L \textit{IKE ALL CLUBS}, Alderwood has to face drastic curtailment in operation costs. How to meet this without sacrificing playing conditions was the immediate problem. The board of directors passed this job over to the green committee, whose personnel and qualifications are as follows: J. F. Clarkson, the chairman of the committee possesses a lifelong experience of railroad and highway construction, together with a faculty of making men do their work willingly. The second member, A. H. Craig, manager of the Alderwood, is intensely interested in turf, in fact has made it a hobby and thus has a complete understanding of the greenkeeper's worries. As manager his duties at the club virtually kept a green-committee member on the course at all times. The third member is the writer; as the landscape architect who supervised the construction of the course I therefore possess first hand knowledge of the soil conditions.

To meet these new economic restrictions, to better coordinate the working force and to educate each individual worker to his task and thereby relieve the greenkeeper from a host of inspection details, a school for green-workers was decided upon.

Lectures Timed to Tasks Ahead

We decided to institute a course of lectures in golf maintenance, these lectures to follow closely the work immediately required on the course. The subject matter for the lectures was therefore of current interest to the men and at once enlisted their enthusiastic attention. Because of this support from the men the plan was easily launched, with the result that the golf course has actually improved, and because of it the green-committee has been able to meet successfully still further budget restrictions. There is no secret whatsoever to the scheme; it is open to every sorely distressed green-committee and entails no cost except the personal efforts of the committee members.

Classes are conducted every two weeks, beginning in early spring and ending in late fall. The subject matter varies with the work to be performed during the following two weeks. Text-books are the U. S. G. A. Green Section Bulletins. Articles in GOLFDOM or suggestions in its advertising columns furnishes the subject-matter for the open-forum discussion following the lecture.

The lesson ends with the question-box. Each man has had two weeks to find something he would like to have explained and the green-committee hopes, of course, to be able to answer satisfactorily. If it is unable to do so, the question is laid on the table until the next meeting and you can rest assured that the answer has been found long before the next meeting.

It is impossible for a greenkeeper to be everywhere at the same time. The crew is necessarily scattered over a 140 acres of territory; to watch each man at his individual task is impossible. But since each worker understands his task, is interested in seeing that his particular duties are properly performed, the reason for the success of the school is apparent. The committee knows the allotted task of the man or group of men who performed this task and any failure in the mainte-
You've Seen This Record System
The PGA Endorses It
Know where you stand at the end of each day with this system of records designed by experts exclusively for Pro shops. A lifetime set of books—nothing to wear out or break—
- Complete "books" in one binder
- Easily kept by assistant—15 minutes each day
- Stops small but irritating profit leaks

Originally designed for the U. S. Rubber Company as part of their famous "Pros, Players and Profits" selling plan for golf professionals. A proved article worth many times its cost.

Price $12.75, postpaid east of Rockies
CROSSMAN & CLAYTON, 327 Broadway, New York City

ATTENTION—
Professionals and Club Managers!
- Our new 1933 plan will place a regular $20.00 Fulname Club Type golf ball marking outfit in your shop at NO COST TO YOU!

Dies for use in it easy to sell at NEW LOW PRICE. Write us today for this NEW and BETTER Profit-Making Plan.
THE FULNAME COMPANY
Le Blond Bldg., Sta. O. Cincinnati, O.

Season's Golf Bag Sensation
Coast to Coast
GOLF PAX
Biggest new thing in golf equipment in years. Ask the Tubhorse salesman to show you Golf Pax's remarkable sales features. DES MOINES GLOVE & MFG. CO., Des Moines, Iowa.

Demand GENUINE PYRATONE SHEATH
QUICKER SALES—BIG REPEAT BUSINESS
For smarter looking and longer lasting clubs, have them equipped with Pyratone Sheath. Pyratone Sheath is the only finish Guaranteed for the life of the club. Leading Club Manufacturers Can Supply You.

PYRATONE PRODUCTS CORPORATION
1457-67 W. Austin Ave. Chicago, Ill.
nance schedule is immediately checked before serious trouble arises. The worker speedily becomes an individual and encouragement for a task well performed plays the ever important part of keeping the men enthusiastic about their work.

Early in the spring top-dressing is thoroughly discussed and becomes an item of interest. This goes a long way towards removing the drudgery usually associated with this aromatic but wholly unromantic detail.

The compost heaps are matters for scientific discussion, for the nature of their composition determines the basis of the balance of the fertilizing problem. To the layman this means nothing, but since the perfection of the course a few years hence depends largely on how this compost is constructed today it can be readily understood why several lectures are devoted to this topic annually.

Modern Equipment Discussed
The art of maintenance is making rapid strides forward and not the least of these is the improvements made in golf course maintenance machinery. Because of its importance several talks are devoted to the new and improved equipment as advertised in GOLFDOM. The course mechanic now has his day in court and he explains his needs and his desires. If the budget will permit, acquisition of new equipment is decided upon. The wisdom of the decision therefore becomes a matter of personal pride and is our insurance against neglect or careless adjustments. Where machinery is desired beyond the budget limit, ways and means are discussed as to how old equipment can be repaired or reconstructed to increase efficiency. All of this is typical subject matter for the school and explains why attendance is 100 per cent.

Reseeding, resodding, repairs of all kinds are also lecture materials. Irrigation experts have been called in and thus this work has been lifted from the depths of mystery to something understandable. It is no longer just a case of letting the sprinklers run, for the dangers of over-irrigation are fully explained. The method of finding out what sections of the green require more water is pointed out, and the quantity needed under certain drought conditions carefully explained. The results obtained and the savings ef-
Men's Ambitions Aroused

During the time when maintenance becomes a matter of routine, the theory of golf course design is taken under discussion. This subject changes the entire outlook of the worker, for it analyzes to him what golf is all about. He feels that the school is equipping him to some day become a greenkeeper.

Our motive was at first entirely selfish, for the committee desired greater efficiency and thereby a lower maintenance cost, wholly for the benefit of the club. This it has done to a remarkable degree in the face of these most trying times. But the men regard the school as a privilege and cooperate with the greatest enthusiasm.

In closing, I might point out that our efforts have also served to coordinate the committee as a whole. The club membership further realizes that it would not be wise to change the green-committee after each annual election and the committee has therefore been held intact from year to year. As long as it produces results it will be allowed to continue. This permanent arrangement saves the greenkeeper a multitude of difficulty. Differences exist within the committee from time to time, but they are ironed out by a majority vote; it would be impossible not to have diversified opinions between strong-minded and self-willed individuals. But they each stand on the firm foundation of desiring only the best for the club, and because of this each man's opinion is carefully weighed on its merits. The majority rules and the vote having been cast agreement prevails.