

when the club has an election and a new directorate takes over the responsibilities of the club. These new directors do not like the way the club department heads have been performing their duties; so they hire a new man. All they know is that they want a change, and they have it.

They fail to consider the fact that these department heads have been carrying out the policies of the outgoing board, and that they are fully capable of carrying out the policies of the incoming board if given a chance.

Usually, however, the incoming board does not know what was wrong if anything, and does not have any concrete policies of its own. All they know is that the eyes of the membership are on them and they must make an impression.

The new board of directors will do well to more than to talk over the problems of each department with its head. They should struggle along with them, actually take a hand in the problems.

The board of directors has two primary functions: to set policies, and to act as a cushion between the membership and the department heads. It must know what the membership wants, and what it can reasonably have. It must tell the membership why this is being done, why this can't be done, and what the plans are for the future. It must share the problems of its department heads. It must be able to set reasonable policies for its department heads to follow, but only after determining that these policies are feasible. It must talk them over with the department heads.

The manager of the club knows that an attorney probably knows nothing about the selection of a choice cut of meat; the pro knows that the insurance man probably knows nothing of running a tournament, or what causes a slice; the course superintendent knows that a president of an oil company probably knows nothing about fungus diseases, soil compaction, etc.

These are details for specialists. Hiring a man to run a job then not letting him run it is the most frequent cause of faulty operation of golf clubs. The board may be inexperienced, so much so that it doesn't know how to hire. Then if it also carries inexperience into interference with operating details past the policy and general supervision point, the standard of operation is bound to be unsatisfactory.

Members' Responsibility

It's no easy job to be a golf club official. The selection of officials often is a function in which personalities and club politics figure rather than good business judgment. But when the members do get men to do the unpaid work of governing the club the members have more of a responsibility toward these men than generally is realized. We all know of cases of members criticizing club officials and directors but cases of the officials and directors, but cases of the officials and ing members for their members' irresponsibility are rare. There's need for balance.

One more point that makes golf club operation difficult sometimes is the fault of the department heads themselves. They don't work together or learn how departmental operations must be coordinated with understanding, confidence and mutual help.

When there's lack of that teamwork the officials had better discover it soon and replace the fellow who won't work in harmony. The fault is a delicate one to place precisely but it's one that can be disastrous in club operation.

The responsibilities of hiring and firing are among the heaviest tasks of getting a club on sound operating basis and after the right men are hired the job becomes that of encouraging them and protecting them in doing their best for the club.

Seymour Dunn Edits Golf Joke Book

The Complete Golf Joke Book. \$2. Published by Stravon Publishers, 113 W. 57th st. New York 19. Edited by Seymour Dunn. Illustrated by Al Ross. 128 pages. The veteran pro, Seymour Dunn, has collected most of the ancient and honorable jests of the game in this book and errors in proof-reading have added new amusement. Jock Hutchinson is referred to as "the late Jock Hutchinson," which will be funny to Jock now one of the sprightliest 69-year-old men you ever will see. Oakmont, in the Hutchison gag, is spelled Oakmount. Kirkaldy, the famous old player and caddy at St. Andrews, is mentioned as Kirkaldi, maybe as an accidental tip that old Andra might have been of stock that strayed from Caesar's legions.

There are some interesting incidents from Dunn's golf career and golf quotations from Shakespeare in the book.