

**STATEMENT OF OWNERSHIP,
MANAGEMENT, AND CIRCULATION**

(Act of October 23, 1962; Section 4369, Title 39, United States Code.) 1. Title of Publication — USGA GREEN SECTION RECORD. 2. Date of Filing — September 29, 1995. 3. Frequency of issue — Bimonthly: January/February, March/April, May/June, July/August, September/October, and November/December. 3A. Number of issues published annually — 6. 3B. Annual Subscription Price — \$15.00. 4. Complete mailing address of known office of publication — USGA, Golf House, P.O. Box 708, Far Hills, Somerset County, N.J. 07931-0708. 5. Complete mailing address of the headquarters of general business offices of the publisher — USGA, Golf House, P.O. Box 708, Far Hills, Somerset County, N.J. 07931-0708. 6. Names and addresses of Publisher, Editor, and Managing Editor: Publisher — United States Golf Association, Golf House, P.O. Box 708, Far Hills, N.J. 07931-0708. Editor — James T. Snow, USGA, Golf House, P.O. Box 708, Far Hills, N.J. 07931-0708. Managing Editor — James T. Snow, USGA, Golf House, P.O. Box 708, Far Hills, N.J. 07931-0708. 7. Owner (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 percent or more of total amount of stock. If not owned by a corporation, the names and addresses of individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual must be given. If the publication is published by a nonprofit organization, its name and address must be stated.) — United States Golf Association, Golf House, P.O. Box 708, Far Hills, N.J. 07931-0708; President — Reg Murphy, USGA, Golf House, P.O. Box 708, Far Hills, N.J. 07931-0708; Vice Presidents — Judy Bell and F. Morgan Taylor, Jr., USGA, Golf House, P.O. Box 708, Far Hills, N.J. 07931-0708; Secretary — Gerald A. Stahl, USGA, Golf House, P.O. Box 708, Far Hills, N.J. 07931-0708; Treasurer — Trey Holland, USGA, Golf House, P.O. Box 708, Far Hills, N.J. 07931-0708; 8. Known bondholders, mortgagees, and other security holders owning or holding 1 percent or more of total amount of bonds, mortgages, or other securities — None. 9. For completion by nonprofit organizations authorized to mail at special rates — The purpose, function, and nonprofit status of this organization and the exempt status for Federal income tax purposes has not changed during preceding 12 months. 10. Extent and nature of circulation —

	Average No. Copies Each Issue During Preceding 12 Months	Actual No. Copies of Single Issue Published Nearest to Filing Date
A. Total No. Copies (Net Press Run)	19,300	18,000
B. Paid and/or Requested Circulation		
1. Sales through dealers and carriers, street vendors, and counter sales (not mailed)	508	None
2. Paid or Requested Mail Subscriptions	16,424	16,635
C. Total Paid and/or Requested Circulation (Sum of 10B1 & 10B2)	16,932	16,635
D. Free Distribution by Mail (Samples, Complimentary, and Other Free Copies)	648	598
E. Free Distribution Outside the Mail	133	300
F. Total Free Distribution (Sum of D and E)	781	898
G. Total Distribution (Sum of C and F)	17,713	17,533
H. Copies Not Distributed		
1. Office Use, Leftovers, Spoiled	1,587	467
2. Return from News Agents	None	None
I. Total (Sum of G, H1 and H2)	19,300	18,000
Percent Paid and/or Requested Circulation	96	95

I certify that the statements made by me above are correct and complete.

JAMES T. SNOW, Editor

ALL THINGS CONSIDERED

The Need For Teamwork

by **JAMES F. MOORE**
Director, Mid-Continent Region,
USGA Green Section

IN CASE YOU HAVEN'T NOTICED, people are tired of *gridlock*. They have had it with those who will not work together, constantly snipe at each other, and are so driven by self-interests that they are unable to contribute meaningfully to a common goal. By the way, I'm not talking about politics — I'm talking about a relationship that is, unfortunately, all too common between the golf course superintendent, golf professional, and general manager.

At a time the GCSAA, PGA, and CMAA are making a greater effort than ever before to work together for the betterment of the golf industry (which benefits everyone concerned), I seldom visit a course where the three individuals represented by these organizations manage to get along. On that rare occasion when I encounter a management team that is truly a team, the predictable result is a golf clientele that greatly enjoys their course, their game, and their facility — regardless of the stature of that facility. Not surprisingly, there also will be at least three employees who enjoy their work.

Obviously, the benefits of teamwork in any management scheme (as well as the drawbacks of the lack of same) are well recognized, given the thousands of books written on the subject. I doubt that there's a superintendent, golf pro, or manager at any course who would dispute the worth of this goal. But how many of these individuals make an honest effort to be part of a team? Instead, it's all too common to visit courses where each individual complains about the others, usually along the lines of "they don't deserve their salary," "they don't do anything except sit around all day," "they say one thing to your face and just the opposite to the golfers," or "without me, this place would fall apart." The most damaging complaints are those voiced to the golfers in a not-too-subtle effort to undermine the credibility of one of their co-workers. Where does teamwork fit into this picture?

All three of these key individuals share a desire to be viewed as "pros" in their respective fields. Jack Burke, of the Champions Golf Club in Houston, Texas, has revealed the secret of being a professional in this industry. To paraphrase Jack, the abbreviation "pro" should not stand for *professional* but rather for *promote*. Superintendents, golf professionals, and managers should *promote* their facility, each other, the game of golf, and anything that increases the enjoyment of those who use the facility. If you do this honestly and actively, you indeed are a professional. You enhance the credibility of your co-workers and yourself, and in the process make your course more enjoyable for everyone.

Much has been written concerning the inevitable changes facing this industry as a result of environmental concern and legislation. For most parts of the country, course operations have already been affected through the restriction or complete loss of pesticides that offered lengthy and broad-spectrum control. At the same time, the cost of running a golfing facility has continued to rise. Golfers are just beginning to find out that they may soon be getting "less for more." However, this does not have to mean they have to accept less enjoyment from the game itself. It *does* mean that the team of professionals responsible for providing that enjoyment must work together better than ever before. Those responsible for hiring the course superintendent, golf professional, and manager, should seek out individuals who honestly are willing to be part of a management team. I believe that this general requirement is as important as the specific skills associated with each position. I also believe that any employee who cannot participate as a team member is a liability who threatens the success of the entire facility and should be replaced.