

tion, breeding and what not, he should pass as a regular member of the club. He should be a fair golfer and a good mixer. As far as the general run of the membership need know and certainly as far as any prospect for membership need suspect his work should appear to be the voluntary effort of a member of the club who is on the membership committee. An ideal man for the job is some former member who has had to give up the club because of financial difficulties.

How should this man be paid? This is a matter to be worked out by the individual club, although general practice where such an employee has been hired is to give him his golf privileges without charge, grant him a small drawing account and absorb into membership expense any house-bills he may run up while entertaining prospects.

The drawing account is charged against a flat commission paid on each membership sold by the man. A good persuasive worker can sign up at least one to three memberships a week during the spring and early summer. If you want good results his commission should be not less than \$25 on the average metropolitan membership. This may seem like too much commission, but remember it takes a pretty smooth and experienced salesman to do the job justice and such men are not satisfied with bell-pushers' wages.

The duties of a membership solicitor are fairly definite. Operating as far as the members know as a straight and unpaid representative of the membership committee, he obtains from the members of the club names of friends who might be interested in joining. Some golfers are reluctant to cooperate in this respect, fearing they will be called upon to help sell the prospect, so it is a good idea for the solicitor to get across the thought, "Just give me his name, Bill. You won't have to do any work unless you want to; the committee will contact him."

Women an Important Aid

The experienced membership salesman is careful not to overlook the women; often they are more helpful in supplying names of Grade A-1 prospects than the men. Many a man has joined a club because his wife wanted the social contacts its activities offered. So the salesman talks frequently to the wives of the members, asks which of their friends have husbands who are golfers but do not belong to a club,

and enlists their cooperation in selling the club to this couple.

There are other sources of names. Large corporations with branch offices frequently shift important officials to other cities. These men are golfers with a keen desire to join a club in their new home-town, but they have no intimate acquaintances to invite them into the ranks. A live membership solicitor keeps posted on such transfers and makes a point of contacting these men. If they are golfers, they are particularly responsive to his interest.

The club's green-fee register is a fertile source of prospects. Many a member brings friends to the club for a day of golf but hesitates to ask them to join because it looks as though he has acted as host with that ulterior motive in mind. It sounds silly, but it is only too true. The membership salesman can drop around to see such men a few days after they were entertained at the club and, introducing himself as one of the membership committee, put considerable pressure on them to join up.

Chairman Still Has Duties

All this discussion about the advantages a club can reasonably expect from employing a membership solicitor doesn't mean that the chairman of the membership committee is relieved of all responsibility. On the contrary, it is still his duty to pass on the desirability of prospects, to O. K. any terms and time-payments the prospect may request on his investment, and to work closely with the salesman when final selling pressure is called for.

But the great mass of detail connected with securing new members is taken from the chairman's shoulders and placed upon a paid assistant's willing back, where it belongs—at least to the extent other committee heads are permitted to unload duties of office onto paid shoulders.

MUNICIPAL courses ten years ago rarely made a practice of charging for playing privileges. Today the opposite is true and it is the general feeling that municipal courses should be self-maintaining or nearly so. The Civic Development department of the U. S. Chamber of Commerce reports that, in 1920, thirty-four out of a total of 50 municipal courses reported their courses open to play by the public without charge, while today only nine of 276 municipal links permit free play.