



Toepfer photo.

A bird's-eye view of Ozaukee Country club at Milwaukee, where the Western Open will be held August 21-24.

the remaining show cases. All combine to make as attractive a display as one would hope to see in a down town specialty shop of an exclusive nature.

Then there is a well filled stock room adjacent with huge iron bars guarding the window—absolutely burglar proof. The shelves were fairly bulging with balls and clubs and sweaters of an inviting nature.

Three hundred sets of clubs are skillfully arranged in the center of the building so they cannot be seen from the front of the show room. Club racks are never very inviting to the eye, anyway. The club cleaning room is a room all by itself and has zinc on the wall to keep things clean. The workshop is quite unusual inasmuch as it was Scott's own design. It has three vice benches and room galore for the club-makers and assistants. Scott keeps three complete sets of tools on hand, carefully arranged in 16 drawers.

I was pleasantly surprised when I entered a spacious room, which had every appearance of being part of the club locker room. In reality it was the "wash room" for Mr. Scott and his assistants and had, besides the usual toilet, a shower bath, three lockers, two wash basins with hot and cold water and several other dainty toilet luxuries for the personal beautification of the outer man.

The caddies are located 150 feet away from the shop and are called to their labors from the shop by a loud speaker

which seems to work perfect. I might add right here that the caddies at Hillcrest club are among the highest paid in any part of the world.

Lewis Scott is a most successful merchandising golf professional, a man of keen business methods, an outstanding instructor, a mighty fine golfer, a married man with a braw wife, and a mighty fine scout to boot. Scott is a splendid credit to the golf professional.

Guide Posts of Successful Club Policy

[From Annual Report of John C. Trowbridge, President, Westmoor Country Club, Milwaukee, Wis.]

THE real problem in club management is to regulate expenditures so that, on one hand, the directorate can meet the demands, and thereby gain the support of the membership, without succumbing to the pressure of often well meaning but uninformed members, to the extent that the financial condition of the club reaches that point where expenditures exceed club revenue and is followed by an increasing debt and frequent assessments; resulting eventually in such an expensive yearly cost per member that the pleasure gained is not compensated by the cost involved.

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Certain members have advanced the idea that the club debt should be more or less