

his picture every time our club was mentioned. This worked a hardship on the other members of the Board because it became a joke with the various members who called it a "one man club." The lesson here is that if you want to be active in your club do so for the fun you get out of it and the pleasure you get out of having the boys pleased with the results. But let the other fellow do the talking, not you. Also work in a co-operation between all the active ones instead of a "one man affair."

Cheap Help Costly

Do not use cheap help. Especially is this true in the office. We lost several hundred dollars by having cheap, and not properly chosen, assistant secretaries. Get a good man and insist upon a good set of books. This is especially true because the heads of the committees are business men or golf players and both are very busy. It takes time to run a country club and the directors have to give it.

Building a New Clubhouse

Do not allow any one man to settle the matter of price, design, style or architecture for you. Do not go too fast. Better hold up your plans and sleep on them for a while, while you absorb the details. Don't forget one thing, the women are going to use it. Take the plans and the picture of it home and let your wife give you some ideas. It will surprise you how many things a mere man doesn't know and how much more an architect doesn't know. Check up on all the clubs in your part of the country. Talk to the members and let them talk. If I were put in charge of building a new clubhouse today I would do these things. I would give the locker rooms and showers the greatest attention as to light, air, ventilation and space.

The boys live in the locker room and the grill. The locker rooms should have lounges and a reading table. This can be a separate room or a nice light open space in the locker room proper. I would insist upon good locker room service and convenience to members getting in and out of locker rooms.

The next important thing is the Grill Room. Have it roomy and cheerful and neat. Now, when you plan the club let the grill look out over the course instead of making it back of the house affairs.

After you have given the locker rooms and the grill the choice location and treatment, do the best you can for the rest.

Have a lounge that is plain and "homey." Have a nice dining room and a clean kitchen—but don't put them first. By doing this you will build a cheaper clubhouse and a better one for the golfer. Naturally the above clubhouse is for a golfing country club. If it is social then reverse the operation.

In either of the above cases, have your parking space right adjoining the club for the convenience of ladies and especially so for rainy weather.

Practical "Practice Green" Improves Play

By TED WOOLEY

Professional, Maple Hills Country Club,
Kalamazoo, Mich.

IF YOU would improve the standard of golf in your club, provide a place where members can practice all shots. It goes without saying that constant practice is essential to good golf. The best golfers are usually good mashie-shot players. But how many clubs provide space for this type of practice?

It is a bad thing to permit the practice of mashie shots onto the regular greens, and very few clubs allow it, as it causes congestion and is injurious to the greens.

A member oftentimes takes a lesson and then goes out to play without receiving the benefit from his lesson that would have resulted, had he practiced the shots demonstrated in the lesson. I always advise practice after lessons.

When I came to the Maple Hills Country Club, the officials were thinking of building a practice putting-green. I was asked to make a clay model for such a green.

We had a triangular piece of ground close to the club that was not being used, so I planned the green for this location to serve, not only as a putting-green, but as a practice green for all shots that one plays in the course of a round of golf.

I designated two entrances to the green; one, when played from a certain angle, made a good iron shot. The other was for driving. The reason for these two entrances was to make it possible to take full advantage of the three-cornered piece of ground, and to permit two players to practice their long shots at the same time.

A group of trees forms the background for this green, lending to its beauty and providing shade for putting practice. The entrance for the iron shots is level with

the fairway, which makes it ideal for the practice of run-up shots. The entrance from the drive is graded slightly, permitting the practice of chip-shots. There are five sandtraps around the green, all of different depths. This gives the golfer an opportunity to practice all kinds of sandtraps shots. This is a shot that the average golfer rarely plays well.

We used the topsoil out of these traps to build two mounds—one on each far corner of the green. These not only balance the green, but make it visible from any distance. We also graded the green a little, putting in a ridge. These two mounds make possible the practice of back-spin shots.

The size of the green is 65x75 feet. It was planted with creeping bent stolons, and is located close to the clubhouse. This is a feature that should be kept in mind when building a practice green, because it enables members awaiting their turn to play to practice while they wait. You can also hold approaching and putting tournaments on such a green without interfering with the regular play on the course. A string of lights over the green makes night putting possible.

Clubs will find this type of green a great convenience, as well as a distant benefit to the members.

The item of expense is negligible. The cost of the Maple Hills practice green was not in excess of \$150, including labor and everything. In my opinion this was \$150 well spent.

"Let 'Em Speak Up," Says George Anderson

At Bloomfield, Conn., the Tumblebrook Country club members and their guests witnessed a smooth and efficient job of club operation. George Anderson, who is manager there, attributes the success, first of all, to co-operation from the house committee clear down to the house man, and then to encouraging all of the force to speak up, when they have any suggestions to offer. Anderson says of his policy:

"I have a first-class force, and take a great deal of pains in selecting them. I hold on to my people and make good workers out of them by showing my appreciation of what they may do by giving them extra days off in the dull season.

"I do not want people around me who are afraid of me nor hesitate in saying what they think. I encourage them to

give me their opinion, and if good, I say so outright. I do not ask anyone of my employes to do unreasonable things, or do I expect them to do anything which I would not do if our circumstances were reversed. When an emergency comes up and extraordinary effort is required on their part, I do not hire extra help, but have my force do it all and give them a tip and 'thank you.' In that way, they are always looking forward with a smile for the next occasion.

"I pay my people all I think they are worth. I make it my business to raise a man's pay if I think he is worth more than he is getting. It is only human nature that a man should appreciate a small voluntary raise much more than he would a little larger raise if he had to ask for it himself."

"With Heart Bowed Down," He's for the G. M.

Apparently the following letter was written GOLDFOM after a board meeting at which "hell was popping" for the last paragraph, deleted for the good of the cause, questions the intellectual standing of a man who allows himself to be elected a golf club official. The letter, which is signed, "The Poor Secretary," endorses the general manager idea as a solution of management problems. The writer states:

"It seems as though a manager who has absolute control over every department would be more successful in the management of a club than where each department was run independently, and on its own hook.

"A manager would here be a good green-keeper, a good chef and pro, and they would be under his supervision. The manager would not have to necessarily be any one of these men himself, but if he were a good manager he would know whether his work was being done. You, as editor of GOLDFOM, don't have to be a paper-maker or bookbinder, but you know whether your goods are made right.

"Each head of these departments would compare notes with the manager as to what purchases they would have to make, and in that way the finances would be controlled by one hand on one throttle. When each department is allowed to spend carte blank, the club soon goes on the rocks—and the same rocks would be reached if each committee and its chairmen were allowed to go ahead in their own way.