

# 1200 woods and irons. long shots just got much better.

horizontally.

But new Wilson 1200 irons give the golfer more than just a horizontally enlarged sweet spot. They also give a vertically enlarged sweet spot. So golfers have a better chance for more accurate shots. Whether they hit the ball off-center horizontally or vertically. (Fig. 6)

How was this doubly-enlarged sweet spot achieved? By introducing a new concept in irons called Perimeter Weighting. It places more weight farther out along the entire perimeter of the sole and toe. (Fig. 7) So your members are more likely to have solid hitting weight behind an expanded impact area.

Equally important, there is an enlarged sweet spot on every single Wilson 1200 iron. Because we inserted a special tungsten alloy disc in the toe of our irons. And, we precisely varied the amount and location of the tungsten insert, placing this special weighting higher in the more lofted irons. So even though a golf ball climbs on the face of the more lofted irons before flight, Wilson 1200 irons

improve the golfer's chances of having solid hitting weight behind each shot. (Fig. 8)

The result is that each Wilson 1200 iron in the set provides scientific weight placement behind an enlarged sweet spot. So your members will get more accurate shots more often. Even on many of the shots that they hit off-center.

## Wilson 1200 woods and irons: Greater distance and accuracy... more often.

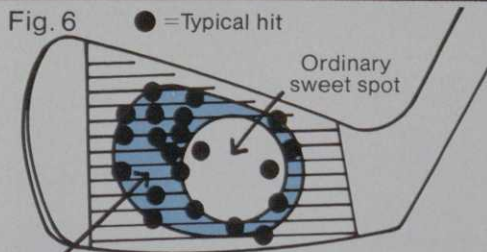
You know golfers who sometimes feel they can't buy a good straight golf shot. Well, now they can. A whole set of good straight shots, in fact. Because Wilson offers both irons and woods built with new weighting concepts for greater accuracy. And that's something that nobody could offer before.

Complete sets of these remarkable new Wilson 1200 woods and irons are available now. Through golf professional shops only, of course.

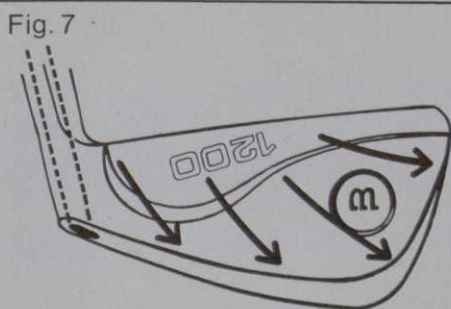
Until a member has played them, he can't really know just how good a golfer he is.

# Wilson®

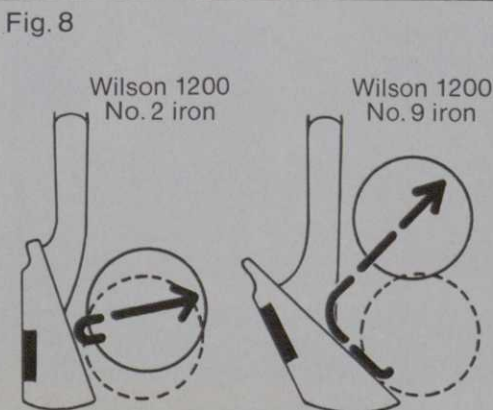
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Wilson 1200 iron expanded sweet spot



Wilson 1200 Perimeter Weighting



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**billy casper's**

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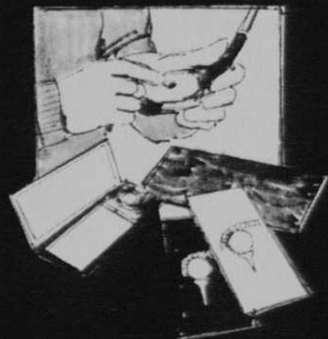
Here's the simplest, most effective teaching aid ever developed for golfers! Billy Casper's Playback actually lets them see where the clubface is contacting the ball. Then it tells them — in brief, simple, down-to-earth language — how to adjust their stance and swing so they're making contact on the "sweet spot" of their clubs. In addition to helping your students and simplifying your teaching chores, it's also a profitable — and continuing — source of income for you.

To help you sell Billy Casper's Playback, we're offering you the handsome Merchandising Display shown above. It holds a supply of Playback kits (described at right), refill pads of recorder strips, and free descriptive literature. With this merchandiser — and a full program of advertising, directed to the golfing public — Playback will sell itself... and continue giving you profitable repeat sales on the refill pads.

**Profitable for you  
and your customers!**

Billy Casper's Playback is contained in a smart, billfold-size carrying case. It includes instructions...a pad of adhesive recorder strips that are applied to the clubface...and a slide-chart Analyzer that tells the golfer, after each swing, what he's doing wrong and how to correct it. Suggested retail price is \$5.00 — with a

healthy profit for you. Refill pads of 24 recorder strips sell for \$1.25



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## EXECUTIVE from page 28

are new to the game and our executive length is to their liking, but they may not be ready for a big investment in new sets. We make sure to have good used sets around. After one season they may want to trade in their used sets for new ones, and then we'll resell the same used set for the same price. Good quality clubs are always in demand."

Cosgrove takes his trading techniques to other courses in the area, and by offering new merchandise to his fellow professionals, he manages excellent deals on good used merchandise.

Using this procedure, he fills a need, too. Requests from Heatherwood players for specific name brands that he may not have on hand are met by shopping around among his fellow professionals.

To encourage a steady flow of new golfers Cosgrove and his assistant, Ken Woitesek, teach night school adult education classes in the area. Additionally, group lessons are given at Strathmore Gate East, a nearby retirement community. "They're all potential golfers," Cosgrove says, "and we're interested in helping them get started."

Another method utilized to involve new golfers is a service performed for beginners. Old three and four woods are cut down to junior size by Cosgrove and Woitesek, then regripped and frequently given free to youngsters. "Three and four woods are best because of their loft," says Cosgrove. "Drivers are too hard to handle for beginners."

Innovation and service are key words in the beautifully appointed Heatherwood shop. It would be simple to sit back and let people come in, because almost certainly they would. The layout of the course itself is superb. An elusive par of 60 spreading 4,413 yards through a Long Island scrub pine forest, it is probably the finest test for this length to be found in the East. But Cosgrove doesn't sit back and wait. He initiates plans that get talked about and bring in results.

Typical Heatherwood innovation is the available caddie list. "Naturally, we're in the electric car rental business," Cosgrove says, "but when they're out of service or the course is too wet and we get a

call from one of our regulars, we go to the caddie list and line up someone. We have about a dozen boys we can call on. Costs the golfer \$6 a bag, but we don't lose the green fee in addition to the lost car rental."

When a customer completes a hard goods purchase, his name is passed unobtrusively to Ken Woitesek, who immediately stamps the name on a Heatherwood bag tag using one of those plastic strip stamping machines. Before the customer leaves the shop, he has been given his own name tag, frequently without his even knowing how it happened.

Recently, Cosgrove started a women's club consisting of 40 members who play on Tuesdays. To properly service their needs he brought into the shop his wife Barbara, who works Tuesdays only. "I feel a woman who can model some of the soft goods and help out with some of the difficult fitting problems that a man cannot handle or that might cause some embarrassment will be a big asset to our soft goods sales," Cosgrove explains. "Soft goods are now moving. We're giving the women club members a 10 per cent discount on all merchandise."

With a total outlay of approximately \$100, Cosgrove was able to provide each of the women club members with a gift kit consisting of a club towel, bag tag with each member's name affixed, a 1972 rule book, a local rules pamphlet and a small handy purse. He presented the kits as a surprise to each member at a recent club meeting. The reaction, of course, was tremendously enthusiastic. The goodwill engendered will no doubt be reflected in later sales.

Innovation in display work is a Heatherwood feature, too. Hats and caps now are suspended from ceiling beams rather than being attached to the center posts, as they used to be. "We used to display merchandise on the posts, but customers kept knocking them down, and now we've opened the center up, too," Cosgrove reports. The uncluttered center of the shop makes browsing easier because merchandise is ranged along the walls. Skirts and blouses are stacked in covered clear plastic boxes for

easy see through shopping and dust free storage.

Cosgrove recommends local banking, based on his own arrangements. "Banking just across the highway, all my deposits become immediate cash, which is something to be considered when obligations need to be met quickly," he says. He has also signed up with one of the charge account plans. From his rationale, it might be worth thinking about. "Frequently a golfer making a decision on a large purchase will be reluctant to spend cash or write a check. If he can charge it, the decision is a lot easier to make."

George Cosgrove exemplifies the executive course professional. Recognizing the specific needs of his golfers and providing service plans to fit these needs makes for a highly successful operation at Heatherwood.

Executive courses, according to National Golf Foundation statistics, now number about 353 and there is every indication that more are on the way. (There is now no precise figure on the number of executive courses, because tabulation on them by the NGF only began in 1971.) Many experts have expressed that opinion and recognized the trend toward the shorter length.

If the present operations of their pro shops are any barometer of just how successful the "little" guys can be, perhaps they can provide the alternative to the demise of overtaxed regulation courses unable to resist real estate developers' enticing offers.

Perhaps the salvation for the future golfing fraternity, particularly near large urban areas, lies in executive courses. Certainly some of the business practices of executive course professionals can be adapted with equal success by their regulation competitors. □

DOUGLAS LUTZ, a native New Yorker, is a television production veteran of 21 years. He spends his spare time writing—mostly on golf. In addition to contributing to national golf magazines, he wrote and illustrated the *Metropolitan Golf Guide*, a guide to 77 public courses within 50 miles of New York City.

# ALL IS NOT PERFECT IN PARADISE

Think of the club professional located at a picture book golf course with a splendid ocean view, exotic blossoms of every hue and palm trees stirring in gentle trade winds. Add to this a year-round clientele made up of some regular club members, but predominantly an ever-changing brigade of tourist customers in a holiday spending mood. You are sure to say, "Man, he's got it made."

This side of the picture is accurate for most professionals working at the many semi-private and resort courses in the Hawaiian Islands. But let's take a look at the other side, which most people either don't know or don't think about. That same paradise golf facility is located some 2,500 miles off mainland United States and perhaps another 1,500 to 3,000 miles from some major wholesale marketplaces, as well as the manufacturing facilities that supply the pro shop with its wares. That continually revolving group of tourist golfers are indeed in a spending mood. But because many of them belong to clubs at home, they are not out to buy name brand merchandise that's available from their own professionals. Instead, they spend their money freely on the usual island fare—coral and jade jewelry, outlandish print shirts and muumuus and pseudo-Hawaiian art objects. Oh yes, and those ever-green fairways, exotic blooms and swaying palms need chemicals, fertilizers, maintenance equipment and irrigation systems to keep them healthy, even in paradise. Again, the original sources of supply for these items are several thousand miles away. This is the superintendent's problem, but the condition of the course has a direct influence on the professional. There are many courses to play in the islands and the tourists, *i.e.*, the potential pro shop customers, are going to select the best.

Like most pro shops in resort locations, apparel and small equipment make up the bulk of the sales volume in Hawaiian shops. How-



ever, Jerry Johnston, director of golf at Royal Kaaupali, on the island of Maui, notes that shipping charges make his costs higher than those of the mainland professional, but he still must sell apparel for the same price, because the tourist golfer is not going to pay more for merchandise that he can get at home. Johnston estimates that shipping charges come to "75 cents to one dollar per pair of slacks."

Delivery also becomes a headache, because the Hawaiian shops must be stocked with new merchandise by late fall in order to be prepared for Hawaii's peak season. This means Johnston must buy in August and September, and there always is anxiety about delivery being made in time for the season. For this reason, even if he wanted to expend the time and money to travel thousands of miles to the PGA Merchandise Show, the event is held too late to serve Johnston any useful purpose.

Next year, however, Johnston does plan to make a buying trip to the markets in Los Angeles, northern California and Dallas. The trip, he feels, will avoid his being solely dependent on local distributors and manufacturers' salesmen, and will enable him to find new lines for his shop.

Among the best sellers in Hawaiian pro shops are the course emblem items—hats, shirts and so on—according to Tom Bienek. He

is a pro shop staff member under professional Willie Figeira at Makaha CC, outside of Honolulu. These items to the tourists are souvenirs of where they've played during their Hawaiian holiday, and the shops can't seem to stock enough of them. They have become a mainstay of the pro shops, because this is one area in which each shop is without competition.

At Makaha, tennis is also a big sport, and Bienek says he would like to get into tennis apparel. Another possibility is after-golf apparel, but this would be a highly competitive area. There are scores of fine apparel shops in the major resort areas of Hawaii, many of which are conveniently located in shopping arcades at the hotels.

The mainland tourists are an important part of the pro shop clientele, but some of the best customers come from another island—Japan. Rodney Acia, pro shop staff member at Keauhou-Kona CC, on the big island of Hawaii, likes to recall the day a group of Japanese tourists came into the shop and virtually emptied its shelves.

It's well known that the Japanese are "golf nuts," and in their homeland it is a mark of status to wear American golf apparel and use American golf equipment, in part because of the quality and also because American merchandise, due to shipping costs and tariffs, is expensive. The Japanese tourist in Hawaii can get this "prestige" merchandise at, what are to him, bargain prices. Particularly prized by the Japanese golfer are American golf shoes, so it's not uncommon to see pro shops in Hawaii stocked with more than the normal amount of small sizes in wide widths.

Even with the problems involved in operating a pro shop in Hawaii, sales volumes seem to run from good to outstanding. And it would be hard to find a professional who would trade places with one of his colleagues in the other 49 states: Those palm trees, exotic blooms and ocean vistas can really become habit-forming.—VINCENT J. PASTENA

# FOURTH OF A SERIES CUT DOWN YOUR INSURANCE PREMIUMS

The previous articles in this insurance series have explored the different inland marine and fire insurance policies that protect a country club's real and personal property. Nothing has been written about the considerable expense of insurance protection. The reasons for the high premium requirements may be put into perspective, and ways to reduce high premiums should be studied by every country club. Not only is this study important, but proper steps toward that goal usually lead to more generous authorizations by insurance companies concerning the amount of coverage they would be willing to place on a country club's property when fire protection standards have been upgraded.

## CONDITIONS DETERMINE RATES

Before examining the benefits of various fire protection equipment, which may be used to upgrade the quality of a club's fire defenses, let's look realistically at the conditions that fire insurance underwriters review to determine whether or not they will authorize protection on country club property, particularly on a high-valued clubhouse. Usually, the clubhouse and its contents are the major items of consideration by fire underwriters.

Here are some of the questions that the fire underwriter must resolve before granting an authorization to the insurance agent to commit his insurance company to a portion of the protection on the club property.

Because country clubs are usually located in towns that do not have the same quality fire-fighting facilities as large urban cities, many additional factors are considered. These include the community's fire defense:

1. Is the local water supply adequate to fight the exposure?
2. Does the local fire department have dependable lines of

Country clubs should examine local fire-fighting facilities and their own fire-prevention equipment. They could be costing thousands of additional dollars in premiums

by JOHN F. GLEASON JR.

communication between the country club and its station even during the winter?

3. Is accessibility assured regardless of weather conditions?
4. What is the fire department's strength in men and equipment?
5. Is the number, proximity and distribution of proper fire hydrants adequate to the fire loss potential exposure of a club?

Construction of the major buildings is the next most important question to be resolved. Underwriters consider these factors:

1. Are major buildings constructed of fire-resistive brick or brick-veneer? Or do they have frame construction? Sometimes a clubhouse is a poorly balanced combination of these materials.

2. What is the age and maintenance upkeep of the buildings?

3. Do buildings have large open areas, which tend to increase the spread of flames, or are they constructed with smaller areas and fire walls, which restrict the spread of fire?

4. What fire protection devices are installed and used by the club in its major buildings? Are there automatic sprinkler systems and automatic fire detection devices? Are either of the above devices connected to an approved central station alarm company or the local fire department switchboard? Are approved watchman rounds required, with hourly rounds and approved stations clocked into a standard watchman's clock?

5. Are portable fire extinguish-

ers properly maintained and properly placed throughout the clubhouse building? Properly maintained extinguishers are normally recharged and labeled at least once a year.

Fire underwriters place much concern on the general attitude of the management and membership of a club when considering the authorization of fire insurance protection. Here are some of the questions that they ask:

1. What is the moral attitude of the membership toward their club?

2. Does the club have good housekeeping practices? Does the administration, manager and general employees understand the importance of proper upkeep and cleanliness of areas not generally used by the membership?

3. Is the cooperation of the club with fire prevention departments and other inspection service organizations one of willingness to comply with recommendations?

4. Does the club have the finances to put these recommendations into practice?

5. Does the club maintain proper safeguards against smoking hazards. These cause more than one-third of the fire losses in country clubs.

6. Are rooms containing high-pressure boilers, refrigeration machinery, large transformers, air conditioning units, liquor storage and other service equipment effectively cut off from social assembly areas?

7. Are stairways cut off by fire doors to restrict the spread of fire between various floors of the clubhouse; for example, are paints and flammable liquids stored in metal lockers.

This list may seem long, perhaps unreasonable, but knowledgeable fire underwriters want to know that these fire safety conditions are maintained at a country club because of the tremendous annual fire loss record associ-

*continued on page 37*



## Dacthal<sup>®</sup> drives crabgrass and *Poa annua* off the course.

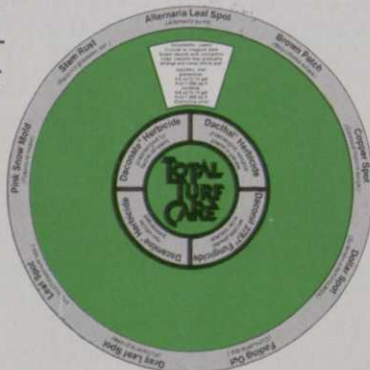
Dacthal preemergence herbicide drives out over 20 annual grassy and broadleaf invaders, including crabgrass and *Poa annua*. It prevents weeds—kills the seeds as they germinate.

One application in early spring controls most problem weeds. Spray Dacthal W-75 wettable powder. Or, spread convenient G-5 granules. Either method does the job. Just read and follow label directions.

Dacthal won't leach out with frequent waterings. Yet, it degrades in one season...is *not* persistent in the soil!

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This advertisement, D-5960, is scheduled to appear in selected publications.

For more information circle number 149 on card.

## INSURANCE from page 35

ated with this class of property.

The town in which a club is situated naturally has a pronounced effect on the premium required to protect club property against loss by fire. If the club is located in a city with adequate water supply under pressure, adequate fire hydrants and a good fire department, then the premium requirement for insurance will be much lower than if the same property were located in a town that has inadequate fire defenses.

If your country club is located in a town with poor fire-fighting facilities, then your membership must consider various personal ways to reduce the particular fire insurance premium rates. There is no finer way to start one's study of rate reduction than by looking into the installation of an automatic sprinkler system.

### UPGRADING FIRE PROTECTION EQUIPMENT

When properly engineered and installed by a qualified automatic sprinkler installation company, the fire insurance premiums insuring a large clubhouse may be reduced from 50 to 80 per cent annually. The premium savings will pay for the cost of the installation in less than five years. Not only will it pay for itself in this short period, but fire underwriters will be far more generous in the amount of fire insurance coverage that they will authorize on a clubhouse in a remote setting.

Many memberships do not believe that fire-resistive clubhouses require automatic sprinkler protection. The records show that combustible contents within a fire-resistive clubhouse may nonetheless cause extensive damage. Not only can internal fires create a serious financial loss to a country club, but can reduce its necessary revenue during the period of refurbishing.

At clubs located beyond public water mains, proper water supply will require the engineering of a qualified sprinkler company. Frequently, elevated water tanks will afford the required supply to gain the approval of the rate-mak-

ing authority having jurisdiction in the rural area of the country club. For clubs located in towns having a public water distribution system, proper water supply under pressure usually presents little problems.

However, no country club should consider the expense of an automatic sprinkler installation until the plans and the water supply and pressure have been approved by the rate-making authority. This final approval by this authority should be incorporated into the installation contract before any work begins.

There is always the normal amount of human resistance to an open-minded evaluation of automatic sprinkler protection at many country clubs. Many resist the cost as a non-income producing expenditure. Others contend that sprinkler pipes detract from the beauty of the clubhouse. Automatic sprinkler representatives need only a reasonable opportunity to demonstrate the ease with which sprinklers may be installed without offending the view.

Unfortunately, automatic sprinkler systems utilizing water as their fire fighting agent are ineffective against hot grease fires, which frequently emanate from over-taxed kitchen ranges, hoods and duck work. Fires in this area must be extinguished by such smothering agents as carbon dioxide (CO<sub>2</sub>) or dry chemical (sodium bicarbonate).

Nearly every city and town in the country has fire protection codes that require public restaurants to equip their kitchen range facilities with automatic fire protection systems that use an agent that will properly extinguish hot grease flash fires. When a properly engineered and installed system is utilized by a country club, the fire rating bureau will again grant more reduction in the fire insurance rate of a clubhouse over and above that granted for automatic sprinkler protection of the non-cooking areas. This combined reduction is often substantial!

Despite the merits of the foregoing automatic sprinkler and automatic kitchen protection sys-

tems, many clubs look to less expensive means to appease fire insurance underwriters. Unfortunately, there are few other devices that fill good underwriting requirements.

Some country clubs turn to various fire detection and fire alarm systems. Although these may be helpful, the rate reduction credit for their use is very slight, and the additional consideration by fire underwriters commensurate. Let's face it. Detectors and alarms do not fight fires, and although they may assist in giving fire departments considerable headway, flames can take hold before the fire fighters arrive.

Historically, 92 per cent of the fires at country clubs in this nation have experienced delayed discovery, hence the amount of property damage has been tragic. Of these, 35 per cent were discovered by passing motorists or distant motorists. In 45 per cent, there were members or employees on the premises, yet the alarm was late. The percentage that were properly and quickly transmitted to the responding fire department by automatic detection and alarm equipment were minimal.

These statistics further point out that many country clubs make no effort to provide adequate alarm facilities for the valuable property they own and want insured.

Although many dependable fire detection and alarm systems are available, their reliability depends on proper selection, installation and regular inspection and maintenance. Only systems that have been tested and approved by Underwriters' Laboratories, Inc. (UL), should be considered. The rigid standards of the American Insurance Assn. must be followed to achieve any insurance premium reduction by local rating authorities.

To achieve maximum rate credit, the alarm system should be tied into a local, central station office that maintains supervisory alarm headquarters or into a municipal fire department receiving station. Alarm systems that sound only on the country club's premises give little protection and no premium credit worthy of the expensive involved for the installation.

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## THE GREEN CHAIRMAN: WHAT'S WRONG WITH THE SYSTEM?

A green chairman takes a hard look at the office and sees a need for change and improvement

by ALLAN E. GROGAN



The office of green chairman is not honorary; it is not avocational and it certainly is not meant to be a stepping-stone or a means to some political end at the club. It is a unique and pivotal position, so important to the club that it should be looked upon as an end in itself. Any club member thinking of taking on the responsibilities of green chairman should weigh the decision as he would the prospect of a new job in the commercial world.

Around the chairman revolves the club's success or failure. He is charged with the management of a primary operation, the green department, the effectiveness of which can set the tone for the entire club.

His relations with other club officers often determine the acceptance or rejection of important programs. His rapport with the superintendent can affect significantly the quality of the golf course. The policies he makes can meet successfully the members' needs and desires or they can ruin their enjoyment of the club.

What are the qualifications for such an important office? At too many clubs the question is never raised. Experience is one criterion—at least three or four years as an active committee member. If nothing else, this experience will give the chairman a realistic idea of the nature of the job.

After the apprenticeship, ideally, he should be prepared to serve as chairman for at least five to six

*Discussing Poa renovation with calcium arsenate are from left, Robert Finney, immediate past president at Baltusrol and vice chairman of the green committee; Al Grogan, green chairman; Joe Flaherty, superintendent and Matthew Glennon, president of Baltusrol. Communication of long and short term goals holds the key to successful results and has worked out well at Baltusrol.*

years. The period of time is not arbitrary. Some maintenance programs take that long and require consistency, if the program is to succeed.

If ideal circumstances cannot be met, alternatively, a system could be set up in which the chairman picks an assistant, with the understanding that he will probably take over the chairmanship after a specified period of time. Under this type of an arrangement, the club would be assured of getting an experienced man, and programs that have been started would have continuity.

Communication with other green chairmen to determine the nature of the job and its requirements must be discussed at all levels—local, regional, state and national. This area of education has been greatly neglected. These meetings could be set up by local golf associations, the United States Golf Assn. or the Golf Course Superintendents Assn. of America.

Many other facets of the office need discussion. Among them are:

□ Knowledge (a) entry require;





ments and (b) on the job training, including formal and practical;

- Attitudes;
- Time needed for the job;
- Management ability (a) includes long- and short-term planning, (b) coordination, (c) ideas and the ability to elicit ideas from others, (d) direction and control of programs, (e) personnel policies and (f) ability to generate departmental enthusiasm;
- Inquisitiveness;
- Interest in serving the club;
- Ability to absorb and filter much criticism;
- Member relations and communications;
- Term of office. What is a realistic minimum period and when should he be replaced?

#### THE SUPERINTENDENT

The green chairman's relationship with the superintendent is a primary one. Together they develop both the long-range plans and the current operating policies and procedures. One important note: After they plan where they want to go and how they are going to get there, the chairman then allows the superintendent the freedom to get his job done without needless interruptions and confusion.

At Baltusrol we have what we think is a good operation. The superintendent, Joe Flaherty, began as an assistant after graduating from Rutgers in 1964. Four years later he was appointed Baltusrol's superintendent.

Baltusrol is now completing a five-year improvement program. Among the projects are:

- Installation of a new irrigation system;
- Construction of a new green department-workshop;
- Complete up-dating of green department capital equipment;
- Conversion of the course from *Poa annua* with its attendant programs to bentgrass through scorched earth renovation and gradual rehabilitation;
- The start of a tee improvement program.

Present ongoing programs are:

- Control of *Poa* with tri-calcium arsenate;
- Continuance of the tee improvement program;
- Upgrading of course drainage;
- Planting of about 100 trees a year from the nursery to improve playability and appearance of the course;
- Removal and relocation of bunkers to firm up course for low handicappers and remove unneeded hazards that harass the average player;
- Trying to respond to our members' increasing demands for improved and housekeeping.

At Baltusrol we use a team approach to course management involving two simultaneous plans of action: long term and current operation. Both plans are written up after discussion and are reviewed by the club officers, the committee, the board and the superintendent. After review and approval, we usually have a very workable plan. The plan is then followed through.

Communications is another key element of successful management. Again, using Baltusrol as an example, Joe, myself and the club officers examine frequently the way things are done, looking always for improvements. This includes listening to comments from members. If their ideas have a place in the program, they are used. Joe and I review progress daily, and

during the golfing season we assess the course by riding it no less than every other week. We are continually looking for ways to improve our operation whether in the area of work procedures or new equipment. Once policy is established, however, Joe runs it. We do not interfere with the day-to-day operation. We have found that free and easy interchange of ideas are very constructive and have worked for us.

Planning is continuous on both the long- and short-term levels. Joe maintains a "tickler file," which helps him keep current on short-term operating decisions. Long-term planning is being combined with history in a book with a page for each hole. Each page will contain a map of the hole, history on soil, types of grass, drainage, chemical treatment, comments and planned improvements. We feel this information will be essential as we plan for the future.

One unique thing Joe and I do is to visit other clubs. At most clubs the chairman and the superintendent work together, but only at their own club. They never visit other clubs or go to meetings together. I think it's essential that both go out together for visits to other clubs to compare practices. It would be helpful if clubs could schedule reciprocal visits with other chairmen and superintendents for frank in-depth discussions. After all, we can learn from each other.

#### CLUB OFFICERS

The chairman must work closely and harmoniously with the club officers. They must understand and approve his program. Then they in turn help sell it to the board and the members.

When presenting his program, the chairman should be fully prepared. Otherwise his credibility may be destroyed. This doesn't mean the chairman goes into boring technical details. It does mean that he know what is going on and why.

*continued on page 41*



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