

products covered by such patents. We make no attempt to editorialize on this matter, but it is a matter of importance to all. Our national welfare and our progress have been linked to research efforts. If we are to continue to advance, we must continue our research efforts.

In the last decade, technical progress has been amazing. Perhaps the surprising thing is that costs have increased **only** five-fold. We, in turn, have come a long way in turf management. Management is more efficient because of new tools, new chemicals, new grasses, and

new techniques. There is even now a mass of basic information which has not yet been translated into practice. As long as researchers are busy, this will ever be so. DDT was discovered in 1874, but it was not put to use as an insecticide until the early 1940's.

Our business is to see that this backlog does not get too big. With ever increasing research the task will become more difficult, but we must try. The thought I would like to leave with you is that "keeping up with research is good business."

Don't Overlook Public Relations

By ALLEN M. OAKLEY

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Public relations, whose development since the turn of the century parallels the growth of golf, today has been refined into a science that can be applied to our problems in golf course maintenance.

We must consider a foursome—the player, the green superintendent and his association, the green chairman, the club directorate.

If we have been overlooking public relations, let's find out what it means. To paraphrase one definition: "Public relations in golf is essential today because we have found that information, understanding and good will are necessary for the well being of that fortunate member of the foursome to whom we accord the honor on the tee—the player."

Each of us in the foursome has something to sell, and the green chairman must bring buyer and seller together. So it is to him that I address myself.

The player has something to sell. He wants the best possible conditions for his enjoyment—and we all know he can be the most vocal of salesmen on that point.

Though we cannot heed all his demands, nor all too often his advice, he can become our best salesman if we inform him, develop understanding both in and with him, and through him spread good will. Those are the translations for us of the special language of the science of public relations. The green chairman must be the key man in putting them into practice.

There was a day when he and his

greenskeeper dealt with an inexact science. Today he lives in a new and better world, made possible by experience, research and organization.

How can he make the most of it? How apply public relations?

1. He must recognize the full importance of his job and publicize its objectives and accomplishments.
2. He must understand the nature of the advances that have been made.
3. He must take full advantage of the modern services available.
4. He must recognize and encourage the new atmosphere created by a corps of trained and dedicated superintendents.
5. He must balance desire and resources.
6. He must help prepare for the future, both in his own club by creating wider interest in the problems and science of golf course maintenance, and on the broader landscape where training and research are thriving and manpower is needed.

All this adds up to one word: "Inform." It's a formidable weapon against the old fogeys of tradition, member apathy and budget restrictions.

So let's sell to the players an understanding of the superintendent's problems, to the board the value of new methods and machinery—their dollar value and satisfaction value, and to the superintendent

a goal he and his crew will be glad to shoot for.

My short experience as a green chairman convinces me you can't do without good public relations on these points.

1. Importance and Publicizing

The golf course budget exceeds that of any other phase of club operation. The golf course has strengthened its position as the core of the country club. And no golfer can be fooled today—he knows the good conditions enjoyed by his fellow and neighbor a thousand miles away.

The business approach emphasizes the importance of not overlooking public relations. A new superintendent, only 22, remarked: "I want a businessman for a chairman." He meant he wants good public relations, understanding of his job, an informed board and budget committee, and informed players. Today he keeps records, knows costs, strives for more efficient maintenance. The chairman must bring him closer to the management and closer to the players.

The superintendents are in business. So must we be.

Have you a long-range program? Full publicity to the membership is an essential. Its success may depend on the admonition: "Inform." Despite good advice, a club lost nine years in getting under way, because its long-range program was not plainly put before the membership.

2. Understanding and Advances

The literature being produced today covers the entire field of maintenance, research and new ideas. It can inform you. Let it inform your golfer too. When he walks into the locker room or pro shop, he sees golf magazines—why not golf course magazines? Put them where he can see them, and help yourself in public relations.

3. Taking Advantage of Services.

Bernays defined public relations in actual practice as "the engineering of consent." This means: "Let's listen to the experts, let's get some good advice—and let's get everybody to go along with us."

That long-range program that failed—a public relations job that sprang from using available services was its salvation. When the Green Section's visiting agronomist and the research director

were brought together with the club president and budget chairman, the goals of nine years before were re-established, the facts looked in the face, and the decision—the consent—given to proceed. The services available were used to develop full club realization of the situation and participation in the goals.

I suggest a USGA certificate that a club may display to show that it subscribes to the Visiting Service of the Green Section. The pro has his credentials on the wall, so also the superintendent. Why not the progressive club?

4. The Superintendent of Today

What should our public relations be with him? They had better be good. Our golf course is in his hands, and he means to make it the best under any given set of circumstances. He's trained, he's businesslike, he knows the value of research and of down-to-earth experience. He's a bookkeeper—and a leader. He supports the educational approach with scholarship funds—and jobs. He's more alert than we are to the value of public relations.

To this new atmosphere, what can we contribute in return?

Let's put our superintendent on the clinic level.

It would be a public relations theme—why the new mower will do a faster, better and less costly job; why the turf nursery; why a fairway was knocked down with chemicals; why maintenance can't wait for players in humid August; why the tiling under the new greens, and why their materials went to a laboratory to determine the best mix.

I see a confident new breed in the maintenance business—men who can stand up and inform, and interest, and win over the golfer's support. When he answers the players' thousand whys, they will be less likely to say: "What are THEY doing now?"

5. Balancing Desire and Resources.

Here we are really in the middle. The superintendent has his desires, the player has his; no club can buy beyond its means. Budget and program are the problem. When it comes to the dollar and the golf course, let's sell the superintendent to the board as an expert on costs and labor and time-saving methods and machinery. And let's present the

player's side—a summary of his complaints and, what is really the same thing, his desires.

And then you may want to duck, for public relations probably can only soften, not block, the punch. As long as clubs have dues and treasurers, budget time will be a tough time.

6. Preparing for the Future

Green chairmen come and go—or they may stay forever. Some clubs limit the possible term, others have had one-man control through the years. One may sidetrack an interested man and lose continuity. The other may develop an iron hand. What can public relations do here? Every chairman and every superintendent should spread the ideas and ideals of the business. Inform the players and make recruits. Spread the gospel of research, the business approach and results. Talk nematodes, not megatons, in the locker room. Show off the nursery and post the superintendent's bulletins and the agronomist's reports.

On the wider fairway of training and research, it's the second shot to the dis-

tant green that counts. Scholarships are not all athletic, and not every caddie who steals a swing behind the tee dreams of winning the Open. Many of them, like the traditional paper carrier, are going to be business and professional men. Some of them can and should be directed into the expanding field of turf. A bit of public relations when a boy replaces his first divot may be the starter.

Now I want to offer an idea I think would qualify as profitable public relations, for the Green Section, for a school, for superintendents and for industry.

Let a student agronomist bound for a career in turf management be placed in residence at a typical course needing, and using, the Visiting Service of the Green Section. He would observe and report factually on basic conditions that demanded correction, on the obstacles encountered, on the practices followed and the success obtained. Such a study might profit us all.

Public relations can help us make a better business out of golf course business. And we can be good at it if we try.

How To Maintain A Healthy Job Outlook

By WILLIAM H. BENGEEFIELD

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Maintaining a healthy job outlook is almost as important today as maintaining a proper and well balanced diet. And it is considerably harder to do. History proves that, under all conditions of war and peace, those people succeed best who form definite ideas of what they are going to do before they start doing it. Unfortunately, no precept is more generally neglected. In a word, man neglects the development of direction. We drift into situations and find ourselves at the mercy of circumstances.

In presenting a paper before an Executives' Training Program at the Menninger Foundation, Dr. William C. Menninger recommended several points that are essential in maintaining a healthy job outlook. He recommended that everyone set aside a little time, at least once a year, to decide where he is going, what are his priorities, what are his ambitions and what are his aspirations. Unless we

do this in quiet thought, how can anyone know where he is headed or if the path he is taking is the one that he wishes to follow? This should not only pertain to our business life, but our personal and home life. Everyone should take stock of his own feelings of status, worthwhile-ness in life and his own dignity and his own integrity.

The importance of developing an avocation as well as taking an annual vacation should not be overlooked when considering good mental health. How many times have you heard the poor fellow describe his business life by saying he hasn't had a vacation for the past five years? And he says this as if it were a virtue. This only reflects bad judgment or poor planning on his part.

Similarly, every man's life will be much richer if he develops some hobbies and a lot richer if he takes them seriously. In the back country of Louisiana