

greenkeeper--responsible for the entire golf course and don't ever forget it." If you are charged with that responsibility, professional ethics require you to fulfill it. If "The Boss" demands the accomplishment of some unfounded or incorrect procedure (in spite of your pleas), ask him to put it in writing and to accept responsibility for the consequences on the golf course. This request alone will often discourage the pseudo agronomist. In any event, it seems far healthier for the superintendent to give it his very best and, in some way, develop a rapport with the 'difficult to get along with' type chairman. If this is not possible and/or if the superintendent no longer holds overall responsibility for course maintenance procedures--the choice narrows to two: 1) Become the course foreman; 2) Leave.

Dr. Fred Adams summarizes the subject best as follows: "It has become rather obvious that in the years I have served as a green committee chairman my basic ideas have changed as to the true role of the green committee. In any efficiently run, successful business, appropriately trained individuals are given the responsibilities of the many facets of the operation. Why can't our golf courses be managed with a similar philosophy? The green superintendent should be given the responsibilities that are obviously in his domain, without constant unwarranted criticism. The committee's chief functions necessarily should be in the areas in which they individually or collectively have expertise, such as communications, equipment, and labor relations. By coordinating the talents of the green superintendent and his committee--and utilizing other outside agronomic services--a much better and economically sound golf course operation will result.

**GOLF COURSE SUPERINTENDENTS ASSOCIATION  
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