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W o r l d   W i d e   D i s t r i b u t i o n

# Guest Lecturers Lend A Hand at Business School

By Herb Graffis

To the usual training courses at the PGA's 6th business school at Clearwater, Fla., there were added lectures on instruction by Tommy Armour on the young pro's job by Don Padgett, the PGA's "Club Pro of the Year," and by Charles Johnson, pres., Highland G&CC, Indianapolis, on what club members and officials expect of a pro.

Emil Beck again worked out the program that has provided so effective that it is now a model for other PGA business schools in Texas and California. Associated with Beck as the faculty at Clearwater were Horton Smith, who came out of a hospital to handle a strenuous schedule at the school, Bill Hardy, George Aulbach and John Budd.

## Financial Assistance

Of the 213 students, 56 were head pros and 21 were sons of pros. Financial help in attending the school was received from employers by 32 assistants at the school, and from employing clubs by 20 persons attending the Clearwater classes. Of the pros and assistants at the school, 138 had played high school golf, 51 had played on college teams and 57 had acquired their skills in a pro shop. Of the school's enrollment (129 had attended college and 31 had been graduated. There were 10 assistants and four head pros from Canada.

## Armour Teaches the Teachers

Tommy Armour said that the development of a golf instructor has to begin with the potential teacher learning how to acquire something every round he plays. Effective instruction, he said, often means that the teacher has to take a physical and mental beating. A reputation as a player backs up the statements an instructor makes, but the latter shouldn't try to teach the pupil to play as the pro teacher does because pro golf and member golf are two different things.

The first thing in doing a good job of teaching is to get a clear idea of the pupil's



Jim Stamps (l), Dalton, Ga., got a check for \$1100 for winning the PGA National Golf Club championship, played at Dunedin, Fla., in Jan. Jack Harkins (r) makes the presentation as Lou Strong, PGA pres., and Tom McMahan, tournament committee chairman, look on.



The PGA Quarter Century champion is Herman Barron of White Plains, N.Y. He is shown stashing his winnings in the bowl as Lou Strong tells the gallery what a fine golfer he is.

physical and temperamental characteristics, sports and occupational backgrounds, age, etc., that enables the pro to rate the pupil's possibilities. The idea of expecting a man or woman who is a 95-shooter to shoot 75 is utterly illogical. This is the reason why the 95-shooter scores more times over than under 100, according to the Silver Scot.

In beginning the lesson, Armour said, put the pupil mentally and physically at ease. Then the student should be made to understand that the teacher is the man in charge and must be given a chance to help the pupil by having his cooperation.

The importance of equipment in giving



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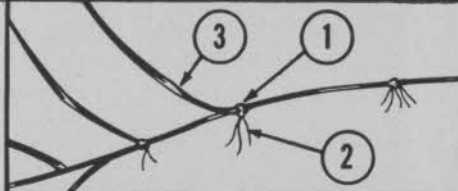
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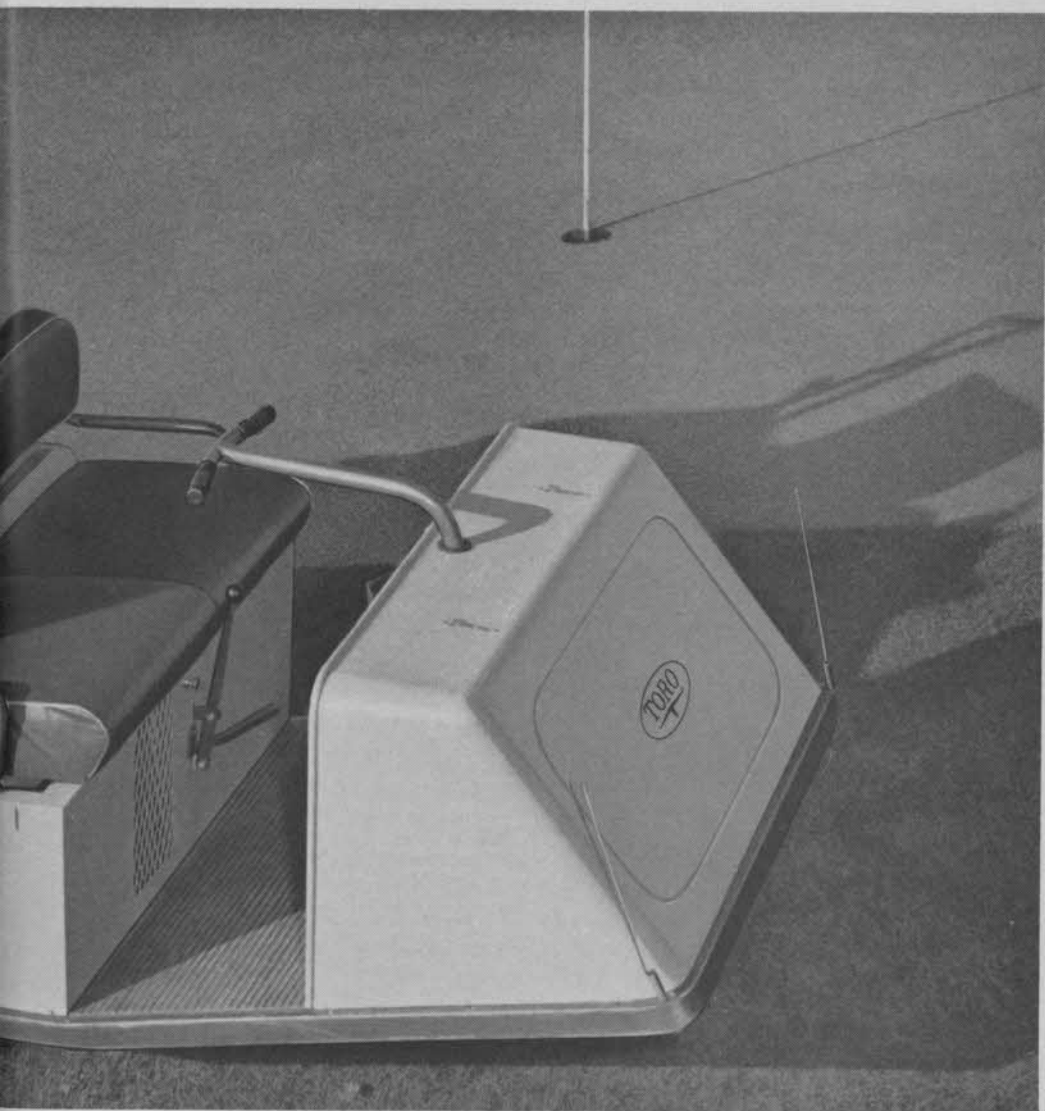
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the lesson was stressed by Armour. "No game needs better equipment than golf demands," he said. "The equipment has to fit or there isn't much chance for the player. Golf clubs are almost pieces of jewelry now. It is a delicate job to suggest that the pupil buy new clubs that will fit. But when the pro really knows how to fit clubs his knowledge is of great value to the golfer." A lesson with a correct club loaned by the professional may subtly get across the idea, Armour added.

#### Concentrate on Movements

On the subject of equipment, Armour further said that he always gave lessons with clean, new balls. He starts by watching the pupil hit 20 balls and doesn't say a word until exactly 20 balls have been hit and he's had a chance to study the pupil's style. He says nobody has taken lessons from him on "golf" but always on a certain department of the game. He prefers to start the player with an 8-iron. He gave only one-hour lessons when he was instructing at Boca Raton.

Armour advised watching the pupil's movements, rather than the ball. The teacher should know, from the pupil's action, where the ball goes. He observed that 95 per cent of golfers hit with their bodies. The top five per cent hit with their hands. When the head is kept steady the golfer has to hit with his hands. Armour added.

#### How Young Pro Makes Good

Don Padgett, pro at Green Hills G&CC, Muncie, Ind., the PGA Pro-of-1961, told pros at the Clearwater school that combination jobs (pro-supt. or pro-supt.-mgr.) are in the majority because clubs can't afford to get good men for such jobs. The fellow who does exceptionally well at one of these jobs distinguishes himself as one who can progress and make good in a pro job at a larger club. He recommended that the young pro or assistant go to district course supt. meetings and schools to learn something about how a course should be maintained, and to be able to work with the supt. Padgett suggested also that an ambitious young man in golf club business learn something about house management. Padgett added that he took a correspondence course in hotel and club-house management.

#### Make Them Feel At Home

The Muncie shopmaster said it looks to him as though major clubs eventually will be run by executives who are capable in the major departments of golf clubs.

A number of people are moving up



Jim Stamps of Dalton, Ga. won the PGA National GC championship, played in Dunedin, Fla., in Jan., but the big winner in that event was Jim Fisher of Belmont, Mass., (shown in photo with his wife) who collected \$50,000 for a hole-in-one that he shot in the first round. Since he was using a First Flight ball, the Chattanooga company cheerfully doled out that sum to him. But in a sense, First Flight was keeping the money in the family since Jim sells its equipment in the New England states. Before the tournament started, Fisher and Pete Manning, Lexington, Mass., and Bill Jelliffe, Lakewood, Colo., made a pact to split any bonus money for holes-in-one, and so Jim turned over two-thirds of his prize to this pair.

socially and financially and don't know what is expected of club members, Padgett continued. The pro should make the new member feel at home and introduce him to lockerroom men, the manager, pro shop staff, supt. and others in key spots.

The pro always should clam up when asked by members about the capabilities of other department heads, Padgett remarked. A pro has enough to do in mind-ing his own job. Padgett went into some detail about the importance of the pro's making arrangements with newspaper, radio and TV sports staffs for club publicity, about being on the job in the women and Junior golf programs, being a competent and aggressive merchandiser and most certainly a competent instructor.

Charles Johnson, Highland G&CC, Indianapolis, pres., and prominent in In-

(Continued on page 122)

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## USGA Turf Talks Plumb Roots of Course Management

The USGA green section's program, "A Business Approach to Golf Course Maintenance", presented at Biltmore Hotel, New York on Jan. 26, warranted many times the attendance of about 100 green chmn., club officials and supts. it drew. The program got right down to the roots of money in course management. It set the pattern for Green Section educational programs that are to be held in Washington, Chicago and San Francisco this month.

In good timing as a keynote of the program Lawrence S. Dickinson, prof. emeritus of agrostology, University of Massachusetts, was presented the section's annual award for "Distinguished Service to Golf Through Work with Turfgrass."

### Early Study

In the early years of the school at Amherst, Prof. Dickinson and his students conducted research into golf course operating costs. The study, made on a percentage basis, was financed by GOLFDOM. The findings which were printed in GOLFDOM, will be viewed in the near future and compared with modern figures, especially with the interesting hours and percentages of labor distribution at two major clubs, a compilation made by Alex Radko of the green section and distributed at the New York meeting.

The theme of the Green Section meeting is underscored by the astonishing financial blundering of some new clubs of strictly private character and of big-talk, little-cash promotions. There is growing awareness that heavy investments and expenses of numerous private clubs have put them past the stage of management as a sideline.

Managers usually know something of the general financial picture of clubs because the accounting is done in the clubhouse office. But supts. and pros rarely are told much about the financial score at their clubs.

Carl Jehlen, gen. mgr., Baltusrol GC,



William C. Chapin (l), green section chairman, presents award to Prof. Dickinson.

### Prof. Dickinson Gets Second USGA Green Section Award

The second USGA green section award for "Distinguished Service to Golf Through Work with Turfgrass" went to Lawrence S. Dickinson, professor emeritus of agrostology at the University of Massachusetts.

The award was made at the annual green section meeting held in New York in late January.

Prof. Dickinson was a pioneer in the teaching of turf management. He established the Stockbridge winter school at the U. of M. in 1927 and since then it has graduated more than 500 turf technologists. For many years it was the only school in the country that turned out trained men to take golf course jobs.

Later, under Prof. Dickinson's guidance, a two-year course for students majoring in turf management was instituted. For several years after this, he was a one-man faculty at both schools.

Many of the improvements in golf course maintenance are directly traced to the efforts of Prof. Dickinson. Hundreds of his former students now are supts. at courses throughout the U.S.

The first green section award was received last year by John Monteith, Jr.

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Springfield, N.J., gave figures on Baltusrol and other N.Y. Met district clubs that showed operating expenses, exclusive of food and beverage depts., had tripled

(Continued on page 128)



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Fleet of 22 Golfsters is lined up and ready to go in front of Gatlinburg clubhouse.

## Tough Gatlinburg Course Puts Cars to The Test . . . and they pass it

(See Front Cover)

"Our 150-yard number 12 hole drops 17 stories from tee to green. And the rest of the course is almost as rugged."

That's how Pro Harry Berrier of the Gatlinburg (Tenn.) GC describes the conditions his golf cars must meet in carrying golfers around the 18-hole layout.

The cars he's referring to are Gatlinburg's 22 electric-powered Cushman Golfsters. Twenty of the units were put into service at the beginning of the 1960 season. Prompted by their successful record, Berrier added two more last season.

Hilly terrain provides a tough workout, but electric-powered units can give a full day's operation before recharge is necessary.



The municipally-owned Gatlinburg layout is a six-year-old \$400,000 layout, located in the resort country of the Great Smoky Mountains National Park. It was twice (1957-58) the site of a national Ladies PGA tournament. The rigors of the course, plus its picturesque setting, yearly draw thousands of golfers from throughout the nation.

"But even the regulars who had walked the course every year seem to enjoy it more from the seat of a car," says Berrier. "The response has been even greater than I anticipated." Of the 400 golfers who play the course in a typical week during the season, an average of 65 to 70 per cent use cars. Rental charge is \$7 for 18 holes and \$4 for 9 holes.

Berrier and many of his customers have been impressed by the ability of the cars to negotiate the demanding course. They easily operate on the specially marked trails leading over the hilliest parts of the layout. To permit all-weather and all-year operation, an asphalt trail was recently completed around the front 9 holes. It soon will be extended to the back 9.

The little maintenance required for Gatlinburg's Golfsters has added to their profit production. The units are equipped with automotive-type brake drums and linings and they haven't required replacements. At the end of the 1960 season for example, Berrier states, an inspection of the brakes on all Golfsters showed them to be in good shape considering the wear they had undergone.

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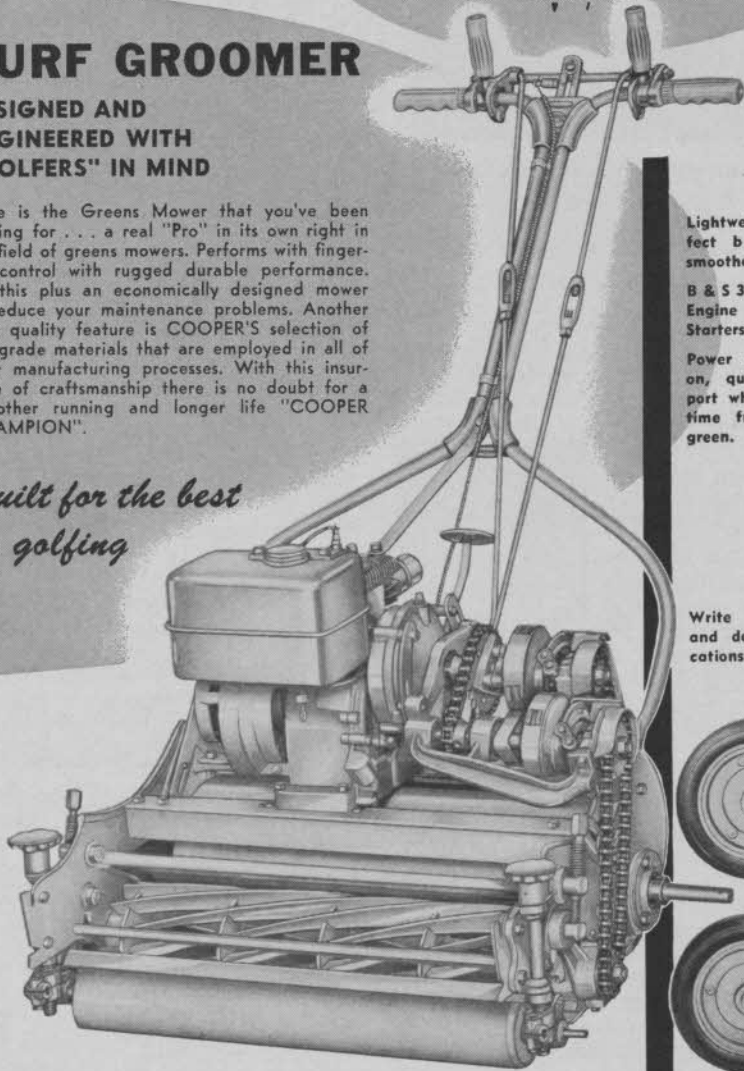
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*Think it over before you  
put Mrs. Jones and Mrs.  
Smith in the same foursome*

# Women Players! They Need Understanding

By **GENE O'BRIEN**

Professional, Rolling Hills CC  
Wichita, Kansas

The pro can't run away and hide from women golfers any more. That day — or those days — are gone forever. It isn't necessary to cite any playing statistics saying why he can't. All he has to do is look around his club. Women are all over the place — not only on Ladies Day, but every day of the week. What percentage of the rounds do women at your club play in a season's time — 30, 40, 50? Or, possibly more?



O'Brien

Whether you are for or against the trend of the last five years or so doesn't make much difference any more. You're trapped, hemmed in, inundated, surrounded on all sides. You just don't have a choice these days unless you're able to pull some strings and end up at some rustic "For Men Only" clubs. But even they are disappearing simply because the women have discovered them.

So, why not face it? You can't get along without them if you're going to remain a golf pro. Try to understand them.

## Little Togetherness

I'm not an expert on women, but as far as golf goes I've studied them from several angles — psychological, that is. I

still don't understand them completely but, at least, I want to pass along some observations I've made about them.

Let's take social togetherness. Generally, men seem to have a knack for it, probably because they have no other choice if they are going to make a living. But women don't have to be gregarious. They can pick the friends they want and reject those with whom they don't care to associate.

To some degree this female trait, or perhaps it is a privilege, can be exercised on a golf course. You can't put just any women in a foursome; you have to be selective in deciding who is going to play with whom. The unhappiest women I've seen haven't been necessarily perturbed about their golf games but with the other ladies with whom they have been paired.

## Undesirable Traits

There are many reasons why some women golfers don't like other women golfers. Some of the gals are considered undesirable because they cheat, wear their shorts too short, overdress, gossip too much, take too many lessons from the handsome pro (that's you), take too much time, lack courtesy, spend too much time in the cocktail lounge or have distracting playing habits, etc., etc. You're well aware of all the failings and complaints.

But in addition to being familiar with these, I say that you have to know your women. That means that you have to keep your ears open and absorb some of the discussions of the various female person-