

GOLF IN AMERICA

Where We've Gone

The oldest living past presidents of the CMAA, PGA and GCSAA discuss the problems their members faced at the national convention the year they reigned. The part they played in the growth of their associations and their insight into the present and future problems which must be solved to further their associations provides a nostalgic and educating article

By Jerry Olson and Gordon Campbell

Harry Fawcett, Tom Walsh and Joe Ryan—they represent over 130 years of combined talent and dedication to the game of golf and the professional associations which have striven to improve the lot of their members. Nostalgic articles generally appeal to those forgotten retirees who were there from inception through infancy but have somehow been cast aside because time has passed them by.

However, the strength of understanding or knowing the past has a way of giving great insight into the present and future. The Club Managers Assn. of America, the Professional Golfers' Assn. and the Golf Course Superintendents Assn. of America each have a very rich historical past. It tends to be forgotten as the associations strive to combat the current problems of rising taxes, Internal Revenue Service guidelines, charges of discrimination, Federal pesticide legislation, competition with discount store merchandisers and anti-

trust investigations by the FTC.

What were some of the problems which confronted these organizations and their presidents in the past? Were they solved or just passed on to another generation? Have the duties and relationships of the club manager, professional and superintendent, with each other and their memberships, evolved or are they still following the traditions of the past?

These are some of the questions GOLFDOM asked when we interviewed the oldest living past presidents of the CMAA (Fawcett 1941); PGA (Walsh 1940), and the GCSAA (Ryan 1938). After talking to these acknowledged leaders of yesteryear, I can definitely conclude that either the associations in the past did a great job of electing presidents who are still contributing today, or these three are "unique" individuals. I'm sure it's an amalgamation of both.

It's amazing to note some of the areas which they have in common:

They were all heavily involved in either starting or evolving their respective association's educational programs. Of their total 240 years, only four years were spent in college. Their golf know-how, however, is comprised of 130 years of "education." They were dedicated toward improving the professional status and working conditions of the members who elected them. They were outspoken and progressive for their day in finding out what was needed to make their associations grow, and then following through to make sure it came about.

The reasons the associations are where they are today and the members enjoy better working conditions are a direct result of the efforts of these three men and others like them. Fawcett, Walsh and Ryan didn't do it alone, and they are the first to point this out, but they were the guiding forces which have molded the programs, professionalism and philosophies of their associations.

(Continued)

JOE RYAN: GCSAA, 1938

Joe Ryan, 86-year-old former (1938) president of the Golf Course Superintendents Assn. of America, thinks it isn't essential to be college educated to be a good superintendent.

"I came off the farm, worked for a munitions plant during World War I and then became a superintendent," he relates from his retirement home in Miami, Fla. "As long as you have a knowledge of the maintenance required on a golf course you should be able to do the job.

"People used to think it was just necessary to mow the grass—some still think so—but there is much more to it than that. The status of the superintendent was elevated when the clubs realized they were in need of them."

Ryan recalls that in the old days, clubs thought all a superintendent had to do was mow the grass and dump on fertilizer. Many of the greens committee chairman were stingy with money for supplies as related in this story by Ryan.

"The first greens chairman I worked under was a Quaker and was he tight," Ryan continues. "I struggled for a year trying to convince him to spend some money, and get myself another job at the same time. I wasn't able to do either," he laughs, "but that guy sure had a good financial report. Then one day he called a meeting and asked me to attend. He said come loaded for bear. After opening the proceedings he turned the meeting over to me. I told the members I had had a first-class pushing around. I had been deprived of the needed fertilizer—he had let me buy 10 tons, a piddling amount, while the greens chairman before him had allowed 40 tons. The greens chairman then excused me and adjourned the meeting saying we weren't getting anywhere. However things were better after that."

Ryan got his first golf course superintendent job through his brother, Tom, who was a professional at the Town and Country Club, then a new nine-hole course in Bethesda, Md., a little town above Washington, D.C. "Tom suggested me to



Joe Ryan today.

the chairman of the greens committee, said I was a good man, and I got the job," Ryan states. "From there I went to Rolling Green in Philadelphia and stayed until 1957, when I retired."

It was back in the early 30s when Ryan first became interested in the sectional and national golf course superintendents associations. In fact, he was interested by some friends before he was eligible to join in 1932. "I first got on the national board at the convention in Washington in 1937," he says. "The real problem we faced was that most clubs and superintendents didn't realize it was necessary to get knowledge from a convention on what should be done on their courses. After we got functioning, the clubs realized the organization could help them and they backed us up.

"Previously, many clubs paid more attention to the county agent than they did to their course superintendent. The county agent could talk to the club officials better and we often asked him to do so to help us get enough money for the needed implements. Courses still have a lot of the same problems today, but the superintendents now have the money as well as the knowledge to solve them. It's difficult for any organization to solve individual problems because a big problem to one club may be a little one at another," Ryan says. "Superintendents should

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HARRY FAWCETT: CMAA, 1941

"The man who refuses to go along with the advances unfolded each day in our industry takes his place along with the farmer...who beheld the giraffe for the first time and then exclaimed, 'There ain't no such animal.'"

Harry J. Fawcett

For over a half century, Harry Fawcett has resisted, been a part of, encouraged and made some of the advances which have led to the success of the Club Managers Assn. of America. "I have at various times in my career...rejected what later proved to be evolutionary," says Fawcett, who reigned as president of the CMAA in 1941. "Only... I later on accepted these ideas, subscribed to them and advocated them for others."

The contributions which Fawcett has made—not only to the CMAA, but to members of clubs, employees of clubs and the golf industry—place him as a prime candidate for dean of the CMAA presidents.

In 1914 at the age of 24, Fawcett chucked a job with the railroad to take a job as assistant and later manager of Cedarhurst CC, Long Island, N.Y. Fawcett later moved to Chicago where he served as manager of the Standard Club, The Down Town Club and finally the Lake Shore CC. He later became president of the \$8 million Shoreland Hotel, where he planned the building, equipment, layout and furnishings of the 800-room facility.

It was during his tenure at Lake Shore that he was elected president of the CMAA. "My primary emphasis in 1941 at the convention, held in Buffalo, N.Y., was to strengthen the national organization and adopt a uniform system of accounting for clubs. Most city and country clubs had very poor systems of bookkeeping," states Fawcett. "To get greater involvement and participation in the national organization, I strongly advocated that a chapter member must also be a member of the national organization."

TOM WALSH: PGA, 1940, 1941

Fawcett is generally considered to be the one person responsible for the adoption of the service charge at clubs in the United States.

"Restaurants and hotels in Europe had long worked under the 'Tronc' system. I read about its workings and wondered why an adaptation of it here would not work. At that time club employees generally were among the poorest paid of any service employees. Hotels and restaurants paid higher and permitted tips. The boards of directors at most country clubs, though, paid a pitiful wage and practiced 'no tips' in their by-laws and house rules. This obviously led to disgruntled employees and poor service. I adopted a 10 per cent service charge, still with no tips, and the situation improved. Now that the waiters were happy, it soon became evident that the other employees should also benefit from the service charge, so without changing the rate, we held out 2 per cent, dividing it among the other employees.

"If you are going to adhere to the age old tenet of clubs and actually have no tipping, then you must include all employees in the service charge. At another club an increase in the rate of the service charge to 15 per cent of sales was sufficient to give every service employee a service charge, pay all the costs of a welfare plan, accident, health and

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In 1909, when Tom Walsh was a 11-year old caddie, the Professional Golfers' Assn. of America didn't have an educational program—there wasn't a PGA.

In 1940, when Walsh took over as president of the 1,400-member PGA he started an educational program with a \$1,000 allotment.

Today the theory behind Walsh's educational programs still exists: however, the scope has been broadened to include over 7,000 golf professionals, and encompasses an educational program estimated in 1972 at over \$250,000.

Walsh's attempts to educate the professional and the public have gone a long way toward placing golf near the pinnacle of this nation's leisure time and recreational activities.

Today at age 74, Walsh owns a golf course and is still an active head professional. He shot a 77 last year and his golf shop grossed \$150,000. He has seen his struggles to improve the status of the golf professional finally begin bearing fruit, not only for the touring pros, but more importantly, for the underpublicized and underrated home or club professional.

Educating its members has been a goal of the PGA since its inception in 1916, but an actual training program never got beyond the drawing boards in the early years. To understand the evolution of the educational program conceived by Walsh and other PGA officials in 1940, it is necessary to examine the steps which led to the creation of a program.

The eldest of 10 children, Walsh got his golfing baptismal as a caddie at Beverly CC in Chicago. Because the caddie system was "the way" to become a head professional, his initial crusade in golf revolved around improving the lot of his fellow caddies.

"When I was 12 years old, I participated in a caddie strike for more money," Walsh recalls. "At the time we were getting 15 cents an hour and we upped the demand to



Tom Walsh pictured in 1970.

20 cents," he laughs. "We didn't get the nickel raise, but a great fringe benefit was that the caddies were allowed to play on Mondays, and I guess this is when realization of the need for increased education began. With my four golfing brothers—Frank, John, Marty and Packy—we organized a golf school in the Chicago area. I went to Arch Ward, editor of the Chicago Tribune, and we started the largest effort toward educating the public about golf with the Chicago Tribune Golf School in 1933. We eventually gave golf instruction to more than 100,000 Chicago-area golfers until the school's demise in 1970."

It was during this period (1927) that Walsh attempted to find out what made a successful golf professional. "We had our own individual ideas on how important we were and what our functions at the club should be, but the low income of many of the professionals convinced me that we were not giving the public what they wanted. We ran a survey in our golf shop in 1927, but we didn't ask the professional, we asked the people who employed us—the members," he says. "We had this electrical box rigged up where all of the people who came into the golf shop could mark down what they looked for in a golf professional. Their responses were startling and almost unanimous," Walsh recalls, "and destroyed some

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Harry Fawcett when he retired in 1963.

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Walsh

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of the previous notions which some of the 'prima donna' professionals had been operating under. Some pros felt as long as you played good golf or improved the members' golf game they would patronize your shop. However, the first thing which golfers looked for in a professional was personality," Walsh comments. "Next in order of importance were teaching ability, a neat appearance and a well-stocked pro shop. Trailing in order of importance were playing ability, keeping appointments, club storage room in good order, knowledge of fitting clubs, don't gamble, knowledge of the rules and interest in caddies. The results of the survey surprised most of the professionals," Walsh says, "because we were inclined to put playing and teaching ability in the top slots."

The emphasis on personality, teaching and merchandising indirectly set the stage for the future PGA educational program. "I had always wanted to build a daily fee course," he says, "and I bought land in 1927 and built Westgate Valley in Chicago. The course opened in 1929. Three

months later the Depression left me with a \$90,000 mortgage. The struggles of most golf professionals to try to make a living during the Depression made me realize that only greater emphasis on education was the answer if the pro was to get out of a rut.

"You see," Walsh continues, "the pro was not only financially poor during the 1930s, but also suffered from a poor public image, in-fighting within the sectional organizations, a lack of communications with his members and the national organization and extremely bad relations with golf equipment manufacturers. Because most of the professionals had risen up through the caddie ranks," Walsh explains, "they could teach and play golf, but the business side of golf was almost totally ignored. Business procedures, accounting and merchandising were foreign to us because our education, few of us had any college training, did not extend to the business arena. Our poor relations with manufacturers was due to the poor credit risks of professionals. Bills weren't paid and the pro seldom stocked enough mer-

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Fawcett

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life insurance. The balance left each month after paying all of this and a bonus to all other employees was placed in a restricted bank account for the payment of future employees pensions who retired after specified years of service. The club also deposited \$500 monthly to the restricted pension account."

Fawcett also created at the same club an employee credit union whereby after he put it together, he had no part of its management. "It really helped relieve all kinds of distresses and yet after some years of operation it paid around 4.6 per cent dividends and never had a loss.

"Most managers in the old days did not have a college education but were known as 'stewards' because they had come to manage clubs from positions with steamship lines," Fawcett says. "In the steamship trade," recalls Fawcett, "the stewards not only received wages and tips from passengers, but also a fee or commission on all purchases for their employers, usually 10 per cent was common to the steamship industry and regarded as legitimate. You can see where business interests then sub-

sided or compromised some managers by commissions paid on club purchases. Fortunately, today's codes of ethics and higher salaries have all but eliminated those practices.

One very sore point with Fawcett and one he feels bears correction to meet the needs of the future concerns the relationship of the CMAA with the National Club Assn.

"I have always believed in the merger of the two organizations," says an adamant Fawcett. "Why should two organizations duplicate each other's scope and usefulness when one, with one office expense for payroll, etc., would solve both associations' problems. I proposed that clubs be allowed to join CMAA in 1929 as did the late Darwin Meisnest and B.E. O'Grady and the response then from CMAA officials was downright rude. In fact Meisnest tried to present the idea of a merger to a CMAA board meeting and they refused to even let him appear. An example of the pettiness," Fawcett recalls, "was a statement later from one CMAA president that went, 'What have we as managers got in common with club presidents?' I think a lot of the old timers who fostered the separatism of the two or-

(Continued on page 90)

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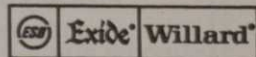
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keep up to date by attending conventions, local and national, and gatherings of county agents."

A committee of Ryan, Tom Dockerty, Marshall Farnham and Joe Valentine brought about the change in the name of the national organization in 1938 from National Assn. of Greenskeepers of America to Golf Course Superintendents Assn. of America.

"We didn't like the word greenskeeper," Ryan declares. "In the

first place, we were more of a superintendent than a keeper. You don't keep greens or fairways, you tend them. Also the word superintendent has more prestige."

Members of the association in the early days mostly co-operated because they wanted to improve their lot, too. The number of college-trained men was small as superintendents developed from working on the course. "I don't think the duties and responsibilities of a superintendent have changed much," suggests Ryan. "The advent of tools to

do the job has made it better and easier today. Superintendents are more active and more important now and get better co-operation from club owners," Ryan states.

Although Ryan wasn't in on the founding of the national organization, he was helpful in developing the GCSAA magazine and often contributed articles to it when it was known as "The Greenskeepers' Reporter." He thinks the current name: "The Golf Superintendent" should be changed to "The Golf Course Superintendent."

In days gone by, the golf course superintendent didn't see much of club members outside of the greens committee. "Sometimes they'd say hello and ask about the grass, but for the most part, we had very little to do with them, and," Ryan adds, "many I never wanted to see. They were a pain in the neck."

"Every club had its own authority setup, some good, some bad," Ryan relates. "Joe Valentine, for instance, ran the whole show at Merion near Philadelphia. Sometimes a club would copy another's arrangement, but lack of organization often brought this about. Generally, though, the superintendent was on good terms with everybody."

Some of today's mechanized and sophisticated equipment leaves Ryan cold.

"A lot of it ain't worth a tinker's damn," he says. "It was just the result of a good salesman selling the superintendent or greens chairman something he didn't need. I've seen a lot of them take a hazard, like a trap, and turn around and make it easy to get out of. That doesn't jibe in my book."

What about chemicals. Is there more reliance on them now than in the past?

"I believe there is, but I wouldn't say there is any more necessity for them," he says. "In my day, if they weren't necessary, we wouldn't use them. Today, it looks like they have them just for the sake of having."

Ryan is an enthusiastic football fan and can be found in front of his television set on the front porch every Saturday afternoon. He still has difficulty getting around due to an injury he suffered to his right knee many years ago. Nevertheless, he keeps up-to-date on everything, including golf courses. □



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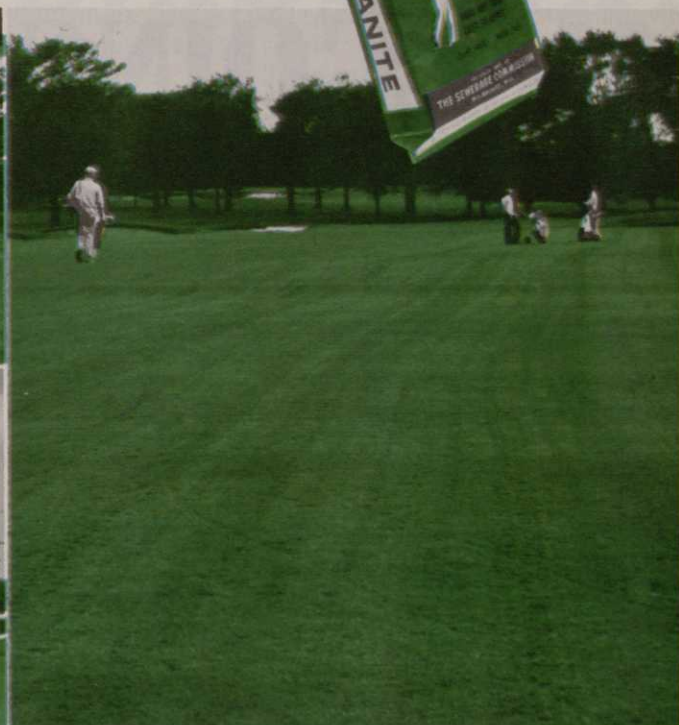
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NCA, CMAA cooperate; highlights of NCA meeting

Taking as its theme, The Complete Club: Membership, Staff and Community, the National Club Assn.'s 11th Annual Meeting in Atlanta on February 13th-15th, 1972, will offer several innovations.

For the first time, both NCA and the Club Managers Assn. of America will completely coordinate their activities to insure that delegates attending both conferences will be able to participate in all activities. Special efforts have been taken by both associations' boards and professional staffs to insure no conflict in scheduling; as an example, present plans call for NCA's and CMAA's boards of directors to lunch together during their concurrent meeting on Sunday, February 13th, and a special effort has been made by both associations to avoid scheduling and program conflicts.

Formal opening for NCA's general membership is the Sunday evening cocktail reception at the Regency Hyatt House. This party will be open to all NCA delegates who register for the NCA conference with spouses of delegates attending as guests of the association. Non-members may attend by paying an additional fee.

Monday is Information Day, and although all are invited, persons from clubs not members of NCA will have to purchase tickets to attend these events. Activities will include:

1. An update report on property taxes and a state by state analysis of greenbelt legislation, the result of an in-depth study currently underway at NCA's Washington office.
2. An explanation of the new Occupation Safety and Health Act which will include a videotape program covering the basic elements of this new, tough safety law. The program will cover: basic elements of the law, profile of an inspection, citations, penalties, shut downs and the impact of labor relations. It will run both Monday morning and

afternoon. Copies of the videotapes will be available for rent to state and local chapters after the conference.

3. The Communications Square: Board, Manager, Members, Community. A program featuring a noted lecturer on communications and marketing. Dr. Peter Schoderbeck, associate professor of management, School of Business, University of Iowa, will discuss internal communication problems in clubs and between clubs and their communities.

4. The Club and its Professional Staff, a panel program which will explore ways in which a club, especially the boards of directors, can realize the full potential inherent in the professional skills of the club manager, golf course superintendent, athletic director and the golf professional.

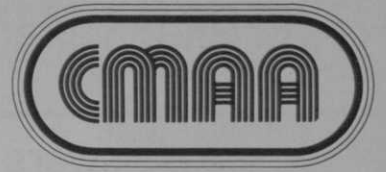
At noon on Monday NCA will hold its traditional luncheon and annual meeting with election of eight new members to the board of directors. Monday afternoon will see a repeat of the Occupational Safety and Health Act videotapes.

NCA's Annual Tax Clinic will be held on Tuesday afternoon at 2 p.m. The delay in the Tax Clinic was arranged through the cooperation of both the NCA and CMAA boards of directors who felt that the later time and date would give all members of both associations the greatest opportunity to attend. Persons not representing NCA clubs may participate by adding an additional \$10 to their CMAA registration fee. Admittance will be by ticket only and tickets will be available at the door for \$10.

This year the Tax Clinic will again feature NCA's legal counsel Jack P. Janetatos of the law firm of Baker & McKenzie. Jack will not only present an update on the Tax Reform Act of 1969 and a review of the current status of its regulations and Rev. Proc. 70-17, but will also discuss the implications of H.B. 11,200, a bill to increase the 5 per cent guidelines to 15 per cent, the 1971 tax bill, H 10947, increased Social Security taxes and benefits (H 1) and the effect of the new minimum wage legislation.

The NCA will also be at the GCSAA conference in Cincinnati. □

—Ken Emerson



The 45th annual conference of the Club Managers Assn. of America is scheduled for February 14th to 19th at the Regency Hyatt House Hotel in Atlanta.

The conference, entitled "Atlanta, The New South," will be highlighted by a keynote speech from former Secretary of State Dean Rusk. He will address club managers on Tuesday.

Sunday, February 13, the CMAA Board of Directors will meet all day.

Monday, February 14, features the past president's breakfast. The CMAA golf tournament will be held at the Atlanta CC. There will also be a golf tournament for the ladies. Chapter officers will meet in the afternoon. They will explore methods to promote better communications between the national and sectional organizations, the development of memberships and ways to increase chapter activity.

Tuesday features the formal opening of the conference with Rusk's keynote speech setting the stage. This day will also be the business session of the conference with each section submitting condensed reports of business, with oral highlights. In the afternoon, a joint Tax Clinic with the National Club Assn. will be held, followed by a round table discussion for CMAA members.

Wednesday features seminars and the president's panel. The panel will discuss problems and new ideas in club management.

Seminars continue through Thursday with the certification committee meeting in the afternoon.

Friday will be highlighted by the annual election of officers and the closing business session.

Saturday features a farewell breakfast and the last official gathering of the conference.

There will be a full slate of activities for wives and also post-conference tours of Atlanta. The CMAA National Office under the direction of Executive Director Horace Duncan will remain open beginning Saturday, February 12, to assist in registration and other details. □

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How many greens management tasks can the Triplex actually perform?

The Tournament concept of greens maintenance currently utilizes four accessories to operate off the basic Triplex vehicle: greens reels, heavy-duty utility reels, vibra-spiker reels, and verti-cut reels. It can therefore perform almost every greens management job. In addition, there are forward-mounted grass catchers which operate with all cutting reels, and a grass cart which tows behind the Triplex.

Do you feel the Tournament is superior to competitive greens mowers?

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1. Reel speed independent of ground speed. (It's called variable reel speed.) Tachometer lets operator maintain proper reel speed for optimum cut; ground speed is read on speedometer. The combination of reel and ground speed operating independently gives precisely the combination needed for the best cut on any greens surface under any climatic and growing season conditions.
2. Individual reel lifts reduce perimeter tracking, allow cutting with all reels down, only one down or a combination of any two down at the same time.
3. Pre-sets, the copyrighted name given to an engineering first in greens management, allow quick change of height of cut and permit cutting green and collar at the same time. Unlike other greens mowers, the Tournament gives a precision cut at each height and allows the

operator to change the height of any reel without disturbing the precise setting and cut of the others.

4. Cable drives to the cutting reels give total speed control and absolutely eliminate the hydraulic fluid leaks so common with other greens mowers.

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A collect phone call to Jim Niemeier at 812/424-0931, Ext. 233, will set up demonstration in your area. (Hahn-West Point is distributed internationally.)

(NOTE: Many superintendents are finding side-by-side tests of the Tournament and other greens mowers helpful in making an accurate, unbiased comparison.)

This ad is one in a series offered as an information service by Hahn-West Point, Evansville, Indiana, to serve as a guide in managing golf courses with minimal interference to the golfer. A free booklet with the complete story of greens-mowing techniques using the Tournament Triplex is available. Dealer and Distributor inquiries are welcome, and will be promptly answered.

Manufacturers of the
Tournament Triplex Greens Management System®

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