

GCSAA

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ciation has gone through in the last few years.

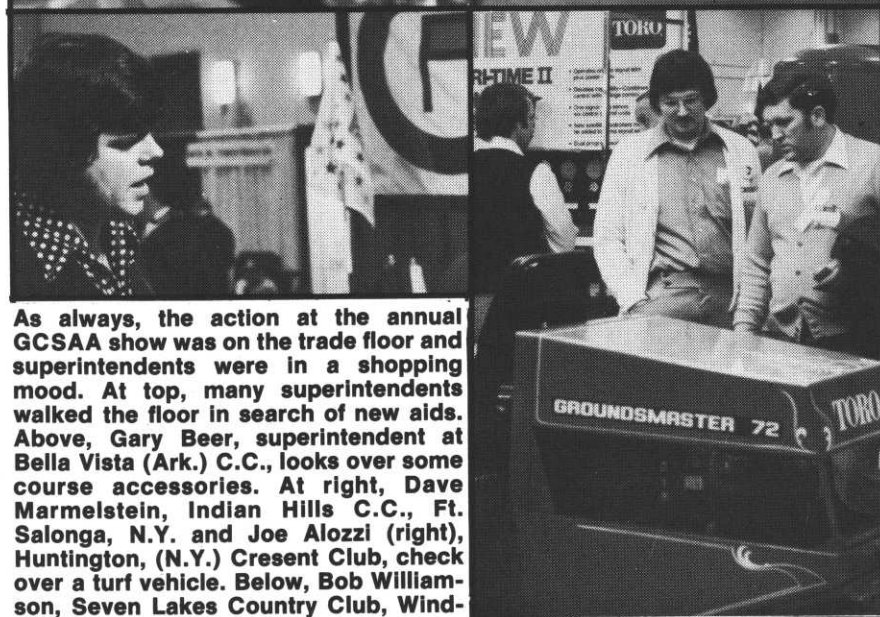
Attempting to know its membership's background better, the GCSAA passed a by-law change that would automatically reclassify members according to their employment status. At the same time, another by-law will allow membership expansion into the student area, that according to Public Relations Director Doug Fender, could increase total association membership by 1,000.

Another minor resolution passed referred to the term of office for association directors. The term was switched from two to three years in length and the annual election of directors will now include just two open spots, instead of the previous three. The only by-law voted down surrounded an attempt by the national association to bring local chapters closer to the GCSAA by making it mandatory for major chapter officers to be members of the national association.

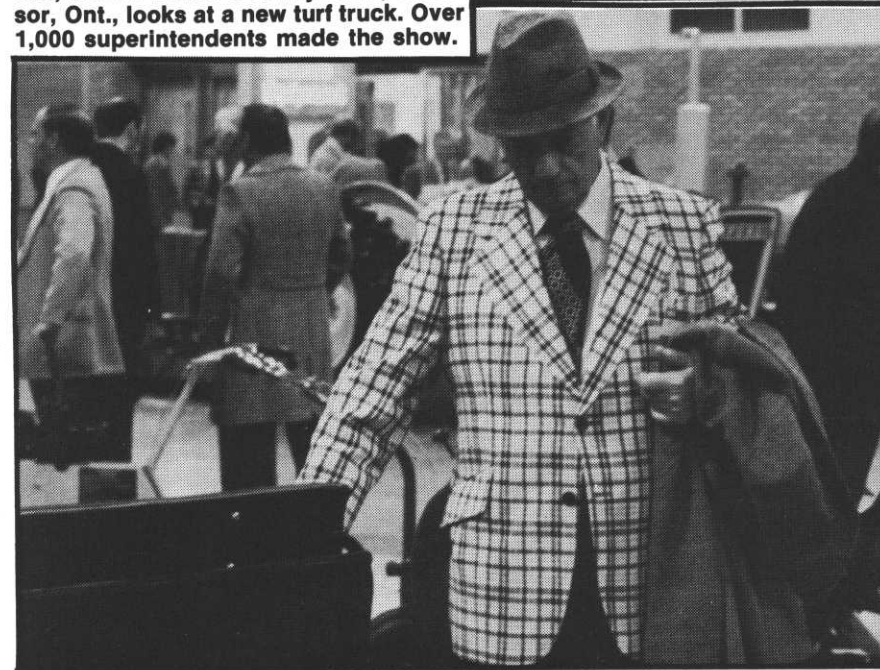
On the election front, Richard Malpass, recent GCSAA vice president, was elected president without opposition. Malpass, superintendent at Riverside Golf and Country Club, Portland, has been a member of the GCSAA for 12 years. Out of a three-person field, Ted Woehrl, superintendent at Oakland Hills Country Club, Birmingham, Mich., was selected as the new national vice president.

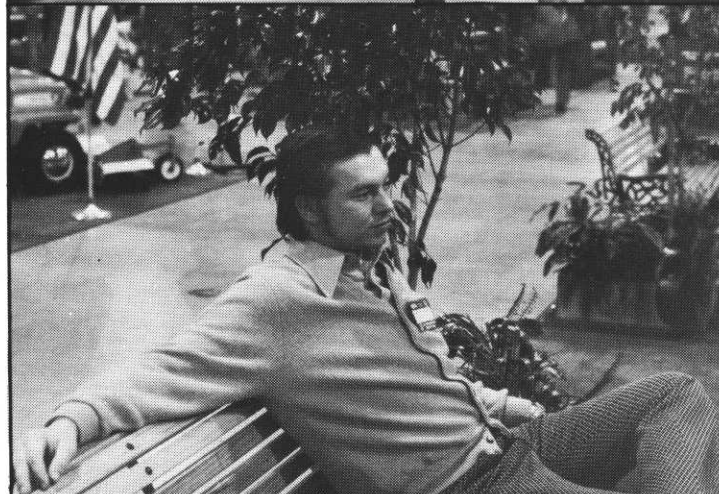
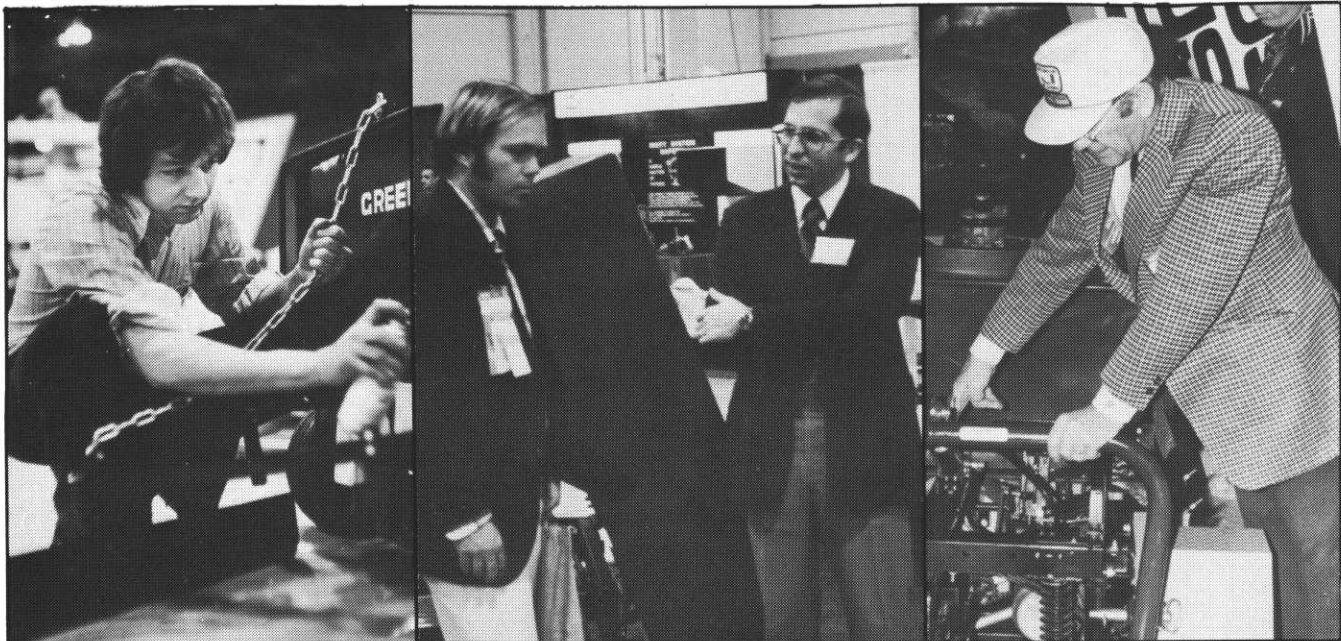
One new director was voted into that position, while two old ones were reelected. Dave Holler, superintendent at Gulph Mills Golf Course, King of Prussia, Pa., was added to the director board. Charles Tadge, Mayfield Country Club, South Euclid, Ohio; and Melvin Lucas, Garden City (N.Y.) Golf Club were the pair of directors carried over by the membership for another three-year term.

Of course, 1976 is an anniversary year for the GCSAA, as it celebrates its 50th year in operation. Plans are already in motion for a gala celebration at the Sylvania (Ohio) Country Club, Sept. 13-15.



As always, the action at the annual GCSAA show was on the trade floor and superintendents were in a shopping mood. At top, many superintendents walked the floor in search of new aids. Above, Gary Beer, superintendent at Bella Vista (Ark.) C.C., looks over some course accessories. At right, Dave Marmelstein, Indian Hills C.C., Ft. Salonga, N.Y. and Joe Alozzi (right), Huntington, (N.Y.) Crescent Club, check over a turf vehicle. Below, Bob Williamson, Seven Lakes Country Club, Windsor, Ont., looks at a new turf truck. Over 1,000 superintendents made the show.

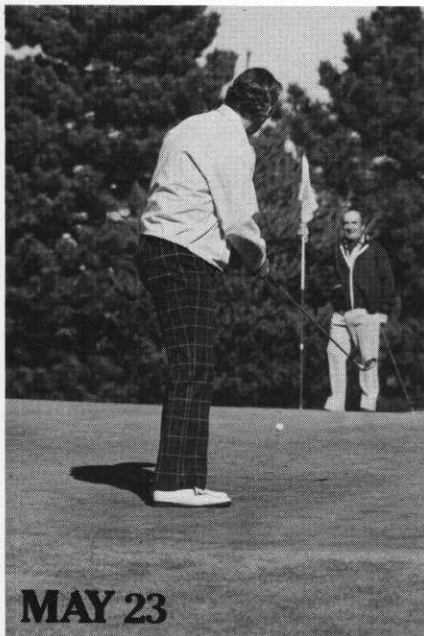




GCSAA

Taking care of exhibits is a full-time job. At top left, Joe Carroll, quality control manager for Ryan Turf does a little touch-up painting on a product. At top center, Mike Clark, superintendent at Oakmont C.C., Santa Rosa, Calif., talks over golf cars with E-Z-Go's Dick Kuhn (right). At top right, a superintendent digs into the working parts of a turf vehicle. At right center, Jim Richter, Crestwicke C.C., Bloomington, Ill., takes a brief rest on a nearby bench. At center left, several superintendents gathered regularly in the Ford booth to watch a magician go through his assortment of slight-of-hand tricks. Although, women were a rare sight during the show, Diamond Shamrock called on the golf services of LPGA touring pro Mary Cushing (at bottom center) to help the superintendents out with their putting skills. The 29-year-old, who by coincidence, is a Twin Cities native attempted to aid several would-be duffers. At bottom right, Omaha (Neb.) Country Club superintendent Jearld Lierman takes a few minutes to sip a drink and rest his feet from walking around the show area.





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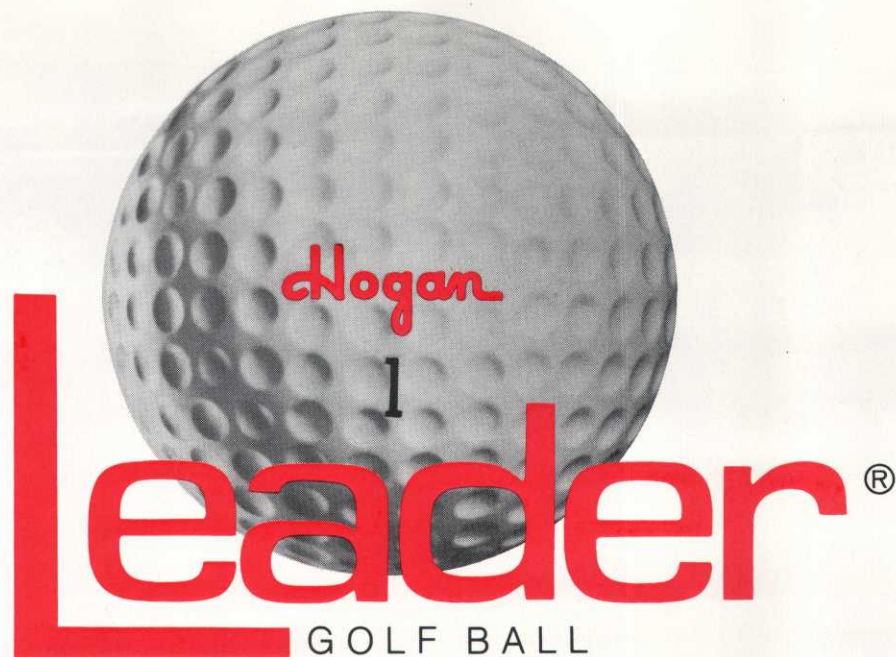
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CMAA

Managers Are in People Business

More than ever, members of the Club Managers Association of America were reminded at their annual conference last month in Washington they are in the people business.

"Are we a people developer?," asked management consultant Desmond Nolan.

"A club," explained Cornell hotel administration professor Stanley W. Davis, "is a man-machine system and we must learn to optimize man in the system by being able to understand, predict, and alter his behavior. This is done by good human resources accounting."

Dan Bellus of Human Development Unlimited, Inc., unveiled the extremely important factors of knowing the sensitive nature of people in his talk: "Members Fragile! Handle With Care."

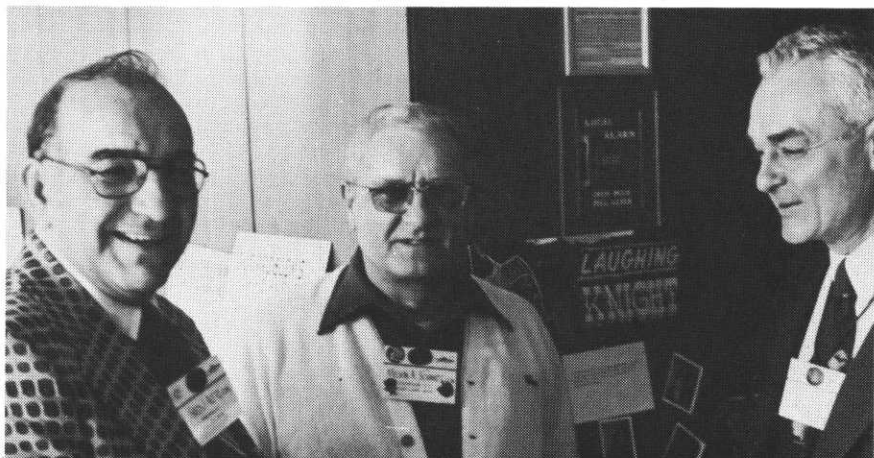
In a sense, the 49th annual conference, with its near-record total attendance of 1,532, was a living demonstration of the relationship of the club business to people business.

First, delegates were faced with a couple of hotel problems which really brought out the drama of the people business. On the first day, there was a minor fire in the kitchen. And, as CMAA members arrived looking for the registration desk, they were advised, "just follow the fire hose."

The next day, all the hotel's union employees walked off the job and the hotel manager faced the future with 40 employees and 2,000 guests.

Solving problems, often similar to these, is common to club managers as evidenced by their behavior in Washington. Within hours after the strike, a large stack of business cards from CMAA members were turned over to the hotel manager, each person a volunteer to help with the hotel's handling of CMAA events. Actually, some CMAA members did end up helping a bit in the kitchen and busing dishes.

When the hotel general manager



New national officers elected at the annual conference (at top, from left), Secretary-Treasurer George Burton, Oak Ridge C.C., Hopkins, Minn.; President Harry Gray, Exmoor C.C., Highland Park, Ill.; and Vice President Josef Auerbach, Wichita (Kan.) C.C. There were many interesting sessions. At center, Richard Lyng, president of the American Meat Institute speaks. A trio of Wisconsin managers were on hand for the conference. From left, Fred Aceto, Nakoma Golf Club, Madison; Melvin Schmidt, Chenequa C.C., Hartland; and Bill Farrar, Maple Bluff C.C., Madison.

CMAA

CONTINUED

was introduced to the group later, CMAA members gave him a standing ovation as a token of their understanding. "I am humbly grateful," he said, "and I want to thank each and every one of you from the bottom of my heart."

It's ironic, but some members may have been thinking about what Professor Davis had told them just that morning: "The club is a complex organization or system, and it requires a lot of hard work to put it all together, making maximum use of human resources to operate the system. This means more than just assuring employee compliance through good human relations."

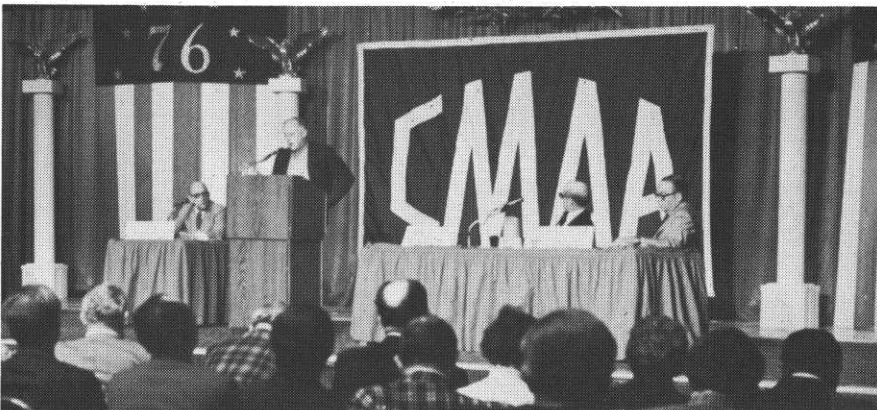
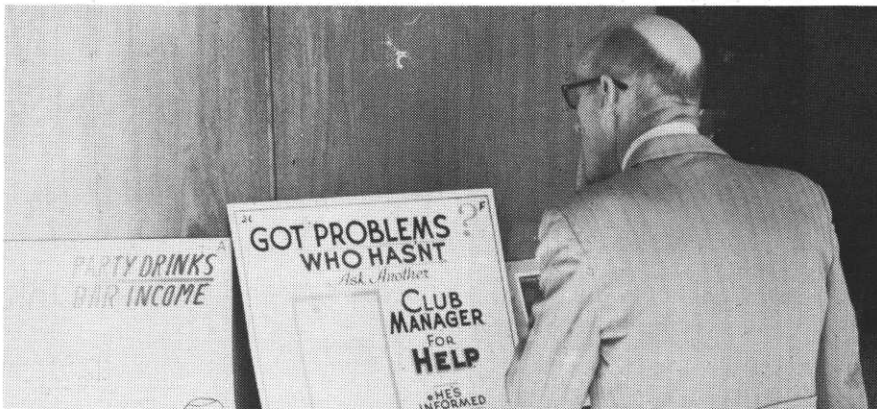
Desmond Nolan's approach that morning was to describe how managers could evaluate their "management style" and better deal with the work at hand. He emphasized that managers need to perform to objectives, to have the style that lets them see priorities.

Professor Davis sees managing well as doing many things well. This includes establishing good communications, developing a philosophy for working with employees, such as equity theory, and developing an understanding of organizational control.

"Club managers," Davis said, "have one of the toughest jobs in the world because they are providing service to their bosses. In other words, their customer is also on the board of directors. Understanding the organizational control process is critical to establishing your position, and that of your members, and employees within the system."

New president of CMAA is Harry J. Gray of Exmoor Country Club, Highland Park, Ill., and vice president is Josef Auerbach, Wichita Country Club, Wichita, Kan., Secretary-treasurer is George Burton, Oak Ridge Country Club, Hopkins, Minn.

Next year, for its Golden Anniversary Conference, CMAA will meet in Chicago's Conrad Hilton Hotel, Feb. 6-13. The 1978 conference will be in Los Angeles, and the 1979 event, Atlanta. □



Managers weren't the only ones with full days, their wives had a program of travel and events planned in the capital city, at top. Again the CMAA Idea Fair proved to be a success, as managers from around the nation posted their informative notions on the industry, as President Gray observes. Two more impressive speakers were at the Washington meeting. In the third shot, Donald E. Wilkinson, administrator in the USDA and at bottom, Argill Campbell, from the U.S. Chamber of Commerce.

COMING EVENTS

American Society of Golf Course Architects, 30th Annual Meeting, Del Monte Lodge, Monterey, Calif., March 21-26.

PGA Club Repair Seminar, Chicago, March 21-24.

PGA Merchandising Seminar, Ann Arbor, Mich., March 21-24.

National Restaurant Association Controlling Food Costs Seminar, Salt Lake City, Utah, March 22.

Maine Turf Conference, Red Coach Grill, Portland, March 23-24.

National Restaurant Association Bar Management Seminar, Miami, March 29-31.

PGA Business School, Lake Livingston, Houston, April 4-9.

National Restaurant Association Food Merchandising and Sales Promotion Seminar, Denver, April 5.

National Restaurant Association Train the Trainer Seminar, Minneapolis, April 6.

Eastern Restaurant and Hospitality Exposition, Civic Center, Philadelphia, April 12-14.

National Restaurant Association Controlling Food Cost Seminar, Bethpage, N.Y., April 13.

New England Hotel-Motel and Restaurant Show, Hynes Veteran's Auditorium, Boston, April 13-15.

Arizona Turfgrass Council, Second Annual Turfgrass Materials and Equipment Show, Veteran's Memorial Coliseum, Phoenix, April 14.

PGA Business School, West Palm Beach, Fla., May 2-7.

Tennessee Golf Course Superintendents Association Meeting, Rockwood Country Club, Rockwood, May 3.

Georgia Golf Course Superintendents Association Educational Program and Business Meeting, Atlanta Athletic Club, Duluth, May 11-12.

57th National Restaurant Association Restaurant, Hotel/Motel Show, McCormick Place, Chicago, May 22-26.

Golf Course Builders' Association Meeting, Fresno, Calif., June 25.

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Mac Hunter: Pro On Both Sides Of The Counter

There are mounting signs that the walls of the pro shop are closing in on the golf professional as he feels the economic pinch as never before.

He is caught somewhere between the press of big business — the luxury department stores and discount chains — the encroachment of clubs in search of additional revenue to support their unwieldy operations, high prices, tight money, slow moving inventories and a smaller, if not inadequate, sales staff.

It is not a pretty picture and Mac Hunter, who has seen it from both sides, thinks the day is upon the professional where he finds himself squeezed to the point where he will have to make a choice between turning his back on being a store operator/merchandiser of sorts or go back to being a true golf professional giving advice and being paid for his skills.

Hunter, for 23 years the head professional at Los Angeles' fabled Riviera Country Club and now owner of his own golf equipment company in which he designs, manufactures and merchandises an advanced line of clubs, expressed his views to GOLFDOM'S Senior Edi-

tor Herb Graffis. Hunter came to these conclusions:

1. Club management is to a great degree archaic and lacks in-depth leadership.
2. The need for a change in club operational methods is accelerating and the call for improvements will get even louder.
3. Present management systems are unwieldy, costly and generally unnecessary. The fat and waste must be trimmed.
4. The people who might provide a cure are either too busy buried beneath the system or unwilling to become involved until bottom is hit.

"I say the business of being a club professional is in serious trouble," said Hunter. "The forces of the golf business opposing the pro are formidable, although they might not be insurmountable if contested correctly — now!

"Unfortunately, though, pros have not been astute enough as a general body to look ahead and take precautionary measures to preserve their well-being. But neither has club management to a similar degree. Both are adrift in the same sea, fighting for what still appears to be a

worthwhile existence. What they need is a workable alliance based on the times and capable of improving both lots," Hunter emphasized.

Hunter is a viable authority on golf merchandising. Riviera, under his direction, grossed more than \$300,000 annually in pro shop sales before he took off for greener fields and an end run at club-making.

Golf virtually runs in the veins of the Hunter clan. Mac is the son of a British Amateur champion, who until his death was one of the strongest influences on pro golf in California and the United States. There are in fact, more than 150 years of golf behind Hunter, beginning with his great grandfather, a clubmaker in Scotland, his grandfather who founded the British PGA and his godfather Tommy Armour.

In a series of questions and answers, Hunter offered several recommendations to the pro shop crisis:

GOLFDOM — What is the most needed improvement in pro shop sales methods?

Hunter — First and foremost, fledgling professionals as well as those in the business for many years should polish up on the economics

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of day-to-day business — selling methods — buying methods — and maintaining a good payment record — to better reckon with the nagging burdens of the current dollar squeeze. Secondly, the pro should specialize and promote only those goods (whether soft or hard) that are of quality and give top performance, and that offer a fair margin of profit as well as provide a good measure of exclusivity.

GOLFDOM — What control, if any, do pros have over the quality of clubs and balls?

Hunter — Collectively, they are not adequately informed to alter the circumstances of equipment manufacture, and if they were, I doubt if they would react collectively, although there are and always have been individual exceptions. Worse still, the PGA has failed to recognize their problems with any apparent success, and because of this has done little to alleviate them.

GOLFDOM — What, in general, can be said about the business methods of pros?

Hunter — Professionals don't earn a living today; they struggle to survive. Lack of fundamental economic preparation is the pro's biggest handicap. At best, he is an unprepared businessman who takes it on the chin because of his failings. Speaking from a manufacturer's side, the golf professional spreads himself too thin trying to cover too many bases both in things to do and products he tries to merchandise. He would do better to cut back — specialize — and bring his credit under control.

GOLFDOM — Would installment payments alleviate some of the problems?

Hunter — Yes, I believe that could be a solution. I would like to see the PGA investigate American Express, BankAmericard or MasterCharge as a viable credit plan. It could provide a giant credit balance to the whole industry if a plan could be worked out. Such majors in the field of finance have evolved sound systems of credit and collection — all the pro would have to do is hook into one.

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