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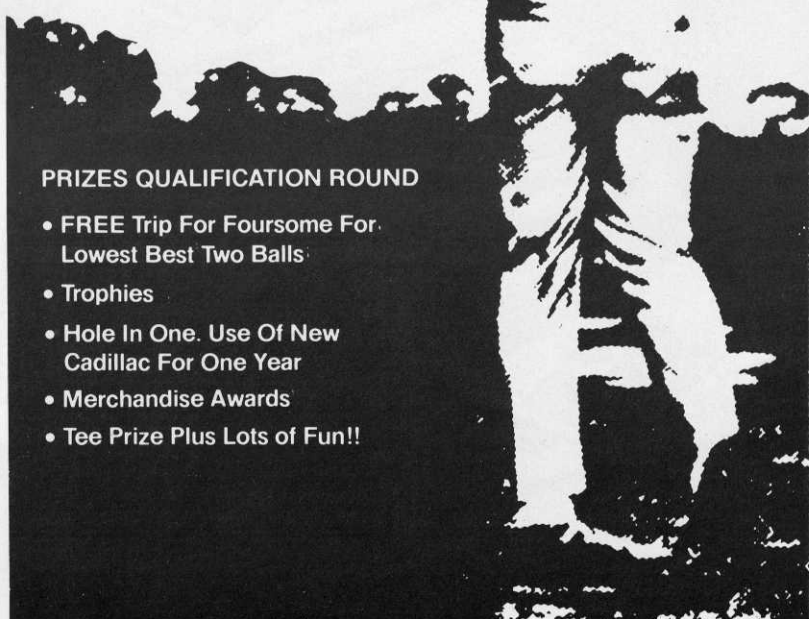
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both members of the GOLF BUSINESS editorial advisory board.

Crist, who also heads the finance committee, said the money picture showed the association as solvent, having surplus funds of more than \$1,000. Elbert Jemison, Birmingham (Ala.) CC, chairman of the Associates Program, commented that the initial thrust had collected 28,000 new members in the program. The number was disappointing, in view of the public relations campaign the USGA had waged, utilizing Arnold Palmer as its spokesman. Jemison attempted to compare the money given to the Associates Program in the same vein as contributions to churches and charities. "When people give to them, they don't expect anything in return. Why should they from us?" The remark was somewhat questionable, since the USGA supplies Associates with a bag tag, a decal, a rule book, and a monthly copy of its magazine. Projections for the Associates effort for 1977 are an additional 47,000 members, raising the grand total to 75,000 by year's end.

Arthur Rice, chairman of the implements and ball committee, spoke about the finalization last year of the Overall Distance Standard for clubs. Rice noted a similar effort was being made in the ball area, but the USGA research effort was bogged down in the enormity of the project. In 1976, 53 items had been submitted to the USGA for its approval for use in play and according to Rice, 23 were rejected, while three were still pending for approval.

As is customary, the entire active existing executive board was retained, along with the officers which again will be headed president Harry Easterly, CC of Virginia, Richmond. Two new board members will be added to fill the vacancies brought on by the retirement of Prescott S. Bush, Jr., Greenwich, Conn., and the resignation of John D. Laupheimer, Bernardsville, N.J., who has become assistant director.

The new additions to the board are William C. Campbell, Huntington, W. Va., and Edward E. Marshall, Bethayres, Pa. Campbell is a former U.S. amateur champion and is returning to the committee on which he served from 1962 to 1964.

USGA Green Section warms up down south

Stepping down from what many in the golf business thought was becoming an ivory tower, the United States Golf Association left the familiarity of its eastern home and headed south for its annual Green Section conference.

Chilly Atlanta played host to the USGA, as its January meeting left New York City for only the second time in history. The rewards were great for the Green Section, as a record crowd of more than 500 people jammed the meeting room at the Hyatt Regency to hear varied panels talk on course management. Green Section National Director Al Radko told GOLF BUSINESS he had never seen such a large turnout for an annual conference in all his years with the USGA. The audience was a tribute to the USGA's new public relations effort to take its program to the industry by moving its annual gathering around the nation.

George Brodnax, president of the Atlanta Athletic Club, gave an elementary speech on what makes a golf course great. His presentation was somewhat obvious to an audience filled with experts. Brodnax did point out, though, that proper membership attitude is important if a superintendent is to make much needed improvements. Along the same lines, James Gabrielsen, one of Atlanta's most notable amateur players, spoke on the factors of play in relation to great courses.

Joe Dey, a past USGA executive director and former Commissioner of the Tournament Players Division of the PGA, discussed the preparation of courses for tournament play in an interesting presentation displaying his vast knowledge of the rules of the game and how they effect preparation.

Dey, who was later to receive the USGA's prestigious Bob Jones award for distinguished sportsmanship in the game, discussed in detail course preparation and the accessibility a golfer must have to the tee. "I have seen tournaments where the tees may be overhung with tree branches, impeding the golfer's upward swing."

One of the more interesting



Joe Dey, former executive director of the USGA, listens to tributes paid him during the presentation ceremony of the Bob Jones award. Dey also gave a knowledgeable talk at the Green Section annual seminar the day before.

parts of the program was presented by Tom Marquoit, general manager at San Francisco's Olympic Club. Marquoit's topic was the development and maintenance of a course budget. With more than 60,000 rounds a year, a fleet of more than 100 golf cars, and a 240-acre tract of land for golf, Marquoit works with his superintendent to keep up with a \$600,000 budget.

"Many budgets are padded for that margin of error," the Olympic general manager said. A sample of other clubs around the country by Marquoit found courses were still gambling when it came to determining what maintenance areas needed to be stressed.

Unknowns, as always, were the superintendent's biggest enemy in keeping a lid on costs, Marquoit told the assembled. "A financial analysis is important today. A budget has to be met and superintendents have to realize this."

With many clubs looking for outside revenues from groups composed of nonmembers, Marquoit warned that clubs must look into whether having such functions will cost more than they are worth. "We make such groups supply course rangers to supervise play and make sure golf cars do not damage our turf," Marquoit noted.

Green Section Western Director Bill Bengeyfield then moderated a discussion by Lloyd MacKenzie, superintendent at Augusta (Ga.) National Golf Club, and Golf Course Superintendents

Association of America past-president Richard Malpass on what makes a good golf crew at a course.

Keeping morale high was MacKenzie's key.

"The superintendent must keep his key employees for a long time. This will insure continuity among the crew and especially on long-range projects."

Malpass insisted crews must be "conscientious and careful." The superintendent of Riverside G&CC, Portland, Ore., noted new employees must be thoroughly checked for qualifications and references before they start for you. Communication with the crew is essential, Malpass concluded, "Don't keep your people in the dark."

A pair of superintendents Joseph Flaherty, Baltusrol GC, Springfield, N.J.; and Carlton Gipson, The Woodlands in Texas — talked about the problems of irrigation. "You have to go with mother nature these days," Gipson said, "Automatic irrigation can not do the whole job."

Both agreed there was no great secret to irrigation, but Gipson admitted the less he had to depend on his automatic system, the better off he was.

Architect Ed Seay and Atlanta Athletic Club Superintendent Bobby McGee took on the topic of the importance of maintaining bunkers and traps. Seay, from Ponte Verda Beach, Fla., volunteered that the days of the free-form bunker some architects had designed into courses were gone. "Each hole must relate back to the player," Seay said.

As the Green Section's day-long seminar went into its last session, the uncomfortably high temperature in the large meeting room had dispersed most of the large crowd to where there were less than 50 people in the room. The Green Section staff took on the question of golf car traffic on courses, but the high heat even forced them to distraction.

In a high point to the conference, retired golf course superintendent Edward J. Casey, Union, N.J., was presented the annual Green Section award for distinguished service by USGA president Harry Easterly and Green Section Committee chairman Will F. Nicholson.

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Oregon stays dry for GCSAA show

The golf course tour after the 48th annual GCSAA Turfgrass Conference had been billed as an opportunity to see firsthand the way Portland-area superintendents deal with dry summers "followed by a rainy winter," but visiting superintendents ended up seeing the results of a dry summer followed by a *dry* winter as the Northwest suffered through one of the worst droughts in its history.

The 1,200+ superintendents attending the Golf Course Superintendents Association of America conference and show didn't mind, however, as they were offered a combination of mild weather, interesting exhibits, and educational seminars.

Perhaps the most revolutionary of the 165 companies' exhibits were R & R Products' electric cup cutters and TransGlide's wheel-less "golf car" system. One of the most popular was T-graphics, Inc., which displayed a new line of beautiful, but relatively inexpensive, sandblasted redwood golf course signs. Many of the larger manufacturers drew crowds as well, such as Toro with its mobile service lab and Cushman/Ryan with its new greens aerator.

Sports essayist and broadcaster Heywood Hale Broun keyed the opening session of the conference, telling his audience that golf is a great game, but it should not be taken too seriously. "The pursuit of perfection is painful because perfection is unattainable.

SCENES FROM GCSAA
(clockwise from upper left): The show opened a half-day early for distributors, but the aisles were full of unopened crates and unsetup displays . . . once set up, the exhibits covered everything from the large to the small . . . from putting greens . . . to patios.

For instance," he quipped, "the perfect score in golf is 18." Instead, golfers should set appropriate personal goals and be pleased when they reach them.

Also part of the opening ceremonies at GCSAA was the presentation to Robert M. Williams, superintendent of Bob O'Link Golf Club in Highland Park, Ill., and a member of the GOLF BUSINESS advisory board, of the 1977 Distinguished Service Award — the highest award bestowed by the GCSAA. This was only the 28th time in 50 years it has been given.

The annual association business meeting was, as usual, closed to the press, but it was announced immediately afterward that the following national officers were elected: president — Theodore W. Woehle, Oakland Hill Country Club, Birmingham, Mich.; vice president — George W. Cleaver, Chestnut Ridge Country Club, Lutherville, Md.; and directors — Michael R. Bavier, Inverness Golf Club, Palatine, Ill.; Hobart T. Burgan, Quail Creek Golf and Country Club, Oklahoma City; and Louis D. Haines, Denver (Colo.) Country Club.

Some 79 speakers addressed the superintendents during the 4-day program of educational seminars. One of the first was one of the best-attended. More than 200 management-minded superintendents filled the meeting room to

hear James McLoughlin, executive director of New York's Metropolitan Golf Association, discuss "opportunity and responsibility adjustments facing superintendents within a growing club industry." He told them that "the biggest problem facing superintendents is one they probably recognize the least and certainly cannot readily control or influence: the virtual absence of the opportunity for vertical job advancement."

However, he added, "For those who wish to consider breaking through the 'vertical job barrier,' a new set of options presents itself:

"First, assignment with a regional association as administrative, communication, and consulting capability is developed.

... "Second, preparation for a future career in club management.

"The final opportunity (is) to become more visible at his club, and to communicate more directly with the board and members."

Playing golf is one way, McLoughlin suggested, of accomplishing the latter. "I now realize probably only one out of 10 superintendents uses the game of golf as he might."

In another management session, consultant Ronald C. Frame pointed out that "people need to work" for value, satisfaction, and security. Talking about objectives, he said that the goals of an

pressures on managers and subordinates are basically the same — even though superintendents and workers rare always divided into "we" and "they."

In what was termed a "thinking superintendent" session, John H. Musto, operations manager at Morefar, Brewster, N.Y., told how his course had saved \$20,000 last year by doing less manicuring and, in effect, returning much of the course to its "natural beauty." Doing so, Musto contended, "Adds shapes, texture, and color while cutting costs and maintaining playability." Parts of the course most effected are the rough, bunkers, and slopes around tees, aprons, and traps.

The seminars were, of course, too numerous to report all of them here. But the cliché about "something for everybody" certainly fit the program in this instance.

Prior to the conference and show, many of the superintendents played in the GCSAA golf tournament at Spyglass Hill and the Monterey Country Club's Dunes Course. New GCSAA champion is Vaughn Barkert, who received the United States Golf Association trophy; he is superintendent at Gore Lakes Golf Club, Murray, Utah. Gary C. Panter of Leawood (Kan.) South Country Club was awarded the GOLF BUSINESS trophy.



CMAA marks 50 at Chicago meeting

A slide show of memories and all the hoopla that goes along with celebrating a half century in existence marked the Golden Anniversary of the Club Managers Association of America last month in Chicago — the city where it all began in 1927.

The CMAA went all out in the Conrad Hilton, showing the nearly 1,000 managers in attendance this conference would be one to remember. Outgoing national president Harry Gray played the master of ceremonies for the week-long tribute to the trade. There was even a theatrical salute to the association, which because of the poor sound system in the Hilton put most present in line for a good pair of earplugs.

It wasn't all pageant, though. There was some serious business and the CMAA got down to it at its annual business meeting. Twenty-four bylaw changes were proposed to the membership, and there were some definite disagreements between the leadership and the rank-and-file.

In the opening, the natural progression in the chain of succession occurred, as Josef Auerbach, Wichita (Kan.) Country Club, assumed the presidency as Gray left office. George Burton, Oak Ridge Country Club, Hopkins, Minn., moved up from his secretary-treasurer spot to the vice presidency. Burton was also chairman of the bylaws committee.

Hotly contested this year was the vacant secretary-treasurer post with a trio of veterans of the national board jockeying for votes. Unlike Auerbach and Burton, the three were non-country club men. Gene F. Gilmartin, Cleveland Yachting Club, Rocky River, Ohio; Whitney Travis, The Stock Exchange Luncheon Club, New York City; and Richard M. Worthington, The Commerce Club, Atlanta, were the three involved. Gilmartin faded in the first ballot, leaving Travis and Worthington on the second and the 57-year-old Travis the eventual winner.

Four spots were open on the board of directors with the retire-

ment of Mead Grady (Milwaukee Country Club), Travis' election as an officer, and two terms that had expired.

Reelected to the board was popular Oahu Country Club manager Richard Maynes from Honolulu, while three new faces joined the 10-man group. Dick Aubin, The Rockhill Tennis Club, Kansas City, Mo.; Richard Daley, Carlouel Yacht Club, Clearwater, Fla.; and C.C. "Doc" Watson, a force in the hosting Greater Chicago chapter from Sunset Ridge Country Club, Northbrook, all emerged from a crowded field of nine candidates.

As far as the bylaws were concerned, the speed of the membership here would not be as quick as it had in the elections. Burton attempted to get the membership to pass all proposals at once, but the motion was struck down abruptly. Even with that minor setback, the membership did pass 20 of the 24 issues without much discussion. The four that remained gained some close scrutiny and criticism and were all eventually defeated or tabled.

Proposition 3, which attempted to further "clarify" the definition of what a manager was, drew much opposition since the wording in it seemed to make the definition more vague. Jim Brewer, Los Angeles Country Club, voiced the loudest protest against this plan, and the membership was aroused enough to vote it down. Board member Ray Watts, Houston Club, tried to defend the proposal, stating that the change was being made to broaden the membership base into facilities that were indeed clubs, but were privately-owned operations and did not have a board of directors. The board prerequisite had been made many years before the industry changed. Regardless, Brewer and E.M. Fraser, St. Petersburg (Fla.) Yacht Club, told the board to "go back and do your homework."

Issue 6, which would allow provisional members leaving the business for a job in the commercial side to still receive assistance from the CMAA, was voted down. Another similar suggestion for allowing associate members to reenter the association was also stopped.

A plan to aid the chapters in

proposing new members through the use of a "request for membership application" was tabled. Former CMAA national president John Outland, now chapter secretary for the Texas Lone Star section, made it clear that the proposal, if adopted, would double the workload of the chapter people and further burden the national office with paperwork.

Awards were also in big supply, as Gray announced that two past presidents were being made honorary members of the CMAA. Jerry Marlatt, CMAA president in 1973 and now a director of the National Golf Foundation's club operation consulting service, and Charles E. Smith, CMAA president in 1965, were presented with gold membership cards.

More awards were handed out to the chapters themselves and their members. Chapter growth award was grabbed by the Arkansas Razorback chapter, which registered 30 percent growth over the last year, better than any of the 54 CMAA units. Chapter activities honors went to the Metropolitan chapter.

Individual awards started off in the Idea Fair competition with Robert M. Ward, Runway Bay, Bridgeport, Tex. winning the food and beverage category. In the party ideas competition, Michael S. Locke, Country Club of Lincoln (Neb.) took top prize, while the country club ideas section fell again to Robert MacDougall,

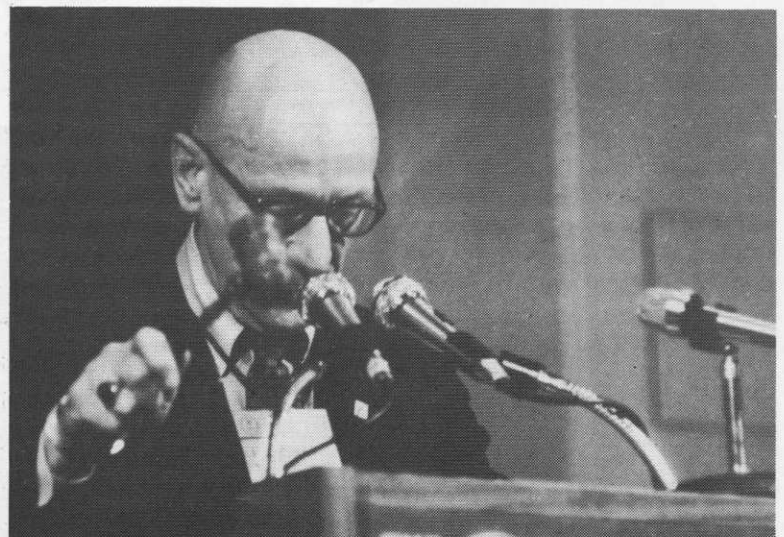
Pinehurst Country Club, Littleton, Colo. Management ideas award was won by Plato Neocleous, The Sutter Club, Sacramento, Cal.

Menu competition came in several categories with Peter Ditlev, Minnehaha Country Club, Sioux Falls, S.D., taking the special party menu award, while Richard Owens, Highland G&CC, Indianapolis won it for country club lunch, and Jim Ford, Berrien Hills CC, Benton Harbor, Mich., took country club dinner menus.

As always, the week leading up to the final business meeting was accented with education and CMAA Director of Education Paul Gomez gave the membership a wide variety of seminars to attend.

The most-talked-about session had to be the one conducted by Tony Marshall, associate dean at Florida International University, Miami. With a flair for the theatrical, Marshall's seminar on legal tidbits for the manager bordered on the risqué, but he got his points across on member liability and the law in general. His humorous use of audiovisual display also added a fresh touch to sessions which often bore audiences.

For example, Marshall emphasized how simple it is for the manager to lessen the chances for liability, by just posting signs around the clubhouse indicating impending danger. Stating it can save a club the hassles that go along with possible liability actions in court.



Outgoing CMAA national president Harry Gray gavel in the 50th annual conference at the opening session at the Conrad Hilton. Gray, club manager at Northwood CC, Dallas, presided over the week-long Golden anniversary event.



Bringing in a new year of leadership, new CMAA national president Josef Auerbach, Wichita (Kan.) CC, started his new term as head man in the association during the 50th annual conference in Chicago.

Earl Brooks, professor at Cornell University, spoke on management communications and supplied a number of concrete suggestions enabling the manager to better illustrate his program to his employees. Working with subordinates and communicating well with them was the focal point of Brooks' presentation. He made it clear that most management failures are based on a lack of clear-cut goals and a manager's subordinates understanding them.

Effective delegation of authority is probably the manager's greatest tool, according to Brooks. Most subordinates view their bosses as poor delegators and think the manager is too bogged down in trivial and secondary matters.

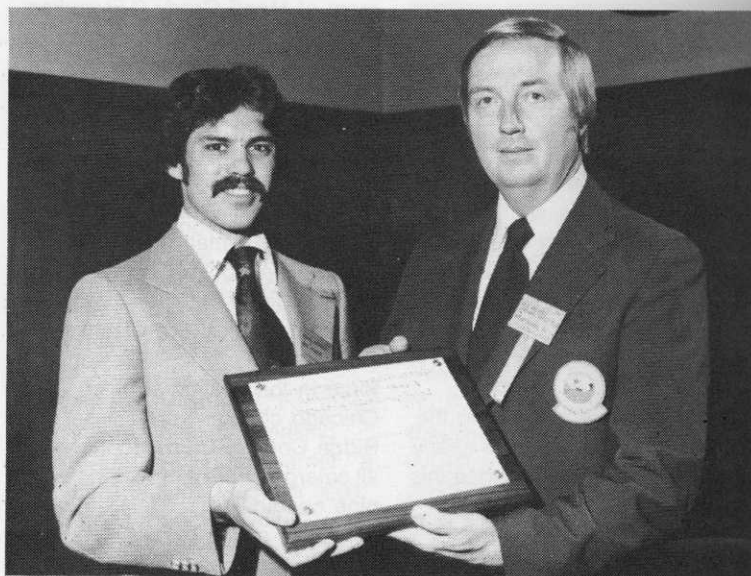
Roundtable sessions were also popular for learning about the problems of other managers and attempting to get answers for your

own. More than 100 attended the session for country clubs of medium size. There were also rooms set up for the manager at the large and small country club, all sizes of city clubs, military clubs, fraternal clubs, swim and tennis clubs, and yacht clubs.

Frank Valley, a "medium country club" manager in Tennessee, told how he cut food costs by buying his meat from a member who was also a purveyor. Most reacted that his situation was a unique one. Many managers showed concern over the energy cost squeeze. One manager pointed to a \$128,000 gas and light bill his Houston club totalled in '76, a 500 percent increase in costs over the last 2 years.

"Business starts with customers," said Florida International's Mike Hurst during his conference entitled "Food for Thought." Hurst noted managers with foodservices must have a commitment to excellence. It all starts with the employees, though, Hurst said. When interviewing prospective employees, gauge their personality traits. If they can sell themselves to you, then they should be able to sell your members or customers on your club and its service.

Management consultant Don Thoren gave an overview of different types of management techniques and suggested that managers could select which one would best suit their operation. Individual roundtable discussions later focused on a variety of topics, including: golf cars, decorating, laun-



Education was the keynote at the recent 47th Michigan Turfgrass conference at Michigan State University. GCSAA national president Ted Woerhle, Oakland Hills CC, Birmingham, Mich., presents a GCSAA scholarship to Craig Guernsey, an MSU student.

dry/linen, problems with ERISA, taxation, certification in the CMAA, what the National Club Association was up to, insurance, and computers.

Accounting target of NCA task force

One of the most confusing aspects of country club operations today is the various ways each facility handles its books. There seems to be no common denominator to club accounting.

Seeing the problem, the

National Club Association has recently gathered together some of the best accounting minds in the trade as a task force to combat this. NCA Prsident Milton Meyer, Jr., says the task force will draft guidelines to be issued by the subcommittee on accounting standards for nonprofit organizations of the American Institute of Certified Public Accountants.

PGA assistants get own national event

Keeping his pledge to establish more national events for all PGA members, President Don Padgett has announced the first annual national championship for club assistants this fall in Brockton, Mass.

Thorny Lea Golf Club will play host to the event, sponsored by local golf shoe manufacturer Foot-Joy. Dick Tarlow, president of Foot-Joy, has announced his firm will provide the total tournament purse of \$25,000.

Contestants from each of the 39 PGA sections are expected to compete in the 54-hole tournament, which will run September 28-30. Padgett has made it clear that more such events will allow many of the fine, young golfers in the association an opportunity to compete for national titles.

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Are Taxes Stripping Our Industry Bare?

by Nick Romano, managing editor

On any list of problems that plague the golf business, you'll probably find taxes rated relatively high. In fact, unless immediate action is taken to curb the onslaught, many courses and clubs may reach a terminal stage in this decade.

In a random sample by GOLF BUSINESS of courses and clubs throughout the nation, real estate assessments at these facilities were higher in 1976 than the year previous. One club, Blue Skies Country Club, Yucca Valley, Calif., saw its tax bill soar 67 percent in a year, from \$8,392 to \$14,000. Increases were also prevalent in the midwest. Club Manager George Gillam of the Grosse Ile (Mich.) Golf & Country Club got a bill 16 percent higher than his '75 rates, up from \$57,000 to \$66,000.

It has reached the point where people look at the tax problem as the possible demise of the industry. For example, Steve Ahlberg, tax specialist for the National Club Association, indicates that an association survey showed 11 percent of the clubs with golf facilities responding felt increasing taxes might cause them to sell or move. More than 22 percent were convinced the burden would some day force them to liquidate.

GOLF BUSINESS conducted another survey of its own last fall in more than 100 facilities to get a feeling for the tax opinions of pros, superintendents, managers, club presidents, and daily fee owner-operators. They gave a resounding "yes" to the question of whether taxes would

ultimately cripple the business. Eighty percent of those responding felt the burden would catch up with the industry.

Comments were interesting and perceptive. "We have allowed the state governments to get too huge," said one PGA professional from Jamestown, N.Y. "American voters are allowing their governments to follow the trend toward complete socialism," stated a daily fee owner from Charlotte, N.C. Another daily fee owner, this time from Louisville, balked at tax-supported municipal golf competition in his own area. "Private business has to compete with these government-owned facilities and we, the taxpayers, pick up their deficit."

"Taxes may cripple this industry, but not destroy it," said Howard Kahn, club manager at Starmount Forest Country Club, Greensboro, N.C. A daily fee owner from Birmingham, Ala., called taxation "government's battle with the continuance of the free enterprise system."

Selling off parts of your course's land is not the best of methods to keep up with tax demands, but some owner-operators have been forced into this. Karl Greene, Jr., owner of Bridgeview Golf Club, Columbus, Ohio, sold the land on which nine holes of his previous 18-hole facility were located. The 46-year-old public course in the center of town was being taxed heavily because it was adjacent to a large development of apartments.

For the private country club, the

additional taxes are often met with the only alternative clubs have: a dues increase. The question is how long members will absorb these increases just to keep up with inflationary trends while in reality, getting no additional service. Are clubs falling behind by just maintaining the status quo?

Obviously, there has been little concerted effort by the trade associations in golf business to work on taxation on an allied front. It is a tough nut to crack because of the inequity of assessment, differing state laws, and the lack of information on the subject written in laymen's terms.

On the national front, the NCA has probably done more work on tackling the real estate problem than any one group, but it certainly does not have the answer for the escalating costs of local and state governments and how they ultimately hurt the clubs and courses that are assessed.

How assessments are made

Attempting to assess or appraise a golf course is not an easy task. These parcels of land are not sold on a regular basis, and it is extremely hard to figure the going market price. Large areas of land on which country clubs sit are indeed unusual in the scope of the developed, urban areas where the bulk of the country's clubs are.

When property is assessed, there are three standard approaches assessing officials can use to come up with the tax bill. They are known as: the market data approach, the income approach, and the cost approach.