

than is stewed chicken. It will show even more profit in its pie form!

**Fish, Tenderloin Steak, English Mutton Chops** are, even now, in the cold-room and they won't come out unless they are called for, when they will be ready within fifteen minutes or before the patrons will have finished the soup course. There they are, safe on ice, as good as gold, and ready any time you want them. Not an ounce of loss if a hundred come or if no one comes!

**Tomatoes:** There will be a dozen or so of these already baked. More than these, if called for, will be done in eight minutes. No waste!

**Baked Potatoes** and those that are mashed will be transformed into potato *crustadoes* tomorrow in which form of creamed meat or possibly a vegetable will be served with all the swank of a boulevard restaurant on the Champs Elysee, and they'll taste like Thanksgiving food!

String beans will go into a salad. Deserts are icebox desserts—except the chocolate pie. Tartlets are cooked pastries waiting for a call before being filled. And so on and on—like those cigarettes—not a loss in a carload!

### On the Other Hand

However, suppose it should turn out to be a bright beckoning day—a day with the call of spring luring the entire membership into the open to come starving and demanding into the dining room. Ah! Then there is money in the menu! Even at \$1.00 it will show a net profit (if the service doesn't eat it up) of 10 per cent at least; in a cafeteria it will show twice that!

### Don't Take Deficit for Granted

The attitude of mind towards deficits has become quite complacent in many clubs. They say: "We don't even try to make a profit; we are content if we make costs." But most clubs don't make their costs!

A good many members differ with that point of view. They hold an equity in the club and would like to see clubhouse profits, and thereby obtain dues reductions.

In times like these slouchy mental habits aren't so good even in clubs. The time has come to wake up—to be rid of all deficits; and the club that is honest enough to face the facts set out here is the club that is going to hold its membership best.

We have spoken in detail of food costs and losses. We have shown a type of menu that can be varied in a thousand ways; and

a good manager allowed the freedom he requires in order to save you a loss can do this if he is not hampered by the authority of inexperienced men—men who generally know nothing about the costs that enter into the serving of food.

## Busy Sessions Promised at Managers' Convention

**A**CCORDING to H. A. Lewis, national secretary of the Club Managers Assn. of America, everything is all set for their 1932 convention, scheduled for the Hotel Warwick, Philadelphia, Feb. 18-20. Final program arrangements are essentially as announced in last month's **GOLFDOM**, with registration Thursday morning, Feb. 18, and a 2-group get-together in the afternoon, the city club managers assembling in one room, the country club bosses in another, to discuss problems of management peculiar to their respective groups.

Friday and Saturday, the managers will hear addresses by a number of outstanding authorities, including Joseph B. Uhler, president of the association, Theodore DeWitt, C. K. Swafford, advertising manager of Hotel New Yorker, and Dr. William McClellan, former dean of Wharton school. Numerous round-table discussions and convention details will occupy accustomed shares of these sessions.

Entertainment features have not been forgotten. On Thursday night, an informal dance, supper and Monte Carlo games will be held at the Penn Athletic club; on Friday, a theater party has been arranged, to be followed by a sea-food supper and dance; on Saturday evening, there will be a formal dinner dance, for which the speaker of honor has not yet been announced.

For the ladies, shopping tours, sight-seeing trips, bridge parties, etc., follow closely enough one after the other to guarantee no idle moments for the fair sex.

Customary arrangements have been made with all railroads to extend convention rates to delegates and their wives. Secure proper credentials from station agent when purchasing ticket, and half-rate fares will apply for the return trip.

**L**ONGVIEW (Ore.) G. C. is aiding unemployment relief by hiring 6 men to clean up rough and clear brush and trees during the winter.