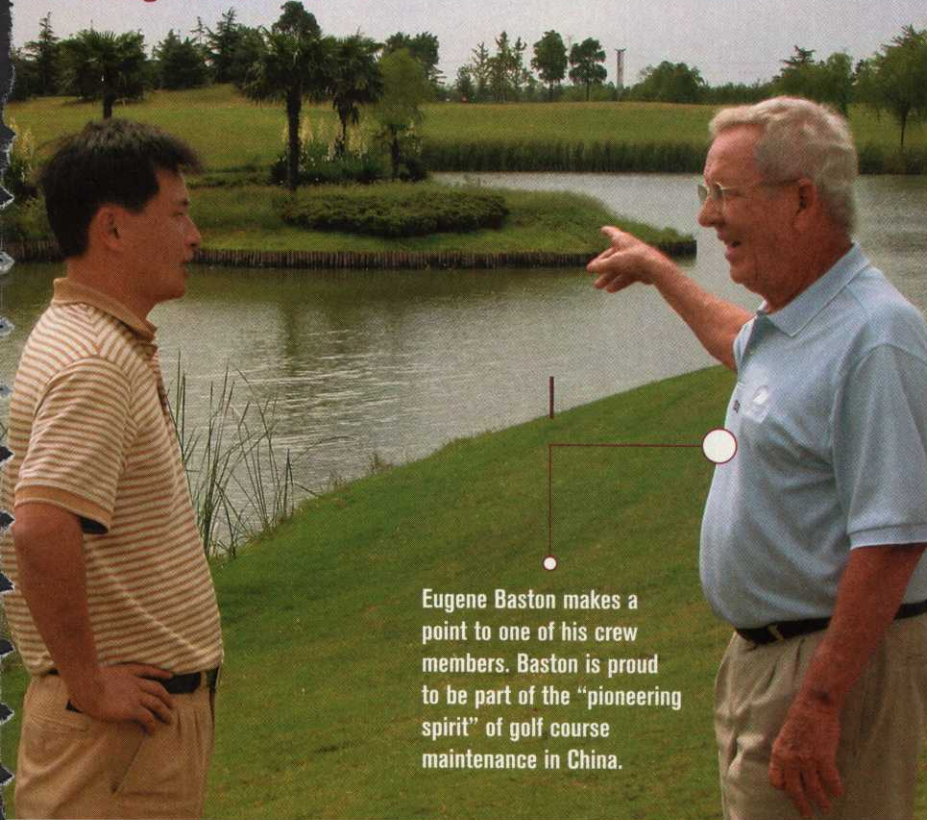


## Finding Good Fortune



Eugene Baston makes a point to one of his crew members. Baston is proud to be part of the "pioneering spirit" of golf course maintenance in China.

*Continued from page 29*

wastewater and pollution entering the water supply. The general decline in water quality in rivers appears to require additional intervention and community support.

Furthermore, the water issue is linked to land use. Many courses build water reservoirs and hold large amounts of the water needed throughout the year. Yet obtaining large tracts of quality land is difficult considering the Chinese government's reluctance to give up land that is otherwise suitable for agriculture.

**3 Management planning takes a greater emphasis.** While more local products are becoming available, most of the materials and equipment used for golf course maintenance are imported. Hence, products cost more, and superintendents have to wait longer for them to arrive.

"Superintendents spend significant time chasing orders and delivery of parts and products," Cribbes says. "The distribution agent may be a phone call away. But the products are very often not."

Despite the difficulties of operating in

China, most of the obstacles faced by superintendents can be overcome with a little patience and foresight. Cribbes recommends that his clients get the scientific facts, set and communicate ideal case goals, and seek out mentors and educators for support.

As an experienced mentor himself, Eugene Baston has identified yet another key element to a superintendent's success in China—the pioneering spirit.

"The superintendents here have a saying, 'We have done so much with so little for so long that we can do anything with nothing,' " he explains. "If an individual can adapt to this philosophy, he just might make it here."

Sellers has not only adopted that philosophy, he has embraced the culture. Both have kept him in China longer than he thought.

"I wasn't going to live a typical expat life where you don't get exposed to the community," Sellers says. "The connection to the culture has been very important. I'd hate to look back on this experience and say, 'Why didn't I do this?' or 'Why didn't I do that?'" ■



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# OVER THE Pond

European course managers face many of the same challenges as American superintendents.

*But they share some differences as well*

BY LARRY AYLWARD, EDITOR IN CHIEF

**T**he job keeps getting tougher. And tougher.  
And . . . tougher.

Archie Dunn, who has worked in the golf course maintenance industry for 27 of his 44 years, says he has many more challenges to deal with these days than he did several years ago. Dunn says today's golfers are high maintenance. They want this and complain about that. Dunn also says he has to deal with more environmental and safety issues than before.

Dunn could be any American superintendent working in any corner of the country. But he's not. Dunn, who speaks in a thicker-than-a-dark-ale brogue, is the course manager of Auchterarder Golf Club, an 18-hole semi-private club in Perthshire, Scotland.

The United States and the United Kingdom share many distinct differences: We drive on the right side of the road, and they drive on the left side; we call it a "rest room,"

and they call it a "toilet." But when it comes to golf course maintenance, there are more similarities than differences. (Although we call the job a "superintendent," and they call it a "course manager.")

For instance, course managers in the UK are under tremendous pressure — from golfers, not disease. Just like in America, many golfers in the United Kingdom expect superb golf course conditions from tee to green, and course managers are under pressure to deliver them.

"You're only as good as your last golf course preparation," says Scott MacCallum, communications manager for the British and International Golf Greenkeepers Association (BIGGA). "Perfection is something everyone is trying to achieve. But no one ever will."

Ahh, the pursuit of perfection. Many American superintendents can relate to chasing it because it's what their courses' members and golfers expect these days.

*Continued on page 36*





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## Over the Pond

*Continued from page 32*

Perfection wasn't a big issue in the UK about 10 years ago, Dunn says. Back then such standards at golf courses were expected only on weekends. "But the expectations are there now on a daily basis," he adds.

Golfers want to play year-round in Scotland, and they expect high standards throughout the year. Problem is, the expectation levels keep going up while maintenance budgets get tighter.

"There's not as much money around to buy the equipment that's required to maintain the escalating standards of what's expected," MacCallum says.

While American superintendents face similar challenges, Dunn blames much of the problem on American golfers. Golfers in the UK are watching American golf tournaments such as the Masters on satellite television and, lo and behold, they see the perfection that is Augusta National.



**Wilson Morrison, a sales manager for a Ransomes Jacobsen dealer, says politics are a problem.**

"They want faster greens, but the average golfer can't play faster greens," Donaldson says.

MacCallum says course managers try to encourage golfers that greens don't need to be

"They expect [our] course to be like Augusta," Dunn says of his course's golfers. "That's just not possible."

Don Donaldson, owner of Farthingstone Golf Club in Northamptonshire, England, says golfers' expectations are a problem. They see greens on TV rolling at speeds they've never seen before and decide they want the same speeds on their courses' greens.

lush green and fast to be good. "Good grass can be grass that looks like it's about to die of thirst . . . but golfers don't necessarily appreciate that," MacCallum adds.

Politics have invaded golf course maintenance in the UK. Wilson Morrison, who works as a sales manager for a Ransomes Jacobsen dealer in northern Scotland, says the politics between course managers and green committees are a problem. They

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were a big reason why Morrison decided to go into sales after working as a course manager for 12 years in Scotland.

Morrison says he made the career change because he noticed green committee members were trying to run the show at Scottish courses. He says it became a case of amateurs telling professionals what to do.

"[The committees] began to dominate the [course managers]," Morrison says.

There was also no stability on the committees, Morrison notes, which led to inconsistencies on the golf course. One year, one committee would want one thing. Then the committee would change and the next year it would want something different.

Morrison says there are few courses in Scotland where committee members don't meddle with course managers' duties.

"They want to leave their marks," Morrison says. "It's a shame because it's

the only business where amateurs can dictate to a professional."

Dunn says golf clubs aren't clubs anymore — they're businesses. He says golfers and members want more for their money, but their lack of understanding for what he and his crew do is a problem.

One time, Dunn says a golfer approached him while he was working on the course in the late afternoon and said to him: "Why are you still on the course at 4:30? Why are you not at home at half past noon like the other greenkeepers?"

Here's something else occurring at UK clubs of which American superintendents can relate. Golfers, who belong to two different clubs, often compare the clubs' conditions. Then they complain to course managers that the greens at Club A are faster than the greens at Club B or vice versa.

In other parts of Europe, the politics aren't as bad. Seve Schmitz has worked in

the industry for 35 years, the last 17 years as course manager of Essener Golf Club, a private club in Essener, Germany. His course's green committee consists of three men who have been in place for 20 years. Schmitz only meets with the committee about once a year, although he meets with the men one on one often.

Schmitz says he gets along well with his club's members. They come to him less with complaints and more with polite requests. "I've only had one written complaint in the entire time I've been at the club," he says.

The trick to getting along with golfers is to keep the course in as tidy a state as possible, Schmitz says.

"They don't like to see things out of

*Continued on page 38*



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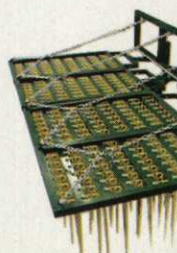


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## Over the Pond

*Continued from page 37*

place," he says. "If it's all in order and the greens are healthy and the ball is rolling, then they're pretty happy."

But Schmitz admits his club's members also suffer *greenitis* on occasion. He tries to convince them that green doesn't necessarily mean good.

Schmitz also battles to convince some golfers that quality putting greens should be measured on consistency, not speed.

"The problem is our members travel to Florida and California and experience fast greens," he says. "Then they come back and say they want the same [speeds] here."

American superintendents and European course managers also have differences in their jobs. For instance, European superintendents say they don't have the budgets and crew sizes of most U.S. golf courses.

MacCallum says budgets often dictate staffing levels and that budgets are getting tighter. He says a few golf courses in the UK have more than three to four crew members. "Some 18-hole courses are running with two people," he adds.

Schmitz employs five people full time from mid-December through March. He hires an additional person for the summer.

Essener is closed during the winter and no work is performed on the course, but the greenkeepers still receive paychecks. "We finish work in the middle of December and take our holiday," Schmitz says.

There has been no turnover on Schmitz's crew for several years. One crew member has worked at the course for 27 years and another for 16 years. Schmitz says the consistency in the work force has been



German course manager Seve Schmitz says he welcomes a reduction in pesticide use.

healthy for the maintenance operation.

Dunn also employs five people year-round. His budget is 110,000 pounds, including labor. His course's crew members are much younger, ranging in age from 16 to 20-something.

While securing reliable labor is not the same problem for course managers in Europe as it is for many superintendents in the United States, MacCallum says bigger clubs in the UK have had a harder time finding help. "In the London area, for instance, it's tough to get people because the salary is not enough to cover the cost of living," he says.

In Northamptonshire, located in central England, Donaldson says the pickings are slim for good employees. "We're in an area . . . where unemployment is down to 1.5 percent," he says. "That 1.5 percent is the sort of people you don't want to employ."

In the summer, Farthingstone employs several "immigrants," Donaldson says. They are students from the English colonies, who travel from places like South Africa, Australia and New Zealand, to work on golf courses.

Poor economics have also impacted European golf. In his area, Donaldson says there's pressure to reduce prices and that too many courses are chasing too little business.

In Scotland, the golf market is saturated, which has affected the industry negatively, Morrison says.

"Many smaller courses are struggling, especially in north Scotland," he adds. "There are golf courses fighting for business."

Schmitz says the German economy is suffering, but most golf courses are healthy. "The bulk of clubs that are more established have a good membership . . . and have waiting lists," he adds. "It's not quite the extreme situation as it is in the British Isles where they have to compete so desperately for every member."

Chemical and fertilizer use is also a big issue in Europe. Course managers anticipate they'll be using less of these products in coming years because of strict legislation.

Chemical use has been outlawed on golf courses in some countries, including Denmark. Schmitz says many course managers believe those bans will soon be issued in other European countries.

"In many ways I'd like to see it come," Schmitz says. "Because it will move us quicker into adapting more sensible ways to manage golf courses . . . and to not rely on chemicals for every small blemish."

Schmitz admits it wouldn't be easy to stop using pesticides completely. He also realizes it would be more difficult for U.S. courses to stop using them.

"I'm not sure it could be done in the United States because there's a broader range of diseases there," he says. "We also don't have anywhere near the insect problem there is in the United States." ■





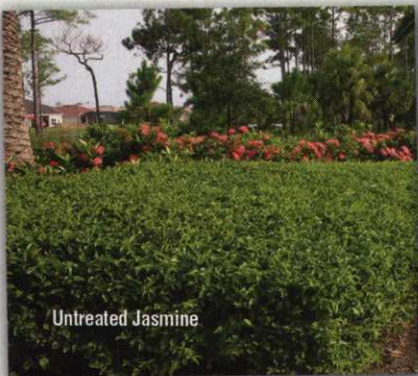
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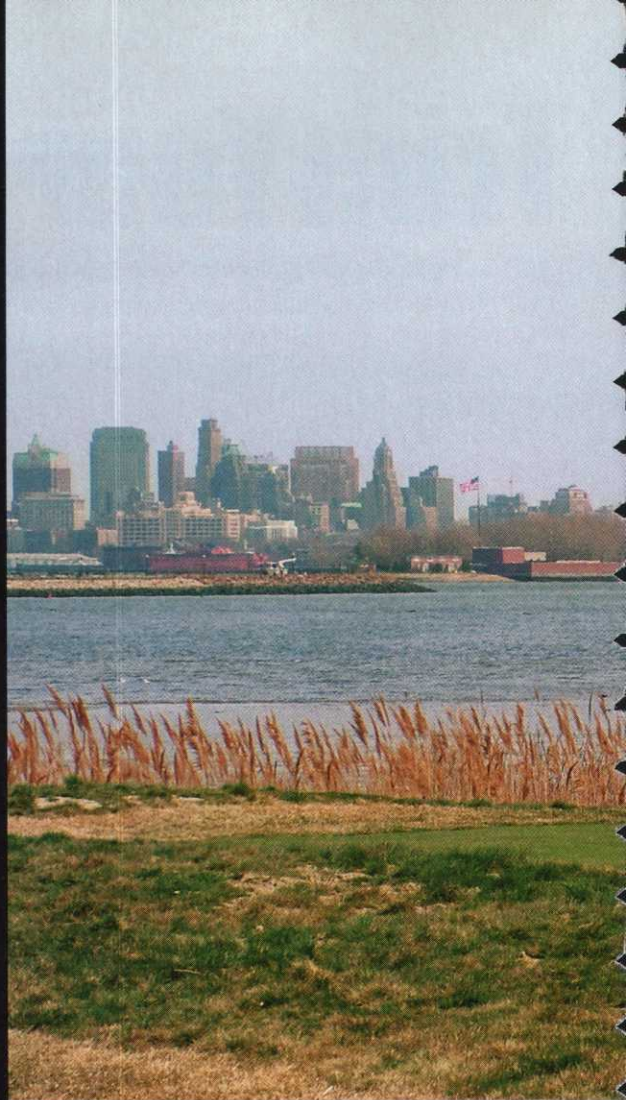




# Gotham City Golf

In the shadow of Lady Liberty, unpretentious construction manager **Joe Voss** helps build one of the most expensive and exclusive courses from the contaminated ground up

BY THOMAS SKERNIVITZ, MANAGING EDITOR



## SOMEDAY JOE VOSS WILL RETURN TO

Liberty National Golf Course on the Jersey City shore. He'll break from running that mom-and-pop dive shop that's anywhere closer to the equator and drop in on one of the world's most exclusive clubs. He won't use the helipad. He won't hobnob with Charter Member No. 2, Bob Kraft (behind Charter Member No. 1, Rudy Giuliani). And he'll save all compliments to the house chef — none other than Gramercy Tavern's renowned Tom Colicchio — for someone far more appreciative of the *foie gras* terrine.

But when Voss eventually does come back to the brownfield-turned-golf course that he's spent the last two years building from literal scrap, he'll do so living larger than the copper lady standing a thousand yards from the 18th green.

"I'm happy and proud enough to say that I can go back to anywhere I came from and be welcomed," Voss says. "I didn't burn my bridges."

Good thing for the Voss bank account — a charred overpass at Liberty National would be anything but a free pass. The course, which opened June 14, will sap at least \$129 million from the pocket of Paul Fire-