

Sweitzer reached into a folder and handed me a sample menu. It happened to be the one for Thursday, August 15th, and I was assured that it was typical of the dollar dinners he has served all year. It read:

Choice of

Assorted Canape
 Chicken Broth with Noodles
 Cold Consomme in Jelly

Mixed Olives Garden Radishes

Choice of

Broiled Lake Trout with Lemon Butter
 Omelette with Fresh Peaches
 Grilled Loin Veal Chop, Grilled Tomatoes
 Grilled Half Roast Milk-fed Squab
 Chicken with Apple Sauce
 Roast Prime Ribs of Beef, au Jus
 Cold Ox-Tongue, Swiss Cheese, and Jelly

New Spinach in Cream Rissole Potato

Fresh Vegetable Salad, Mayonnaise

Apple Pie Lemon Meringue Pie
 Jelly Roll a la Mode Ice Cream
 Fresh Peach Sundae

Cantaloupe Honey Dew Watermelon

Coffee, Tea, Milk, Ice Tea

"You'll notice," Sweitzer pointed out, "that I have two ready dishes on the list, but that is because I had some roast beef left over. The day's dish is the half squab chicken; another day it might be steak. My food cost is 51 cents.

"Outside of packaged goods and staples, I do all purchasing and I think I buy as cheaply as any of my manager friends. Everything must be of finest quality. As an example, I pay 37 cents for beef where I could get it for 32; but the five cents extra assures the best and North Shore, as a result, has a reputation for the finest roast beef in the district.

"It is a dining-room policy that a member can have a second helping if he wants it of appetizers, soups, vegetables and desserts and we'll give him more meat if he asks for it. The members don't abuse this policy and only ask for more if they actually want more. In the end it all averages out, because ten people will tell the waiter to omit the soup or the salad or dessert to one who will ask for a second helping. And it goes a long way toward keeping the members happy to know that there is more in the kitchen if they want it."

To get down to figures, Sweitzer started the spring with a loss of approximately

\$3,000, caused by the club's decision late last fall not to remain open during the winter months, a practice of former years. Sweitzer had not expected the close-down order and had kept his full crew at work. The deficit was composed almost entirely of salaries.

There were some added salaries this year. When Sweitzer put that odd-job boy in charge of the storeroom, the boy's salary was charged against the dining-room, and earlier in the season, the club decided beverage sales in the locker-rooms belong to the dining department and therefore the wages of the "bartender" who dispenses carbonated waters and ginger ale was chargeable to the dining-room. Ordinarily, beverage profits would have covered this man's salary adequately, but about the middle of last summer clubs in the Chicago district were forced by authorities temporarily to discontinue beverage sales in locker-rooms. In North Shore's case, the beverage sales loss amounted to over \$2,000.

Yet despite the \$3,000 red figures with which he began operations this spring and the added salaries, Sweitzer finished the year with the dining-room showing only \$1,000 loss. Had he been able to start from scratch, his department would have showed \$2,000 profit.

Next year, beginning without the opening deficit, he expects to do even better. "It takes time," he explained, "to convince members there isn't a nigger in the wood-pile when you offer them food as good as we gave them and only charge a dollar. But they're sold on the facts now, and next summer I expect to see a lot more members bringing their families out for dinner, especially on week-ends and maid's-day-out. That's going to mean increased business and increased profits."

FOR the most part, course architecture and construction should follow along conservative lines; efforts directed towards blending the natural features into the layout are better than creating a course topography which is at variance with the surrounding terrain. The use of striking physical features artificially produced, involving the removal of large quantities of earth, is not favored. True, some large operations must be undertaken in the matter of clearing through timber and rock, but this work is not for the purpose of creating architectural adornment.—C. A. Tregillus.