Greenkeepers Executive Committee
Discusses Show Plans

every member of the executive committee of the National Association of Greenkeepers attended the sessions held at Hotel Statler, Boston, Nov. 16 and 17. Plans for the forthcoming annual meeting and exhibition were laid and careful consideration given to the character of program material of most practical value.

In attendance were John Morley, John Quaill, Fred Burkhardt, John MacGregor, Wm. J. Samson, Robert Hayes, George Davies and John Anderson. Davies flew to Boston from Louisville where he had stayed on the job until the last minute to finish some construction work.

Monday evening the N. A. G. A. executives were guests at a dinner given by the Greenkeepers' club of New England at Horticultural hall. Charles H. Cross, green-chairman of the Unicorn C. C., presided at the dinner meeting. Technical problems of the recent bitter season were discussed.

On Tuesday the greensmen's officials inspected courses of the Country Club at Brookline, Charles River C. C., Brae Burn C. C., Woodland C. C., Winchester C. C., and Unicorn C. C.

Use Cigarettes to Explain Change in Ball Weight

The difference in weight between the 1931 ball and the one to become official on April 15, 1932, is only 7/100ths oz. A convenient way to demonstrate what this difference amounts to has been worked out by Wilson-Western.

"Get a couple of cigarettes in your hand and heft 'em," so says a piece of Wilson publicity. "That'll be about the maximum difference in weight between the 1931 ball and the heavier ball you'll smack down the fairway next season."

Where it is necessary to bury or cover rocks on the golf course, be sure there is not less than two feet of soil over the top. Otherwise, in dry weather, the turf will burn.

My Hobby
Is making good hickory golf shafts for repairing. Guaranteed to please you. Write for prices.
ED RECORD
Nail, Arkansas
MAILMAN IS OUR PAL

MANAGER WHO MANAGES SAYS O. K.

Herb Graffis, Editor,
GOLFDOM.

I wish to congratulate Jack Fulton, Jr., on his article in the October issue GOLFDOM, "Clubhouses Weather Stormy Year by Letting Managers Manage." It was a truly splendid article.

Club management, like all other business, is successful if the right man is at the helm, and that man must have a groundwork in the right school. He must always be on the alert for members who want three dollars' worth of food for a dollar and a half. He must also know food costs, and by doing a restaurant business of, say, $30,000.00, his food cost must not exceed 53 per cent over any one month, and labor 37 per cent, and general expenses 18 per cent. He must be a careful buyer, purchasing in small lots, and not be tricked by some fast-talking salesman.

A country club has only food and service to sell, and the heavy loss in operation often is due to poor or handicapped management. The day is gone when somebody's butler who has been with the family 20 years, and must be placed, is put over to manage the country club. I am happy to say that country clubs are becoming more commercial, and it takes a wide-awake executive to manage a country club successfully.

HARRY O'HAGAN,
Manager, Losantiville C. C.

SARGENT'S IDEA MAKES PRO MONEY

Herb Graffis, Editor,
GOLFDOM.

Just read George Sargent's article in the October issue GOLFDOM; it hits the nail on the head.

Am more and more of the opinion that the big missing link in the pro business has been lack of salesmanship. When we started in our strong selling at my club I watched things very carefully, ready to call a halt if we should be off on the wrong foot. Much to my surprise, however, our players took to it as if we were giving them extra service, which in the long run really is.

To give you an idea how it works: a few days ago my assistant was standing outside the locker room door. One of the members, who by the way is a high-powered stock and bond salesman, came out headed for the shop. He said, "Jack, I am going over to get my clubs," and in a kidding way added, "and I am not going to buy a damn thing." Jack said, "Oh, you are not?" So over they go to the shop.

When Mr. Member went out he had bought a dozen balls and a raincoat. Jack learned that he was going away for a few days' golf, so immediately said, "Why, you will be using quite a few balls; get a dozen now and save a dollar; if you buy by the dozen they only cost eight dollars instead of nine." Mr. Member said, "The hell they do; why didn't you tell me that before?" Then another suggestion about rainy weather and a raincoat was sold. The customer felt he had been rendered a service.

"As for being afraid of scaring people from coming into the shop, we have twice as many coming in as formerly.

I am glad the necessity of the assistant being a salesman was brought out by George so forcibly. About the first question any assistant applying to me for a job will be asked is "what do you know about salesmanship?"

H. H. HIRSCHFELD,
V. P., Fenimore C. C.

HELP TO WORKING OFFICIALS

Herb, Graffis, Editor,
GOLFDOM.

Here goes my first unsolicited testimonial.

I have seldom missed a word in GOLFDOM. It has enabled me to impress our Board of Governors with the fact (?) that I know something about running golf clubs.

Last night I made use of much of the article in the October issue by J. W. Fulton, and I feel that you are deserving a hearty slap on the back for giving us hard-working officials such very valuable information. Mr. Fulton's article will probably lead many clubs out of the financial mire.

H. H. HIRSCHFELD,
V. P., Fenimore C. C.

EVERY AD IN LIVE SPOT

Joe Graffis, Adv. Mgr.,
GOLFDOM,
Chicago, Ill.

My Dear Sir:

I received the October issue of GOLFDOM and consider it so full of interesting and instructive reading that it makes no difference what place in the book an ad is put. The ad will be observed as much one place as another.

The task of assembling so much practical information must be a large one, and your whole staff deserves commendation.

Yours truly

ED RECORD,
Hickory Shafts, Nall, Ark.
We Ask Five Favors of Golf Club Officials:

1 LISTINGS
This magazine goes free to club presidents, green-chairmen, managers, professionals and greenkeepers. Are all five men at YOUR club on our mailing list? Send us their names and mail addresses, especially if elections for 1932 have been held, so we can check our mailing list.

2 ARTICLES
We want each issue of GOLFDOM to bring some specifically profitable ideas on club operation to each reader. Our readers are the principal source of these stories of modern practices. Send us details of the way YOUR club has met and overcome some specific problem, so we can pass the information on to the 20,000 officials who read GOLFDOM monthly.

3 PHOTOS
One picture is better than ten thousand words. We cannot get too many photos and snapshots for reproduction in GOLFDOM: clubhouse interiors and exteriors, employees at work, outstanding golf holes, and pro shop views are a few of the subjects we want. Send us prints of any interesting photos taken at YOUR club. We will return them to you after they have served their purpose.

4 STATEMENTS
We want financial statements from clubs, whether the individual club has a good year or not. We have arranged for an accountant, who is also a club official, to analyze these statements and prepare a series of articles on club financial methods and accounting practices. Send us the 1931 statement of YOUR club. The material will be held in confidence and club names will not be used in the articles that result.

5 CRITICISM
It is not easy to determine what sort of editorial matter our readers like best—so we ask for your guidance. We're not looking for bouquets, we can use brickbats as well. Send us a letter telling what changes you would like to see in GOLFDOM.

Thank you for your assistance!

HERB GRAFFIS, Editor
Club Department Heads Iron Out Problems at Boston

By HENRY R. DUTTON

THAT OLD LINE about the place MacGregor sits being the head of the table was paraphrased by the pros, managers and greenkeepers when representatives of the three department head organizations met for a breakfast business session at the Boston (Mass.) City Club, Tuesday, Nov. 17. The emissaries of the three associations decided that where the club member sits is the head of the table in golfdom and that no other factor outweighed the member's pleasure and profit in determining the policies of the various operating departments of the clubs.

Those attending the meeting were: For the professionals, Alex Pirie, Charles Hall; for the greenkeepers, John Morley, Fred Burkhardt, John MacGregor and John Quaill; and for the club managers, Henry R. Dutton, Matt Campbell and Gardner Sleeper; the latter two attended as representatives by proxy for Colonel C. G. Holden of the Olympia Fields C.C. and for Frank Murray of the Ravisloe C.C. A letter was read from Colonel Holden addressed to the joint meeting.

During breakfast, Dutton outlined for the benefit of those who had not been present at the initial meeting of this group the reasons for its formation and the action taken at the first meeting of the group which was held at the Longue Vue club at Pittsburgh last year.

The chief aim of the conference is to promote closer co-operation between the three executive heads of golf and country clubs for the betterment of member service and business operation.

Based on the assertion of Alex Pirie at the Pittsburgh meeting that there were three good jobs in every country club for three good men and that the jobs and the men could be made better through friendly relations and harmonious activity there was little doubt left in the minds of those who had the decision to make that the time had come to go forward with the idea, not only for the interest of department heads concerned but also for the benefit of clubdom at large.

A short time after the 1931 annual convention of the Club Managers Association of America, at which time this initial group meeting was held, the various associations were invited to appoint representatives who would serve as exchange directors on the various boards of the three associations. This has been done and the official representatives were those who were present at the Boston meeting.

Primarily the initial good that can come from such a combination of forces is a happier relationship and all of these benefits to be derived through better understanding and co-operation, which, in itself is considerable advantage to all concerned.

Tackling Unemployment

It was brought up during the meeting that one of the additional aids which can come to the various members of the associations involved is that of closer workings on the question of employment. By way of explanation—if a manager should hear of a professional's position being open, or a professional or a greenkeeper hear of a manager's position being open, they would immediately get in touch with the secretary of the proper association and so advise, giving them the opportunity to recommend members of their group for said position.

Another feature which might be worked out through the joint committee is that of the arbitration of disputes, misunderstandings or discussions which arise between members of the various association in their daily work, upon which this board could sit and give its judgment as to the merits of the case and its proper disposition.

A third, but none the less important factor which will figure largely in the benefits to be derived, is that of showing combined strength of the three organizations to club memberships and to such organizations as the U. S. G. A. thereby indicating to them that the managers, professionals and greenkeepers who are the operating heads of golf and country clubs are working in harmony and will stand to-
The greenkeeper who does not keep a "log book" of all that goes on under his direction is missing a good bet. It is mighty convenient to be able to check up on the progress of the course by comparing conditions with those prevailing in other years.

Hand labor makes up about 70 per cent of the maintenance cost of the average golf course. At the same time, hand labor is the easiest division of the maintenance routine in which to practice economies, both through more intelligent labor management and through substitution of machine operation for hand labor. Very often the cost of a machine is no more than the first year's wages of the laborers it replaces.

...
ANY EFFORTS have been made to promote observation of the rules of the game but slow progress is being made. Probably the greatest impetus has been given to rules education by the interest women have taken in the game during the last few years. It is the opinion of GOLFDOM's observers that the average woman golfer is much better acquainted with the rules than is the average man golfer, but even the women have a long distance to go despite their frequent reference to the rules in settling their spirited debates.

In advancing rules education an idea that comes from the Hanover (N. H.) C.C. is well worthy of wide use. At Hanover, so A. J. Scarlett, jr., green-chairman, advises, the caddies are given a periodical examination. The examination questions are personalized as far as possible so the kids get the right slant on how important it is for them to observe the rules. Although a number of the questions are of local interest, the Hanover examination questions which follow are good examples of a test for the youngsters.

The system of grading deducts two points for every question answered incorrectly, and one point is deducted for each question unanswered. The result is multiplied by two to put the markings on a percent basis. The best caddie at Hanover made three mistakes. This gave him a grading of 88 per cent. The committee, being of a mind that this result was practically perfect, raised all grades 10 per cent. Boys having grades of lower than 50 per cent are considered unsuitable as caddies. Only two out of the 40 boys answering the examination were not fitted.

With the P. G. A. tournament bureau ruling out the traveling caddies the matter of caddy training in the rules has been emphasized. There have been several cases during the last two years where infractions of the rules by unknowing caddies has threatened a substantial prize money difference to the players for whom the boys were working.

Answer These Yourself

To show that a good caddy's job means more than carrying a bag and watching a ball, we suggest that many of the members of any club try to answer questions of general application among the following list of Hanover queries:

HANOVER COUNTRY CLUB
Hanover, N. H.

Caddy Examination

The following statements are either true or false. If true draw a circle around the T, if false draw a circle around the F.

1. A caddy should stay out of sand traps and off bunkers... T F
2. If your man has the honor on the fifth tee you are doing the right thing when you hand him his driver without delay... T F
3. Match play is figured by stroke
4. While indicating the line of play a caddy should remain in the line until after the shot is played .......... T F
5. It is permissible for a player to remove his ball from piles of cut grass .......... T F
6. There is no penalty for a caddy being hit by a ball as long as the ball strikes the caddy without his intention .......... T F
7. A ball in motion, interfered with by a caddy, incurs a penalty .......... T F
8. All caddies should replace not only the divots taken by their own men but also all other loose turf .......... T F
9. Caddies must not touch the line of putt .......... T F
10. The pin should always be taken while anyone is playing a shot within twenty yards of the hole .......... T F
11. When a caddy thinks he can improve the ruts in a trap by walking through the sand he should do so as a means of helping the upkeep of the course .......... T F
12. The water hazard on the tenth is considered out of bounds .......... T F
13. After a man has put his third shot in the pond on the ninth he plays free from the edge of the pond .......... T F
14. A man tops his second into the road on the eighteenth hole. The ball lies between the red and white stakes. He may lift his ball and play it from a position back of the road .......... T F
15. A man may lift his ball for the purpose of removing mud only while it is on the green .......... T F
16. All stymies must be played except when the ball is within six inches of the other ball .......... T F
17. There is no trap near the fourteenth green .......... T F
18. A player's ball is at rest. While rushing to take the pin a caddy accidentally kicks the ball. As a result his man loses the hole .......... T F
19. Par allows only one putt on each green .......... T F
20. A "birdie" is one under par .......... T F
21. The balls of a foursome are all grouped to the right of the pin.
At Meridian Hills C. C. (Indianapolis distr.) a concrete walk in the center of the parking space and leading to a clubhouse door, is a thoughtful handling of a perplexing problem. Especially on rainy party nights the golf club automobile parking stands out as one of the sore spots of most plants. The Meridian Hills installation suggests that elevated concrete walks, possibly with posts for canvas canopies during rains, might be laid out in a manner that would make parking far more convenient.

**Smooth the holes in a sand pit, the caddy should explain that it is against the rules.**

42. Always hand your player the club he should use next.

43. All balls found by a caddy in a round should be turned over to the player.

44. A caddy should say, “Hard luck,” whenever his player makes a bad shot.

45. A ball in the gully from No. 6 tee is out of bounds and counts one stroke.

46. If a ball is lying under a fence and is discovered by a caddy, he should leave it until his player has seen it and decided whether or not it is out of bounds.

47. A caddy should never help in hunting a ball for another player in the same foursome.

48. The white stakes along the woods are placed there to help the caddy mark where his player’s ball has gone.

49. A caddy should watch every ball his player hits and mark where it goes.

50. While holding the flag on a green, the caddy should always face the player making the shot.

Describe the ninth green to a visiting player, using not more than 12 words.

Tulsa Club Stages Tourney to Aid Local Charity

HERE IS THE way Oakhurst C. C., Tulsa, Okla., responded to the appeal by President H. H. Ramsay of the U. S. G. A., that golf do its part in helping relieve the unemployment situation.

Oakhurst held a tournament on Nov. 6, 7 and 8 for the benefit of the unemployed. A committee, appointed to solicit prizes from Tulsa merchants, secured nearly $400 worth of trophies. A general letter was sent to 20 clubs within 100 miles of Tulsa, inviting all amateur golfers in the Southwest to participate. Sixty-five women and 194 men responded, women paying an entry fee of $1.00, men paying $1.50. The first day of the three-day tournament was devoted to the women’s event, the second two days being turned over to the masculine mashie wielders.

Total receipts, amounting to $324.60, were turned over to Oakhurst’s treasurer and will be donated, upon authorization by the board of governors, to one of the local Tulsa charities.

William Brown, Oakhurst pro, handled details of the tournament.

ONE ADVANTAGE of commercial fertilizers over stable manure is that they may be applied to any part of a golf course and the players can continue to use the fertilized turf.
CLUB ENTERTAINMENTS may be announced in two ways: by plain formal statement that on such and such a date the club will hold such and such a party, or by a cleverly conceived and executed announcement. The difference in appeal of the two types of printed matter is often great—the plain announcement attracts only those members who planned to attend anyway, while the unique invitation often sways those members who hadn't planned to be present but who can be "sold" on the idea if the selling job is well done.

Bonnie Briar C. C., Larchmont, N. Y., consistently issues the cleverest announcements coming to GOLFDOM'S notice. The latest, heralding a barn dance, is a 4-page folder, the front cover of which closely reproduces in red and black the front cover of a recent issue of Ballyhoo, comic monthly, only the heading is changed to "Bonnyhoo" and the words under the drawing reads:

She—"Who is that lady you're taking to the Bonnie Briar Barn Dance Thanksgiving Eve?"

He—"That ain't no lady, that's my urife!"

The inside spread of the folder reads as follows:

Right, sister, this did start out as an imitation of the funny sheet Ballyhoo for no good reason but to get your attention long enough to tell you about the Bonnie Briar Barn Dance Thanksgiving Eve.

Usually this sort of thing is done in rube dialect, but they closed up the 49th street place where we get our dialect and anyway this has been a bum year for dialect. But a good year for barn dances.

The price is only four dollars this year. We lopped off a buck, not because the party is less red-hot, but because it's smart to be thrifty. Four dollars for a turkey dinner, a ten piece orchestra, and three warm entertainment numbers.

Pay no attention to the wise remarks on the cover—which was only to get over the Ballyhoo imitation. You don't really have to come with your own wife. But don't let her buy a new gown for the fray on account it's old gowns and overalls—a costume party, you know. Rube costumes.

Prize for the best costume, too. Give some thought to this costume business because a clever one may win you a trip to Europe or somewhere. Even if you don't like parties, the contest is fun. Just write your costume on twelve cigar bands and send it to the station to which you are—no, that's wrong.

Well, anyway, no dress suits, men. (That ought to get you out.) Girls, give this little old barn dance a few minutes' pondering. The first girl who decides to come can give the cocktail party. Call up a circle of friends today and tell them it's your turn this year. The bigger the party, the bigger the table we'll reserve for you.

After all, why work ourselves into a state over this thing? You'll come in droves anyway. You always do to this party, the best party Bonnie Briar pulls off. Two hundred and ninety-seven came last year. That's too many. We're going to limit it to two fifty this year. The first two hundred and fifty who apply, so ring the bell—Larchmont 992.

The day? The 25th. Time? We'll be ready any time after eight. The music? Jimmy Caruso. The entertainment? Remember how good it was last year—we don't disappoint you. The price? Four dollars. Terms? Net, twenty-five days. How could you miss it?

Possibly this folder cost Bonnie Briar $20 more than a simple announcement would have cost, but the extra investment is mighty fine insurance of a sell-out for the evening. Any member who resisted rushing to the phone to put in his reservation must have been pretty sour on all entertainment events, in our humble opinion.
Handling Pro Job Right Is No Simple Task

By JOHN INGLIS
Pro, Fairview C. C.
President, Metropolitan District P. G. A.

Judging from many years of experience, the club professional has a great many duties to perform, and I find that not one in a hundred members knows or ever tries to realize what the pro does. People are interested in themselves, so we can’t blame them, I guess, for neglecting the pro. I listened to a great deal of discussion at the P. G. A. annual meeting and to me it’s the same old story. Personally I’m inclined to believe that unless the club officials and the entire membership of a club is really made to realize the worth of the pro to their club there cannot be a mutually beneficial understanding. I fully believe that if a constant truthful propaganda would be started in a series of articles that would reach every golfer and every member of a golf club including newly elected members, showing them what the pro has done, what he is still doing and the value of his services to each golf club and individual player that the aspect would soon change for the better.

I wonder how many golfers, manufacturers, etc., realize fully what the game of golf would be today in the United States if it were not for the hard work of the golf instructor and golf club-maker who saw to it that players were instructed properly and that clubs were made to fit them so that their golf might be improved and so continue to remain members and encourage others to join golf clubs. Would the game have reached the height it has? I think not without the pro.

A Long Time Learning

Golf instructors are an absolute necessity to a golf club in order that clubs may exist. The younger generation must be taught and if not, golf clubs will soon find themselves without members. Therefore I believe it is the duty of all golfers to encourage the golf pro in his efforts and back him 100%.

A bonafide golf instructor should be considered a high class professional man, one that has given a great many of his young and best years of his life learning to play, teach and make clubs and also studying the best methods of caring of golf courses in general and for all this he certainly deserves a just reward for his efforts. To my way of thinking and judging by what other professional men that have not given nearly the same amount of time to their vocations earn, a golf professional’s minimum earning capacity at an average first class club should not be less than $5,000.00 per year, and one who is connected with a large club where he may have to have more than one assistant should earn much more.

What does the average pro earn these days? The average person feels the pro makes three times the pro’s actual income.

How many players stop to think of the hours the pro spends at a club? A pro has to be on the job Sundays and holidays; he is more married to his club than to his family. How many pros go to church on Sundays? And why do they not? Does the pro ever have a chance to take his family out on Sundays or holidays like most people? Do players realize that during the golf season and daylight saving time the pro is at the club generally from 8 a.m. until 9 to 9:30 p.m.

Deserves Member Support

The sooner the golfers learn what the pro really does, what he has to do, to earn his living, the sooner Mr. Golfer will buy his supplies from him, and will think a great deal more of his knowledge and necessity to the game of golf.

When golfers fully realize all of this, and too, to understand that by backing the