



At North Hills (St. Louis district) this inviting rest-room adjoins the women's locker-room. Lots of space, plus wicker furniture, makes it cool on the hottest day.

FOUNDATION OF SUCCESSFUL Club Management LIES IN FITTING POLICY

EVENTUALLY a successful golf club demonstrates that it has automatically selected its class of membership. Those who do not find the policies, membership and cost of the club to their liking drop out, thus leaving a group with a definite and reasonably unified idea of the club's principles of operation to carry on.

In determining from club presidents the proper policies of club operation, the above point was stressed as a factor to be given major consideration in the organization of a new club. In the case of the expensive and exclusive clubs careful membership selection is the controlling factor, and probably is the reason why they get along so well. They pick their members on a definite platform. The members know exactly what to expect. With clubs that start from scratch and are forced to feel their way along, paying according to the number and club spending activities of the members, the early history of the enterprises usually is marred by promises that are unwarranted by the financial set-up. The moving figures in the club are full of enthusiasm and the first boom days lead them to believe that everything will go

along at full steam. The inevitable let-down occurs and the resultant disappointing delays and wrangles drag on the club's progress for several years.

It is this period following the lively launching of a new golf enterprise that frequently ruins the clubs depending on sharp-shooting professional promoters for development. The promoters clean up on a long commission when things are going along speedily, but when the cream is skimmed off and the work gets harder they decamp, leaving the club officials holding the bag on financial commitments and responsibilities to members.

At no time does it harm the golf club officials who are not content with club progress to make an appraisal of what the club has to offer and consider the class of people to whom such features would appeal. There is no getting away from the fact that membership in the average first class metropolitan district club is a luxury and if the social and financial status of prospective members is such that they can not handle luxuries, they are ruled out from the start. If the club is founded on the basis of golf at low cost it must be made plain that there will be no attempt

to rival the costlier clubs of the district in clubhouse and course facilities and conditions.

Watch Capital Investment

In the smaller cities the officials of the most successful clubs report that the happiest and most businesslike operation comes from keeping the costs to the point where the club can be more or less a community enterprise, wherein almost every fairly well-to-do family in the community can avail itself of membership. The small towns and the metropolitan districts alike suffer from too casual consideration of the capital investment aspect of the club. Before they know it, many clubs commit themselves to carrying charges that are almost in excess of income from initiation fees, transfer fees and similarly fairly-set annual items. The hastiness to build pretentious clubhouses all out of reason with a sane and foresighted financing plan was a feature of golf club operations a few years back. The whirlwind is being reaped. In a few cases the club officials are taking drastic steps and reducing the cost of memberships so new and live members can be attracted and a waiting list established. This has meant, in metropolitan districts, that the present price on some club memberships is \$1,000, whereas a year ago it was \$1,700.

This makes it tough on the man who suffers a loss of \$700 in the value of his membership, and is hard to understand on the surface, in view of the fact that the course and clubhouse are in better shape than ever before. But, at \$1,000, the membership is a quick asset; at \$1,700 it is frozen. Memberships, in the case to which this reference is made, are transferable only through the club and if there's no waiting list it is a long time before action is taken on memberships that are for sale. **"Just Another Club?"**

What goes a long way to make a golf club membership desirable is distinction. A group of fellows will start to organize a club in territory that is surrounded by other golf layouts and end up having "just another golf club." Then they may wonder why there is no sprightly urge to buy memberships in their club.

It is entirely possible to get adequate clubhouse facilities at reasonable expense for a golf club, and in the house interior and exterior have a notable degree of distinction and charm. But the rub seems to come heaviest when the women start employing their influence. Wives of members

will start a whispering campaign on the need of this, that and the other thing, "like Mugwumpus has," and the deluge is on. Capital investment in the shape of poorly-mated additions to the clubhouse begins to loom up to the point where the club seems to be permanently in debt. Rigid adherence to the original policy is the one safeguard.

Fraternal Clubs

Much data has come to GOLFDOM on the vicissitudes of fraternal clubs. The information is too intimate and embarrassing to cite in detail, but the substance of the complaints is that the promoters are taking too much of a cut.

We have heard something of the promoters' side, too, and in the instances where the promotion has been legitimately handled there seems to be a lack of understanding of all details of the deal, which naturally produces a very unsatisfactory feeling of suspicion. In a private club such a suspicion that the enterprise is being unduly mulcted is the first and surest sign of impending doom. It takes heroic treatment to set things ship-shape again.

Of all fraternal and religious clubs with whose operations and histories GOLFDOM'S staff is acquainted, the Jewish clubs have the best records of substantial and steady development and we earnestly advise studying their methods on financing, operating and establishing membership unity. The members of these clubs generally are exacting in their demands for clubhouse service, and A1 course condition, but they realize that the high standards are attained and maintained only at considerable expense and take this expense as a matter of course. If kickers in all clubs could be made to understand that everything would run according to their wishes if the club's finances permitted there would be much smoother conduct of the club's work.

(This golf club survey to be continued.)

IT is well to remember when feeding putting greens or any other form of turf that what is a food when used with discretion may prove to be a poison if indiscriminately used. While nitrogen chiefly aids grasses, and potash and phosphates encourage clover, the continuous use of nitrogenous manures alone will eventually result in deterioration.

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