

to cover the expense must be provided. Members opposed to such a plan years ago are being won over, good roads are a help in this direction.

I have spoken of what I consider confronts the average country club now operating, organized ten or fifteen years ago, originally to feature some one or two sports and has allowed itself to be drawn in deeper and deeper with added activities, added expense and added assessments.

There is to my knowledge just one club in the Chicago district, meeting the situation successfully. It has devised a plan whereby the winter operation takes care of its own expense. The regular membership being closed, it offers a limited number of winter memberships to those qualified and to whom it may appeal, it also collects a fee for winter sport privileges, and the increased membership number, by helping in carrying the departments satisfactorily. However, at the time of organizing it was in the country, but abreast with the times the membership gradually moved to the suburb and their homes now surround the Club. (This is the Skokie Country Club whose winter operations were described in November GOLFDOM.)

Of course, there are clubs of old standing that have and are now operating on an all year round basis—on a limited scale and with as little added expense as possible—funds to cover being taken from the dues income. It is a very unsatisfactory method, and one that only clubs of the wealthier sort can afford to assume.

I do not mean to say that conditions such as I have related are to remain. I believe it will be the means of a more definite understanding in the beginning between the organizer and the proposed member, as to just what the nature of the club's activities are to be, thereby eliminating a possibility of a condition such as exists today.

From the standpoint of the Club Manager, today's general condition I cannot see other than as a detriment. By keeping open, even on a limited basis we are able to some extent to keep the organization together—a great help at spring when a smooth working machine must be produced in short time.

All in all, it is a hands-off proposition for the manager. When the question arises my advice is to handle it as diplomatically as possible, avoiding the expression of opinion, for there will be a divided membership, factional disputes and the like. It is strictly a problem for the Governing

Board, and we must accept the decision and be controlled accordingly.

I do not know what has been accomplished in my attempt to analyze this subject. It depends upon conditions and the period of time in which we live. As we live in cycles, by the time we have all the members moved and residing near the Club, the trend may be reversed—the all year home may be back in the city and the members flying to and from the club. However, the question "shall we close in winter" would still exist and I truly believe it to be one of the greatest problems confronting our operation today.

## Written Tie-Ups Help Smooth Operations

THERE is some difference of opinion as to the advisability of a large directorate for a golf club, but at the Meadow Lake Country club (Kansas City, Mo.) a directorate of thirteen functions efficiently and smoothly because each new director who is concerned with committee affairs comes onto the board with a written report from his predecessor to guide him.

The system at Meadow Lake is described by H. C. Allen, who was president of this organization for three terms. Mr. Allen says:

Our method of organization is not complicated. We have a Board of Governors consisting of thirteen members. The terms are arranged for one, two and three-year periods. A Nominating Committee is appointed by the President, and twice the number of board members to be elected are nominated. This list is sent out to the membership at large and is posted at the Club Room and the annual election is held the first Tuesday after the first Monday in December of each year.

The first meeting of the new board is then held according to the club by-laws the third Monday in December. At this meeting the following officers are elected: President, First and Second Vice-President, Treasurer and Secretary. Our standing committees consist of Finance, House, Greens, Handicap and Tournament, Membership, Entertainment and Caddie. The chairman of each of the standing committees, with the exception of the Caddie, must be a member of the Board of Governors, as provided in our by-laws.

The President selects from the Board of Governors the chairman of each committee and makes his recommendations for other members to serve on the com-



Another view of a Knollwood interior. It is a wealthy club and you'd know it the minute you stepped into the lounge for there is an atmosphere of easy elegance identifying the type of the club and its membership

mittee who are selected from the membership at large. He first ascertains if all the chairmen will serve, if the other committee members are agreeable and then submits the entire list to the first board meeting for final approval.

There is no tie-up between old committee chairmen and new appointees. The old chairman does not continue as a member of the new committee or attend its meetings, unless he should be reappointed as chairman or selected by the new chairman to serve on the committee. We are careful to see that the personnel of the new committee is not made up entirely of new men, but endeavor to have one or two experienced men serve on each committee. This is not obligatory but is very desirable.

The President requests the chairman of each standing committee to prepare his budget, usually at the first meeting in January. Club expenditures are light during January, February and March, therefore the early preparation of budget is not necessarily urgent.

### Reports Guide New Men

Our retiring officers and chairmen are not required to turn over a written report covering past years' operations or make recommendations for the incoming administration. Our by-laws provide four quarterly meetings to be held each

year at the club house which are open to the entire membership and at such meetings each Chairman of standing committees and the Secretary and Treasurer make their reports.

From my experience in club work I feel that written reports from retiring officers and chairmen and recommendations for the incoming administration might be very valuable and feel that any club could adopt this policy with profit.

With respect to facilitating the proper handling of the club's financial and buying operations by the incoming administration: The incoming administration at their first meeting is presented with the financial statement of the club. Our Board of Governors work so closely together that the chairman of each committee would not authorize any large expenditure without presenting same at a regular Board meeting and give the Board an opportunity to vote on it. The Club Manager is authorized to make necessary expenditures for cafe and dining room operations. He always works closely with the chairman of the House Committee in reference to the employment of help, wages, etc. The chairman of the Green Committee is authorized to employ necessary labor employed on the course.