

# New Functions for the USGA Staff

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The expanding activities of the United States Golf Association have made it necessary for the Executive Committee to place increasing responsibility on the permanent, paid staff in New York for the direction and coordination of our operations.

The Executive Committee normally meets four times a year. At these meetings all matters of policy are decided, and approval of decisions made between meetings is given. For proper operation and organization it is essential that the permanent staff accept wider responsibilities in making decisions and carrying out the policies established by the Executive Committee.

In order that the organization shall reflect the increased responsibility which the permanent staff now bears, the functions have been redefined and the titles of Executive Secretary and Assistant Executive Secretary have been replaced by Executive Director and Assistant Executive Director. The change in titles is designed to emphasize the character of the reorganization which has taken place in the function of the permanent staff. It is no longer merely a secretarial function; it is a directional function.

The Executive Committee will continue to represent the Member Clubs in all matters of policy and will hold the staff responsible for carrying out those policies; but the Committee's members, who must carry on business affairs of their own and who are scattered geographically, henceforth will rely heavily on the permanent staff for advice and executive decisions in all the diverse fields in which the Association operates. This has been the case for some time, but the division of responsibility has now been clarified and defined.

The Executive Director, under the Ex-

## New Members of the USGA

### REGULAR

Athens Country Club, Texas  
Contra Costa Golf Club, Cal.  
Lakeside Country Club, Texas  
Marble City Golf Club, Ala.  
The Meadville Country Club, Pa.  
Pine Tree Country Club, Conn.  
Prineville Golf and Country Club, Ore.  
Santa Maria Country Club, Cal.

### ASSOCIATE

Agate Beach Golf and Country Club, Ore.  
Hollywood Beach Hotel Country Club, Fla.  
Macktown Golf Course, Ill.  
New Mexico Institute of Mining and Technology  
Public Golf Course, N. M.

ecutive Committee, will administer and coordinate all the affairs of the Association, including those of the Green Section. In this responsibility, it is agreed that the Director of the Green Section will be relieved of arduous administrative functions and will be able to give more time to serving the turf interests of our Member Clubs, for which he is so eminently qualified. The Executive Director will assume many of the detailed functions which in the past have been carried out by individual members of the Executive Committee in their roles as chairmen of the various sub-committees. Also, he will, to a greater extent, represent the Officers and Executive Committee in executive matters, both internal and external. In order to free himself to assume these broader functions, he will, of course, delegate many of his present duties to the Assistant Executive Director.

The Executive Committee will hold the Executive Director responsible for the successful conduct of all the Association's affairs and will expect him to recommend to them appropriate action on matters of policy. This additional responsibility should lend added continuity and coher-

ence to the conduct of the Association's affairs over the years and should lighten the impact of changes in the personnel of the Executive Committee.

As a development in the growth of the Association, this reorganization is logical and inevitable. In the earliest days, a few men of goodwill for the game were able to handle all the Association's affairs without clerical assistance. In the early 1920s, however, they found it advisable to employ a part-time accountant to handle the moneys of the Association and to assist in the conduct of Championships, and he soon became a full-time Executive Secretary, carrying out administrative functions with the assistance of two stenographers.

The permanent staff in New York has now grown to eleven persons, and, in addition, there is the Green Section staff of five in Beltsville, Md., and the newly opened Green Section West Coast Regional Office in Davis, Cal. We hope eventually to establish more Green Section Regional Offices in order to be able to provide readily direct services to Member Clubs in all parts of the country, and our agronomists must be free to work in their specialized field, unencumbered by overmuch administrative detail.

The roster of Member Clubs and Courses now numbers nearly 1,600, the highest number in our history, and the services of the Association also are available to Clubs in foreign countries.

In his day-to-day work the Executive Director must administer all Association offices, handle a substantial income, prepare for the six Championships and three international team matches which we conduct, deal with other associations and make a variety of executive decisions concerning the Rules of Golf, the Rules of Amateur Status, the implements and ball, handicapping, personnel, the budget, public relations, membership matters and the Museum and Library. The operation of "Golf House," as a symbol and a headquarters, and the editing of the USGA JOURNAL, as our official voice, are important functions of the permanent

staff. The regular correspondence of the Association has long since assumed large proportions.

The day when a few members of the Executive Committee, working voluntarily in their free time, can effectively provide detailed direction of the Association's affairs has passed. The Association has, we believe, served the game well, and has prospered in that service to such an extent that this new delineation of functions is essential to further effective growth.

In Joe Dey, as Executive Director, with his years of experience, his knowledge of golf and love of people, his high principles and outstanding ability; in John English, as Assistant Executive Director, with his drive, his ability to write and to make friends and his ability to handle personnel; and in Fred Grau, as Director of the Green Section, with his years of recognized ability as an agronomist, his outstanding knowledge of turf and turf research; plus all the other valuable members of our official family, for whom enough cannot be said, the Executive Committee feels that the USGA has the finest and most efficient type of operation, and golf should consider itself fortunate.

## HORTON SMITH

A caddie once—and now today  
The head man of the PGA—  
A story almost like a myth  
Is that we tell of Horton Smith,  
A golfer who has risen to fame  
By long devotion to the game.

From boy to champion and then  
To labor for his fellow men;  
To hold, however high they rise,  
The game is greater than the prize  
And though they strive at golf for pay  
To keep unstained the joy of play.

To Horton Smith tonight we say  
As President of the PGA  
As golfers all, to every test  
We know that he will give his best.  
Though time may cups and medals dim  
Still bright will be our faith in him.

EDGAR A. GUEST

*Written by Mr. Guest especially for a Testimonial Dinner last Spring given by the Detroit District Golf Association in honor of Horton Smith*