

Something we do regularly is attend the 5:45 a.m. golf operations staff meeting. At this meeting, either the foreman or the superintendent will confirm the start times, number of players for the first time (we always hope it is a four-some), the tentative numbers for the day, if there are any breaks in play, and if there are any special maintenance items going on that day.

The golf staff supervisor, starter, ranger, and pro shop personnel are all at this meeting so all the bases can be covered at one time. The starter will also call us on the radio when the first group goes out and how many there are. These people can really be an asset on the days when you are fertilizing or topdressing, so it pays to take the time to get to know the golf operations personnel. I'm still amazed at how far a box of donuts at the morning meeting can go.

There are many other ways that the visibility and image of the superintendent can be promoted. The head profes-

sional and his apprentices just finished up a six-week stretch of junior camps at our facility. Each camp was one week long and had approximately 20 to 30 kids. They asked if we could speak with the kids each Wednesday for half an hour and talk about golf course maintenance.

The kids were a great audience. We spoke about greens construction, the price of building a golf course and maintaining it, the price you pay for fast greens, how much a specific piece of equipment cost, what time we get to work, the education required, and so on. Hopefully they will take some of that message with them as they grow as golfers.

We also participated in a trade show at Disney's Wide World of Sports field house this past winter. A USGA specification greens profile was built in a fish tank to show how a green was constructed, and we displayed several pieces of maintenance equipment.

All the Disney superintendents took

turns manning the booth during that week and we gained a lot of positive exposure. Something similar could be done at a member-based club by having an open house at the maintenance facility or by building a similar greens profile display and putting it in a common area for the members and guests to see.

In summary, superintendent visibility and image is something that is in our hands. If we want to improve it at all, it is up to us.

Be proactive. Be involved. Speak with members and guests. Help out other areas if you get a chance and spread the word that we are professionals and know what we are doing.

> DAVID DATEMA Disney's Magnolia GC

The PR Run

One of my favorite superintendent public relations stories comes from recently retired Stanley Carr. Stan worked at the Gulfstream County Club for 30

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years so he must have been doing something right.

I first heard his strategy during a conversation he was having with a superintendent who was struggling with his green committee.

The superintendent was bemoaning the fact that he was always on the job, but it didn't seem to make a difference to his superiors. I got the impression that he spent a lot of time in his office taking care of business of course, but he was out of sight and out of mind of the people who mattered the most.

Carr told the person, "Every day I make what I call my 'PR run.' I make time to ride the course especially in season. I make it a point to let the members see me walking greens and making notes even if the notes aren't critical. I greet the members and talk to them and answer any questions they might have. I have seen too many hardworking superintendents lose their jobs simply because they just weren't visible or didn't communicate effectively."

Carr also cultivated relationships with consultants, USGA agronomists and other outside experts. He would invite them for lunch and introduce them to his green committee members. He would have these experts over for a visit when he didn't have problems just to let his members know he was staying on top of the latest information. When he did use them to back up or explain a problem, they weren't perceived as strangers making excuses for a superintendent's mistake.

Carr always dressed the part of a professional superintendent. That meant coat and tie for committee meetings and boots and raincoat for rainy days. He also cultivated his green chairmen's support by making them part of the process and asking them questions even if he already knew the answers.

He told them up front that he couldn't give them a trouble-free golf course every day of the year. Mother nature just didn't work that way. He also told them that he wanted to feel safe in disagreeing with the chairman if he believed his position was in the best interest of the golf

course. By being candid and yet professional, he created a "we" atmosphere, which paid dividends in job satisfaction for 30 years.

Adopting a "PR run" strategy just might give you the visibility and credibility you need to compliment your hard work in the field and in the office.

> JOEL JACKSON, CGCS Florida GCSA

First Impressions

In today's world, with increasing demands and shrinking budgets, a superintendent's image may be more important that ever.

It's that first impression people get when they meet a superintendent or when they visit his maintenance facility. The maintenance building is generally the hub of any operation.

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