

f the Month



rolls of mesh, each of which covered nearly 450 square feet of newly seeded ground. Every inch of the fairways and roughs was eventually covered.

The short growing season posed another turf establishment challenge. "The first year, we had to stop seeding early in October because of cool temperatures," Shomaker said. "In the winter of 1996, we put down winter ryegrass to help prevent erosion. It wasn't until the first week of April 1997 that we could start seeding again."

And then there was El Nino. "Just six months before we were scheduled to open, we got hit with 16 inches of rain in 36 hours," said Shoemaker. But thanks to the matting and an outstanding drainage plan, the facility opened on schedule last year.

F E B R U A R Y

SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

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Takeovers & Turnover

Continued from page 34

the opportunity of a lifetime came a couple of years ago. He was hired on as superintendent at one of designer Michael Hurdzan's environmental wonders being built on Long Island near North Hempstead, N.Y. Called Harbor Links, it rose from the rubble of an old quarry and was destined to require special management practices throughout its existence, not to mention be the subject of intense environmental scrutiny. In other words, it was a formidable challenge for a 27-year-old superintendent.

But soon before the city-owned course was to make its debut last summer, its original management firm was dissolved under the terms of a consolidation deal, leaving Harbor Links incomplete and with no managerial direction. But town officials found a savior in Arnold Palmer Golf Management, which in turn took the reins, opened the course on time and under budget.

It was a grand time for the town and its golfers. But it was a fearful time for Schleider, who after spending most of his career working for private clubs around Long Island, was given a rude introduction to the corporate world of golf. His first boss went kaput. His new one carried the most famous name in the game and a portfolio loaded with renowned golf courses as well.

"For a while, I didn't know what was going to happen to me," Schleider says. "But everything has been great. Palmer is very supportive and I've been impressed with its strong network within the company. They're there for you."

Schleider says management's more structured and organized way of doing things takes getting used to after the relative autonomy he had in previous jobs. But he has already seen the advantages in budgeting, purchasing and the way APGM deals with the municipality to gain the specific needs of the highly sensitive facility.

The New Reality

Continued from page 38

eration. ClubCorp recently made a huge leap into Europe when it bought controlling interest as an operating partner in the European PGA Tour, which has a half-dozen golf properties and designs for more.

But the big news came a month ago when ClubCorp announced a venture with Golden Bear Golf in which it will develop and operate no less than 36 Nicklaus-designed daily-fee courses throughout the nation. The first in this landmark deal, BirchRiver, is being built in Dahlonga, Ga., near Atlanta and will open in 2000. "I'd say we're poised for growth," Artz says.

Which, in an environment where only the strong survive, may be the difference between life and death in the management company jungle. ■

Harbor Links looms as a treasure for the town, its designer, APGM and the superintendent. It's currently a candidate for Audubon's coveted Signature status, the country's most prestigious environmental honor for a golf property.

"Everyone here is working together on that," says Schleider, who along with APGM has earned Hurdzan's praise for Harbor Links' success.

"Palmer inherited Craig, but I credit its organization for bringing him on board, incorporating him into their system, and giving him the tools to succeed," Hurdzan says. "It's a strength of an organization to recognize talent."

Gary Bell, a superintendent for nearly 20 years, has worked under corporate management during his career. He's wary of the corporate style, but he admits that Cobblestone Golf Group is making great strides toward persuading him to embrace the company way.

For the past 10 years, Bell has worked at golf courses on North Carolina's outer banks, most of that time as director of maintenance at Nags Head Golf Links and nearby Currituck Club. The Carolinas Golf Group ran the two courses.

"I'm an old-timer who likes to spend time out on the golf course, not spend time on paperwork and such," Bell says. "But I learned that it comes with the territory."

Bell's wary conversion suffered a big setback last summer during the peak of his golf season when Cobblestone's new owner, The Meditrust Companies, bought Carolinas Golf.

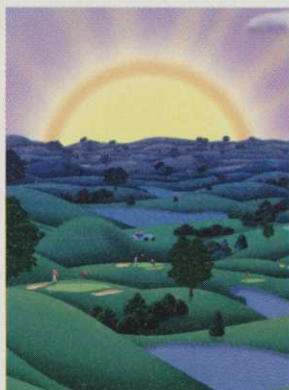
"That was a tough time for such a transition, especially when your new bosses are four time zones away," says Bell, whose courses each average more than 250 rounds a day during their June-to-October season.

As it turned out, Cobblestone was understanding and supportive, and impressed Bell with its strong, talented network of people in his region. The longtime superintendent is also pleasantly surprised that operations at the two course have run smoothly in view of the fact that Nags Head is under Cobblestone ownership and Currituck is under a management contract.

"I'll admit that I'd rather deal with a man head-to-head in this business, but I've come to understand how a corporation has to do things to get it done right," Bell says. "I've learned to deal with a lot of people."

Bell says he would advise superintendents facing company management or ownership for the first time to keep an open mind and give the situation at least a year to develop. "I believe that once you're in the system, and understand the system, the system will work for you." ■

Ostmeyer, a former managing editor of Golf Course Management, is a freelance writer who lives in Estes Park, Colo.



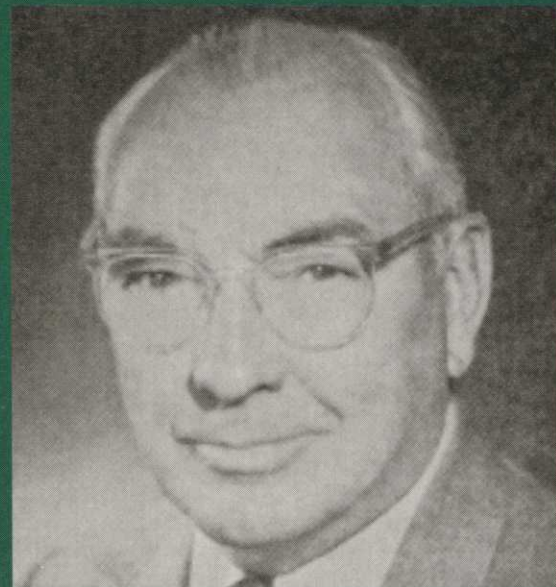
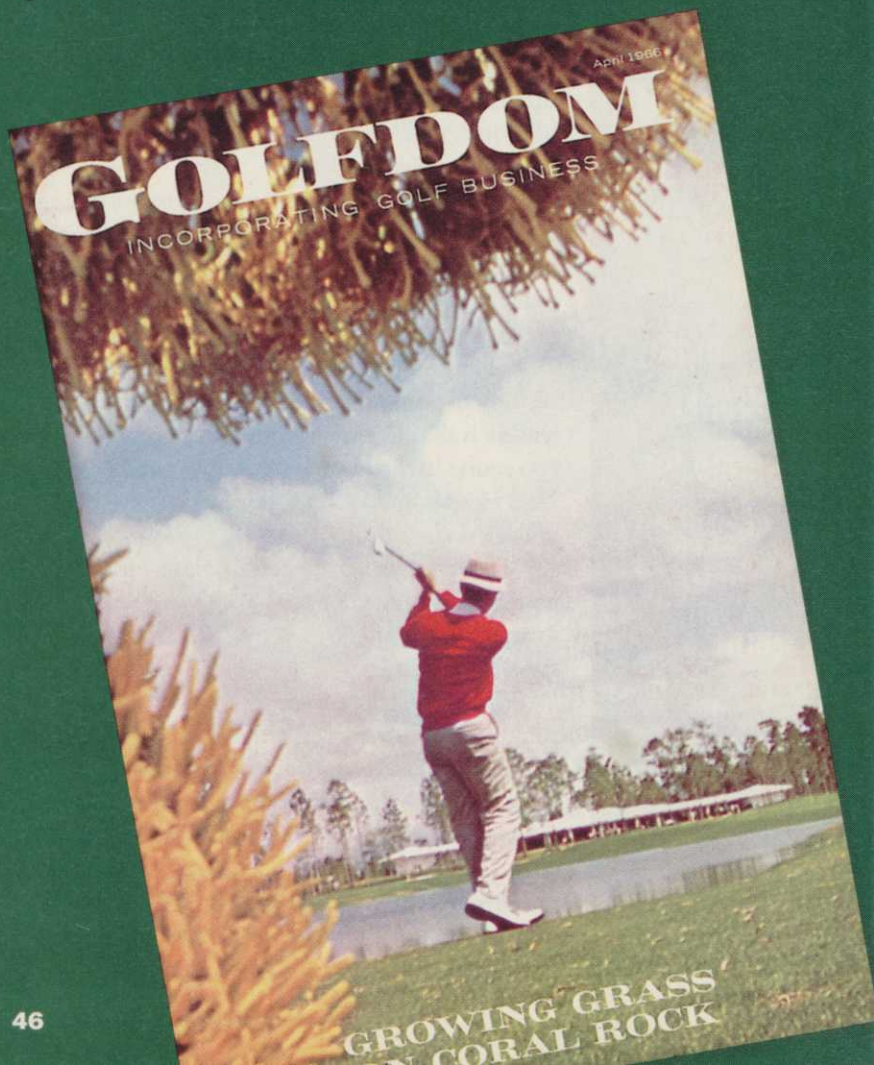
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Mr. Golf's

*From the Roaring '20s through
the Age of Aquarius, Herb
Graffis' Golfdom was the source*

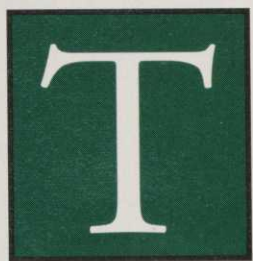
By Jim Brooks & Golfdom staff



When Golfdom's first issue appeared in February 1927, Charles Lindbergh had taken his big chance, Calvin Coolidge was settling into the president's chair and Americans were taking long shots on the market and prohibition booze. Nearly 4,000 golf courses existed in 1927, the majority of which were nine holes. Looking at those courses as a potential market as well as a playground, Golfdom started as the first golf business journal."

— HERB GRAFFIS,
CO-FOUNDER OF GOLFDOM

Magazine



They called him "Mr. Golf." No name could be more fitting for Herbert Butler Graffis.

His achievements — often accomplished in partnership with his younger brother Joe —

speak volumes about his impact on the game:

- Launched *Golfing*, the predecessor to *Golf* magazine in 1933.
- Created the National Golf Foundation in 1936.
- Joined up with Grantland Rice to found the Golf Writers Association of America.
- Ghost-wrote Tommy Armour's classic instruction book, "How to Play Your Best Golf All the Time."
- Helped organize the first GCSAA Conference in 1928.
- Spearheaded the first PGA Show.
- And 72 years ago this month, he and his brother began publishing a modest, digest-sized magazine called *Golfdom*.

The industry's bible

Designed to serve superintendents, professionals and club managers, *Golfdom* was the industry's first business journal. It featured articles on everything from turfgrass diseases to table-settings. It was a smorgasboard of content that educated, inspired, compelled and even preached.

Looking back at *Golfdom* is like taking a trip through the history of American golf. Alistair MacKenzie wrote on design. Sam Snead and Gene Sarazen were contributors. Legendary researchers like O.J. Noer, Joe Duich and Jim Beard used the pages of *Golfdom* to raise the standard of turfgrass science.

Golfdom's content helped to introduce and shape the practices that every superintendent,

professional and manager use today. It was, quite simply, the industry's bible.

The agenda

Perhaps more important than the articles was the agenda. Graffis used *Golfdom* as a bully pulpit to prod the industry into the modern era. He believed that the growth of golf was inextricably linked to the professionalism of the people who managed the clubs, taught the game and managed the playing field.

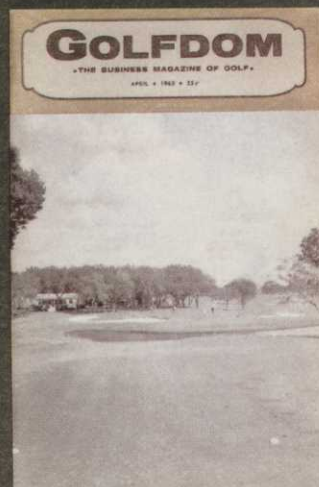
Above all, he was a tireless advocate of superintendents. He used the pages of *Golfdom* to crusade for things taken for granted today: collegiate turf programs, continuing education, research, better compensation and benefits, improved maintenance facilities and, most of all, professional recognition. Graffis is credited with popularizing the title "golf course superintendent."

"Sooner or later, clubs have to face up to the fact that it takes more than a man with a strong back and a green thumb to handle the job," he wrote. "Lack of good planning and failure to make intelligent use of modern materials and equipment can easily cost clubs more than the extra salary they would pay for a good superintendent."

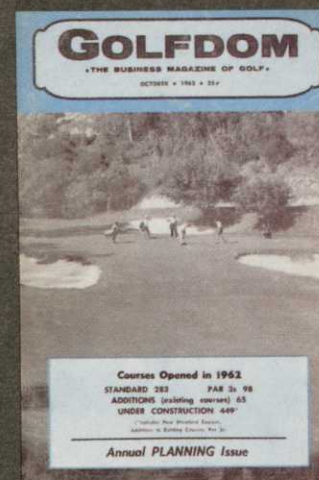
Although he believed that superintendents were the game's "unsung heroes," he took umbrage at the notion that they were the "forgotten men" of golf. "The forgotten man business can be ruled out," he wrote. "There is that old Shakespearean line, 'The fault, dear Brutus, is not in our stars but in ourselves.' If any superintendent is forgotten (now), he better examine himself. Maybe he just doesn't look and act as though he is worth a higher salary."

Although Graffis felt the superintendent had to pull himself up by his own bootstraps, he also understood the harsh realities of the profession. "The club manager is around where he

Continued on page 52

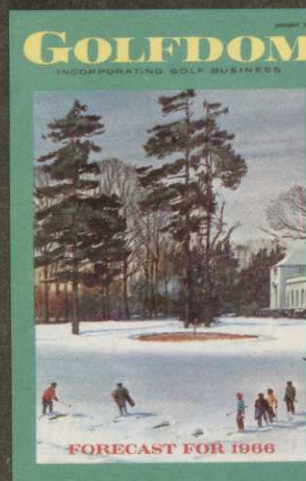


APRIL 1962

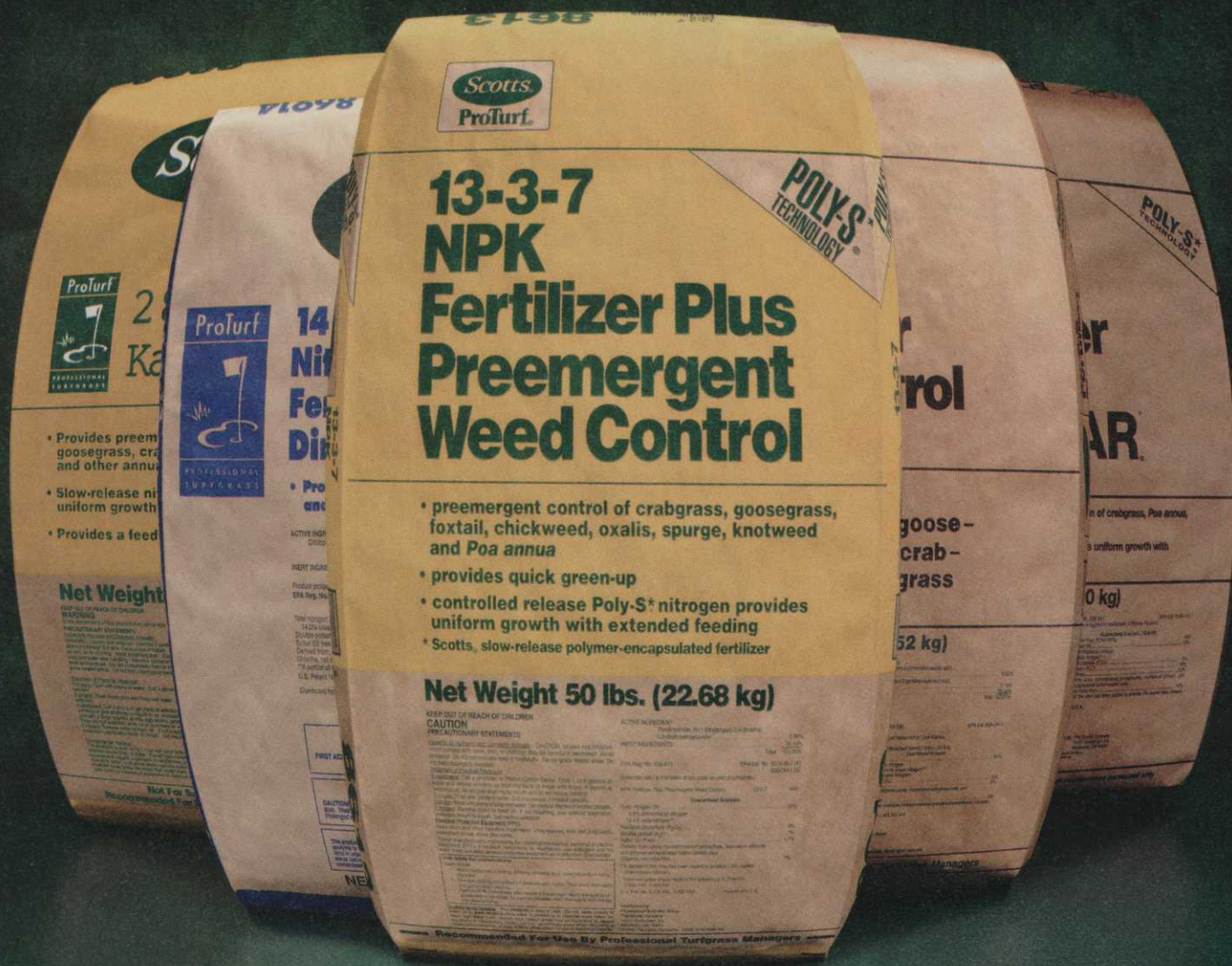


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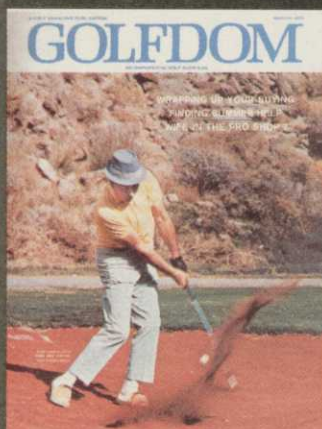
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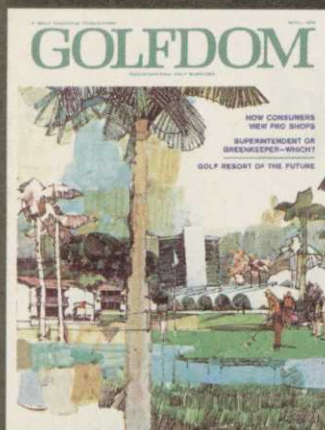
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MARKING THE START OF GOLFDOM'S
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OF SERVICE TO THE GOLF INDUSTRY

FEBRUARY 1966



MARCH 1969



APRIL 1969

Fond Memories

Mention Golfdom magazine and the Graffis brothers, and you're greeted with smiles and reverie from the legends of the golf industry

DR. JIM WATSON, RETIRED VICE PRESIDENT AND agronomist for The Toro Co., expressed what most everyone felt about Golfdom and its founders. "I have fond memories of Golfdom and its founders, Herb and Joe Graffis," he says. "They were friends of everyone associated with golf: the golf course superintendent, the golf pro, the club manager and the industries that supported the game. The magazine and the Graffis brothers played a major role in the early development and progress of the modern golf industry."

Others have similar memories of Golfdom and the Graffis brothers. We asked them to share their thoughts:

"IT WAS THE LEADING SOURCE, and many times, the only source of turfgrass information for the golf course superintendent, particularly those in isolated areas. I remember talking to a superintendent in the early 1960s at a meeting in Edmonton, Canada, who managed a course in Red Deer. Golfdom was his only regular source of information. Personally, Golfdom was a primary source in my writings on the historical perspective of golf course maintenance and culture."

— Dr. Jim Beard,
International Sports Turf Institute

"HERB AND JOE GRAFFIS RATE ON the top of the list as the very best friends the golf superintendent ever had and were equally important to the PGA and to golf in general. Their founding of the NGF played a tremendous role in the surge of golf to its present-day popularity. Herb was known for his humor and wit. One of the final moments of glory for the Graffis brothers was their Distinguished Service Party hosted by the Chicago District Golf Association. At that time, Herb was close to being blind, and in his address that night

he said he was so glad to be with all of his old friends again. And even though he couldn't recognize them by sight, he said their breath was still a distinguishing clue to their identity. This brought about thunderous applause and laughter ... the usual response to Herb's talks."

— Bob Williams, CGCS,
Past President GCSAA, 1958

"GOLFDOM WAS ALWAYS INTERESTING and informative and written in a style you could understand. Herb's early days as a newspaper reporter in Chicago no doubt played a role in writing articles that were interesting and stimulating. And Golfdom was always full of names of people in the field who had something to say and share. I was impressed when my name appeared in an issue of the magazine after a Cornell conference when I was just out of college."

— Bill Bengyfield, former National Director
of the USGA Green Section

"WHEN YOU WONDERED WHAT was going on in the field, you naturally turned to the latest issues of Golfdom. There weren't many publications about golf in the earlier days besides the *National Greenkeepers Reporter* (GCSAA), the *USGA Record* and Golfdom. The Graffis brothers were continually in touch with leaders in all aspects of the golf industry and many were regular contributors to Golfdom's editorial pages. Remember that in the earlier days, people didn't travel as much and there weren't as many turf conferences and educational opportunities as today. Golfdom was always on the leading edge of what was going on in golf."

— Charlie Wilson, former director of agronomy
and marketing for Milorganite