

# **WESTERN VIEWS**



*Official Publication of the  
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## **PRESIDENT'S MESSAGE**

### **Roger Barton**

I would like to thank last year's board of directors for all of their work and support in 1988. I am looking forward to an exciting season. We have a good meeting schedule, and we hope to have good attendance. The 1988 season was not very good to us as far as the weather was concerned. I am hoping for a normal summer this year.

I have appointed the following chairmen:

EDUCATION: Peter Ashe and Doug Boyle  
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Golf Day this year is June 19 at the Cascade Hills Country Club, with Green Ridge Country Club as the alternate. This is earlier than in the past, but I think this is a good time to get golfers involved in a fund raising event. If you have any new ideas for Golf Day, please contact Paul Richter at the Spring Lake Country Club.

The Michigan State Turf Conference this year was excellent. I feel that Kurt Thuemmel, M.T.F. President, did a great job. This was a good time of year to get together with friends and discuss turf management.

I hope we all have a good season, and I'll see you at the conference in California or at our first meeting in March.



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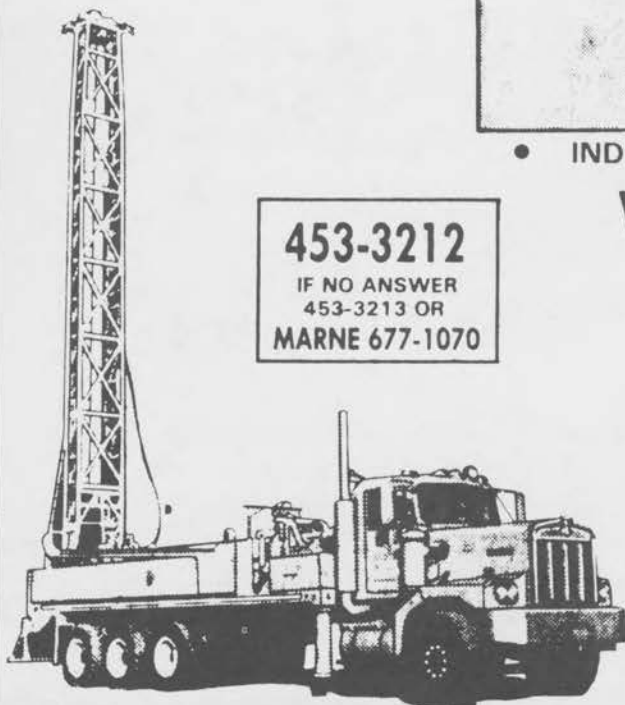
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## WILDLIFE MANAGEMENT ON GOLF COURSES

**FINDING:** Golf courses have traditionally served as sanctuaries for many forms of animal life. While wildlife can pose problems for golfers and golf course developers, with proper monitoring and planning, golf courses and "nature's own" can coexist comfortably side by side.

**WILDLIFE AND THE GOLF COURSE:** Bird watchers have long known that golf courses are especially attractive to many varieties of birds. In the 1920's the National Association of Audubon Societies published the pamphlet "Golf Clubs as Bird Sanctuaries." Golf courses have often provided bird houses in order to attract species that will serve as an environmentally safe form of pest control.

Nevertheless, birds and other animals such as skunks, racoons, deer, elk, and even alligators can pose a variety of problems for golf course customers and employees. These range from simple nuisances such as goose droppings on greens to more serious threats such as infestation with Lyme disease and rabies.

Fortunately, a variety of measures are available that can control such problems without harming the animals in any way. As Jeffrey Marley, a professional authority on wildlife control, explains, "To prevent damage, wildlife must be controlled with devices and techniques that are biologically, environmentally and economically valid, effective and practical. Control measures must be within the law." Such methods include aversion and diversion techniques, including the use of bad-tasting food and noisemakers. For big game such as elk, natural areas can be left in the development of the course to attract them. Marley concludes that control of wildlife is simply a matter of good

environmental management - "the golf course superintendents' forte."

**WILDLIFE AND GOLF COURSE DEVELOPMENT:** A different kind of problem occurs in golf course development as the developer encroaches on what used to be a natural habitat. But golf courses, especially when compared to other kinds of development, are uniquely suited to cope with this difficulty. Since developers wish to take advantage of the natural beauty of the terrain, they have an incentive to preserve animal habitats. The experience of golf course development in the desert bears this out. The Del E. Webb Corp. halted construction of a golf course in Tucson, Arizona, for 55 days until baby hawks in a nest near a fairway were ready to fly. When course development in the Coachella Valley near Palm Springs, California, threatened an endangered species of lizard, the government, developers, and environmentalists worked together to establish a wildlife preserve that would be compatible with course development. Obviously, with proper planning, golf course development need not threaten any endangered animals.

**CONCLUSIONS:** Golf courses are one of those rare kinds of development that can easily harmonize with the natural world, given proper planning and anticipation of potential problems. Golf courses serve as sanctuaries for animal life and need not employ harsh measures to keep wildlife from interfering with the game. Golf course developers respect the environment and can provide habitats to preserve the various species affected by the course.



*President of the Michigan Turfgrass Foundation Kurt Thuemmel C.G.C.S. and Executive Secretary Gordon LaFontaine.*

# ADDING FLOWERS TO THE GOLF COURSE LANDSCAPE

by

*Dr. Lois C. Berg*

*University of Maine at Orono*

Flowers for many years were almost exclusively in separate "flower gardens," whether in private yards, commercial landscapes or public gardens. Landscape architects and contractors traditionally relied on evergreens, deciduous trees and shrubs, turf and a few groundcovers. Flowers were reserved for the avid gardener, and flower gardens were an afterthought to the landscape design.

Times have changed! The fine line that once separated landscaping from gardening had blurred, and more flowers are being used everywhere — not just in flower beds, but as integral parts of the landscape. The increased use of low-maintenance annuals, perennials and bulbs can be seen in the landscapes of gardeners and non-gardeners alike, creating an urban environment that changes dramatically from one season to the next.

These changes are evident on golf courses, too. In the past flowers were found only near the clubhouse. Bulbs added a spark of color in spring, and summer color was derived from sunny beds of marigolds and geraniums, and from shady beds of impatiens. Recently, the use of flowers on the golf course has expanded greatly. Many golf courses have added perennial gardens, wildflower plantings and non-traditional groundcovers. But even more exciting, there has been an increased emphasis on the use of flowers as specimens, much the same as shrubs have been used in the past.

Flowers have much to contribute to the golf course landscape. One obvious attribute is color — flowers offer an endless array of shades, hues and tints from early spring until hard frost. A second attribute is variety. Flowers vary tremendously in texture, color, size, shape, habit, season of flowering and foliar interest, making possible an infinite number of combinations. A third and perhaps more subtle attribute is the effect of that variety on the landscape. Flowers change dramatically from one season to the next. A landscape of trees and shrubs can be quite constant, but a landscape using flowers changes constantly. Each season has its own look: a touch of color brightens the spring landscape, full color develops in summer, textures emerge in autumn, and the color of flowers gives way to the architecture of trees and shrubs in winter. This change can be a great asset on a golf course, relieving the sameness of the view from one week to the next throughout the season. Even the pros appreciate a change in the scenery.

## **Making the Selection**

With thousands of annuals, perennials and bulbs available, it can be a challenge to select the right plant for the right place. There are several basic factors that will help you choose specific plants.

First, consider hardiness. Of course, this is not an issue when choosing annual flowers, but it is the single most important factor in selecting perennials and bulbs. Take

the time to visit perennial nurseries and observe public and residential plantings to see what plants are hardy in your area. Check with a landscaper, garden designer, or better yet, a long-time local gardener. Catalogs can be quite misleading, since they classify plants by generalized hardiness zones. Be aware that some "hardy" plants require mulching over winter to survive, while others are reliably hardy with no protection at all.

Second, match the flowers to the environment. There is a flower for every location from dry shade to wet sun, but there is no single flower that is adaptable to all environments. Consider the soil (pH, soil temperature, nutrient levels, moisture levels, texture, drainage), temperature (frost dates, reflection of heat of buildings, diurnal fluctuation), light (intensity as well as duration), wind, precipitation and weed problems. It is far easier to manage flowers that are planted in the proper environment than those planted in a location to which they cannot adapt.

Third, give top priority to plants that are low-maintenance. Remember that low-maintenance does not mean no maintenance. Most flowers require more work than trees or shrubs. Most annuals, for instance, require deadheading (removal of spent flowers to encourage rebloom) at least weekly throughout the season. Most perennials should be cut back after flowering. Some flowers need weekly pest control, some require seasonal pruning, several benefit from staking. None of these maintenance needs should in and of itself eliminate a plant from your list, but they should be considered before plant selection.

Fourth, aim for long-lived perennials and bulbs and full-seasoned annuals. Most perennials flower for only a few weeks during summer, but their value in the landscape increases with age. Short-lived perennials may perform well for one or two years, but decline or die in subsequent years, making them fairly high-cost plants. Some bulbs are quite permanent, lasting for many years, while others become weak after only one or two years. With the high cost of installing bulbs, it's worth taking the time to select those that will last for many years. Many annuals will flower over the entire summer, but some will stop in the heat, and others require pruning and deadheading to promote season-long flowering. Still others will burn out and die before the end of summer, leaving a bare spot in the landscape. Visit public gardens and trial gardens sponsored by seed companies and the All-American Selections organization to evaluate annuals for performance.

Fifth, consider how long and at what time of year flowers are effective. Some annuals, like impatiens, flower the entire season with very little if any maintenance. On the other hand, most perennials bloom for less than a month, but many have excellent foliage and form the entire season.



Some perennials, like several of the ornamental grasses, are effective even in winter. Match your needs with what the plant offers.

Sixth, always consider function before beauty. Remember that a golf course exists primarily for the game of golf. Flowers should not interfere with that game. Flower beds and borders should be placed near the clubhouse where the public can observe their beauty, or between holes and out of play. On the other hand, the course can be beautified through the judicious placement of flowers among shrub and tree borders, along fences and near benches.

### Suggested Uses

The design possibilities for flowers on the golf course are endless, but here are a few ideas based on the above guidelines. Unless otherwise stated, these are full-sun plants.

- Use **Astilbe x arendsii** as a ground-cover in a shady place. Several red, pink and white cultivars are available, flowering for 3-4 weeks in July and August. Astilbe is very hardy, requires no maintenance except for cutting back in the fall or spring, and cutting off old flowers after flowering. The foliage remains an excellent coppery green the whole season. Astilbe is generally a pest-free, very hardy perennial. It reaches 2-3' in height.

- Incorporate **Sedum spectabile** 'Meteor' or Autumn Joy' into shrub borders. The pink-red flowers are effective for over a month from late summer to early fall, and can be left on the plants to add texture to the winter landscape. The apple-green succulent are very high quality for the whole season. This perennial is virtually pest-free. Both cultivars reach a height of 24-30".

- Use an ornamental grass like **Miscanthus sinensis** 'Gracillimus' in shrub borders or along a fence. The 5-foot tall plumes of this perennial clump-grass are very effective in September-October, turning gold late in the season. The plumes create winter interest when left on the plants.

- Use **Iris sibirica** 'Caesar's Brother' as a background for an annual flower bed. This dark blue Siberian iris is an excellent spring perennial, staying in flower for 2-3 weeks. Cut back flowers in early summer. The foliage clumps, 2-3' tall, are excellent throughout the season.

- **Paeonia lactiflora** and **Paeonia tenuifolia** are beautiful peonies. The first, **P. lactiflora**, is the traditional peony. It is effective as a single specimen, and can easily take the place of a shrub. Select single-flowered peonies, which do not require staking and do not flop over in a spring rain storm. It reaches 36-42" in height, is available in reds, pinks and white. **P. tenuifolia** is the "Fern-leaf Peony", a much finer textured perennial than the other. It is available only in red. The 24" Fern-leaf Peony dies back by mid-summer; place it in the foreground of a shrub border for spectacular spring color; allow it to die back naturally.

- **Rudbeckia** 'Goldsturm,' **Achillea** 'Coronation Gold' and **Anemone hupehensis japonica** are outstanding perennials,

useful on the golf course as single specimen plants in shrub borders. 'Goldsturm' flowers for 6-8 weeks in late summer. It is a 36-48" tall, clump-forming, somewhat spreading yellow coneflower.

'Coronation Gold' is 36" tall, bright golden yellow, and very prolific in flowering. The gray-green fern-like leaves of this Yarrow form a 15" clump, and the flowers are held high above. It is very heat and drought-tolerant.

The Japanese Anemone forms a dark green 24" mound, and flowers in late summer. The delicate-looking lavender, pink or white flowers are held above the leaves. It does best in semi-shaded areas, and is also very effective when planted in mass.

- **Hemerocallis**, or Daylilies, are highly adaptable, low-maintenance perennials. Colors range from palest yellow through gold and orange to near-red, with many bicolors; flowers may be single or double; individual cultivars flower over several weeks between late June and late August; height varies from 1-4'. Daylilies are excellent for erosion control on banks, and are often used as a large-scale groundcover. This is truly a multi-purpose perennial, equally effective in a naturalized garden or as a specimen clump.

- **Hosta** is a large genus of perennials with great variety, ranging in size from less than 1' to over 3' high and great spread. Leaf color ranges from pale yellow-green to distin-

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tive blue-green. Many cultivars have variegated color. Flowers, generally held above the foliage, are white, lavender or blue, and often fragrant, flowering for a 2-3 week period from mid-to-late summer. This shade-requiring perennial is useful for many purposes due to its diversity of form. Larger types are useful as specimens, and mid-size types as groundcovers.

- Bulbs belong in every landscape. They brighten up a bare bed used later for annuals and add color to an evergreen planting. Remember these pointers when planning for bulbs.

Daffodils are best planted in large irregular patches in light shade, where they are naturalized into a permanent planting.

When planning a bed of daffodils and tulips, use "single early tulips," which flower at the same time as daffodils.

Leave bulb foliage undisturbed for six weeks after flowering before cutting back, to allow for replenishment of the bulb.

Planting in clumps or a broad swath is more effective than planting in straight lines.

Tulips are excellent when interplanted among daylilies. The tulip gives early season color, and their drying foliage is covered by the daylilies.

Annuals are generally planted in beds or borders where they can supply a splash of color. However, they are also effective when planted in smaller numbers among trees and shrubs. Try planting a few individual plants of impatiens in a shrub border. You will be quite surprised at how large a 'Blitz' or 'Novette' impatiens can grow in one season!

For a very low-maintenance small edging plant around a flower bed or shrub border, try **Sanvitalia procumbens**, the creeping Zinnia. It is 6" tall and very spreading with masses of small daisy-like yellow flowers. An orange-flowered cultivar, 'Mandarin Orange' is among the 1987 All-American Selections. Creeping Zinnia has no insect or disease problems and the plants bloom until frost, despite heat and drought.

Another annual to try in small clumps is **Salvia farinacea** 'Victoria'. This cultivar of the Mealycup Sage has a high flower-to-foliage ratio, giving maximum blue color and excellent quality foliage.

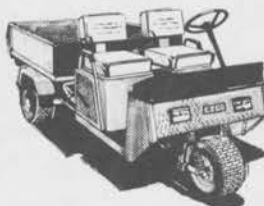
Sometimes old ideas are best; **Canna x generalis** is still one of the best large annuals. Older cultivars grow to 5' in height and are hard to use in landscape, but newer types are only 24" tall, with less coarse foliage. Try a few among the shrubs.

Two last suggestions; break any rule you don't like and be creative. Some of the best flower combinations happen through experimentation. Try a few new flowers each year, and keep notes for future reference.

CREDIT: *The Grass Roots*  
December 1986

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To students at many colleges and universities, TGIF means getting away from books and getting an early start to the weekend.

In one department at Michigan State University, however, it means nothing of the sort. In this case, TGIF stands for Turfgrass Information File, a cooperative effort by the United States Golf Association and Michigan State to provide information on turfgrass management and research.

Begun in 1984, TGIF is a bibliographic computer database designed and developed by the MSU Library. The system, the first of its kind, provides access to all published materials reporting the results of research that affects turfgrass and its maintenance.

"Nothing like this has ever been done before," explained Peter Cookingham, project manager of the Michigan State Libraries. "There are thousands of bibliographical databases out there, but never before has there been one on turf. Some of the material has been out there, but prior to this only searching professionals would know where to go to find it."

The collection is a compilation of materials both old and new. With more than 2,000 new records being added each year, the database has grown to total some 14,000 records. Included in the collection are early works on turf culture, such as "Golf Greens and Green-keeping," published in 1906, and "The ABCs of Turf Culture" (1928).

The TGIF project was located at Michigan State because of the previous existence there of the O.J. Noer Memorial Turfgrass Collection. Including books, journals, research reports and conference proceedings, the Noer collection is recognized as one of the best in the country. Noer was the 1963 recipient of the USGA Green Section Award.

A private foundation, the Turfgrass Information Center has been created through the joint efforts of the USGA and Michigan State. Its goals are threefold: to develop and maintain the collection; to provide computer access to the bibliographics data of turfgrass research; and to deliver documents from the collection to researchers, practitioners and other appropriate users.

Much of the use currently being derived of the project is of the problem-solving nature of golf course superintendents. The first block of subscribers has drawn nearly equal proportions of academic institutions and the private sector, such as landscape firms and architects.

Although the librarian at TGIF acquires much of the materials needed for the collection, a network of researchers and practitioners in the field is being developed to assist in its growth.

Access to the collection is provided by the USGA TGIF, an on-line computer-based bibliographic database, to which anyone can subscribe for an annual fee.

For a basic subject search, more than 13,000 possible keywords are available to the user. The computer will then find records in which the term entered appears, either as part of the title or as an assigned subject. The computer also enables the user to locate specifics, such as the retrieval of records by certain authors, from specific journals, or proceedings within a particular year or range of years.

The information is not restricted to those in the agronomy field, or even to those with access to the Michigan State facilities.

Anyone interested in a subject can either call the center or submit a request by mail. If done by mail, it is helpful to be as specific as possible about the subject matter.

It even is possible to search the database on one's own computer. Although the TGIC needs to be contacted to receive the necessary technical details and forms, dial-up access can be supported by most IBM PC or PC-compatible systems with the necessary software. The computer is available daily 18 hours per day.

"With a computer, the intermediary is removed," explained Cookingham. "With a PC and link you can self-research. The procedure really is quite easy."

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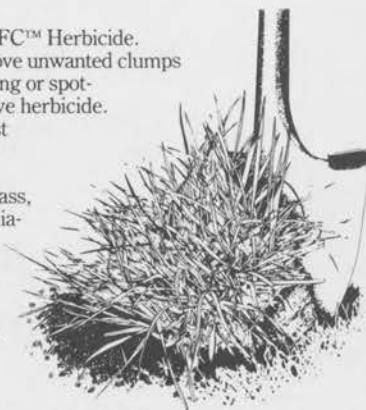
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Phone requests for information can be made at 517/353-7209 or by writing: Turfgrass Information Center, W-212 Library, Michigan State University, East Lansing, MI 48824. Additional information also is available by calling the USGA Green Section at 201/234-2300, or by writing: United States Golf Association, P.O. Box 708, Far Hills, NJ 07931.

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## GETTING FIRED: OPTIONS FOR AFTERWARD

The dramatic scene in which the boss calls you in, gives you two weeks' pay, and orders you to be out of the building by sundown is rare.

But still, few experiences are more devastating than being fired, whatever the technique. Most Americans work, by common law, at their employer's will, and they can be fired with or without good reason.

If you are a union member or a civil service worker, you enjoy safeguards against unjust or unreasonable firing, and you have the opportunity to appeal.

Even those who work for "at will" employers have some protection against firings and other job-related actions resulting from discrimination based on race, color, sex, marital status, age, religion, national origin and handicaps.

But for most people, the options after being fired are limited. You can accept it and negotiate for the best possible severance package or you can fight back.

Negotiations don't have to begin on the spot. Ask to return later, perhaps the next day, and work out the details when you've collected your thoughts.

Unless you're up against a heartless hatchet person, the boss will probably be sympathetic. So if you think you deserve a better deal, ask for it.

Give your reason. To strengthen your case for more severance pay and other help, point out what you have accomplished for the company.

In most cases, if the request for more severance is reasonable, the company will approve it, says Robert Wald, a human resources management consultant in Pasadena.

Companies don't want former employees bad-mouthing them, and if a little severance will take care of that, they'll often go along, Wald told *Changing Times*.

The contents of your severance package depends on the industry you're in, your job level and how long you have spent with the company firing you. These are reasonable things to ask for if they aren't offered:

\* A month's pay for each year of service for senior employees; three to six months' pay for shorter-term employees.

\* Continuation of your benefits, such as health and life insurance, for a specified term-until you can be expected to find a new job.

\* Agreement on the wording and timing of the announcement of your departure.

\* A promise of a decent reference in your search for a new job.

\* Assistance from an outplacement firm. You might ask for this if it isn't offered. If it is offered and you don't think you'll need it, you could negotiate for more cash.

\* Reimbursement for some of the costs of your job search, such as long-distance phone calls, car expenses, secretarial help, and perhaps even some office space. An outplacement firm may provide you with some of this.

Should you fight back if you're fired?

The fact is, few firing decisions are reversed, despite special pleading or stronger action, including lawsuits, by the victims.

A boss who has reached the point of firing presumably over time has accumulated reasons for doing so. You may have received warning signals. Winning a lawsuit may not get your job back, and it could hurt your career advancement with a new employer by branding you as a troublemaker.


If you are near the end of your career with scant prospect of finding another job, or you stand to lose retirement and other benefits, you might consider a lawsuit.

If you're at midcareer and hope to move on to another job, think about the impact of a suit on your prospects.

But if you are fired and suspect illegal discrimination, contact the Equal Employment Opportunity Commission for help. If the EEOC believes you have a valid complaint, it will help you seek restitution from your employer.

An employer should give you very specific reasons for your firing, with facts, figures, written documentation of your performance deficiencies and management's attempts to help you correct them. Barring evidence of discrimination, such documentation could eliminate any basis for your lawsuit.

Yet, enough lawsuits have drawn sympathetic verdicts from judges and juries to constitute something of a trend, at least toward the idea that employers should exercise



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their prerogative to fire employees in a fair and even manner.

Courts in at least 16 states have found exception to the "at will" doctrine. The lines of reasoning they have most often followed are these:

\* Implied contract. Even if an employment contract doesn't exist, implied contract terms may exist in the language of an employee handbook or in a boss' remarks about the employee's future with the company, for instance. Therefore, the courts say, the employment was not "at will", but contractual.

\* The principle of good faith and fair dealing. Despite the "at will" doctrine, an employer is morally obligated to deal with employees fairly and in good faith. Action other than that could be cause for legal action.

\* A concern for public policy. If an employee is fired for any reason that conflicts with public policies held, to be for the greater good of society, the action could be ruled unwarranted, such as absence due to jury duty or for filing a worker's compensation form-actual cases.

If you do go to court and win, your awards could range from back pay, lost benefits, actual damages and attorney's fees to punitive damages against a guilty company and possibly, though not likely, reinstatement in your job.

CREDIT: CHANGING TIMES  
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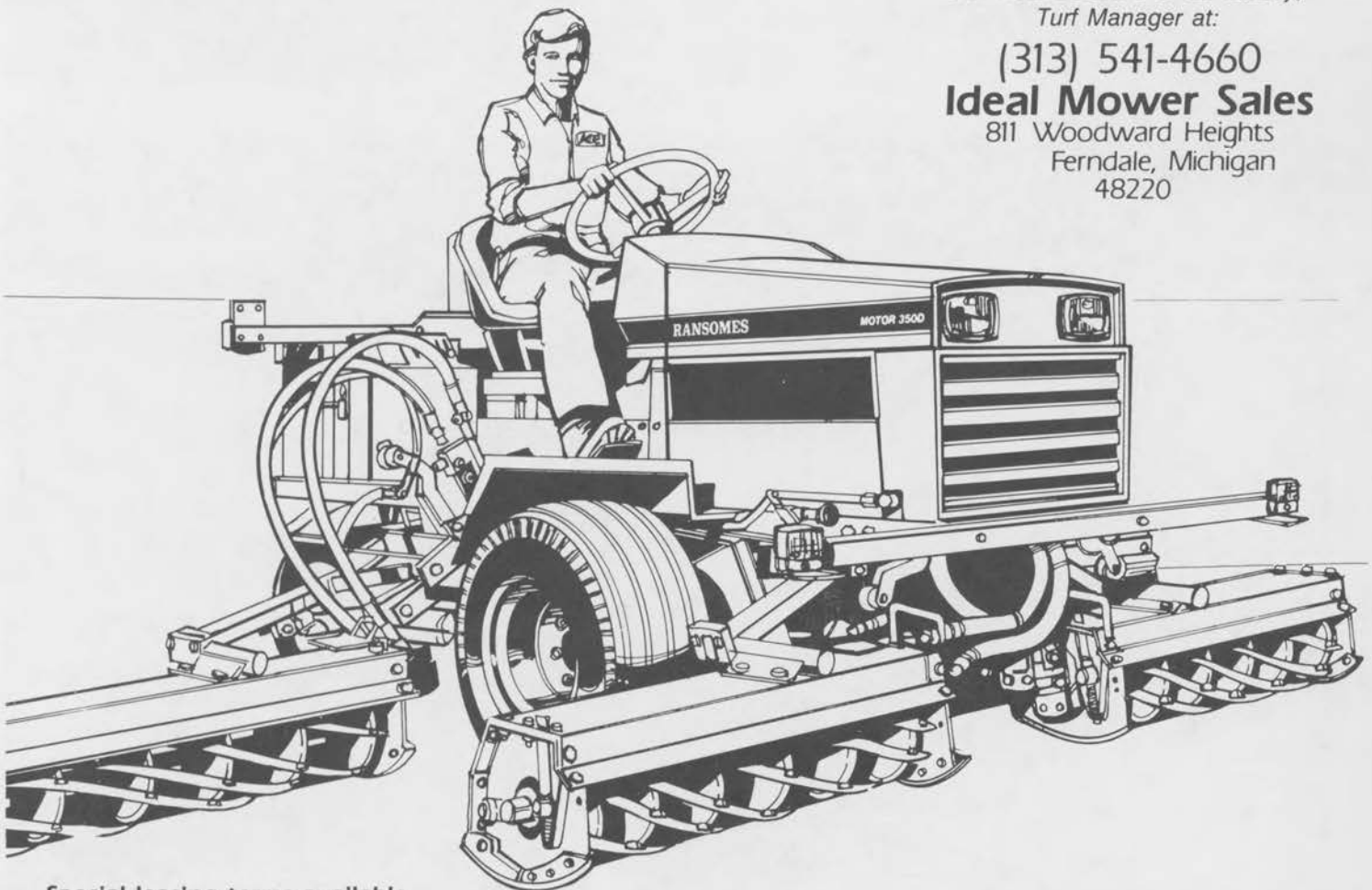
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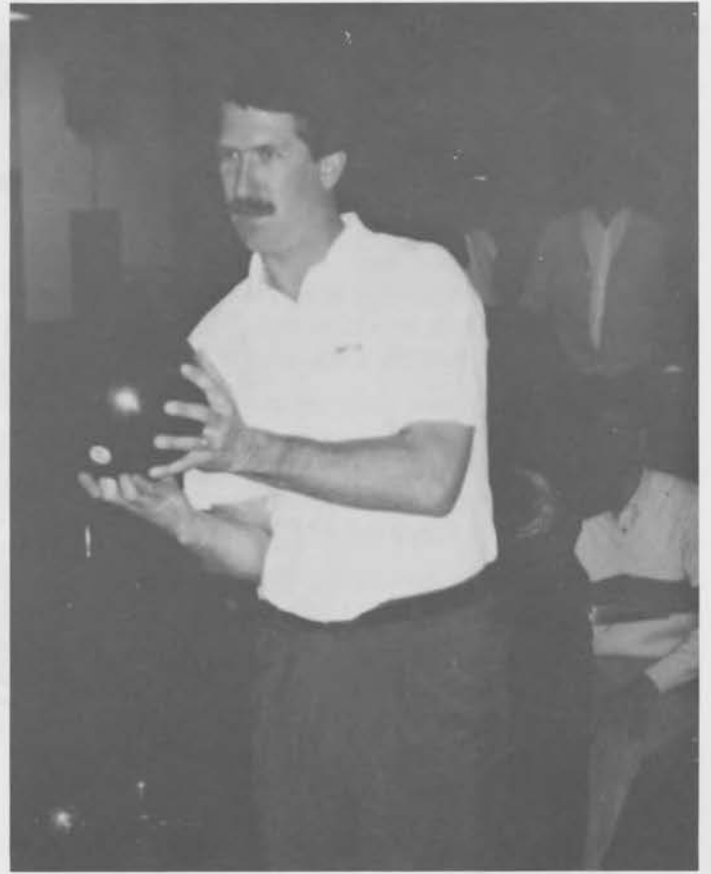
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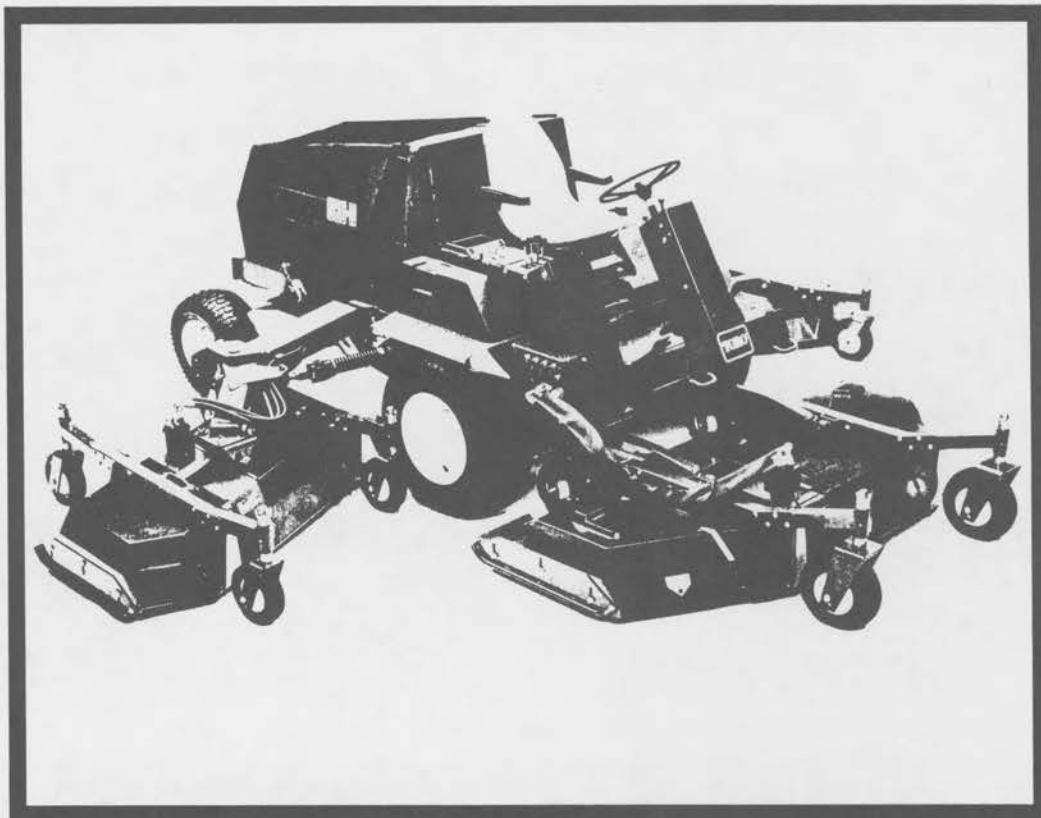


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## GOLF COURSE MECHANIC THE UNSUNG HERO

The past ten years have brought about tremendous change in the equipment that golf course superintendents use to maintain their golf courses. Tractor drawn, ground driven units for use on fairway turf and certain rough areas are virtually a thing of the past. The trend to use lightweight mowers in the three and five unit classification on fairway turf has been established and appears to be here to stay.

Golf Course Superintendents seem to be cutting all fine turf areas at lower heights, which puts a premium on a sharp, properly adjusted, well maintained machine. The person generally responsible for the overall performance of a mowing machine and other golf course equipment is the Golf Course Mechanic.

Many golf courses today have equipment inventories that easily exceed \$300,000 in replacement cost. Included in the inventory are many specialized pieces of equipment which require all together different preventative and daily maintenance, such as mowers of varying types and styles, tractors, transport/utility vehicles, spray apparatus, aerators, trucks, trap rakes, weed eaters and sod cutters. The list could go on. Maintaining all the above mentioned equipment in proper operating condition sounds like a large responsibility. It is.

The majority of golf course maintenance operations needs a full time mechanic. The Golf Course Superintendent doesn't usually have time and is not paid to be the hands-on mechanic. The superintendent's time is to be devoted to managing and maintaining his golf course.

A qualified Golf Course Mechanic should have a thorough understanding of internal combustion engines, both two and four stroke, reel mower maintenance and repair. Some knowledge of hydraulic system maintenance and repair is very helpful, since so many machines are using hydraulics as a power source.

The equipment maintenance area where the mechanic spends many hours should be neat and clean. A good supply of the power tools with easy accessibility should be available. Tools should not leave the shop unless the mechanic needs them in the field.

The parts area should be stocked with often-used items, plus a supply of items that habitually utilize Murphy's Law should be kept on hand.

Finding a mechanic that meets your specifications is indeed a tough task. What is a good way to find and keep that "Great Mechanic" we are all hoping for?

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One possibility is to hire a vocational school student whose schooling has covered the basics and by utilizing local equipment dealers to train a person on how to maintain the specific equipment you have in inventory. Also, there could be someone on your existing crew who, with some extra effort and training, could work into the position.

I feel that we as Golf Course Superintendents, through the use of proper communication channels with our committee chairman or Board of Directors, can have the funds allocated to properly train and educate our Golf Course Mechanic. Once the Superintendent feels comfortable with the mechanic's abilities, the mechanic should be compensated adequately for his skills and efforts. After all, the mechanic's position is a very important one.

When viewing your golf course, if the greens are rolling well, fairways striped to perfection and equipment breakdowns are at a minimum, remember your mechanic. He can make your whole operation run much more efficiently.

Charlie Cross  
Three Rivers Green - Dec. 1987

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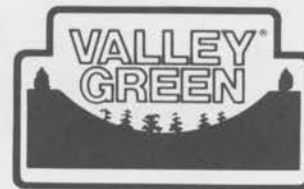
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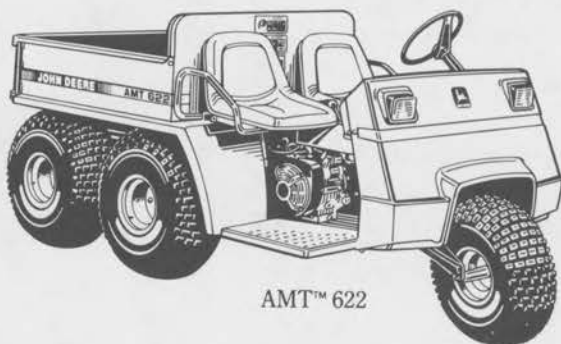
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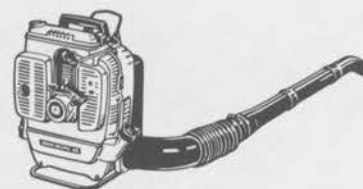
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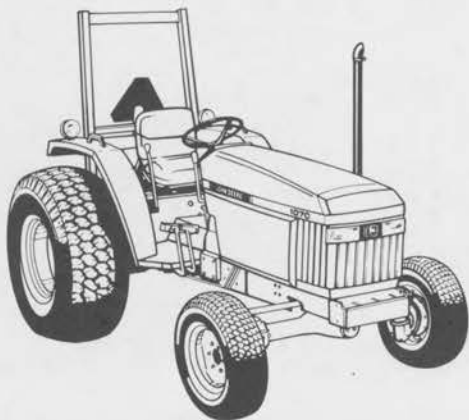
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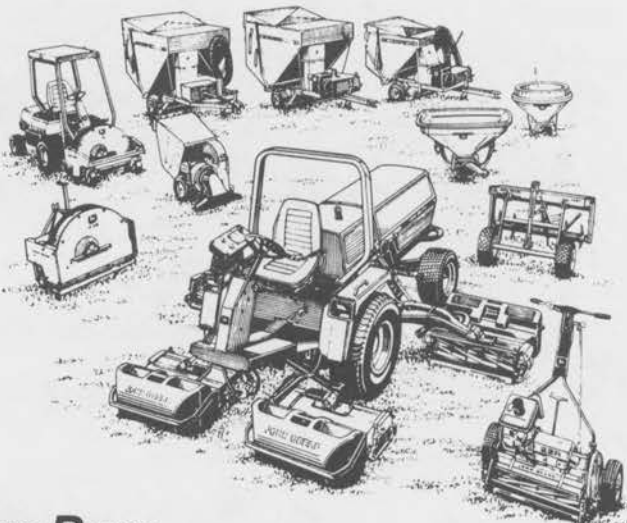
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## GOLF INDUSTRY INVADED BY JAPANESE INVESTORS

According to a Special Report in GOLF DIGEST's September issue, Japanese investors are quickly becoming an integral part of the golf industry in the United States. Not only are Japanese companies major sponsors on the U.S. golf circuit, but they are a growing factor in the golf equipment industry, having recently bought a controlling interest in the venerable Ben Hogan Company.

The biggest surprise, however, is that Japan has suddenly become a major real-estate holder of American golf properties. "Japanese interests own 18 of the 47 golf courses in Hawaii," reports GOLF DIGEST writer Robert Green. And it doesn't stop there. Japanese investors are buying up courses around the country. La Costa resort, the Valencia, Calabasas and Riviera Country Club in southern California, as well as Grenelefe in Florida and Snapfinger Woods Country Club in Decatur, Georgia, are only a few of the clubs Japanese investors have purchased.

According to Green, there are three primary reasons for this Japanese buying frenzy: the yen has doubled against the American dollar, U.S. taxes are less punitive than Japan's, and the scarcity of land in Japan places it at a very high premium. "It costs \$1 million to join many Tokyo clubs, and the average is \$100,000," reports Green. It is simply cheaper for the Japanese to invest their money in the United States. "Paying \$108 million for a 160-acre country club would not seem quite so extravagant because the \$250,000 initiation fee would be considered a bargain to a rich Japanese businessman who could easily afford to pay a lifetime of trans-Pacific airfares and hotel bills to use the club," writes Green.

As the report points out, it is easy to see how the "PGA" in PGA Tour could stand for Payment Guaranteed in Asia.

*CREDIT: The Bullshead*

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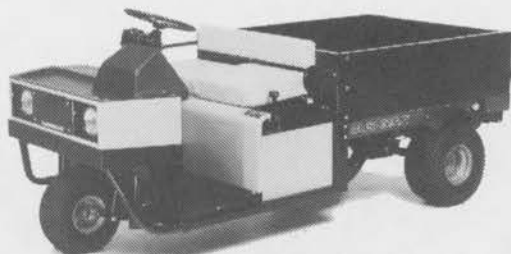
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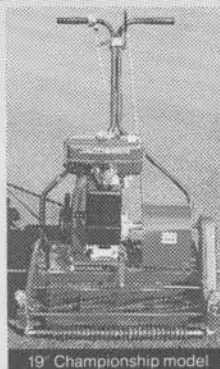
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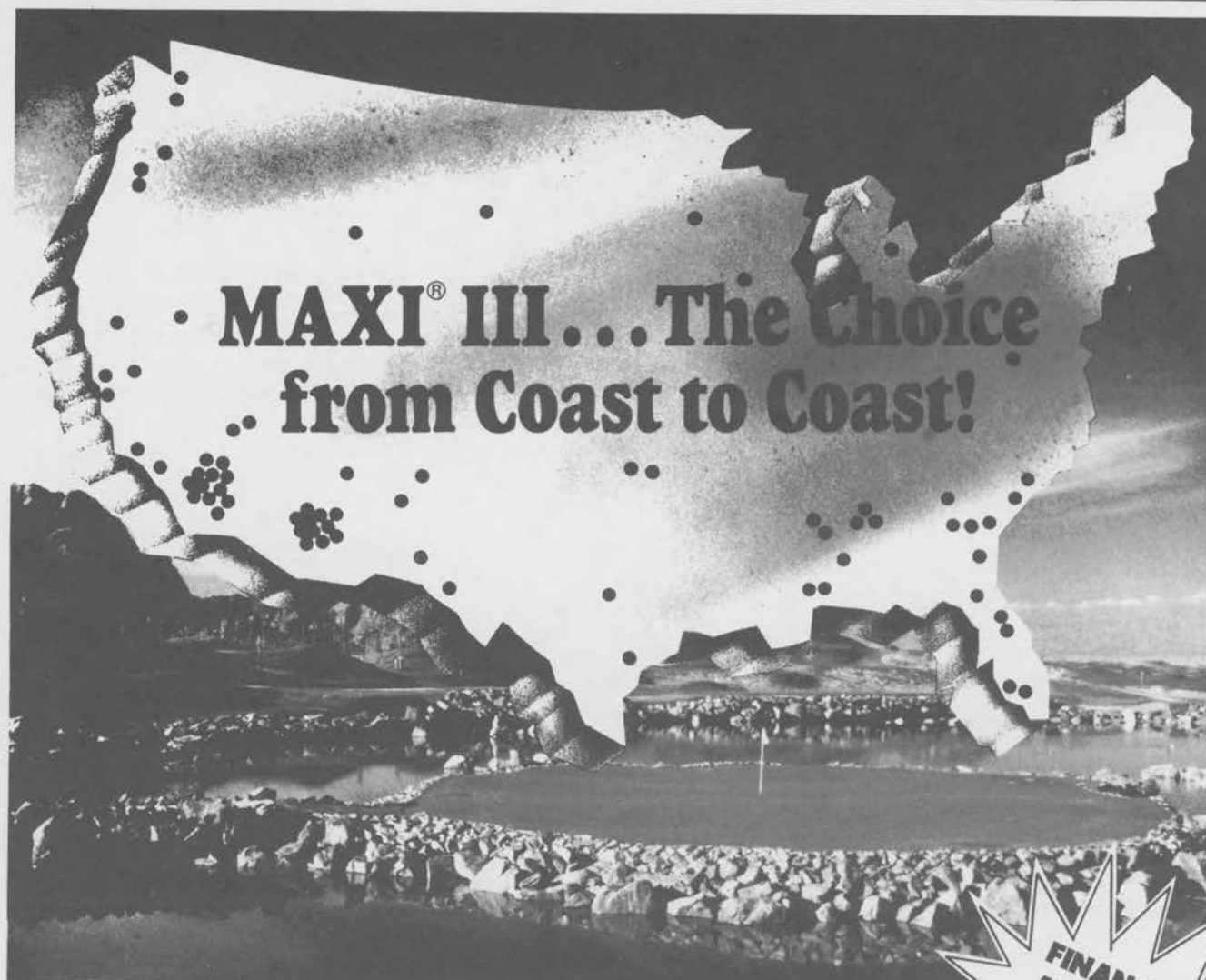
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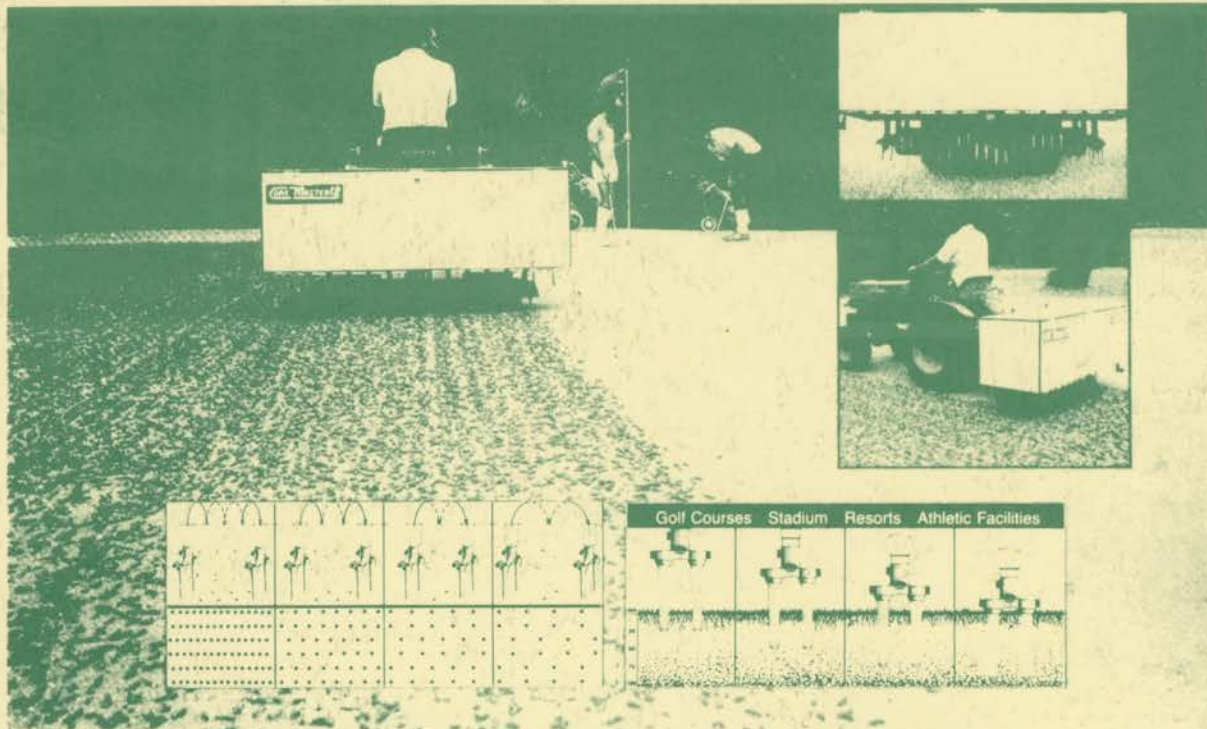
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