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dustrial leagues, sold by C. H. Klingensmith . . . To be site of plant of Westinghouse Atomic Power div. . . . Carl Beljan signed as pro by Churchill Valley CC, Pittsburgh, Pa. . . . Al Houghton, pres., Middle Atlantic PGA and pro, Prince George G&CC, Landover, Md., given 50th birthday party and gifts by his members . . . AP's neighborhood pros joined in the festivities.

Dunwoodie GC (NY Met. dist.) has been sold and will be subdivided . . . Bobby Stowe from Meadowbrooks CC, Atlanta, Ga., to become pro-mgr., Toccoa (Ga.) CC . . . Jim Buckenheimer now pro at Black Hawk GC, Beaver Falls, Pa. . . . Groton, Conn., may have new course built by group headed by A. C. White, jr., Springfield, Mass.

Joe Greene, former Jersey pro now in shipping business, convalescing after severe attack of pneumonia . . . PGA summer tour with over \$500,000 prize money is richest in pro golf's history . . . It begins with Tournament of Champions at Desert Inn CC, Las Vegas, Nev. . . . Scoring has been fast on the winter circuit with 13 players having averages under 71 from Jan. 1 thru March 24 . . . Mangrum



Happy day it is for me, but one "he'll" always rue,
His Golfercraft club hit the ball, good, and straight and true:
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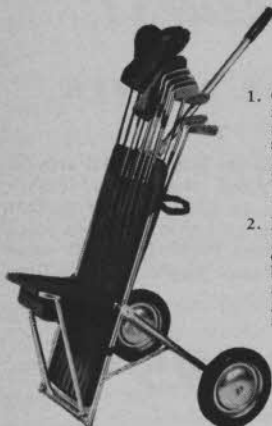
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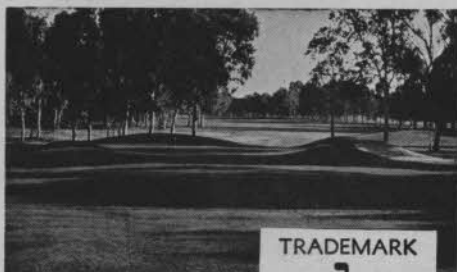
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leads with 69.25 for 24 rounds . . . Tony Holquin second with 69.94 for 18 rounds . . . Middlecoff, Worsham, Burke and Burkemo picked up and are not in averages, although Middlecoff (\$6,404) and Worsham (\$5,247) are 2d and 4th in prize money . . . Mangrum first with \$6,730 and Bolt 3d with \$6,375.

Peter A. Eagen, who retired as pro at Lakewood (N. J.) CC in 1951 and previously served other New Jersey Club died recently at Paul Kimball hospital, Lakewood.

Caribbean Golf Assn. recently formed . . . Members include clubs in Panama, Guatemala, Colombia and Puerto Rico with Cuba, Costa Rica, Venezuela and Jamaica probable members in near future . . . Assn. will send team of juniors to U. S. Junior Chamber of Commerce championship . . . Jaime Solera of Costa Rica elected pres. and Charles MacMurray, Box 1250, Panama City, R. P., sec.

San Francisco amateur golf championship has record of 3,032 entries this year . . . Last year 2,828 entered . . . Valley Hills CC 18-holes under construction at Syracuse, N. Y. . . Indoor classes for juniors, novice adults and advanced adults



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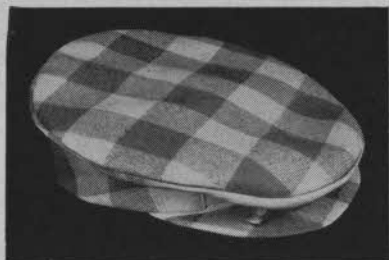
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being conducted at Dalton, Mass., Community house by John Kellar, pro, Pon-toosuc CC . . . Larry Crosby replaces brother Bing on committee with George Hjelte and Darsie L. Darsie to plan acquisition of public golf courses and other play areas with Los Angeles County oil royalties . . . Chuck Lewis in letter to San Francisco Park and Recreation commission offers, on behalf of group, to build 18 or 27 hole course at McLaren park, course to be city's property after 20 years.

El Cajon, Calif. Chamber of Commerce pushing drive for public course . . . Pines Ridge GC, Ossining, N. Y., new course to open this month . . . Oakland GC, Bay-side, L. I., N. Y. to be operated as fee course by Marty Lyons, for 11 years gen. mgr. of the club when it was private . . . Alex Ednie, pro, and rest of staff remains . . . Club was sold by members because of its high taxes . . . Wayne Murdock named mgr. Irvine Coast CC, Santa Ana, Calif. . . . Clubhouse and course now under construction . . . Course will be playable Labor Day says architect Billy Bell.

Grand tribute to Tommy Fry, pro at San Mateo (Calif.) muny course in big
(Continued on page 120)

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APRIL • 1953

Officials Can Make Club Operation Easier, Better

By LOUIS BERTOLONE

POLITICAL jobs have nothing on the golf jobs for insecurity. Both owe their uncertainty for able workers to lack of knowledge and understanding. Only recently an incident occurred at a country club that had a touch of farce to it and thereby avoided a sorry climax. Fortunately, the general membership of the club saw the facts in time or the club would have lost a first class golf course superintendent, and the course superintendent would have had to undergo a trying period until he was able to situate elsewhere.

During the year the condition of the golf course had not improved as much as the membership had the right to hope, and, of course, the chairman of the green committee was blamed. He, in turn, immediately put the blame on the superintendent, and asked that he be fired, saying that he was unqualified; that he did not understand golf course upkeep, etc.

The members were right. The blame belonged squarely on the committeeman's shoulders. He had fought the superintendent throughout the whole year of his term of office. The chairman had been more interested in showing the members how much money he had saved than he was in giving them the good golf course which they wanted. If the superintendent asked for something which was desperately needed the chairman always said, "No, we've got to keep expenses down." When he, himself, wanted something done, he would say to the superintendent, "The greens are too hard. Soften them."

The superintendent asked for an aerating device to open the greens, to soften

them up, but the chairman said, "It costs too much. We've got to keep expenses down."

"But an aerifier would do the job," the superintendent pleaded.

"Water them. It's cheaper; but get those greens so that they will hold a pitch."

So the superintendent poured water on the greens and then the members complained about the greens going bad and still not holding approaches.

Similar situations exist at many clubs. All that is necessary for correcting it is a little understanding. In the first place, the chairman should be working with his superintendent not against a man with specialized knowledge.

When the superintendent asks for something, it's not the place of the chairman of the green committee to turn him down right then and there. His job is to determine if the request is justifiable, and then to place that request with his recommendations before the board of directors. It is then up to the board to determine what can be afforded and what cannot be afforded.

And when the members complain the chairman should talk the situation over with the superintendent; find out the cause, the remedy recommended, and all the other pertinent details. Once the chairman has this data he can discuss the problem with the chairmen and superintendents at other clubs; find out what they are doing, what they have done, and what they plan to do.

Armed with this data, he can intelligently discuss the problem with his own

team-mate who likewise should know the situation at other clubs.

If possible the chairman and the superintendent should make these inspections together. Thus working as a team, each man will gain the other's respect and admiration, and the club will profit by having a better golf course.

In this way, the superintendent gets a better close-up on the problems of the club, and the club shares the problems of the superintendent.

The New Pro's Position

But this is only a segment of the club. There is the directorate; there is the management, and there is the pro department. They are the working vitals of any golf club. These departments should work as a close knit unit, above all in harmony with each other. The directorate is responsible for the acts of all the departments, and, it should strive always for betterment. But this is not always the case. Very often the uninitiated directorate in its enthusiasm to show the membership what it can do undermines the club.

As in all mortal things hope lies in understanding. The understanding of the difficulties and personalities that make club jobs difficult. Let us take a look at some behind-the-scene operations so we may better understand what happens to the pro after a month or two of service at a club, unless he has an informed directorate behind him.

A cool attitude toward the person who is to occupy one, or two, or all three key positions in a club exists before he has even thought of applying for the vacancy that he wishes to fill. This coolness may get its start from the person who has been filling the job at the club, and whose leaving creates the vacancy. He has made friends among the membership. Naturally, these friends "hate" to see him go. They "hate" to see him replaced. And they also "hate" to see the new man take over, and, therefore, the new man has some enemies at the club even before he starts on his new undertaking.

Then, as is the case of most good jobs, there are many unsuccessful candidates for the job; people who wanted the job, but did not get it. Each of these disappointed candidates had a friend or two who are members of the club. These members spoke to one or two or more of the directors for their "champion."

Naturally, when they learn that their "champion" did not get the job, they are disappointed. Further, unfortunately, perhaps unconsciously, they set up a resistance toward the new man.

The new man may have two strikes against him before he starts. But the matter does not end there. Two more insidious conditions exist. Some who were unsuccessful in obtaining the job for themselves may be disappointed, envious, and spiteful, and malicious. They start a program to "get" the new man. They drop a derogatory remark here, another one there, and so on. Unfortunately, these "whispering" campaigns have a nasty habit of gathering moss as they roll along.

There to aid and abet the losers are the disappointed members, the man who sponsored the "champion", the man who "hated" to see the friend leave and the man who has an ax to grind in general—all fall easy prey to these invectives. Sometimes they even start some of their own.

How do these boys operate? They usually pick a weakness, a mistake made, an act of God and turn it to their purposes. As examples: The new pro plays in a tournament. He has a bad day, and shoots a 78. The wrecking crew begins to say, "Your pro isn't much of a player, is he?" Or in the case of the golf course superintendent; they wait for a brisk day with a dry wind. They remember this day. "You need a new course superintendent," they begin. "He doesn't know how to care for greens. Last Thursday they were as hard as rocks." The average member does not know that a dry wind puts a hard surface to any green within a very short time.

Or the member who blames the manager for his spilling his Martini on the beautiful evening gown of his fellow member's wife. "The tables were too close together. There wasn't enough room to move. The manager should have more sense than to make such arrangements."

All these comments have a peculiar way of reaching the directorate of the club. And to please their membership they fire the unlucky man. And the whole rigmarole starts all over again. That is, it starts all over again if the club has an inexperienced directorate. The seasoned board of directors can and does judiciously sift the complaints.

Then again there is "chopping of heads"