



PAR-3 COURSE DELIGHTS AT KEY BISCAIYNE

A 9-hole course of par 3 holes of from 40 to 80 yds. long, and with well trapped undulating greens, at the Key Biscayne Hotel on Key Biscayne Island at Miami, Fla., is one of the most beautiful short courses in the world. It's on the Atlantic shore, shaded by coconut palms and surrounded by colorful hibiscus bushes. It draws many guests to the Mackle brothers' establishment. Mike Mahannah designed the course and built the greens to withstand heavy traffic. Emmett Mitchell is in charge of course maintenance. Salt spray from the sea provided a construction and maintenance problem. Bob Littler, who's at Athens (O.) CC in summer is Key Biscayne pro. He runs weekly tournaments and instructs many who begin golf on this course. Play averages 300 rounds a day. Guests get hole-in-one trophies at the rate of about 3 a week.

ployees come under his authority he is the ruling hand. It seems that the number one reason why club managers quit is the habit of directors going directly to the employees and giving them orders not known to the manager.

This undermining practice is common in all clubs that can't keep a manager. If the director wishes to correct an employee he should let the manager do it. It is amazing to know that I have never seen a manager tell one of the directors how to run his business, yet, a director, in many cases, having been in the banking business for 40 years, will tell the club manager how to run his kitchen.

The best club directors are those that are not too smart but willing to learn. The director needs only to look about his project and he can keep very busy adding to the beauty of his club.

The good club manager has a sense of pride based on many years of experience. He feels that to be managed himself is the worst way to insult him.

I have compiled a list of the real reasons

why club managers have left jobs. These are the basic reasons although they seem very foolish. Here are some:

1. Flies hovering around the front door.
2. Absence of toilet tissue in the ladies' john.
3. Slice of moldy bread.
4. Asked members to leave clubhouse at 4 o'clock in the morning.
5. Cobweb in pantry.
6. Cigarette butts at back door.
7. Club president's wife treated like a common member.

Any club manager could add several hundred more important reasons why they went down the road. Now the club director who notices all these things and does something about it is the guy who makes the club manager go on the weed. These are the small things that small people can see.

Many directors spend many hours at the club seeing that the manager is on the job. This type director is waiting to see the manager goof. He will order a cup of coffee and time the waiter. He will order a drink and test the whiskey content by vol-