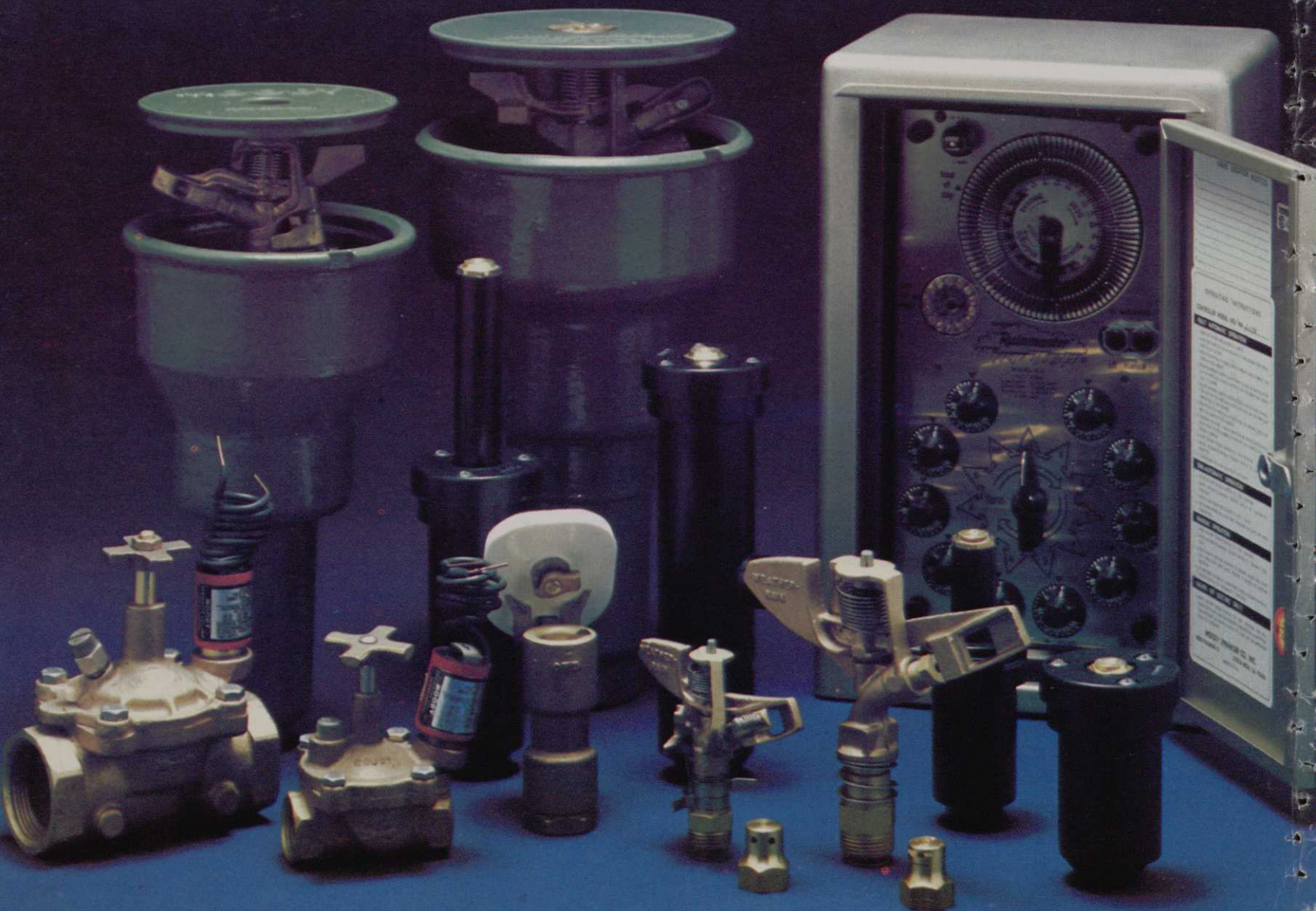




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The old pro

Club officials can learn from ranges

Many pros have gone home from their clubs where only a dozen to 20 people are to have dinner in the clubhouse and passed golf driving ranges that are packed. The ranges are making money and the clubs are losing a lot of money and attractiveness to members.

There are plenty of elements to this contrast between well-managed ranges and private clubs that club officials and pros ought to be discussing. The factors narrow down to people being eager to learn better golf.

That is the simple point I don't hear being mentioned as clubs' professionals are talking about slumps in business and amateur association and club officials are worrying about the darkening future for private clubs with costs rising to shut out desirable young people.

The club officials and pros now seem to have lost sight of the fact that their business is in trouble because of what a PGA survey showed about pros' lesson income. When 78 percent of pros earn less than \$2,500 a year from lessons, all golf business has to suffer. If a pro isn't getting more than \$2,500 in lesson revenue a year, is it because he isn't adequately qualified for a teaching job or because his club officials don't know how to direct a first-class club?

In cold informed judgement, I think most of the fault is that of club officials who don't know how to direct club policies and operations to the times in making use of the pro's potential as a golf teacher.

Almost 50 years ago, like most other pros, I was hired because of my teaching interest, ability, and results. My contemporaries and I taught golfers and that accounted for the boom that made golf the national participants game.

Now I have a suspicion that almost as many golfers learn at driving ranges as at private clubs. When golf education is modernized, instruction more effective than today's obsolete half-hour lesson procedure will be given free as part of the value of belonging to a club. Today many club members' children get more golf instruction at colleges than their parents get at the club. I mentioned this to an old friend who was an officer of our club. He said, "If we handled our annual dues and locker rental collection as a business, the interest on that income that surged into us would pay the pro enough to give all his lessons away."

You may not have to go that far in order to fill out your lesson appointment book, but it wouldn't hurt to talk to your club management about making better use of your time.

golfbusiness

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Idea file

Employees should get 5% or more pay hike

If you're worried about a union forming among the course's employees, it's your fault, says Charles Hughes, former director of personnel development at Texas Instruments and a featured speaker at many seminars for companies that want to keep out unions. Hughes has basic views about the amount of pay an employee should receive, according to the *Wall Street Journal*.

"If you have to give more than 10 percent, you've waited too long. Anything less than 5 percent is insulting." He says poor benefit plans or lackadaisical administration of those plans can sometimes lead to unionizing. One way to avoid unions is to establish consistent procedures for employees to make complaints, Hughes says.

Tree damage by insects means tax deduction

The U.S. Tax Court has ruled that a homeowner who lost 30 trees to some hungry southern pine beetles was entitled to a \$1,000 deduction in his property value. Golf courses should be able to obtain the same results.

An Internal Revenue Service agent in Cleveland said any damage by insects must "actually decrease the value of the property." She said the loss must be substantiated by a course superintendent or other expert. The course must also be appraised, showing the loss, she said.

The IRS did not want to grant the deduction to the homeowner since taxpayers who lose trees from Dutch Elm disease are not given one, said the *Wall Street Journal*. It also said the destruction didn't occur fast enough, even though the insects can kill a tree within 30 days. The Tax Court disagreed, saying a casualty includes "some sudden invasion by a hostile agency."

Cooking can be easier with metric converter

Like to know how long it would take to bake a kilogram of pie crust at 232° Celsius?

Food service managers may want to order a cardboard, pocket-size scale that converts weight measures, general roasting times, and temperatures to the metric system.

It's available for \$1.50 from Yablon Enterprises, Box 85, Merion, PA 19066. Incidentally, the pie crust would bake in 20 minutes.

Learn about anything from clipping bureaus

Architects need the information to make certain they know about the latest proposals to build and renovate golf courses; or a club manager might want to know about the costs of a modernized clubhouse at a nearby course to help plan his own building program.

Whatever the reason, golf course and club management officials can know the latest about any subject by subscribing to a clipping service. There are three national clipping bureaus and a few in most states. John Beach, owner of Ohio News Bureau, Inc., says his employees cut out articles and legal advertisements every day from 98 daily and about 350 weekly newspapers in Ohio.

There is usually a monthly reading charge plus a fee for each story that is clipped. The services are listed under "Clipping Bureaus" in the yellow pages of the telephone directory.

Take precautions when using chain saws

Workers operating lightweight chain saws should stand to the side of the machine when using it to avoid possible injuries when a kickback occurs. The kickback usually happens when something touches the top of the blade, says Dr. Gary S. Nelson, a safety engineer with the Texas Agricultural Extension Service.

Course employees can also avoid injuries by pulling the rope that starts the machine directly up, not cutting when there is a strong wind, and never allowing another person to help.

Some headgear to protect the ears from the loud, gnawing noise given off by the machines should also be worn, Dr. Nelson says.

Block, pitched roof used for building

Durability and easy maintenance were two reasons why officials at Crooked Stick Golf Club in Carmel, Ind., built a concrete block maintenance building with a pitched roof and covered it with shingles.

Superintendent Lee Webb said the club could also have built a metal or frame building, or one of cement block with a flat roof. But the cement block walls supported I-beams, allowing an overhead crane lift in the repair shop, and the pitched roof leaked less than a flat one and made room for overhead storage space.

The insulated pitched roof meant more efficient heating, yet it is cool during the summer. The block also provided the aesthetic value of a brick and white stucco exterior, Webb said.

Buy French wines now, says Pierce spokesman

Foodservice managers should purchase French wines between now and Christmas since prices will be "very competitive," says Sam Seidman, wine director for S.S. Pierce Co. in Woburn, Mass.

The cost of French wines is expected to rise between 15 and 20 percent in spring because severe weather has damaged grapes throughout most of France, Seidman said. Foodservice managers can buy wines now from wholesalers and allow the wine to age for a year before serving, he said.

A "good" bottle of French wine will cost from \$4 to \$5 in the spring, he predicts, but there should be no drop in demand. Consumption of imported wines totaled 59 million gallons last year, compared to 49 million in 1975, Seidman said.

Air compressor stops frost damage to pipes

Using an air compressor to "blow out" irrigation systems can prevent frost damage during cold weather, says the Sprinkler Irrigation Supply Co.

First, turn off the water supply and open drains that flow directly into tile lines, creeks, or ponds. The air compressor should then be connected near a water source and each sprinkler outlet opened until the compressor has sucked in all the water. Close each branch of the main line by repeating this process.

The company suggests that superintendents draw up a blueprint before buying or renting the air compressor. Each golf course will have a different drainage system, so many questions need to be answered before the process begins.

Home business costs are tax deductible

If you are entertaining business associates at your home, the expenses can be deducted from your income for the tax purposes. Associates include persons who are suppliers, consultants, attorneys, or even their wives.

Receipts, plus the guest's name and business identity and the date, purpose, and amount of the expenses should be written in a diary. If you have failed to do this in past months, you can recover such things as bills and canceled checks.

"Goodwill" entertainment also counts; the drink for the club's lawyer need not be poured while discussing a pending lawsuit. Any large party may also include a caterer, flowers, a buffet centerpiece, rental equipment, musicians, car parking costs and invitations. All of the expenses should be tax deductible, but first check with your accountant.

Free golf introduces vacationers to resort

Gift certificates to play free golf or tennis at the Grenelefe Golf and Racquet Club near Cypress Gardens, Fla., are being offered to vacationers traveling on the auto-train from Lorton, Va. to Sanford, Fla.

The certificates, given away during night club shows on the train, give the winner 18 holes and use of a golf car or 2 hours on one of eight tennis courts at tennis village. The promotion allows the club to introduce high-income families to the resort community and provide an atmosphere so the visitor may purchase a condominium.

The condominiums are along the golf course fairways of the 800-acre resort. There are also two swimming pools, clubhouse facilities, and 6,400-acre Lake Merion.

A golf superintendent

In an age of specialized knowledge

The goal of producing and maintaining the best possible turf for golf has remained constant through the years, but the tools and techniques used in maintenance have constantly changed and continue to do so. We are well into the age of mechanization, automation, and specialization. As with almost all professions, the apprentice has been replaced by the student.

The apprentice often worked for a small income or none at all to learn a trade, and he was prone to learn pat answers from the master tradesman or craftsman for handling routine situations and only a few unusual problems. He learned from experience, which is a



harsh but usually lasting method which will never be totally replaced.

The student first gains a background in fundamental principles through formal education which applies to almost all situations. Upon completion of the formal phase of his education, the student is employed at a reasonable wage so that he may apply his technical knowledge to practical situations.

Briefly stated, the apprentice learns from experience and the student gains experience while learning.

The greenkeeper has given way to the golf course superintendent or turf manager, and the agronomist or turf specialist has arrived on the scene as a necessary part of our changing technology.

The greenkeeper was usually a successful apprentice. The golf course superintendent is a professional businessman. Turf management per se may be only a modest portion of the duties ascribed to today's successful golf course superintendent, since a large portion of his time is consumed with purchasing, personnel management, equipment maintenance and repair, bookkeeping, irrigation design, installation, maintenance and use, landscape architecture, and building maintenance — to name a few areas in which he

must have a working knowledge. He also is likely to have a respectable golf handicap.

Because of these divergent areas of responsibility, it is therefore improbable that the golf course superintendent will be able to maintain more than a good working knowledge of all of them and will need to rely on a specialist beyond that.

Research is vital to the continuing progress of turf management and to develop acceptable answers to new and more complex problems that arise as our technology improves.

Between basic research and the practical application of the information it yields, there usually must be a catalyst. This catalyst is usually called an agronomist, and he functions to collect, evaluate, and disseminate useful information concerning turfgrass management.

The agronomist may also specialize in physiology, pathology, entomology, taxonomy, or a seemingly endless list of related subjects; but in any event his efforts will be concentrated on a much smaller area of learning than that of the golf course superintendent.

A larger portion of today's superintendents have some formal education in the field of turf maintenance than ever before. However, no matter what level of formal education has been completed by the turf manager, there is a basic need for information which can most effectively be supplied by a specialist.

The cycle is complete only if there is a flow of turf management information from the research effort through the practical utilization phase and back again.

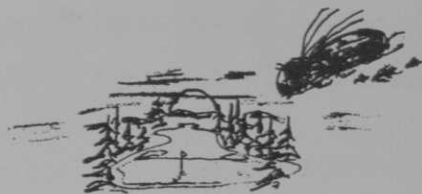
The individual who assumes that this cycle can be effectively short circuited simply has not been exposed to or has not realized the value of each state through which information must flow in both directions at all times.

A glimpse of the future might reveal some superior plant materials, synthetic soils, better diagnostic aids for turf diseases as well as problems in general, disposable and/or recyclable machinery and parts, totally computerized maintenance operations as well as golf course environments.

About the only thing that will probably remain intact is the goal of producing and maintaining the best possible turf for golf and the dedication of the individual coping with the challenge.

From a presentation by Holman Griffin, former NGF staff agronomist, now a turfgrass consultant.

IT'S WAR



The Ataenius Beetle attacks by night leaving golf courses battle scarred in their wake.

No turf or course is immune to assault and the right chemical to dispose of the Ataenius effectively and legally is still being researched.

The cost to a golf course chosen as an attack site can be phenomenal, the damage devastating. As in any declared war, emergency funds are urgently needed to destroy the threat once and for all.

"The situation is serious," says Dr. Fred V. Grau, president of the Musser Foundation, "and is bound to get worse."

With your help the battle can be won, hopefully before your turf becomes a victim of war.

Contributions to combat the Ataenius could save millions of dollars of unnecessary repair work.

To help in the fight, send your contributions to:

MUSSER INTERNATIONAL TURFGRASS FOUNDATION:

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Inside foodservice

compiled by
Herman Zaccarelli,
foodservice editor

Four keys to future success

Much has been written concerning the demise of the traditional 40-hour workweek in our society. There is no question that the 35- or the 32-hour week has begun to emerge. This concept is healthy for all club management — or is it? This will depend on how club managers prepare for it.

There are four golden keys that will bring club managers success in this new era, and club managers must begin now to prepare themselves. They must prepare to react in a positive way with the four keys of awareness, ability, anticipation of future of the golf and resort business, and freedom of choice — which is a key we do not often relate to growth and development.

Golf business awareness

This requires the Club Manager to set a certain time each day to make full use of his senses. To read professional magazines and books, and then to take from them the professional information and process it rationally and objectively. Through this awareness you will secure ideas for change and development in your club. These changes will add greater perception to your club, yourself, your

members, and your staff. Awareness is to keep an open mind. We say it, but do we really have it? We will if we grow professionally daily.

Golf business ability

Ability is a combination of innate talent and skill that is never static. Today to be successful we must learn, unlearn, and relearn daily and be constantly moving forward with both short- and long-range goals for the development of our business. This new ability will be exciting if you can overcome your instinctive nostalgia for the days when your old skills were sufficient.

Anticipation of the future

It was a famous poet who once said that "As human beings we live in a spirit of anticipation." This is indeed true, and we are successful to the degree in which we live out this anticipation. How is this done?

No one can prophesy for sure what will happen tomorrow, let alone next year. All of us, however, conjecture. And what usually clouds the crystal ball is emotion: wanting one outcome too much, dreading another excessively. This leads to over- or under-estimating our ability to influence events in our clubs. By your new awareness you can use new professional information to set up options for your

decisions. Then you can carefully plot what would be your most sensible and effective course of action in possible new situations. In this way you can meet the future intelligently with a great spirit of anticipation.

The freedom of choice

Does free will exist in a business world that is more and more bound by rules, regulations, and responsibilities? To some managers the answer seems "No." Perhaps they forget that for all human beings, the exercise of free will has always been a matter of choosing between one course of action and another. Even to do nothing is a matter of choice.

Whenever we say, "I have no choice," we really mean, "I don't want to take the consequences of doing something else." The alternatives differ today from what they were in the past. The right to decide between them still exists.

Or you can choose to open yourself to what the future will bring, consciously setting yourself to adapt to the joy of inevitable change — because you have opted of your own free will to do so, however painfully. In the process you will acquire the sense of adventurous liberty that has marked all human beings who have seen the possibilities and the excitement of a changing challenge in the golf business world.

MONTHLY MENU IDEA FOR CLUB MANAGERS

THOUSAND ISLAND MOLDED SALAD

- 2 tablespoons unflavored gelatin
- ½ cup cold water
- 1½ cups mayonnaise or salad dressing
- 1 cup Heinz Chili Sauce
- ½ cup ketchup
- 1½ teaspoons apple cider vinegar
- 1 cup chopped celery
- 6 hard-cooked eggs, chopped

Soften gelatin in cold water; dissolve over hot water. Meanwhile, combine mayonnaise and remaining ingredients; stir in gelatin, mixing thoroughly. Pour into a 1½-quart mold or 8 to 10 individual molds; chill until firm. Unmold on lettuce; garnish with sliced stuffed olives, pimiento, carrot curls, or sliced hard-cooked egg and paprika, if desired. Makes 8 to 10 servings.



"Every kid should have the chance to grow up on a golf course."

Youngsters have never faced as many temptations and frustrations as they do today. And that's why I think it's particularly valuable for boys and girls to get involved in a sport like golf. It not only gives them a chance for self-expression, but it's a great teacher of self-reliance and self-discipline.

The problem is, most kids don't have an organized Junior Golf program to encourage them and help them learn the game. And that's why the National Golf Foundation is so important.

They've been promoting Junior Golf since 1936. And they'd like nothing better than to help you start a Junior Golf program at your golf club, in your schools, or in your town. I started in a Junior Golf program myself. And believe me, there isn't a better place for a kid to grow up than a golf course.

Jack Nicklaus



Please send me information on these National Golf Foundation activities:

- | | |
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| <input type="checkbox"/> Turf management | <input type="checkbox"/> Associate club membership program |
| <input type="checkbox"/> Golf course planning and development | <input type="checkbox"/> Fiscal club management |

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NATIONAL GOLF FOUNDATION

"1977 HAS BEEN A LOUSY YEAR FOR HARD GOODS"

We've heard this said by many suppliers and many pros this year . . .

Suppliers say it's so . . . "because their sales forecasts were too optimistic" . . . or because "there are too many manufacturers in the market today" . . . or because "play is down this year."

Pros say it's so . . . "because of the discounters" . . . or because of "unrealistic pricing practices by suppliers" . . . or because of "dumping outside of the pro shop market."

Fact is, there's some truth to each of these tales of woe, but this is the negative market feedback (which you'll find in most any industry).

But let's look at the positive side of the golf business, because it's a fact there are some successful hard goods manufacturers this year as well as some very successful golf shop businesses. What's their secret?

Simple! They merchandise themselves. They merchandise the uniqueness of their products and/or services and they work hard at it everyday.

We've talked with these industry leaders . . . we've listened . . . and we've created a product for you that can help make you a more successful hard goods merchandiser in '78. It's called Equipment '78 . . . and it's on the facing page. It's designed as a customized merchandising piece for you. It talks about fitting clubs, repair and maintenance, etc. . . . the special skills and services you offer that give you an edge over your competition.

We hope you'll take advantage of this opportunity to merchandise '78 equipment lines to your members/customers . . . See page 2 of the Equipment Supplement for additional details.