

# Managers Plan to Give More for Less Money as 1932 Policy

By AL GAYLOR

**A**FTER THE toughest year club management has known, a representative group of about 150 delegates showed up at the sixth annual convention of the Club Managers' association, held Feb. 18-20, at Hotel Warwick, Philadelphia, and discussed the holds they had used in successfully wrestling with their problems during 1931. They were far from a downcast bunch. As a matter of fact, there was considerable confidence in evidence as the managers, in many instances told of having been able to show house profits or an even break in 1931 because they were allowed to do what was necessary to make this showing, instead of being compelled to work according to the experimental ideas of uninformed committees.

The general sessions of the Managers' assn. hit the high spots, but the specific plotting for better management is done in the informal sessions at which the house operating executives compare notes. The country club group session, under the leadership of Frank Murray, v. p. of the national organization, made incisive probes into the golf club situation and dug up the most debate when the matter of

salaries was discussed. Backfire of attempts to operate with incompetent managers, who may be obtained for almost any price, were cited in glaring detail. Reduction of staffs that still permitted good service by re-arrangement, and leaves of absence, were mentioned as having maintained the basic wages in a number of cases, and keeping up a high efficiency and morale.

James Williams, Oak Hill C. C., Rochester, N. Y., and James Bohlen, veteran manager of Chevy Chase, engaged in a spirited investigation of salary policies that would not lower the standard of operation. Williams told of what was being done with the membership problem at his club and in reducing the winter loss in the house. Williams told of the club making \$1,900 clear from its 21 dinner dances last year. Charge for the affairs is \$2 a plate, with \$1.50 being credited to the restaurant. Bohlen said that the Chevy Chase dinner dance charge had been reduced from \$2.50 to \$1.50 but extra service usually increased the charge.

The managers expressed the opinion that extra service, formerly thought a necessity in golf club operations, would have to be eliminated in making economies in 1932. A service charge of 5 per cent or 10 per cent, to be distributed among the employes who stayed through the season, was recommended as a cure for the disturbance of salary cuts.

A canvass of the managers in the country club session revealed that only about a quarter had had their salaries reduced and about half had been compelled to cut wages of employes.

## Accounting Is Hot Subject

Several times during the discussions reference was made to the difficulty of comparing clubs because of the lack of accounting uniformity. In some instances it was only by private records were managers able to get a true picture of their own operations, as their clubs' methods of accounting were misleading.

George D. Fish, an accountant of New

---

### CLUB MANAGERS' ASSN. ELECTS OFFICERS

Thomas P. Jones, Harvard Club, Boston. . . . Pres.  
 Frank Murray, Ravisloe C. C., Homewood, Ill. Sec.  
 Jesse Wetzel, Detroit Club. . . . . Treas.  
 Walter Cummings, Detroit A. C. . . . . First V. P.  
 Ralph Sykora, Longue Vue Club, Pittsburgh. . .  
 . . . . . Second V. P.  
 B. E. O'Grady, Hamilton Club, Chicago. Third V. P.  
 Fred Wood, Denver A. C. . . . . Fourth V. P.  
 Henry Dutton, Boston City Club. . . . . Fifth V. P.

### DIRECTORS

Martin Whelan, Racquet Club, Chicago; J. A. MacGoogan, Youngstown (O.) City Club; Thomas B. Carvey, Dallas (Tex.) City Club. Tom Carey, Union Club, Pittsburgh, retiring president, and Herman Lewis, Wilmington (Del.) C. C., retiring secretary, were named directors ex-officio.

---

York, spoke of an effort to analyse the 1930 and 1931 statements of 60 country clubs in the New York district with the intention of making a forecast for 1932. The effort was futile due to variations in figures and a sharp slump in income during the latter part of 1931.

Fish advised the managers to get their committees to face the facts: that if revenue falls too far members must pay more or be content with less service. He further stated that clubs can stand a drop of 20 per cent under the 1930 house revenue in most cases and still get by with good management, if good management is permitted to manage.

### Ted Dewitt Tells 'Em

Theodore Dewitt, Cleveland, head of the Dewitt hotel system and a former club manager started fireworks in the Friday session.

Excerpts from his address:

"Before a man can attempt to say anything about club operation in general, I believe he will have to ask himself some questions. First, he should know the purpose of his particular club. Second, he certainly will have to know whom he will serve and please; the quality of the membership is an important factor in operations. He then has to form an operating policy.

"After that policy is determined the next important point is income—how much money is available to carry the policy out. Next, determine the expenditures — fixed charges such as taxes, and interest on the bonded indebtedness, if there is any; then the operating departmental expenses.

### Budget Is Club Essential

"Having established income and expenditures, the next essential is to determine a budget. I believe it is just as important to have a budget in a club as it is in business or private life, unless you want to meet the sheriff. In setting up this budget, make use of figures for the previous two or three years on the operation of each department and you will be very close to your probable income and expenditures for the coming year. You then attempt to balance your budget and perhaps even show a profit.

"But just what is profit in a club? Do you call profit at the end of the year any balance that is left after meeting all your expenditures from the revenues you receive in dues? Or do you call profit the net result of the various departments after

all operating expenses have been properly charged to that department? I have always taken the position on profit that there isn't a club in the world entitled to make a profit on its operations. I have always tried to live within the income the club had, but I wasn't interested in making a profit at the end of the year. My idea is that the club's charter claims it is not organized for profit, so why change your mind later? If you will manage your club to give your members better food, better service, pleasant surroundings, a lot of atmosphere, a lot of service, and live within your income, I claim that you are a wonderful manager.

### Manager Must Demand Free Rein

"Today we see a tendency to cut down on the things we are giving the members,—to cut down on the service and on the quality of that service. But you are not cutting the dues that you are charging that member. So I say he is entitled to better service, more for his money, more of everything because he still pays \$150 for dues, and there is no other commodity he buys he doesn't get for 30 per cent to 40 per cent less.

"But you are going to have your house committee say, 'We will have to cut 10 per cent here; we will have to cut 15 per cent there.' How are you going to meet them when they say that? It reverts to just this one thing that I have always preached. Just what is a club manager? Is he something that just dropped out of the sky? No. I claim it is up to a club manager to impress on the chairman of the house committee, who is a business man of some kind, in very certain terms that he is representing a profession and that he knows more about all phases of the operation of that club than the man who sits on that committee. I wouldn't be rough telling it to the man, but I would be very, very definite in my statement.

"I know it is hard to do, but I believe, gentlemen, that if you set out and first sell yourself to the house committee and have them unconditionally understand that you know what you are talking about, that you are fully capable to do all of the thinking for that institution you are managing, that that is the only way you will be able to do your job successfully."

### Discuss Cafe Curfew

The early part of the Thursday session was devoted to routine business, but after this was disposed of, a brisk discussion

## THOMPSON COMPOST SPREADER

**T**HIS is a new, practical one-man Spreader which distributes rapidly and uniformly at any rate of application desired. It contains a great new non-clogging force feed principle for distributing moist or dry material.

Spreads all materials used on greens or fairways without ridges or bare spots. Distributes compost or prepared soils, fertilizers and plant foods.

*There is a Thompson Spreader and Sower for every golf course requirement.*

Write today for literature on the complete Thompson line of Spreaders, Seed Sowers and Barrel Sprinklers.

**O. E. THOMPSON & SONS**

453 River Boulevard

Ypsilanti, Michigan



developed in the "Open Forum." Joseph Webb, of Birmingham, Mich., suggested keeping the club dining room open until 9:00 o'clock instead of 8:30 during the summer months. William Norcross, of Garden City, N. Y., declared he would keep the dining room open as long as anyone wanted something to eat; that it was not club-like, if a man came in just at the closing hour, to say "It's nine o'clock, sir. You don't eat." Adolph Koenig, of Elmsford, N. Y., took the opposite view, that it was an imposition on the dining room staff and bad for the morale of the employees. His club, he said, followed the practice of a definite closing time. The locker room attendants were instructed to tell any members starting out after five o'clock that the dining room closed at nine, but if they desired to eat later than that, they could leave an order. This method had developed no complaints over several years, and was a decided success.

Leonard G. Latham, of Wellesley Hills, Mass., whose club has no definite closing time for its dining room, said he had benefited by neighboring clubs who closed their dining rooms promptly; their members would play late and come to his club for dinner.

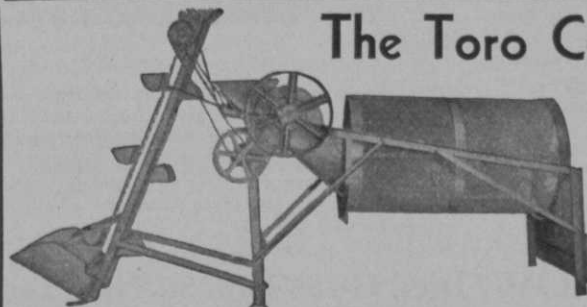
On the subject of loss of membership, Norcross told of his success in persuading members, who had dropped their membership because of financial embarrassment, to pay dues by turning in the stock or bonds they had bought in the club; house accounts to be paid in cash.

The practice of admitting new members to clubs without paying the initiation fee was spoken of unfavorably as unfair to the membership. Joseph B. Uhler, of the Penn Athletic Club, Philadelphia, told of a plan his club had adopted with marked success, permitting the new member to pay his initiation fee over a period of four years.

Charles K. Swafford, Advertising Manager of the Hotel New Yorker, gave an address on the value of advertising suggesting to the managers how they could build the business and reputation of their clubs.

Speaker of the Saturday morning session was Dr. William McClellan, economist, former Dean of the Wharton school, University of Pennsylvania, and now vice-pres. of Stone & Webster, Inc. His remarks were addressed to the present state of business and prospects of recovery.

The 1933 convention was awarded to Chicago.



## The Toro Compost Machine

Grinds and screens in one operation. Handles the material as fast as your men can shovel it in. Nearly a thousand of them in use at very small upkeep cost. Write for full information.

**Toro Manufacturing Co.**

3042-3168 Snelling Ave., Minneapolis, Minn.