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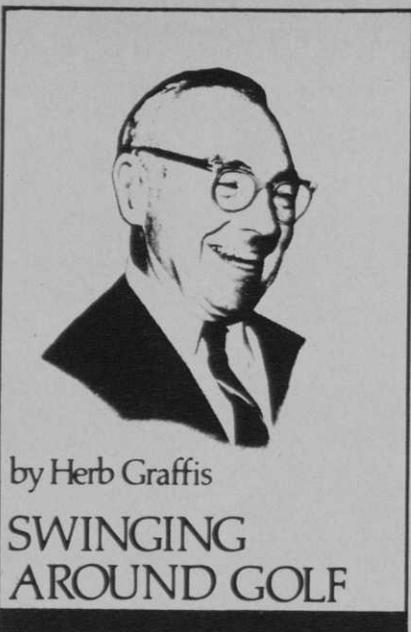
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by Herb Graffis

## SWINGING AROUND GOLF

### Unsung, unpaid working executives

Few people recognize the value of the working executives of golf business associations. The Professional Golfers' Assn. would have had its growth stunted and have been in trouble, including more than a half million dollar annual maintenance expense on the PGA National course and offices, if **Tom Crane**, when executive secretary of the PGA hadn't warned, "Stop, look, listen and duck" on legal matters involved when the PGA moved from Dunedin. Tom steered the PGA safely through many of its growing pains. Now **Bob Creasey** as executive director and **Lloyd Lambert** as executive secretary handle the PGA's wide and complex affairs.

The Golf Course Superintendents Assn. of America, growing greatly in its fundamental value to golf, is struggling with training and occupational problems of course superintendents and their importance in the national ecological situation. It is an association operating far beyond the time of its elected officials, even if they happen to be management experts. With **Ben Chlevin** as executive director, the superintendents have their organization with around 3,500 members working progressively and smoothly.

Club Managers Assn. of America with its active nationwide program of educational and other member and club services has **Edward Lyon** as its executive director. CMAA officials, too, are unpaid for their association work and generally have

jobs at country and city clubs that require close and competent attention. Lyon, a former club manager, shows great talent in running the CMAA association efficiently for its members.

What makes the jobs of Creasey, Chlevin and Lyon delicate and demanding past the degree of administrative jobs generally is association politics. There's often political and other differences of opinion in golf business association affairs to distract the attention of the paid executive from more important matters.

The United States Golf Assn. in promoting **P.J. Boatwright Jr.** to executive director and **Frank Hannigan** to assistant director when the Tournament Players Division of the PGA hired **Joe Dey**, was smart and lucky. The USGA, as so many amateur sports bodies do with the years, needed freshening and adjustment to golf's changing picture. One USGA executive committee several years ago estimated that it cost him \$20,000 a year to serve the USGA and golf.

Boatwright and Hannigan, backstopping Dey, got great basic training and were excellently qualified to quietly and diplomatically effect updating, even more than the USGA family understood.

Dey with valuable performance for the USGA was getting near the retirement state. His hiring to restore the "face" tournament players lost in the PGA civil war was lucky for the journeymen, who were swiftly falling in profit potential and personality rating with the public, sponsors and TV time buyers. Dey's pay and other costs of the divorce and separate maintenance increased the division's operating costs nearly four times over operation as a PGA entity, without multiplying tournament purses by four. But what Dey as TPD commissioner and **Joe Schwendeman**, the Philadelphia newspaperman who went with Joe as top sergeant and public relations man, have done to halt tournament players' slump in golfers' esteem is beginning to be appreciated.

**Marshall Dann**, executive secretary of the Western Golf Assn., is the least publicized and certainly one of the most valuable men who are on the job effectively all the time for the WGA elected, unpaid officials. Dann, formerly a Detroit sports

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writer, is an ideal teammate for the WGA's educational director **R.F. McGuigan** in the Evans Caddie scholarship program and in extending this pattern to other amateur groups. Dann's savvy and judgment has been very useful to members of the Tournament Sponsors' Assn.

**Kenneth W. Emerson**, executive director of the National Club Assn. has an important and difficult job of operating the newest of the national club business organizations. The NCA was formed by club officials and club managers to represent in protective and promotional legislative and tax matters at Washington country and city clubs and amateur and professional golfer interests not vigilantly and energetically operative on Congressmen and bureaucrats.

**Eddie Susalla**, who moved from La Costa CC, Rancho La Costa, Calif., to become executive director of resort operations at Pinehurst, was executive director at La Costa for seven years. Before that he was professional at Tuscon (Ariz.) CC, Thunderbird CC and Indian Wells CC in the Palm Springs area. Susalla is one of the soundest, best informed, all-around businessmen in professional golf. A star in pro shop operations, he also knows the score on course management and clubhouse operations and has a long time record as a prized teammate of superintendents and managers. He has talent just short of genius in analyzing members' and guest' needs and learning what the money score is from club financial statements which often are more confusing than enlightening.

Big businessmen who got themselves tangled in golf business discovered that Eddie was more than a professional, a superintendent or a manager. They found he was all three and a man of their type who could treat a dollar and its golfer with respect and foresight.

Susalla was the one who tipped off this writer to the big change accentuating management in the better paying professional jobs. Business executives who hired Eddie to watch and make profitable their interests in multi-million-dollar investments in golf told of selecting Susalla because he had a broad, keen view of coordinating operations. One of them said, "We can get plenty of pros who can break 70; what we need is a pro who won't break us." Pinehurst with

Tuft's imagination, timing and management has been enormously important in the development of American golf. Maybe with Pinehurst under ownership of Diamond Head Corp. and with James Harrington as Pinehurst president and Susalla directing, American golf is coming into another wonderful era of growth.

Boise Cascade, gigantic lumber company that is using timberlands for recreation resorts now has 24 golf courses. It got big by selecting the best man for its operations. **Gordon Brinkworth**, with an outstanding record of success in managing

Canadian and American golf courses, now is at Los Altos (Calif.) G & CC and managing four of the chain's biggest courses. **Carlton E. Gipson**, who presented revolutionary and successful ideas of course management at the GCSAA conference, is operating in Texas the Elkins Lake CC, Huntsville; Lakewood CC, Hilltop Lakes, and River Plantation, Conroe, courses of a holding corporation with methods providing highly satisfactory playing conditions with efficiency that saves money.

There is a revolution in golf business operations at private and pay-  
(Continued on page 25)

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play courses. Too many don't realize this and account for unnecessarily high costs of golf. The general management idea is a fine theory but depends on who knows what and how much in general about golf business operation.

Recently I heard of one case where a general manager of a golf club was told by the directors to cut expenses. He was primarily a restaurant man. He promptly eliminated Green Section visiting service cost. The club's superintendent had inherited an old, badly built course, mismanaged for years. Suddenly it went real sour. Maybe the Green Section consultation would have helped prevent the costly damage, maybe not. Anyway, loss of play, members' opinion of club management and slump in house and pro shop business cost much more than the Green Section service.

Green Section visiting service subscribers decreased in 1970 by 117 from 1969. There were 839 subscribing courses in 1970. The USGA had 2,227 regular and 360 associate clubs of 18 holes and larger in 1970 and a total membership of 3,830.

Only 839 subscribing courses out of

2,277 18-hole and larger clubs, each spending from \$65,000 to \$125,000 a year on course maintenance is a dangerous indication of poor business management. Whether the fault is that of golf club officials or of Green Section officials in not doing a good selling job calls for some realistic skull-searching.

There was a time when superintendents resented Green Service, thinking it might be regarded as suspicion of the superintendent's ability. That attitude vanished as superintendents became more confident of themselves and more conscious of their heavy responsibilities. Superintendents began calling for all the highly competent consultant help they could get. At the GCSAA conference at Denver, superintendents pointed out that in most cases of the best maintained course superintendents made valuable use of the Green Section's experts, and club officials recognized the service as an indication of top-grade management of the course.

**Bob Westfall** now professional at Lorenze (Tex.) CC . . . **Marshall Cain** leaves assistant post at Haggin Oaks course, Sacramento, Calif., to be professional, at Perkins Golf

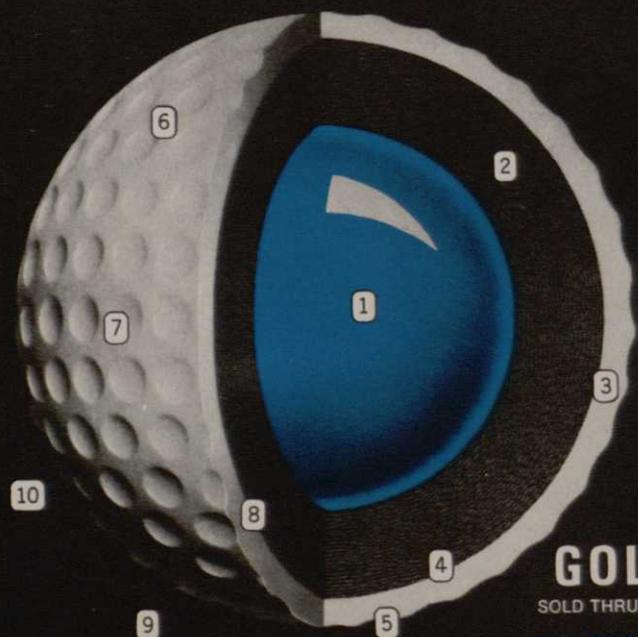
Center . . . **Frank Socash**, Elmira (N.Y.) CC veteran professional, is new president PGA Seniors, succeeding Denny McGonagle. **Harry Pezzullo** of Mission Hills CC, Northbrook, Ill., is first vice president; **Ray Hill**, Hillcrest CC, is second vice president and **Don Soper**, Royal Oak (Mich.) GC is secretary/treasurer.

**Joe Schwendeman**, ex-Philadelphia sports writer, who's done great work for PGA's TPD players and Joe Dey as publicity director now is PGA executive secretary under Dey. He succeeds Fred J. Mock, who's become tournament manager of the Liggett and Myers Match Play championship, new on the 1971 schedule . . . **John Ross**, formerly GOLF Magazine editor and head of Golf Promotions, now is TPD public information director.

**Frank Gilholm** came out from St. Andrews 47 years ago to a pro golf job in the States. Highland CC, Attleboro, Mass., recently gave Frank a grand party celebrating his 41 years as pro at that club . . . **Pat Schwab** gets the pro job at the new Playboy Club course at Great Gorge, N.Y., designed by **George Fazio** to be built this summer. □

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