



Frank Goodwin (L), Ellen H. Gery (top) and Jim Latham.

## Supts. Have a Friend in the Mayor

At the Monday morning session, Gene C. Nutter, the GCSA's executive director, delivered the conference's keynote address. He was followed by these speakers: Col. E. W. Richardson, deputy commander of the Air Force Missile Test Center, Patrick AFB, Fla.; Dr. Max M. Landman, rabbi, Temple Beth El, West Palm Beach; John T. Brennan, pres., Club Managers' Assn.; Lou Strong, pres., PGA; and Admiral John S. Phillips (Ret.), Ft. Lauderdale.

Joe Konwisky of the host Florida GCSA and L. E. (Red) Lambert, outgoing pres. of the national group, opened the education sessions, the first of which was held in the soothing pink and blue setting of the Cafe Le Can Can in the Carillon Hotel, with the customary words of welcome. Miami Beach's mayor, Kenneth Oka, had to delay handing over the keys of the city because he was engaged in negotiating a bus strike, but he put in a late appearance and turned out to be a real friend of the supt. His Honor, it developed, is a twice-a-week golfer (and no more than a casual fisherman) and revealed a rather extensive grasp of the difficulties that sometimes perplex the green-master. He further enhanced his audience

rating by doing something he didn't have to do — introducing John Poulos, the overseer of MB's munny courses. In most cities it is doubtful if the mayor knows such a position exists, let alone the man who holds it.

### Relief For Too Much Strain

In the keynote speech, Gene C. Nutter, stage manager for the Miami Beach extravaganza, stressed the point that America is in a rather paradoxical position. "We are," Nutter said, "undoubtedly the most over-strained people in the world despite the fact that we may have more leisure time on our hands than we know what to do with. We need sports such as golf as an outlet for the hard work and frustrations that are so much a part of our daily lives, as well as a fill-in for our idle hours. The role of the supt.," Nutter declared, "probably is more important than it ever has been because it means so much in helping millions of people take things in stride and keep a solid mental and physical balance."

### Describes Missile Drama

A good idea of how overstressed conditions may be was demonstrated when Col. E. W. Richardson of the Missile Test Center described what is being done at Cape Canaveral to close the gap in the space race. Supplementing his talk with slides and film, Richardson, a veteran of 120 World War II combat missions, gave a gripping description of how the missile tracking radar, radio and camera system follows every orbital or sub-orbital shot off the Cape's launching pad and feeds information to a complex telemetry center where hundreds, even thousands, of aspects of each launching are coordinated and studied.

The film, in particular, dramatized the strain that each new launching and, of course, occasional failure, brings. The missile command is not planning to put a packaged golf course on the moon, Richardson said, nor send supts. to maintain it, but such a possibility isn't altogether remote. One remark that the Air Force man made that produced a murmur of astonishment: The missile people use a camera that can pick up the stitching on a baseball or the brand name on a golf ball at a distance of eight miles.

### Russians Are Bluffing

More earthly matters were discussed by Rabbi Max M. Landman. A onetime Haganah underground fighter in Israel and a victim of Nazi persecution, Rabbi

Landman declared that the Russians are bluffing and never will attack this country if traditional American courage is shown in blocking their encroachments. "Our mission," said Rabbi Landman, "is not to contain Communism and its philosophy of despair so much as it is to lead the world out of chaos. If we fail to do this, mankind will go down with us."

#### Call for More Harmony

Both John T. Brennan of the CMAA and Lou Strong, PGA pres., expressed the opinion that people in their organizations and the supts. should work a little more closely together. Brennan said that "probably we should be a little more mature in our relationship — petty jealousy enters into too much of it." Stating the club manager's case, he pointed out that the man in the clubhouse is a little closer to the members and board than either the supt. or pro and thus is in a better position to know what is expected of the different supervisory employees. At the same time, Brennan said, the manager has an obligation to be honest in transmitting the wishes of the members, not altering or shading them to reflect his personal wishes. If he is kept informed as to what goes on on the course and in the pro shop, he can on many occasions act as a buffer between members and the supt. or pro when things either go wrong or aren't carried out exactly as they should be.

"What may not be fully appreciated," the CMAA pres. stated, "is that the manager's job isn't as easy as it looks. If he isn't on the 'hot seat', then he is very close to it. The supt. or pro can help keep him off it, just as he can reciprocate when the occasion arises, by better communications among the three departments. It's time," Brennan concluded, "that we start working together and stop avoiding one another."

#### What's Out of Bounds?

Strong, while not expressing himself quite so forcefully as Brennan, said that it must be a little surprising to those members, who notice such things, that there isn't more harmony among managers, supts. and pros. "No doubt," said Lou, "it's because enough of us haven't sat down and decided what is in bounds or out of bounds for each department. If there was better clarification of what the obligations as well as the privileges of each department are, some headaches could be avoided. As a pro, I have transmitted some wishes of the members in regard to



Roy W. Nelson, new GCSA vp (L), L. E. (Red) Lambert, the organization's retiring pres. (center), and Ted Waehle, who was one of the speakers at the conference, are seen at the entrance to the meeting room.

playing conditions only to have them misinterpreted as my personal wishes. I know that I have been guilty of misinterpreting similar wishes or "orders" that come through the supt. or manager. There is no justification for such misunderstandings even though we try to rationalize them whenever we can."

#### Want to Change Things

The remarks of Admiral John Phillips, a veteran green chairman who has served at several clubs, were directed to chairmen as well as supts. Speaking of the former, Phillips opined that perhaps there should be a school for the new ones because too many of them want to start making their marks without delay. This usually consists of suggestions for, or insistence upon changing the structure of the course or maybe tearing up a few greens. If they can't get away with this, said the longtime chairman at the Army Navy CC in Arlington, Va., they want to give direct orders to the maintenance employees without consulting the supt. "About half of the new chairmen learn what they can or can't do in pretty much of a hurry," Phillips said, "but the incubation period for the others may be altogether too long and involve some trying periods for the supt. About all he can do is use all possible tact and logic in dissuading them from going ahead with ideas or projects that aren't good for the course or club."

As for supts., Phillips complimented them on their technical knowhow, but added that probably their greatest failing is in the field of labor management. More emphasis should be put on figuring out more workable maintenance schedules,

and in grooming employees for jobs that it is obvious they can do best, Phillips said. He suggested the main reason that supts. should concentrate more on training the men under them is that more skill than is generally admitted is required to operate such things as seven gang mowers and green mowers and in keeping course equipment in shape.

## **Ellen Speaks for the Women; Steals Show**

"Selling Yourself" was the theme of the Monday afternoon gathering in which Keith Nisbet, Westview GC, Aurora, Ont., introduced these speakers: Fred V. Grau, agronomist, Hercules Powder Co.; Robert L. Russell, assistant executive director of the PGA; Ellen H. Gery, well known Florida woman amateur golfer; and Frank Goodwin, marketing professor of the U. of Florida.

Scholarly Fred Grau suggested that every supt. because of the overall demands of his job, should attempt to continue his general education even though he may be recognized as a wizard at growing grass. Grau especially recommended reading Psychology in order to understand why people around a club, members and fellow employees alike, react to certain situations as they do. To develop fluency with the typewriter, the Hercules agronomist told the audience that the occasional writing of papers on turf subjects, not necessarily with the intent of publishing them, is an excellent mental exercise that teaches a person how to put his thoughts in order and enables him to widen the scope of his knowledge.

Grau also recommended that the supt. show more imagination in making his course a better place on which to play. But he cautioned against allowing imagination to run loose to the extent that the ridiculous is introduced. Part of Grau's material was taken from Howard Smith's "Develop Your Executive Ability", a book that the speaker recommended as required reading for the person who wants to enlarge his outlook.

### **Solved Congestion Problem**

Bob Russell of the PGA spoke in competition with an electric drill that was probing the plaster just outside the conference room, but he struggled manfully

to a conclusion, making this point: If you're not doing a good job of public relations, you had better get started. Russell pointed out that the supt. may get the impression that he's a forgotten man around the club, yet he can't escape the fact that he's dealing with more people than perhaps the average business or professional man, and it's up to him to establish congenial relations with everyone. This can't be done in a passive way, but calls for positive action on the part of the greenmaster.

Russell said that one of the best examples of public relations that has been called to his attention came at a club where there was a good deal of congestion at the 10th tee. It caused so much grumbling that the supt. finally was forced to do something about it. It occurred to him that if he put a small practice green behind the tee, the players would get their minds off the delays they had to contend with. The installation was made and the supt. became something of a hero around the club.

### **Ellen Tells 'em**

One of the most refreshing speakers of the entire education program turned out to be Ellen H. Gery, who finds time to be a leading Florida golfer in between making real estate deals. Miss Gery put such questions as these to the turfmasters:

Why do you invariably topdress greens the day before women play a tournament?

Why don't you recognize that Ladies Day is an established institution and save your heaviest maintenance work for some other day?

Why don't men realize that if they bar women's play during certain hours on Saturdays and Sundays, the restricted periods always are the most desirable ones so far as the lady swingers are concerned? That is why the gals are so determined to slip through or around these time barriers.

### **Women Want Suffrage**

These questions were submitted in good humor and in a bantering kind of way, but Ellen undoubtedly put across the point that even if a woman can hit the ball only 50 yards with her Sunday drive, she wants 100 per cent suffrage on the golf course.

One observation that Miss Gery made completely titillated the audience: "I've known cases," said she, "when we have set dates for women's tournaments, then surreptitiously changed them to foil the