

# Pebble Creek—

(Continued from Page 29)

play. Laying up short will still leave 180 yards into this bunkered green. Avoid missing left.

## WHITE NINE

### 1 435 Yards Par 4

Even at 435 yards, this hole should not pose too much trouble if you advance the ball and keep it in play. The fairway bunker should not come into play but the oak tree could. A ball knocked down here and it will be tough to reach the green.

### 2 505 Yards Par 5

A classic risk/reward hole. Short enough to reach in two shots, this Par 5 is lined by lateral hazards on both

### 4 190 Yards Par 3

Don't lose your shot right. A pond guards the entire right side of this green just 20 feet off the putting surface. This putting surface should yield a few birdies. Check the wind carefully as you won't feel it out of the south or east.

### 5 525 Yards Par 5

A reachable Par 5 if you're in the fairway which is very narrow at the second bunker. From there it's 225 yards to a small green. Lateral hazard runs entire left side of hole.

### 6 180 Yards Par 3

Water surrounds the green short, left and long on this Par 3. Swirling winds make club selection

leg or lay up. A lay up left of center leaves 135-150 yards to the green. Anything closer risks going in the bunkers at the corner. Cutting the corner requires accuracy and length. Pick a line just left of the bunkers. You'll need 250 yards to reach short grass. Stay below the hole for legitimate birdie opportunities.

### 9 370 Yards Par 4

This deceptively easy Par 4 has squelched many a sub par round. This risk/reward hole offers the long hitter a formidable challenge. Out-of-bounds guards both sides and behind the green. A drive of 230 yards will clear the bunker leaving a flip wedge to the small, lobed green.



sides. If you do center cut your tee shot with some length, the most guarded green on the course awaits you. Six bunkers and a pond catch wayward approach shots to the green 46 yards deep surrounded by a lateral hazard.

### 3 370 Yards Par 4

Take an iron out and lay up short of the fairway bunkers. Big hitters should take it over the left fairway bunker — a carry of 235 yards. Position off the tee is more important than distance on this hole. A small ridge laterally bisects this green.

difficult from the elevated tee. The green slopes slightly from back to front and right to left.

### 7 395 Yards Par 4

Keep it straight off the tee to have a clear shot at the green. Too far left and trees will block your approach. The fairway bunker right requires a blind shot to the green. The green is situated on a peninsula of land surrounded by river bottom and backwater.

### 8 395 Yards Par 4

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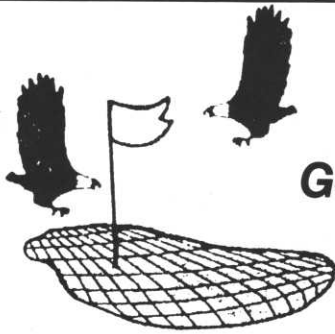
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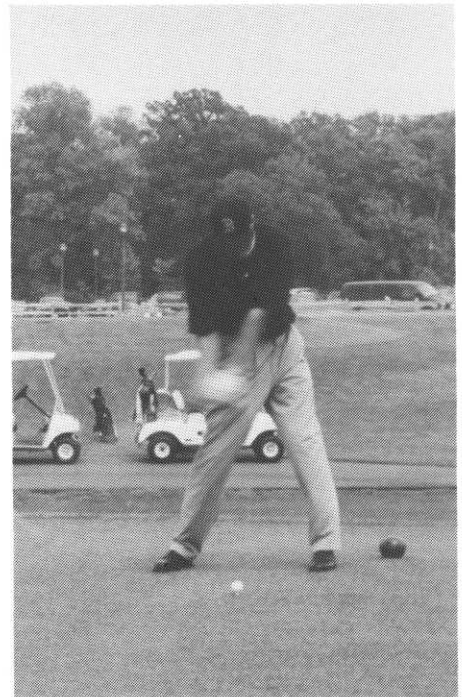


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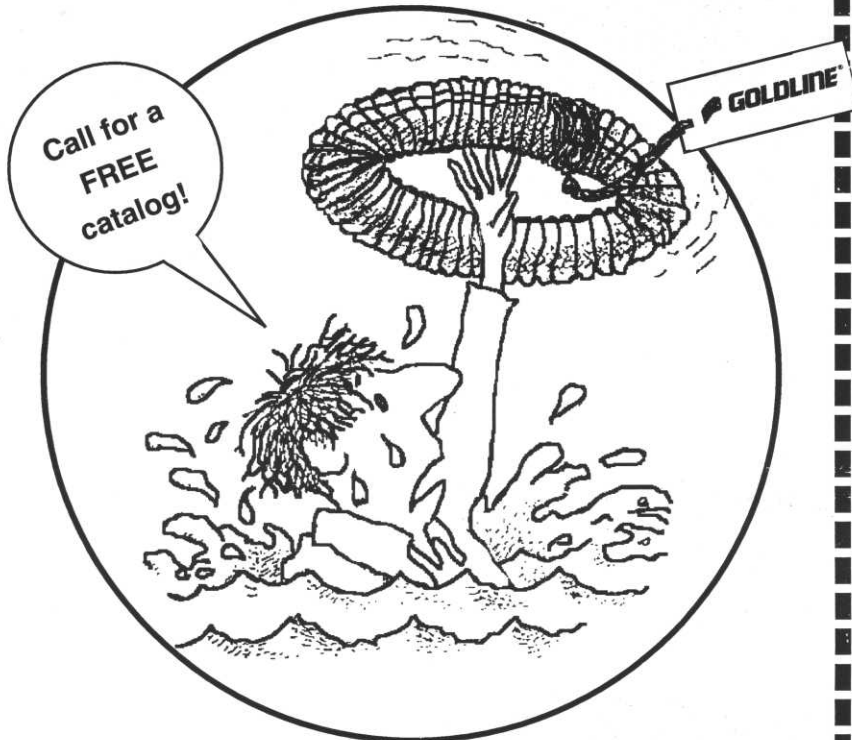
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# Turf's Up and Traffic Stops On the Mall

By **MIKE KELLY**  
*Glenn Rehbein Companies*

Glenn Rehbein Companies rolled out the carpet on Nicollet Avenue during the kick-off for the Dayton's Challenge — Tom Lehman's charity event at Minneapolis Golf Club. Glenn Rehbein Companies and Dayton-Hudson Company teamed together to create a very unique venue on the Nicollet Mall in downtown Minneapolis.

On the morning of June 10th, a section of the Nicollet Mall's traffic was re-routed to install four putting greens. By noon competitors tested their skills on the greens. Designed with various degrees of difficulty no one seemed to be bothered by the stimp meter readings. Models traveled down a grassy runway displaying the latest fashions. Everyone enjoyed the festivities before the turf was removed in time for the normal rush hour traffic on the Nicollet Mall that afternoon.

In late July, Dayton's once again relied on Glenn Rehbein Companies ideas to create a Scottish party atmosphere for the week long fashion and vendor show, "Bash on the Green." 42" rolls of Bentgrass and Bluegrass turf (approximately 2/3 truckload) was transported to the top floor of Dayton's parking ramp. A watering and mowing program was established to maintain and grow the turf for the week.

The weather was beautiful and the atmosphere fantastic. Guests enjoyed a sheep pen, floral arbor area and lawn bowling on the rooftop.

Guests questioned, "Who did it? How did you do it? Where did you get the sheep?" and also expressed, "This seems like something Disney would do!"

Revenue from both events were donated to the Children's Cancer Research Fund at the University of Minnesota. This year alone, the golf tournament at Minneapolis Golf Club raised over a million dollars.



Turf accents the arbor and social area on the rooftop.



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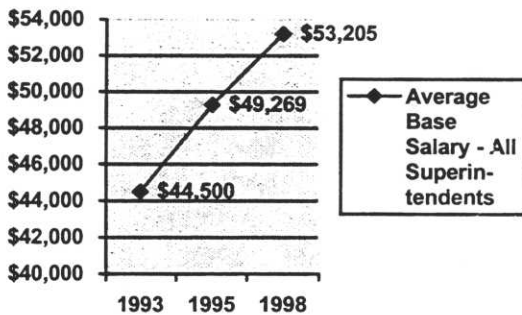
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# Trends in Compensation and Benefits for Golf Course Superintendents

The information presented in this report is based on surveys of compensation and benefits received by GCSAA member superintendents. Two separate surveys were conducted during 1995 and 1998, based on survey instruments that did not widely vary. Additional information is drawn from a similar survey conducted in 1993. The figures presented in this report are based on statistical summaries presented in each of those individual survey reports. Complete survey results are available by contacting the GCSAA Career Development department at (800) 472-7878, ext. 655.

## Compensation – All Superintendents

In 1998, the average base salary for golf course superintendents rose to \$53,205. The observed increase represents a 19.5 percent gain since 1993, or increase of \$8,705 in 5 years.



In 1995, 57 percent of superintendents felt adequately or overly compensated. Today, this number is 70 percent. Half of all superintendents earn more than \$50,000 annually today; 15% of all superintendents earn more than \$75,000 annually.

## Experience & Education

The results of the 1998 Survey compared with findings in 1995 indicate experience and education continue to be significant factors driving salary increases.

Experienced certified superintendents continued to command the most significant average salary increases during the reporting period. Certified superintendents with more than 20 years' experience received an average 17.9 percent salary increase from 1995 to 1998, and certified superintendents with 15-19 years' experience received an average 17.3 percent salary increase. These increases were significantly greater than the national average CGCS salary increase of 10.4 percent during the same time period.

Similarly, certified superintendents with the highest education levels realized greater salary increases than their peers during the reporting period. Certified superintendents with master's degrees averaged 18.0 percent increases from 1995 to 1998; certified superintendents with bachelor's degrees, 9.9 percent increases; and certified superintendents with 2-year certificates, 8.6 percent increases.

	1998 Avg. Salary	1995 Avg. Salary	% change
CGCS with bachelor's degree	\$64,912	\$59,068	9.9%
CGCS with master's degree	\$67,355	\$57,078	18.0%
CGCS with 15-19 yrs. experience	\$66,286	\$56,512	17.3%
CGCS with > 20 yrs. experience	\$66,774	\$56,618	17.9%
CGCS National Average	\$62,948	\$56,994	10.4%

## Compensation for Certified Golf Course Superintendents (CGCS)

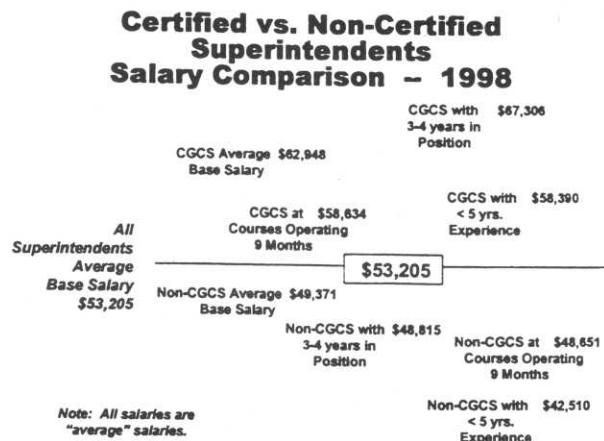
The average salary of a CGCS rose to \$62,948 from \$56,994 in 1995, a 10.4 percent increase, or an average annual increase of 3.5 percent. The average base salary for all superintendents increased 7 percent from 1995 to 1998, at an average annual rate of increase of 2.3 percent.

Certified superintendents' salaries average 27 percent greater than superintendents who do not have GCSAA certification. Furthermore, certified superintendents in almost all categories of comparison exceed the national average base salary for all superintendents. The following chart illustrates the impact certification has on salaries.

*(Continued on Page 35)*

# Compensation and Benefits—

(Continued from Page 34)



Exceptions to overall base salaries for certified superintendents exceeding the national average for all superintendents are certified superintendents of municipal courses, courses with nine holes and courses where annual maintenance budgets are less than \$100,000.

This year's survey also finds overwhelming support by employers for involvement in GCSAA. The 1998 Survey finds that 96 percent of all employers pay GCSAA dues, 91 percent pay for seminar/trade show fees and travel, and 89 percent pay superintendents' chapter dues.

## Employment Activity During 1997-98

Almost 20 percent of survey respondents reported being in their positions for less than 2 years in 1998. The number of superintendents who reported recently changing jobs (within 2 years) in 1995 was 25 percent of all superintendents responding.

In 1998, the average reported salary of certified superintendents with less than 2 years in their current position was \$66,978. This salary level is 26 percent above the average base salary (\$53,205) for all superintendents.

The median response to the 1998 Survey profiles a superintendent with 10 years' experience as a superintendent gained working at two different golf facilities, with six years spent in his/her current position. In 1995, the median survey respondent had 12 years' experience, with seven years in the current position.

## Compensation Boosted by Bonuses

Seven percent more of GCSAA members are receiving a bonus than in 1995. Criteria for bonuses are merit and performance on the job, profitability of the overall operation and staying within budget. The average annual bonus for all superintendents in 1998 was \$3,710, up 11 percent from the average bonus in 1995 of \$3,353.

## Salary Increases by State

Certified superintendents in 19 states reported salary increases in 1998 from 1995, above the national average of 10.4 percent. New Jersey led all states in average salary increases for certified superintendents over the three-year reporting period with a 51.5 percent increase from 1995 (\$50,247) to 1998 (\$76,145). Certified superintendents in Oklahoma ranked second in the nation in average salary increases (45.5%) and Delaware ranked third (32.1%).

State	% Change '95-'98	'98 Avg. Salary	'95 Avg. Salary
New Jersey	51.5%	\$76,145	\$50,247
Oklahoma	45.5%	\$69,300	\$47,618
Delaware	32.1%	\$63,600	\$48,150
Massachusetts	29.9%	\$72,480	\$55,814
California	27.8%	\$73,665	\$57,625
Connecticut	25.2%	\$76,533	\$61,129
Georgia	22.5%	\$71,900	\$58,673
Virginia	22.3%	\$68,850	\$56,290
Pennsylvania	21.9%	\$64,801	\$53,150
New York	19.7%	\$68,049	\$56,827
<b>Average</b>	<b>10.4%</b>	<b>\$62,948</b>	<b>\$56,994</b>

States that saw significant decreases in the annual average salaries for certified superintendents from 1995 to 1998, included South Dakota, Kentucky, Iowa, Montana, Kansas and Wyoming.

## Regional Analysis

Using the United States Golf Association (USGA) Green Section regional designations, the average salary by state and region for certified superintendents reveals the following:

- The Mid-Atlantic region (Delaware, Kentucky, Maryland, Ohio, Pennsylvania, West Virginia, and Virginia) posted the most significant increase in average salaries, up 27.9 percent from \$55,223 in 1995, to \$70,621 in 1998.

(Continued on Page 38)

# EDITOR'S CORNER

By Steve Shumansky  
Perham Lakeside Country Club



## Autumn

The Oxford Dictionary I have in front of me says "Autumn is the season between summer and winter." To me, and I think a lot of you, Autumn means, the down swing, over the hump, counting days til we close our courses, days are shorter, nights are cooler and we can look at our accomplishments over this past season and smile, feel proud of what we and our staff have done. Was it that drainage project? New green? New tee, irrigation project or the growth of a complete course? Maybe major renovation of our existing course? For some it was, and still is, the clean-up after some nasty storms ripped through their courses and scarred them badly. Whichever it was, I hope you can, as I am, feel very proud about how the season is ending up. For sure it's not over, but think about it, the tough stuff is behind us now...or is it? I for one sure hope so! I'll leave it at that.

## Serving as a Board Member

I recently spoke to Fred Taylor on the phone, we talked about the weather, how things are going at each other's course and about who might want to serve on the Board of Directors for this fine association. For me, being a part of our association has given me more respect for what we are all about. I think about little things like, would I normally just pick up the phone and call Fred? Call Jim Nicol? Paul Eckholm? Or any of the other people in our association or Board of Directors to shoot the bull for a while, act like I have a reason to call? I don't think so. This is one of the things serving on the board has done for me, besides learning how it's run, how Scott and Jeff do things, where our money goes. It's part of being involved. Maybe you don't have the time, or have served in the past, or maybe think you're not good enough to serve. I thought that for a while, and look where it's got me, you're reading my thoughts and feelings every month. All I ask of you is, think about it; I don't want this to sound like a political campaign, but help serve your association.

## Western Minnesota Bull Session

A bull session has been scheduled at Alexandria Golf Club on November 2 at 10:00 a.m. All superintendents are welcome to attend. If you have any questions, call Dave Sime at (320) 843-2109.

## Summer Vacation

Did you take one this year? Did you spend time with your family? I sure hope so. If not, and you're feeling the effects

of summer burn out, it's your own fault! As with me, just didn't seem to find the time. Am I ready for the season to slow down? You bet!

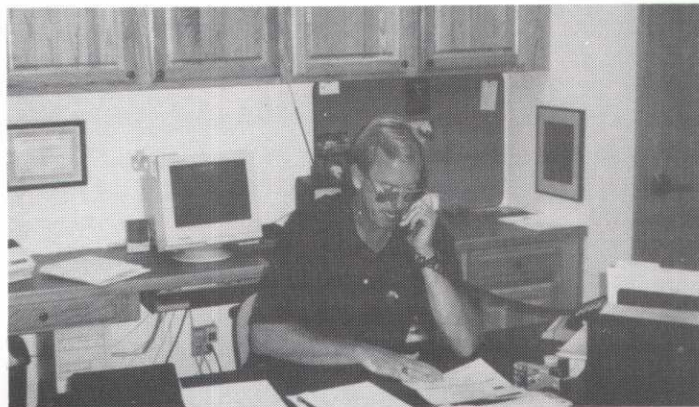
\* \* \* \*

**Henry Toupal**, a past member of the MGCSA, passed away recently. On behalf of the MGCSA our condolences go out to his family.

\* \* \* \*

Well...I've run out of things to write about this month...so I'll close. Have a great month and we'll see ya next month.

— Steve Shumansky  
Editor



Doug Mahal, The Minikahda Club, enjoys his new office.

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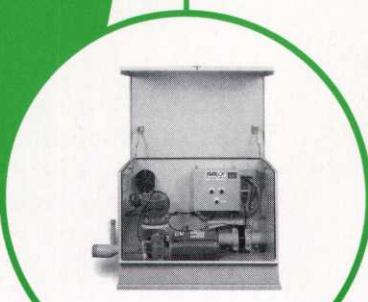
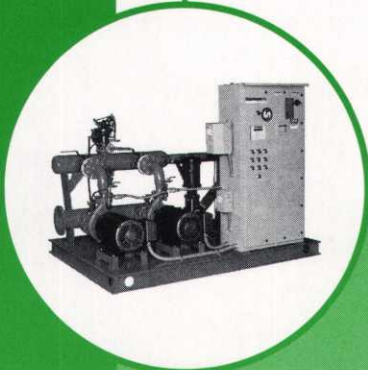
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# Compensation and Benefits—

(Continued from Page 35)

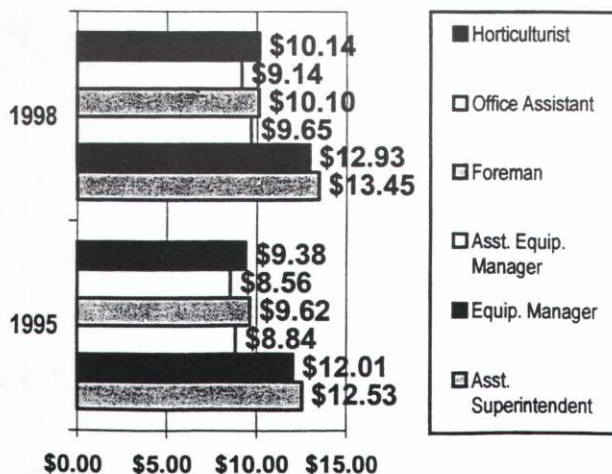
- The Western region (Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon, Utah, Washington) realized the next-highest salary increase of 11.8 percent, \$65,608 in 1998 from \$58,682 in 1995.
- Certified superintendents in Florida, experienced approximately the national average for salary increases (11.4 percent); salaries went to \$67,360 in 1998, from \$60,472 in 1995.

Consistent with regional findings in the survey, courses operating 11 months out of the year saw the most dramatic increase in salaries for certified superintendents, as salaries rose from \$49,731 in 1995 to \$70,070 in 1998, a 40.9 percent increase. The average salary for certified superintendents at courses open year-round was \$63,834 in 1998.

Certified superintendents at courses open seven months out of the year reported an average annual base salary of \$58,085 in 1998; the average salary at courses open eight months was \$62,286.

## Other Compensation Information

In 1998, the average number of employees directly reporting to superintendents was reported to be 15, comparable to 1995 results. Average hourly wages for some of these employees are illustrated below.

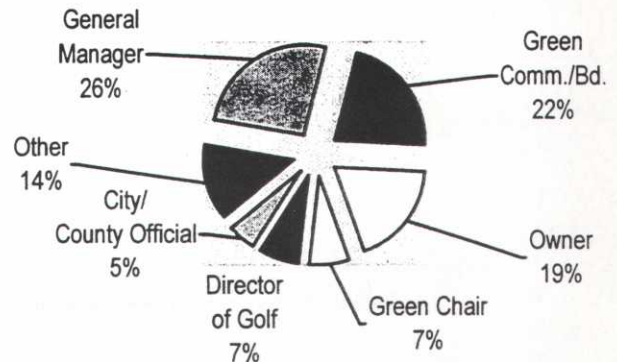


Assistant superintendents' salaries have also increased to \$27,981 in 1998, from \$25,053 in 1995. This 12 percent increase is consistent with the average increase for superintendents during the same time frame.

## Reporting Structure

Twenty-six percent of GCSAA members report to a general manager. Out of that group, 85 percent believe that the GM structure works for them. Thirty-one percent of all members indicate an interest in becoming a general manager.

### Reporting Structure



Green committee/board of directors, owners and green chairs are the other most frequently reported supervisors of superintendents. These reporting relationships did not significantly change from 1995.

In 1998, more than 900 superintendents responded that they reported to a general manager. Of those superintendents, 85 percent believe this reporting structure works for them, with 15 percent disagreeing.

Reprints of this analysis or copies of the complete 1995 and 1998 *Compensation and Benefits* reports are available from the GCSAA Career Development department by calling (800) 472-7878, ext. 655.

## Golf Course Superintendents Association of America

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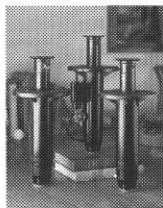


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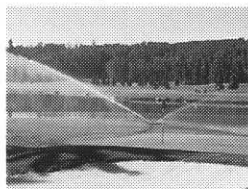
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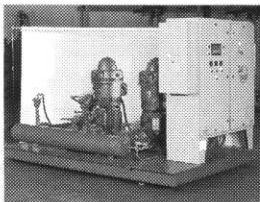
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