

closing. Those who have planned their games for the day start their fussing, although I have found that the vast majority are always behind the green chairman in decisions of this kind.

Acting from a genuine motive—to do everything to build better turf for the members' enjoyment—the superintendent and green chairman must pursue their

efforts willing to be replaced rather than to let possible criticism induce them to avoid a necessary, if annoying, practice.

It must not be inferred from the above observation that constructive criticism and suggestions should not be welcomed. Indeed they should be invited. I have profited by many constructive suggestions over the years.

## Question and Answer Session

MODERATOR: William H. Bengeyfield, USGA Green Section Western Director

PANEL MEMBERS: Mr. Williams, Mr. Boyd, Mr. Eckstein, Mr. Henry,  
Mr. Charles G. Chapman, member of Country Club of Detroit,  
Grosse Pointe Farms, Mich.  
Mr. Herb Graffis, Journalist & Publisher, Chicago, Ill.  
Mr. James M. Latham, Jr., USGA Green Section Southeastern  
Agronomist

MR. BENGHEYFIELD: Let's start the questions by asking one of Mr. Williams. How often should long range planning be reviewed?

MR. WILLIAMS: I think it should be reviewed annually. New committee members should have a chance to understand, study, and re-evaluate the plan. Cost changes represent a factor that will call for re evaluation of a program.

MEMBER: Why is it that many clubs place the cost of swimming pools, tennis courts, clubhouses and things of that nature under golf maintenance. Will Mr. Eckstein please comment?

MR. ECKSTEIN: Each club handles these things a little differently. The only satisfactory way of handling such matters is to set up a separate budget account for each item of this kind. Actually, most clubs charge some costs to other budget items. I noticed we were buying sand when there was no money in the sand account; it was charged against the drainage and sewerage account.

MEMBER: Bob Williams has made it a practice to hire young men who have come to our golf course and worked under him and have advanced to superintendents. This is Bob's idea and we are delighted to go along with it. We are going to have a lot of young men on golf courses around the area.

MR. BENGHEYFIELD: There are clubs who are doing something about training young men. Apparently they don't mind when these young men reach the stage where they can handle a superintendent's job.

MEMBER: Does the USGA help young men who have graduated from agricultural colleges to get into golf course jobs? Do you have a committee for that?

DR. FERGUSON: I don't believe there is a special committee but students rarely have difficulty getting placed. Green Section agronomists are able to help graduates get into jobs for additional training.

MR. BROWN, Secretary, Golf Course Superintendents' Association: The Golf Course Superintendents' Association is quite concerned about the training of people as well as the cost of operation. Part of our function is a clearing house for employment, and we have continual requests from clubs and superintendents for young men who are interested in going into the profession. We welcome such inquiries from young men, as we do welcome inquiries from clubs seeking to hire such individuals.

MEMBER: I am from the Olympia Fields Country Club in the Chicago District, and it is a great opportunity to take young men and train them as I have done. My thought has been that it would be a good idea if we could provide scholarships—a lot of clubs pay into scholarships for caddies.

MR. WILLIAMS: The Golf Superintendents' Association now sponsors, I think, three scholarships. In answer to the same question, at Beverly we have recognized this problem and we are doing what small part we can with our limited funds to help, train, and school some of these young boys who want training.