THOSE APPLICATIONS  
DEMANDING THE VERY  
BEST IN RELIABILITY  
AND FLEXIBILITY



Select-O-Rain was developed for and has been proven in precise machine tool control, instrumentation and process control applications . . . and now, Hays has adapted this unique Controller for your turf-watering needs.

Its built-in components measure up to the rigid standards of performance required in industry. With Select-O-Rain ANY ZONE CAN BE PROGRAMMED FOR ANY LENGTH OF TIME, AT ANY TIME, INDEPENDENTLY OF ANY OTHER ZONE.

Its accuracy is assured by its design. Each watering cycle will repeat itself exactly as programmed regardless of how many times the program is repeated.

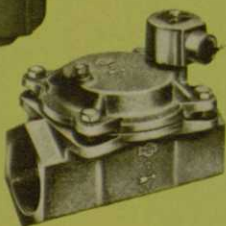
Select-O-Rain features a 120 volt pump circuit and 24 volt master valve circuit in one unit.

Only Select-O-Rain can offer 'industrial automation' reliability and flexibility in your commercial or residential turf-watering program. It will work . . . and that's a promise.

Write for brochure No. 2800-0012 for complete details.



P.S. Ask about our sensational solenoid valves and our unique line of sprinklers.



## HAYS MFG. DIV.

AUTOMATIC CONTROLS

12th at Plum St. • Erie, Pa. U.S.A. 16512

A DIVISION OF ZURN INDUSTRIES, INC.



# MANAGEMENT WITHOUT COMMITTEES: SATISFACTION UP, COSTS DOWN

Communications improved and costs decreased when Fairlawn CC switched from management by committee to an administrative team, with a general manager as the presiding member

by JERRY A. OLSON  
ASSOCIATE EDITOR

Thirty heads are probably better than one when it comes to thinking. But, when it comes to management, 30 heads can be a little cumbersome. This in essence sums up the management-by-committee system which had been in practice for 53 years at Fairlawn CC, Akron, Ohio. Last year, however, the members made a 180-degree turn and eliminated this system in favor of a centralized system under a general manager, who acts primarily as a coordinator, along with the board of trustees.

The code of regulations best sums up the progressive change of events. In 1970, Fairlawn had 11 committees, each with a chairman appointed by the president and approved by the board of trustees. The finance, greens, golf, tennis and swimming pool committees were feudal entities which controlled the hiring and firing of their respective club personnel. In the complete code of regulations, there was no reference to the functions of the club manager, professional or superintendent. They were in actuality arms of the committee and subject to the direction of the committee.

"If a committee chairman wanted a sand trap or tee built, he would proceed to do it, generally without considering the feasibility of it," says Ott Scarponi, past president of Fairlawn. "However, the major reasons we decided to switch to a general manager concept were based on two factors: Poor communications and high costs.

"Communications had broken down among the committees, club management and the membership,"

Scarponi says. "Undoubtedly the strong emphasis placed on running the business of the club by committee, with each department running independently, brought this situation about. The professionals in each department were stifled and had little or no incentive under the system. They were professionals but were under the control of well-meaning, but nevertheless unskilled non-professionals.

"An example of the way communications can break down under this committee system was in the handling of complaints. If a member did not like the way a portion of the club was being run," Scarponi says, "he had to make a report to the committee chairman. Because committee chairmen were not always available, the members frequently directed their complaints to the superintendent, professional or club manager. They had no power to act, the complaint was not handled, and the member became unhappy.

"But the main reason for member dissatisfaction in the committee-run management system was based on spiraling costs," Scarponi points out. "With three independent departments being operated by club members, each department would go over budget each year because they operated without regard for the over-all budget. For example," Scarponi says, "say the greens committee wanted to put in a sand trap. They would issue orders to the superintendent who would have to go ahead, whether or not the project had been budgeted."

"We were well aware of the con-

troversies surrounding the hiring of a general manager," says Bruce Wert, a member of the board of trustees. "To take a club which had been very strong committee-run, but with weak management, and make it a successful general managership club, would mean we would have to relinquish some of our authority.

"We wrote the National Club Assn. and other clubs with both systems to evaluate the strengths and weaknesses of each to determine which mixture would suit the membership of Fairlawn," Wert continues. "We finally agreed that the solution was to eliminate management by committee in favor of a business-type organization with a general manager in charge of all phases of the club's operations—clubhouse, golf shop, golf course, swimming pool and tennis. We also had to place all employees *directly* under the general manager so that no member committees could interfere," Wert says. "The hardest decision we had to make was the degree and extent of authority we could give him. Not enough, and we would really be back where we started from. Too much, and we would lose control of the decision making responsibilities and alternatives which we as members should have.

"With this resolved," Wert says, "the next step was to find the right person who could carry out the management desires of the membership. Someone who was qualified in dealing with the other departments and consolidating club operations."

*continued on page 51*

# WHATEVER THE JOB...

Miller has a team of irrigation specialists to perform it . . . Expertly! Where ability and reliability count most in sprinkler irrigation systems . . . that's where you will find the Miller team. Miller has four groups of specialists that embody a total capability in the field of sprinkler irrigation . . . In short . . . the works!

**THE TURF SUPPLY DIVISION**, Sprinkler Irrigation Supply Company, is well known in the industry as Sisco. It is a veritable super market for sprinkler irrigation supplies . . . Top quality products manufactured by leaders in the industry. Sisco and its dealers stock a broad range of these products because they know that one system can't solve all problems.

**THE CONTRACTING DIVISION**, Miller Sprinkling Systems, is unique in this industry. Each important phase of an installation is handled by specialists with years of experience . . . backed up by the most extensive line of specialized irrigation installation equipment known in the industry.

**THE AGRICULTURAL DIVISION** of Sprinkler Irrigation Supply Company sells, services and installs aluminum portable pipeline systems and mechanical move sprinklers.

**THE DESIGN DIVISION**, Irrigation Design Associates, brings 40 plus years of experience to bear on design problems and tailors irrigation systems to customer needs.

**THE RESULT:** Irrigation systems engineered and guaranteed to give you the best possible water distribution, with maximum dependability and minimum operating expense.

Contact Miller today and find out what sprinkler irrigation can do for you!



Sprinkler Irrigation Supply Co.  
(313) 548-7272  
Miller Sprinkling Systems  
(313) 398-2233  
Agricultural Division  
(313) 548-7272  
Irrigation Design Associates  
(313) 398-2233

Turf Irrigation: Golf Courses, Industrial, Commercial, Civic, Residential  
Agricultural Irrigation: Food Production, Frost Protection, Sod Production  
Waste Disposal: Food, Industrial, Sanitary Waste Processing  
Portable Pipelines: Dewatering, Temporary Water Lines

**Buckner**

We install and supply  
Buckner and Johns-Manville materials

