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after seeding. Among the ryegrasses, Italian ryegrass produced the most shoot growth whereas Pennfine perennial ryegrass had the slowest vertical shoot growth rate of the ryegrasses. As a group, the Kentucky bluegrasses and fine leafed fescues had a slower vertical shoot growth rate than the ryegrasses. Individually, Pennlawn red fescue had the highest vertical shoot growth rate of these two species ranking comparable to Pennfine perennial ryegrass.

The ryegrasses proved quite difficult to grow toward the latter part of the winter growing season. The tips of the cut leaves tended to be shredded, which produced a grayish-white cast over the plots. This resulted in a substantial reduction in turfgrass quality in both April and May on those plots containing ryegrass. However, there were several ryegrass cultivars that had acceptable mowing quality during this period. Those of particular note were Manhattan and Pennfine perennial ryegrasses.

The transition from the cool season turfs to bermudagrass in late spring and early summer was quite poor for those plots containing monostands or polystands where the ryegrasses predominated. Here again there was one exception. Specifically, Pennfine perennial ryegrass tended to persist substantially longer than the other ryegrasses ranking comparable to Park and Prato Kentucky bluegrass. The fine leafed fescues ranked intermediate in favorable spring transition, whereas the Kentucky bluegrasses persisted for the longest time.

The authors concluded that the best approach to winter overseeding of bermudagrass greens in south Florida was the use of a compatible mixture, possibly including blends of the better ranking cultivars. They do not specify a mixture whose composition of cultivars would be preferred.

Comments: Winter overseeding involves the planting of cool season turfgrasses into warm season turfs to provide a green turf during the winter period when the warm season species are normally brown and dormant. This winter overseeding practice is normally achieved sometime during the fall period. The alternative to winter overseeding of dormant turfs involves the application of a colorant, preferably a pigment type material. This

approach is most effectively utilized on turfgrass areas where the intensity of traffic does not result in severe wear and damage to the turf. Winter overseeding of cool season species is preferred where traffic and damage necessitate a certain degree of recuperative potential during the winter period.

The characteristics desired in a cool season turfgrass seed mixture for use in winter overseeding include (a) rapid establishment to provide good transition from a green, warm season turf to a green, actively growing, cool season turf; (b) good turfgrass quality in terms of color, uniformity, smoothness, and density, and (c) a minimal spring transition period from a green, actively growing cool season turf to a green, actively growing warm season turf.

A mixture of cool season turfgrasses is preferred for use in winter overseeding because no one species or cultivar is available which possesses all the desired qualities. By utilizing a mixture, there is greater genetic diversity and adaptability to the needs of winter overseeding. Specific cool season turfgrass species rank superior in certain characteristics desired for winter overseeding. For example, the ryegrasses and fine leafed fescues provide rapid fall transition and very good wear tolerance. The Kentucky bluegrasses provide better spring transition and improved winter color. The bentgrasses also provide improved spring transition.

The preferred mixture utilized for winter overseeding of greens may vary from location to location throughout the warm climatic region. Thus, it is suggested that the golf course superintendent check the results of experiments conducted in their respective states or regions to determine which species and cultivars are ranking superior in terms of winter overseeding characteristics.

Finally, it is interesting to note the performance of the improved perennial ryegrasses as a new type of cool season turfgrass for use in winter overseeding. Specifically, Manhattan and Pennfine perennial ryegrass possess a more diminutive growth habit, a slower vertical shoot growth rate, improved mowing quality, greater persistence and better color than the classical perennial ryegrasses while still retaining a rapid establishment capability. □

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PROFESSIONAL GOLFERS' ASSN. ANNUAL MEETING, Sheraton Dallas Hotel, Dallas, Tex., November 13-16.

OHIO TURFGRASS CONFERENCE AND SHOW, Convention-Exposition Center, Cincinnati, Ohio, November 27-29.

1973 ILLINOIS TURFGRASS WORKSHOP AND CONFERENCE, Ramada Inn, Champaign, Ill., November 28-30.

TEXAS TURFGRASS CONFERENCE, Texas A & M University, College Station, Tex., December 3-4.

28TH OKLAHOMA TURFGRASS CONFERENCE, Student Union, Oklahoma State University, Stillwater, Okla., December 4-6.

MICHIGAN TURFGRASS CONFERENCE, Kellogg Center, Michigan State University, East Lansing, Mich., January 15-16, 1974.

CLUB MANAGERS ASSN. OF AMERICA ANNUAL CONFERENCE, Marriott Hotel, New Orleans, La., January 22-25.

PGA MERCHANDISE SHOW, Port St. Lucie G & CC Resort, Port St. Lucie, Fla., January 26-29, 1974.

VIRGINIA TURFGRASS CONFERENCE, Sheraton Motor Inn, Fredericksburg, Va., January 29-30, 1974.

RUTGERS UNIVERSITY THREE-DAY TURF COURSES. Lawn and Utility Turf Management, January 28-30, 1974. Golf and Fine Turf, January 30-February 1, 1974. College of Agriculture and Environmental Science, New Brunswick, N.J.

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BUYING FOR THE CLUB: Who Says Yes or No?

When considering the operation of a golf club, we tend to departmentalize the administrative titles with their particular functions and products. If someone says, "superintendent," we immediately think, "course maintenance, turf materials and equipment"; say, "golf professional" and we reply, "pro shop, golf equipment, golf apparel"; "club manager" brings to mind "clubhouse, foods and beverages."

Although such associations make a neat and simple mental framework, a formal GOLFDOM survey of club administrators and officials tells us that in actuality the different functions at a golf club are not that distinct. There is much overlapping and crossing of lines.

Some administrators and officials, the survey shows, work more independently than others; none works autonomously, particularly in the spending or decision-making for his major area of responsibility. Nor did any of the hundreds of administrators or officials surveyed reveal opposition to a certain amount of multiple involvement in his area of responsibility, because the survey responses showed an open and voluntary seeking of advice from fellow administrators and officials.

The basic setup of most clubs, with their committees, chairmen, joint meetings and member involvement, precludes the isolation of any administrator or official. Even the owner of a club, with all of his singular, potential power, would not hire a staff of professional administrators—superintendent, club manager and golf professional—and then, in dictatorial fashion, fail to consult them or listen to them. As a businessman, he would see the wisdom of regularly bringing together his executives, so "one hand knows what the other is doing."

Today's economic conditions, the

GOLFDOM's recent survey shows a stronger-than-ever emphasis on collective decision-making in the buying process at golf clubs. How do you stack up against the national norm?

by VINCENT J. PASTENA

high cost of club operations and the significant investment represented by certain club purchases also demand multiple decision-making. Indeed, it would be rare to find a club administrator who has authority to commit thousands of dollars for the purchase of a piece of equipment without prior consultation and approval.

Simply put, the basic question that GOLFDOM's survey attempts to answer is: Who influences who in decision-making and to what extent? Of course, questions delving into one's influence on another person and one's contribution to the buying decisions of another person are to some degree subject to each respondent's interpretation. In each survey question, some individuals preferred not to respond, indicating that these individuals were not sufficiently certain about their degree of influence on or contribution to a particular function to answer flatly "Yes" or "No." The "No Answers," therefore, were computed in the survey results. *In the survey report that follows, when it is stated, for instance, that 50 per cent answered "Yes" and 30 per cent answered "No," the reader should be aware that the remaining 20 per cent were "No Answers," even though this percentage is not given.*

This report has been organized by job and position titles—superintendents, golf professionals, club managers, presidents and owners and green committee chairmen. However, to

visualize a complete picture of the relationship of one administrator or official to the other two, we suggest reading all sections.

SUPERINTENDENTS

GOLFDOM asked golf professionals, managers, presidents and owners, and green committee chairmen if they contribute to any buying decisions made by the superintendent. As expected, the green committee chairmen showed the greatest amount of involvement. Responses, in order of affirmative answers, broke down this way: *Green Committee Chairmen: Yes, 40.7%; No, 6.2%*

Managers: Yes, 31.3%; No, 12.0%
Presidents/Owners: Yes, 26.9% No, 8.7%

Professionals: Yes, 19.6%; No, 8.7%.

Those who replied "Yes" were further questioned as to whether or not their influence extends to the selection of capital equipment and/or turf products. In view of the investment represented by capital equipment, affirmative responses by all groups were greater in this product area than in turf products.

On capital equipment, "Yes" responses were: green committee chairmen, 92.5%; presidents/owners, 89.8%; managers, 84.6%; professionals, 81.0%.

On turf products, "Yes" responses were: professionals, 68%; green committee chairmen, 64.2%; managers, 61.7%; presidents/owners, 55.1%.

Superintendents were then asked if the green committee chairman's buying influence on capital equipment and turf materials actually gets to the fine point of brand selection.

On brand selection of capital equipment, 29.1% of the superintendents said "Yes," the green committee chairman has an influence; 54.2% replied "No." On brand selection of turf materials, 20.0% of the super-

continued

YES OR NO continued

intendents said "Yes"; 61.1%, "No."

The green committee chairmen, however, exercise considerable power over money matters involving capital equipment. Asked if the green committee chairman has an influence on the *budget allowance for capital equipment* purchases, 56.7% of the superintendents replied, "Yes," 23.3% said "No."

GOLF PROFESSIONALS

It is generally assumed that the professional, more than any other administrative employee, operates independently. When asked if they *contribute to any buying decisions made by the professional*, the surprising responses of the other administrators and officials were these:

Superintendents: Yes, 40.7%; No, 16.1%.

Managers: Yes, 31.3%; No, 14.7%.

Green Committee Chairmen: Yes, 26.6%; No, 15.0%.

Presidents/Owners: Yes, 21.9%; No, 14.4%.

Of those in each group who replied "Yes," GOLFDOM asked if their *influence extends to the selection of golf equipment, apparel and/or golf accessories*. "Yes" responses by the four responding groups for each product category were as follows: *Golf equipment:* managers, 70.7%; presidents/owners, 58.4%; superintendents, 53.7%; green committee chairmen, 51.4%.

Golf apparel: managers, 62.6%; presidents/owners, 50.5%; superintendents, 37.0%; green committee chairmen, 35.1%.

Golf accessories: managers, 66.7%; presidents/owners, 57.4%; green committee chairmen, 48.6%; superintendents, 42.6%.

GOLFDOM turned to the professionals to elicit their views. Asked if they *consult any other administrators or officials in the purchase of pro shop merchandise*, 13.6% of the professionals said "Yes," 79.5% replied "No." Those professionals who responded "Yes" were asked which officials they consulted. The specific officials most frequently mentioned by the professionals were the club managers (named by 38.8%) and presidents/owners (named by 30.6%).

All professionals were asked if they felt *shop managers* are important to the merchandising aspects of the pro

shop. Almost 64% replied affirmatively.

Outside of their direct area of responsibility, professionals appear to be involved most in course maintenance. Part of the reason for this may be found in the responses to the question: *Do players come to you with complaints about the playing condition of your course?* More professionals—85%—responded "Yes" than those in the other four groups—superintendents (70.9%), green committee chairmen (81.2%), managers (70.5%), and presidents/owners (66.1%).

In view of this, 72% of the professionals said they are consulted about course maintenance. Of that group, almost 92% spent time with the superintendent and green committee chairmen on matters concerning course maintenance. Whether they presently are or are not, almost 80% of all professionals surveyed felt they *should* be consulted on course maintenance.

CLUB MANAGERS

Asked if they *contribute to the buying decisions made by the club manager*, other administrators and officials replied as follows:

Superintendents: Yes, 59.4%, No, 12.7%.

Professionals: Yes, 49.0%; No, 12.7%.

Presidents/Owners: Yes, 34.7%; No, 8.0%.

Green Committee Chairmen: Yes, 29.1%; No, 10.0%.

Those who responded "Yes" were asked whether their influence extends to the *selection of materials for clubhouse improvement and/or food and beverages*. Responses revealed considerable involvement in clubhouse materials—presidents/owners, 87.8%; green committee chairmen, 75.5%; professionals, 73.5%; and superintendents, 52.3%. Less influence is exercised in food and beverage decisions. Some 53.2% of the presidents and owners, who contribute to manager decisions, said their influence extended to food and beverages. Affirmative responses by others were: professionals, 47.8%; green committee chairmen, 34.7%; superintendents, 27.9%.

Managers themselves were asked what areas of the club operation they are associated with on a decision-making basis. Some 81.3% of the managers said the clubhouse; 66.9%, locker room operations; 62.2%, dining

room; 58.2%, other recreational facilities; 57.0%, pro shop; 55.8%, golf course.

PRESIDENTS AND OWNERS

Who advises and influences the club presidents and course owners? Replying that they contribute to the buying decisions of presidents and owners were 71.8% of the superintendents, 63.7% of the managers, 41.2% of the professionals, and 38.4% of the green committee chairmen.

Presidents and owners, in turn, indicated considerable involvement in most aspects of the club or course operation. Almost 55% serve on club committees. Of that group, almost 37% serve on *all* committees. A majority of the presidents and owners said they have an influence on purchases in every product category surveyed. Affirmative responses to purchasing influence were: capital equipment, 82.4%; materials for clubhouse improvement, 81.6%; turf materials, 62.4%; food, 54.7%; pro shop merchandise, 42.9%.

Among the major areas of responsibility for a majority of presidents and owners are: overseeing all office and administrative personnel, establishment of dues and assessment practices, purchase of insurance, purchase of land and establishment of committees. However, in the performance of their duties as presidents and owners, they do not seek autonomy. Almost 67% said they consult with other officials and administrative personnel. Only 9.8 per cent said they do not.

GREEN COMMITTEE CHAIRMEN

As would be expected, the superintendent is the administrator most heavily involved in the buying decisions of the green committee chairman. Almost 71% of the superintendents said they contribute to the green committee chairman's purchasing decisions. Minimal involvement was indicated by other administrators and officials in their "Yes" responses to the question of contributing to the buying decisions of the green committee chairman—managers, 28.8%; professionals, 21.8%; and presidents/owners, 21.8%.

On the green committee chairman's role in *brand selection*, 70.6% said they were consulted on brands of capital equipment, and 55.3% said

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