

# GETTING PROFESSIONALS FOR THE PROFESSIONALS

For years, officials of the Professional Golfers' Assn. have been urging PGA sections to get their administrative and business affairs in order by setting up permanent headquarter offices, staffed with some full-time secretarial and office personnel. Several sections have taken this good advice, and their investments have been paid back many times over in greater operational efficiency.

The Northern Ohio Section, however, recently went several steps beyond the national association's advice. They engaged J. Edwin Carter, Inc., to act as consultants and to handle their business and tournament activities. J. Edwin Carter, president of the Cleveland-based firm, is also tournament director for this year's PGA National Championship at Canterbury GC.

The section's arrangement with the company is more than simply "buying" the services of business professionals. In terms of the relationship between the two organizations, it has some of the earmarks of a merger. The Carter Company and the section's headquarters, for example, will be located in the same building. Carter and Fred P. Koehler, a vice president of the Carter organization, also will carry titles of executive director and executive secretary, respectively, of the Northern Ohio PGA Section.

The unusual nature of this arrangement raised so many questions that GOLFDOM was prompted to contact Duff Lawrence, secretary of the section and head professional at Canterbury GC. Lawrence was instrumental in the arrangement throughout the planning and negotiating stages.

**GOLFDOM:** Has your arrangement with J. Edwin Carter been in the works for a long time?

**LAWRENCE:** The recent marriage of J. Edwin Carter, Inc., with the Northern Ohio Section is a fairly new development. We have been working with the company for two or three months, trying to come up with a workable solution and a contract that would be agreeable to both parties. This contract went into effect as of February 1.

**GOLFDOM:** What prompted the move?

**LAWRENCE:** A need was felt by the golf professionals in northern Ohio to have a management firm actually run, develop and organize all

professional's job responsibilities have increased considerably in the last 10 years. The most active period for the Northern Ohio Section occurs during spring and summer, approximately from April through September. However, this also is the time the golf professional is most involved at his own club; he, obviously, cannot keep on top of things going on in his section.

It became apparent that the only viable solution to this situation would be to hire a management firm to take over administrative and other matters that we have been negligent in. Fortunately, J. Edwin Carter, Inc., is here in Cleveland to run the PGA Championship this August, and they have offices set up here in Cleveland, so this type of relationship has worked out very well for us. We hope that it can continue on a long-term basis.

**GOLFDOM:** How is the organizational structure set up under the new arrangement?

**LAWRENCE:** Carter personally will be responsible for contacts with potential sponsors. Mrs. Carter will engage in doing the financial and bookkeeping duties on a day-to-day basis. Also, at their disposal is a staff of four secretaries to be of service to Fred Koehler, who will coordinate the bulk of the sectional affairs.

**GOLFDOM:** How does the arrangement affect the professional's place in sectional affairs and the policy-making function?

**LAWRENCE:** This will not eliminate the golf professional's role in his appointed sectional offices. We have an executive committee consisting of 12 men. Our current officers are George P. Bellino, who is



Duff Lawrence

the section's activities. These certainly would include all administration and secretarial work. The section needed someone to be able to efficiently and professionally run our organization, the whole basic structure, from administration to membership to education to our golf tournament program. The golf

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president; myself, and Cliff Cook Sr., is treasurer. We also have legal counsel represented by William Balyeat and Oliver A. Thompson.

Another interesting note: We've hired Bill Nichols, who is the basketball and golf sportswriter for the Cleveland Plain Dealer to act as our media liaison. He will write our golf articles and see that all the pertinent information during the year involving the PGA and golf is disseminated through the proper media.

**GOLFDOM:** Has the move necessitated changes in the physical set up of your headquarters?

**LAWRENCE:** We have rented office space in a building with J. Edwin Carter, Inc., in East Cleveland, and we hope to run all our business out of it. We hope also that it will be the focal point of all our sectional activities. The proximity of the office in the Cleveland area, we feel, suits the greatest percentage of professionals in northern Ohio, because about 75 per cent of the member professionals live within a 25-mile radius of Cleveland.

**GOLFDOM:** What benefits do you think will come out of the arrangement?

**LAWRENCE:** We feel very excited about this new association. The Carter company will be able to utilize their professional techniques to help us create a better image in the community and a more efficient and disciplined organization. There are about 400 golf professionals in the section. With the continued paperwork and the complexities of running this type of an organization, it's obvious that the days of operating out of the trunk of the car or skipping from one professional's office to another, depending on who the officers were at the time, had to stop, if we were going to survive and have any type of organization at all.

In essence, you could say that we hired a professional management team to run our organization. They are golf-oriented; they've been involved in golf and golf-related activities since the inception of their organization.

**GOLFDOM:** Have any other PGA sections considered following

your lead?

**LAWRENCE:** I think it's common knowledge that a few sections now have headquarter offices with executive directors and secretaries. We just have gone further. Maybe our approach is a more progressive one; we do have the Carter people handling the majority of the responsible activities of the section. Our tournament program is active and exciting, but takes a lot of time to organize. We have secretaries at our disposal who can handle the bulk of the day-to-day correspondence. This frees Carter and Koehler so that they can spend their time dealing with the more significant duties within their capacities. In the future all sections eventually will have to come to some type of arrangement such as we have if they intend to keep pace with the changing times and keep their organization traveling consistent with the national office. The national organization is only as strong as its individual section. We would like to feel that we would be a leader in this area. Hopefully, we will be able to develop a very strong organization that not only can handle the golf professionals' needs, but also help in the development and promotion of golf.

**GOLFDOM:** What does this arrangement mean to sectional costs?

**LAWRENCE:** The financing of something like this is done through our dues structure. Most of the membership is quite willing to pay, say, an additional \$50 a year for this service. It only makes good sense. After all, everyone benefits from both a better internal and external structure. The \$50 cost is negligible compared to the results that can be realized by the formation of such an arrangement. □

## PROFESSIONALS

FATHER'S DAY IS  
JUNE 17th

YOUR  
GIFT DISPLAY AND  
PROMOTION PROGRAM

(See page 32K for tips)



CENTRAL PLAINS TURFGRASS FOUNDATION FIELD DAY, Minor Park, Kansas City, Mo., May 8.

FLORIDA NURSERYMEN AND GROWERS ASSN., The Breakers Hotel, Palm Beach, Fla., May 17-19.

CLUB MANAGERS ASSN. OF AMERICA CONTINUING EXECUTIVE EDUCATION PROGRAM, Food and Beverage Management, Chicago, May 21-23.

TURFGRASS FIELD DAY, Western Washington Research and Extension Center, Puyallup, Wash., May 23.

CMAA CONTINUING EXECUTIVE EDUCATION PROGRAM, Club Law and Internal Control, Vancouver, B.C., June 4-6.

RUTGERS TURFGRASS RESEARCH DAY, Dudley and College Farm Roads, College of Agriculture and Environmental Science, Rutgers University, New Brunswick, N.J., June 12.

INTERNATIONAL SHADE TREE CONFERENCE, Hotel Utah, Salt Lake City, June 17-20.

TEXAS TURFGRASS FIELD DAYS, Agronomy Field Lab, Texas A & M University, College Station, Tex., June 27.

FOURTH ANNUAL SOUTH CAROLINA TURFGRASS CONFERENCE, Clemson House, Clemson, S.C., July 10-11.

CMAA CONTINUING EXECUTIVE EDUCATION PROGRAM, Advanced Management Techniques, Denver, July 16-18.

OHIO STATE UNIVERSITY TURFGRASS FIELD DAY, Columbus, Ohio, August 7.