



We do transplants.

Bill Robison is holding something in his hand that can make the difference between the life or death of an older piece of Jacobsen equipment.

It's a brand new Jacobsen replacement part. Like every Jacobsen Distributor everywhere, Robison's Lawn & Golf Inc. of Grandview, Mo., has a fully stocked parts department.

Bill not only has the parts on hand, he has the trained hands on staff that specialize in repairing Jacobsen equipment. His service men are factory trained mechanics who can tear down and rebuild anything he sells.

But for those times when you'll be servicing your

own Jacobsen equipment, you'll want the same genuine parts the Jacobsen Distributor uses.

Just go to the parts department and tell them what you need. The chances are it's in stock and ready to go.

The reason we stock so many parts is because you want repairs done on an ASAP basis. Downtime can cost time and money.

So next time you need turf care equipment, see your Jacobsen Distributor. You'll be sold on Jacobsen equipment when you hear the whole story.

But it's the parts that will convince you.

Your Jacobsen Distributors

Great products deserve great service.

Contents

5 Idea file

6 Personal

7 News

Golf car manufacturers gather in Chicago to finalize safety standard . . . National Club Association wins battle with Labor Department, as Justice Department rules restrictive admissions policies at clubs are not fault of federal contractors . . . National Association of Public Golf Courses moves into second year after Chicago meeting . . . Golf course builder Nick Siemens talks about the business of construction . . . GOLF BUSINESS adds a club manager to its board, while one of its existing members gets an award from his peers . . . Mallinckrodt's Po-San project is success with superintendents . . . Club Corporation of America club in Florida planning expansion move, while Seattle muny course goes in for an overall . . . PGA education programs get stamp of approval from national accrediting association.

Features

19 **GOLF BUSINESS IN JAPAN: TAKING LESSONS FROM U.S.**

In spite of a struggling economy, the golf business in Japan is having a good year. Former club professional Mac Hunter was recently in the Land of the Rising Sun and files this report on the trade in the Far East.

22 **MBO: BRIGHT NEW WORLD FOR THOSE WHO MANAGE?**

Management by Objectives is a new approach to handling the problems of the course or club. Is it a panacea? Editor Dave Slaybaugh looks at the subject and tries to explain what MBO is and how it can help you.

31 **TEES: MISPLACED, MISDIRECTED, MISUSED & ABUSED**

Architect Joseph Finger reports in the first installment of a two-part series on the age-old problems of the tee. He straightens out some basic misconceptions about the course necessity. Proper placement, construction, and care of teeing areas is covered in depth.

36 **COUNTRY CLUB INSTALLS INSIDE COOLER OUTSIDE**

Are you cramped for space these days when it comes to your club or course foodservice? GOLF BUSINESS examines the possibilities a walk-in cooler can give you. You may lose a wall, but you'll gain some space.

41 **NEW COURSE OWNER/BUILDER EXCLUDES ARCHITECTS & WOMEN**

Ohio course owner Fred Slagle didn't gain any friends in the feminist ranks when he opened his men-only Thunder Hill Country Club last year. Mick Baker talks to Slagle and gets his feelings on course construction and management.

Departments

FEEDBACK _____	4
PEOPLE ON THE MOVE _____	16
COMING EVENTS _____	17
PRODUCTS _____	43
READING & REFERENCE _____	48
CLASSIFIED _____	50

FRONT COVER: Wood sculpture by Joe Leonard. Photography by Andy Russetti.

GOLF BUSINESS (formerly Golfdom), published monthly and copyright© 1977 by The Harvest Publishing Co., a subsidiary of Harcourt Brace Jovanovich, Inc. EDITORIAL AND ADVERTISING OFFICES: 9800 Detroit Ave., Cleveland, Ohio 44102. Address manuscripts and other editorial contributions to the Editorial Office. Unacceptable contributions will be returned if accompanied by sufficient first class postage. Not responsible for lost manuscripts or other material. SUBSCRIPTIONS: Sent free to qualified management personnel at golf facilities. All others, including elected club officials: \$18 per year in U.S. and Canada; foreign, \$24 per year. Single copy price: \$1.50. Back issues, when available: \$1.50. Send subscription requests and change of address notice to GOLF BUSINESS, 9800 Detroit Ave., Cleveland, Ohio 44102. New subscribers are advised it takes 6 to 8 weeks to receive first copy. A similar period is required to effect a change of address. Controlled circulation paid at Cleveland, Ohio.

Feedback

Is golf handicapped?

Although I have not applied for reinstatement to amateur status, with the exception of a selective program of teaching, I have been apart from the fulltime business of golf for three years. Prior to entering the real estate business, I held head professional positions at four northern California courses, came close to being selected ahead of Bud Erickson for the LPGA executive position and devoted seven years of energy and drive toward creating full acceptance for United States Golf Handicaps, a service organization.

For many months I have been sorry to see increasing evidence of the losing battle being felt in golf. The crest of popularity golf experienced in the early and mid 1960s has been deteriorating with alarming consistency. Your account of the address made by Arnold Palmer to the 50th anniversary meeting of the GCSAA in Toledo gives further evidence of this trend. For what it may be worth, I would like to volunteer some positive "feedback".

In 1962, United States Golf Handicaps was created by a broad minded group who recognized a need that existed then — and still does. This was a computerized service offered to some 80 percent of the paying, playing golf public who were unable to establish the vitally needed golf handicap. Before this crusade came to its financial demise in 1969, USGH created a subscribing following, at its peak, of nearly 6,800 members. This figure was still some 3,000 below the membership needed to reach a break-even point and, with a tight money situation and no promotional budget, USGH faded away. However, in those seven years I learned a great deal about an extreme weakness in the world of golf. For one, I found that a great segment of the enthused playing public who could be classed as affluent, suffered the lack of a handicap simply because of an archaic ruling which calls for membership in a club recognized by the United States Golf Association.

I find it tragic in a sense when USGA, in order to stem the flow of red ink in their operation, can do no better than to enlist Arnold Palmer to lend his name to a money raiser aimed at the neglected golfers of the country who are asked to send \$12 in order to obtain a USGA decal, bag tag and a rule book.

New enthusiasm, and the kind of enthusiasm that could endure and create new growth, can be generated if USGA, PGA or the National Golf Foundation (or all three) can find the way to provide a handicap to every golfer who makes the investment for equipment and pays the vital greens fees. As your article stated Palmer as saying, "golf might be losing its hold on the American public". One way to turn this situation around would be to give more consideration to the middle class American player. The country club set has had the

thrust of the USGA energy for too long to expect anything more than stagnation.

Pete Leslie
San Jose, Calif.

Proud of his pro

I am writing to let the industry know about J. D. Ruffner, a man who has served the business for going on 25 years. He has been at the same club during his entire career as a head pro. As a colleague, I am proud to work with such a club professional.

Recently, we honored him with a dinner and I along with more than 280 others paid tribute to quite a pro. He is quite a person too.

George Polillo
Superintendent
Country Club of Decatur (Ill.)

Muni not yet maxi

As a private citizen, I think golf offers a truly distinctive recreational opportunity. As the city planner for the City of White Plains, N.Y., it is obvious to me there are not enough public golf courses to satisfy the needs of the people.

In our county of Westchester, we are not advocating that the county build new, full-sized golf courses. We should, though, be ready to purchase and run any private membership courses which decide to cease operations. Over the next 15 years, such events are possible and probable. All municipalities should be looking at this aspect to expand their recreational facilities.

Reading GOLF BUSINESS over the years, I have seen a number of articles showing municipalities building new facilities or purchasing private courses and running them at break-even or even profit, with excess funds used to make improvements or purchase other facilities. The City of Cincinnati has an excellent program, as does neighboring Stamford, N.Y. with its excellent Sterling Farms facility.

Programs initiated by the Department of Interior's Bureau of Outdoor Recreation can greatly aid municipalities in such purchases.

Michael Rosner
White Plains, N.Y.

Do you have a gripe with the industry? Or praise for some facet of it? Voice it in *Feedback*: a forum for your ideas on topics we have or haven't covered in GOLF BUSINESS. Readers interested in expressing their views can write to Feedback, GOLF BUSINESS, 9800 Detroit Ave., Cleveland, OH 44102.

golfbusiness
FORMERLY GOLFBOOK

EDITORIAL:

DAVID J. SLAYBAUGH
Editor

NICK ROMANO
Managing editor

HERMAN ZACCARELLI
Contributing editor-foodservice

RAYMOND L. GIBSON
Art consultant

FOUNDERS & CONSULTANTS:

HERB GRAFFIS
JOE GRAFFIS

BUSINESS:

HUGH CHRONISTER
Publisher

RICHARD J. W. FOSTER
General manager

DARRELL GILBERT
Production manager

JACK SCHABEL
Circulation manager

DAVID HARMON, PH.D.
Research services

OFFICERS:

HUGH CHRONISTER
President

LEO NIST
Senior vice president

DAYTON MATLICK
Vice president/Editorial director

WILLIAM CUNNINGHAM
Vice president/Treasurer

CHARLES QUINDLEN
Vice president/Marketing

GIL HUNTER
Vice president/Circulation

GOLF BUSINESS BOARD:

Club professionals

JOE BLACK, Brookhaven Country Club, Dallas, Tex.
CHUCK BRASINGTON, Gainesville Golf & Country Club, Gainesville, Fla.
BOB FOPPE, Kenwood Country Club, Cincinnati, Ohio
HUBBY HABJAN, Onwentsia Country Club, Lake Forest, Ill.
DUFF LAWRENCE, Canterbury Golf Club, Cleveland, Ohio
FRANK MOREY, Wilshire Country Club, Los Angeles, Calif.

Superintendents

RICHARD EICHNER, Lakeside Golf Club, Hollywood, Calif.
DAVE HARMON, Golden Horseshoe, Williamsburg, Va.
BOBBY MCGEE, Atlanta Athletic Club, Duluth, Ga.
PETER MILLER, Firestone Country Club, Akron, Ohio
TOM ROGERS, Patty Jewett Golf Club & Valley Hill Golf Club, Colorado Springs, Colo.
BOB WILLIAMS, Bob O'Link Golf Club, Lake Forest, Ill.

Club managers

JAMES BREWER, Los Angeles Country Club, Los Angeles, Calif.
LAURICE T. HALL, Pinehurst Country Club, Littleton, Colo.
PAUL N. KECK, Greenville Country Club, Wilmington, Del.
MATTHEW MORGAN, Butler National Golf Club, Oakbrook, Ill.
JAMES L. NOLETTI, Winged Foot Golf Club, Mamaroneck, N.Y.
W. R. "RED" STEGER, River Oaks Country Club, Houston, Tex

THE HARVEST PUBLISHING CO.

A subsidiary of Harcourt Brace Jovanovich, Inc.
9800 Detroit Ave., Cleveland, OH 44102
(phone 216/651-5500)
Publishers of **Golf Business, Pest Control,**
and **Weeds Trees and Turf**

Idea file

Don't get caught with reorders down

Waiting till the last minute to reorder a particularly hot item can get you into trouble. If it looks like something is selling well and should continue to do so, place your reorder as soon as possible; don't wait until you have the last piece on the shelf.

In softgoods, the pro should attempt to make a second and third color choice. Reorders are always difficult to get, since manufacturers are usually working on their next line, when you make that reorder.

Anticipate what your members and customers will want to buy. Often your good planning will lead to less reorders and less waiting by your customers and you.

Presenting the check can become an art

Making sure every detail of your club or course foodservice is exact can come right down to handing the check to the customer. It's a little thing, but in the competitive foodservice industry, the little pluses can add up to big profit. Teach this to your staff.

If a reservation has been made, be sure to hand the check to the person that made it. If that is not the case, attempt to establish who is the leader at the table or who is in charge. If two people seem to be competing to pick up the check, hand it to the person who asks for it first.

Try to present the check on a tray. Have the waiter or waitress write his or her name on the back with a short "thank you" message. An added touch may be mints on the tray.

Communicate course moves with members

If the high cost of maintenance has put you into a bind on whether or not you have too many traps on your course, think over your plan to eliminate those sandy areas before you do it.

Some golf course architects have gone to the deep-faced trap over the last few years, but this trap has been a headache for many superintendents. Certainly, they are more difficult to negotiate and are a continuous problem with the threat of a washout always present.

The bunker of yesterday seems to be returning with its fairly flat surface and mounds that were grass covered. Whatever you decide on traps, be sure to tell your golfers what you have planned. It will save a lot of explaining in the long run.

Pros may find lessons are worth their time

How important are giving lessons? Foremost in the mind of the player is the fact that as he or she excels, there is a good possibility they will play more golf. That's added profit for you in the added number of rounds and the additional pro shop merchandise they may buy while at your course.

Members or customers that really do want to improve their games will stand out. They will pay the price to be better. The professional, in turn, should get a fair price for his expertise.

Time is an important factor to the professional. In giving a playing lesson, the professional does not have to play. He can coach. This will all depend on what the player wants. Playing lessons can be a way a pro can handle high volume.

Selecting suppliers: a manager's headache

If you are the new club manager on the block, you might be pressed to decide if you should stay with the suppliers used by your predecessor. There are some simple rules to consider when you go about selecting a supplier.

Sources can be developed from local advertising, the phone book, or the Chamber of Commerce in the area. You might need only a couple leads, but that might be enough. Soon after, have a sales representative call on you. See if he is attentive to your needs. His ability to understand the club's problems will soon surface.

Consult with other managers in the area to get some background on suppliers you may be leaning toward. They can probably give you an idea of what kind of service to expect.

Control perennials with spot treatment

Stemming the influx of perennial grasses can be a spring hassle for the superintendent and since selective herbicides have little effect on them, nonselective products have done the trick.

Several applications must be applied for perennials to subside. Reseeding may be necessary for the treated areas. Paraquat is a popular nonselective which many superintendents are using to combat perennials.

Always follow label instructions when using such products. Strict adherence to directions is imperative.

Personal

Shop around for savings accounts

If you are lucky enough to have any money to save these days, be sure to check around at different banks and savings and loan institutions before you store that hard-earned cash away.

The amount paid in interest will vary from one place to another. Under the law, savings and loans are allowed to pay up to 5¼ percent on passbook accounts, but the law does not force them to actually pay out the maximum. Be sure to check what you will actually get.

Time deposits, which are held for longer spans, will get you a better interest rate. For instance, some certificates can gain as much as 7½ percent, if held for more than 4 years. Always be sure to check the minimum balance required to earn interest.

Underinsured? Don't chance it

Inflation's rise has played havoc with the insurance companies over the last 5 years. More often than not, though, it is the homeowner or renter who will pay the price of being underinsured.

Costs to replace items stolen or lost through fire have gone up drastically. Basic homeowners policies developed by companies are probably the best buys you can get these days. They practically cover all eventualities. Still, though, there are always the catches. Be sure to always read and attempt to analyze the terms along with the agent.

If you are really interested in the worth of your home and the possessions within, you might hire a professional appraiser to estimate the cost of the building. An insurance company may not accept the estimate, but it would add more credence to your case, if you were making a claim.

Going to the hospital? Plan your choice

With the high cost of health care with us, a common sense approach to going into the hospital has to be adopted when you know you are going in. You won't always have a choice, but if you do, exercise it.

Try and get into the same hospital where your doctor is accredited. Avoid being admitted on a Friday, if your tests are scheduled for Monday. Weekend stays are just as expensive as weekday stays at the hospital. Avoid the additional cost. Unnecessary room and board charges can be billed to you for tests that can be conducted when you have outpatient status.

Although it might add to your trauma, check to see if the hospital offers walk-in operations. Many hospitals are utilizing this technique now. You can get the operation the same day you enter.

Even your plants need clean living

Dust, dirt, and whatever else floats around in the air can get onto your plants and hinder their effort to breathe. From time to time, clean those leaves with a damp sponge to get the grime off.

Some plant people even suggest taking the plants under the shower and gently running water over them. To make sure the topsoil is not lost, place an aluminum foil collar over the topsoil.

If there are dirt stains on the leaves, use a mild soap to get them off. Never use a detergent. Always look for pests on plants.

Pamphlet helps size up those charities

Do you ever wonder if the money you give to charity really gets there? A new booklet from the Council of Better Business Bureaus can help you find out if the people at your door are on the level.

Door-to-door agencies are looked into in the pamphlet. Those meeting BBB standards on such items as how much of the donations goes for administrative costs are covered.

If interested in the information, send a stamped, self-addressed envelope and \$1 to the Council of Better Business Bureaus, 1150 17th St. NW, Washington, DC 20036.

You can improve your gas mileage

Getting better gas mileage doesn't require an internship at the test tracks in Detroit. Common sense and better driving habits can help you save money when it comes to gasoline.

Smoothness may be the answer. Quick stops and starts in traffic can cost you gallons. Start your move into traffic with reasonable acceleration. Don't blow off the line like you're at Indianapolis. Holding your foot steady on the pedal will help on the savings. Bursts of speed, sudden lane changes, and quick passing all waste gas. On superhighways keep your speed at 55 mph.

The best results will come from a properly tuned engine. Tires should receive the proper pressure.

News

GOLF CARS

Manufacturers move toward safety standard

NEWS, 7
PEOPLE, 16
COMING EVENTS, 17

With the government on hand to put in its opinions on the subject, the biggest golf car makers met in Chicago in December to nail down some industry safety standards.

As liability problems begin to loom larger in the market every day, the car companies have been sped along in their collective surge toward safer vehicles by the U.S. Consumer Product Safety Commission. John Liskey, from the CPSC's voluntary standards division, was on hand in the Windy City to see what the manufacturers had come up with. The process, though, has dragged on for more than 6 years.

On hand for the companies were James Wenzel, Don Dickman, and Jack Woods from AMF Harley-Davidson; L. A. Benton from Johns-Manville; R. Davis Taylor from Taylor-Dunn; John Dwyer from Polaris E-Z-Go, and representatives from HMK-Marketeer and Pargo.

In all, the government and the manufacturers discussed 26 separate areas of contention on the proposed standards. Both sides made compromises, as the manufacturers strive toward having the standards adopted and then published by ANSI (American National Standards Institute),

national clearinghouse for all such safety material.

The gathering was instituted by the National Golf Foundation, which has been involved directly with the companies since the ineffective American Golf Car Manufacturers group disbanded in 1973. The manufacturers met in Chicago as a subcommittee of the NGF and not as a committee for writing ANSI standards. Such a group of manufacturers was organized in 1970 and dubbed the "Z-130."

To prepare for the meeting, Liskey took the manufacturers' proposed standards and circulated them around the various bureaus and divisions of the CPSC to get other staff opinions on the code.

A major disagreement between the government and the manufacturers came on the rate of acceleration achieved by the vehicles. Engineers for the commission felt the average rate of 15 feet per second was excessive, but the manufacturers stood pat, contending a major redesign of the vehicles would have to be accomplished to decrease the acceleration capability. Liskey conceded that testing had not established the present rate of acceleration to be a direct cause in

any accidents.

On new 1977 models, the manufacturers will be placing a warning label on the cars indicating to drivers several items they should be aware of when operating the car. One item the CPSC recommended and adopted was to tell the driver not to start the car until all passengers are seated in the vehicle.

Liskey and the government did try to underscore the need for more visible safety features on the car itself. Some sort of handholds and body restraint system will become standard equipment on models in the immediate future.

Cars may eventually also be inspected by the government or an "independent third party," Liskey told GOLF BUSINESS. All in all, Liskey was optimistic about the movement the car people had been making toward safer cars, and the Chicago meeting was another step in the right direction.

Harley-Davidson's Wenzel is in charge of making the contact with ANSI now and filing the safety proposals with them. ANSI personnel will then analyze the standards through its bureaus and will look at each standard individually, accepting or rejecting each.

Attempting to simulate every conceivable golf car accident, a test crew from Johns-Manville gives one of their units a 360-degree roll to check the structural integrity of the car. One check done afterwards was to see whether the batteries stayed in place.



Wherever
golf is played . . .

BALL WASHERS • FLAG POLE AND FLAGS
CUPS AND HOLE CUTTERS • SPIKE BRUSHES
SAND TRAP RAKES • FURNITURE
TEE MARKERS • SIGNS



FOR COMPLETE LINE OF PAR AIDE GREENS
AND TEES EQUIPMENT—WRITE FOR CATALOG

PAR AIDE PRODUCTS COMPANY

296 NORTH PASCAL STREET • ST. PAUL, MINNESOTA 55104

Circle 102 on free information card

please correct your mailing label

For FASTEST service attach old mailing label in space below.

If mailing label is not available, print your old company name and address in this box.

Please allow 6 weeks for change to take effect.

Print your correct name, title, business address, and/or other corrections.

NAME _____

TITLE _____

COURSE NAME _____

ADDRESS _____

CITY _____ STATE _____ ZIP _____

CHECK HERE if you want to continue receiving GOLF BUSINESS Magazine.

IMPORTANT: You must sign below.

Signature _____ Date _____

- Public Course
- Municipal Course
- Military
- Private Course
- Resort
- Par 3/Executive

Mail to:
Circulation Manager
GOLF BUSINESS
9800 Detroit Avenue
Cleveland, Ohio 44102

GOVERNMENT REGULATION

Justice backs NCA in contractor case

With what must be a collective sigh of relief, the private club industry can relax for the moment, as the Labor Department's Office of Federal Contract Compliance suffered a setback in its plan to achieve further access to clubs with admissions policies restrictive to blacks and women.

In a December opinion by the Justice Department on the OFCC thinking, the Labor Department's policy of getting more minorities into such clubs, through threat of voiding federal contracts to employers that pay for executives' dues and fees, fell apart. In a letter to Solicitor of Labor William J. Kilberg, Assistant Attorney General Antonin Scalia found the Labor Department's proposals on handling of restrictive admissions were too broadly based.

At the forefront in the fight against the government was the National Club Association and its executive director, Jerry Hurley. "We feel the Justice Department has vindicated our position, reinforcing that the Labor people were indeed very broad based in what their policy was going to achieve," Hurley told GOLF BUSINESS.

Labor has asserted that the fact blacks and women did not have access to such clubs prevented them from making the same advancements their white, male colleagues could make. Disputing this, the NCA held such advancement was not denied because employees were denied membership in such clubs. If an employer was doing this to retard the advancement potential of an employee, then the employer, not the club would be at fault.

Quoting from Scalia's findings, the assistant attorney general made it clear he was not looking at Labor's case in a specific instance and the position of the OFCC "does not seem . . . to be of such uniform validity as to support the categorical prohibition which the memorandum would base upon it. Although some clubs are substantially used for the transaction of

business or for the making of business contacts, I see no grounds for assuming that this is universally so, and thus that membership in a club automatically affects promotion and advancement potential."

Another contention the Labor Department made was that since companies were involved with such clubs, they, in actuality, were controlling the admissions policies of the clubs. This point was also dismissed by the Justice Department. The point made was that such club policies were not extensions of corporate doctrines.

Even with the issue seemingly settled, there is some concern in the industry that the new cast of Democratic characters may review the question of restrictive admissions policies.

This question could take on greater significance as Georgian Griffen Bell becomes the new Attorney General. Bell was forced to resign his membership to three private Atlanta clubs, which all had restrictive admissions policies. Once again, the national spotlight focused in on the club industry, at a time it can do without that kind of publicity.

Indications are that pressure groups for both women's rights and black rights groups will be keeping a watchful eye on the Carter White House and the new Congress to make sure no one is involved with such clubs. Such activists as Georgia's Julian Bond have made it quite clear they will not stand for such practices by politicians, be they appointed or elected.

For the moment, the parting shot of the Ford Administration on the OFCC and the clubs has quieted with the changing of the White House guard, but those in the club business will be keeping a watchful eye on the nation's capital this spring.

ASSOCIATIONS

NAPGC a year older, wiser in Year II

In any new organization's formative years, not too much gets accomplished except for the group getting its collective feet on the ground.

3 FREE INGREDIENTS

The Stewart Recipe For Easier Profits In Hot Sandwich Service



FREE OVEN We lend you an oven that toasts up to 12 sandwiches piping hot in minutes! Needs only 2 sq. ft. of space and a 110 volt outlet.

FREE DELIVERY We bring a wide variety of delicious, fresh, oven-ready sandwiches to you in refrigerated trucks on a regular schedule.

FREE SALES MAKERS We provide eye-catching and useful menu boards and other display materials tailored to your individual needs.



And, all this happens with no investment! We give you all the ingredients of fast-food profits for your business. We provide a wide variety of delicious sandwiches to attract more traffic and give you a strong "edge" over your competition. We advertise our product nationally so you gain instant recognition with free P.O.P. materials featuring our smiling Scot. Send now for this informative booklet.



**stewart®
sandwiches**

To: **National Stewart Sandwiches Assn.** Dept. D-27
P.O. Box 87, Fontana, Wisconsin 53125

- Please send me more details on the Stewart Sandwich service.
 Please have representative call.

Name _____
Address _____
Business Name _____
City _____ State _____ Zip _____
Phone _____

That is the best way to summarize the first year of the National Association of Public Golf Courses, as the group of public course owners goes into Year II of its existence.

St. Charles, Ill., outside of Chicago, was the site for the annual conference in conjunction with the National Golf Foundation's eastern workshop for daily fee operators. The Pheasant Run Lodge and its dinner theater even had Elizabeth Ray, former friend of former congressman Wayne Hays, on its marquee, but according to NGF Executive Director Don Rossi, the course operators had more than enough incentive to come to the seminars without Ms. Ray.

On that point, Rossi was right. More than 200 owner-operators from more than 15 states and Canada made it to the late fall meeting. All were interested in what was new in the business and how they could run their facilities better. Some just wanted to know how to save their facilities.

Probably the most sobering talk was presented by NGF Regional Director Jerry Claussen. Although Claussen saw significant growth in his Rocky Mountain region, he emphasized that the day of the small "mom and pop" operation was past and skilled, professional management would have to take over.

"From what I have seen, there is a lack of competent management in this market. And management, not market, is the key to success," Claussen stated.

New information was delivered in big doses, as such authorities as course consultant William Sherman, NGF Education Director

Carol Johnson, turfgrass expert Andy Bertoni, golf course architects Lawrence Packard and Jack Kidwell, and PGA Director of Club and Professional Services Gary Wiren paraded to various seminar podiums.

Sherman zeroed in on the evils of the golf course owner not being aware of how local zoning can directly affect them. He cited a case in San Jose, Calif., in which the city placed zoning restrictions on an owner who wanted to sell his course to a home developer. In reality, the municipality wanted to obtain the course itself.

Johnson, along with PGA professional and course owner Don Essig III, went in depth on how the operator could make better customers out of his golfers by making them better players. Through the institution of added instructional programs, golfers could become better players and would directly increase their frequency of play.

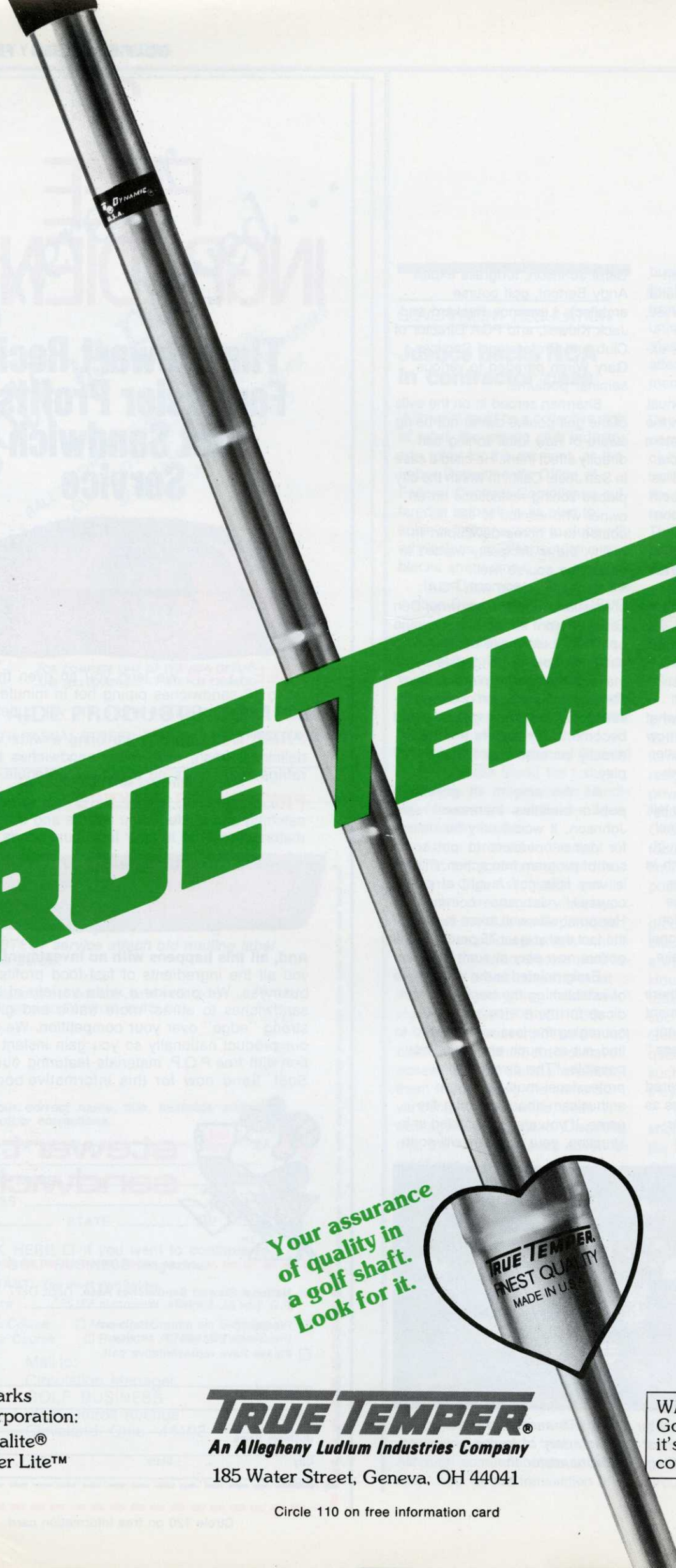
As the amount of golfers at public facilities increases, said Johnson, it would only be natural for owner-operators to put some sort of program into action. "There is very little golf taught at public courses," Johnson commented. Her point was well taken in view of the fact that at least 75 percent of all golfers now play at such facilities.

Essig pointed to the importance of establishing the beginning handicap for the novice and encouraging the less experienced to find out as much about golf as possible. "The owner or his professional must adopt an enthusiasm about teaching the game. If you aren't interested in instruction, your students will soon



A packed house was on hand for the NGF's eastern daily fee workshop at St. Charles, Ill., last fall. A variety of topics were covered for the more than 200 on hand for the multi-day sessions.

TRUE TEMPER



Your assurance
of quality in
a golf shaft.
Look for it.



Proprietary trademarks
of True Temper Corporation:

- Dynamic®
- Dynalite®
- Pro Fit®
- Super Lite™
- Step Down®

TRUE TEMPER®

An Allegheny Ludlum Industries Company

185 Water Street, Geneva, OH 44041

WARNING:
Golf shafts may look alike, but if
it's not labeled True Temper, it
could be injurious to your game.

Circle 110 on free information card