

# HE KEEPS HIS CLUB "CIVILIZED"

By GEORGE KEMP, Jr.

**"YOU know you have to keep your plant up each year or pay through the nose. It's the same way with the operation of a clubhouse. Let that go down in the character of service or in the type of membership and it's even harder to put back into repair than the boards and brick and piping around a clubhouse."**

The veteran G. A. Kendall, manager of the old and august Glenview club (Chicago District) was talking about the problems that confront many managers, with class again becoming the objective and asset of clubs that have passed the point of considering the problem of money alone. A star years ago in the hotel business and one of the very best in club management, Kendall is a quiet, philosophical expert whose agility and alertness belies the number of years he has spent in catering to the good living demands of a distinguished clientele.

He has the highest and most cheering hopes for the future of club management. Through competent club management, blessed by the backing of officials who are gentlemen, epicures and sound businessmen, Kendall is confident that the club managers are to become leaders in a new post-depression era of civilized good living. In his opinion the clubs are emerging from the demoralization of prohibition and the panic.

## Liquor

### Habits Improve

In the matter of drinking, Kendall sees a wholesome improvement. There are not the youngsters drinking now that there were during prohibition and there again is a distinct development of connoisseur tastes among those to whom first class liquor was a rarity for many years.

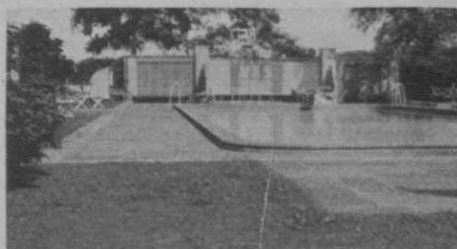
Formerly brand names meant something to the connoisseur of liquors. The same brand names may not mean anything now and the club manager whose members expect the best must be an expert appraiser of the quality of the merchandise. In its present status, Kendall declares, the liquor industry's policy of volume is not one calculated to fit the high class club manager's requirements of quality. So insistent is Kendall on searching markets for beverages and food that will meet the Glenview standards that he imports some of the

Scotch he serves at the club. He sees to it that his members are served and learn to recognize superior quality by knowing superior quality himself.

Naturally such an operating policy makes Glenview a highly desirable club to join. During the depression Glenview had its membership problems, not as acute by a long way as the majority of clubs, but handled the problem by having its membership committee sift applicants on a basis of standing as gentlemen rather than be stamped into financial considerations mainly. Costs of membership were reduced, which had the effect of bringing younger members into Glenview. Kendall considers that an important part of his job is the education of these younger members as epicures. He reasons that the more competent a manager is to handle this sort of training, the more positively the manager contributes to the standing and prosperity of the club.

Although he was associated with several of the most famous chefs in America during the lush days of American society's epicureanism, the Glenview manager forecasts more women cooks at the better eating places.

Disappearance of game from menus Kendall laments as something that has made the problem of a superb variety of food a difficult one at clubs, and the



Glenview's pool brings the families of members to the club, thus complicating Kendall's supervisory duties.

rising food prices continue to worry the manager.

In connection with buying problems Kendall relates that old Potter Palmer, the hotel man, used to know the price of every glass and every potato in his hotel.

With an average inventory of \$1,700 in food at Glenview, Kendall has worked out a checking and accounting system that prevents wastes. He works on the policy that money is easier to handle than liquor and food, so by watching for possible leaks in the food and liquor service, keeps a vigilant guard over his club's money.

Kendall is a crank on cleanliness. His employees and every detail of the clubhouse and its cottages must be immaculate or there is enough hell raised with the one responsible for untidiness to identify Kendall as a candidate to slug Joe Louis silly. His particular aversion is flies. His kitchen has only one door and is cross ventilated. Garbage disposal is quick and thorough. A fly around the Glenview clubhouse is a rare sight.

#### You Get What You Pay For

He also is firmly committed to engaging only the best help and seeing that they are cared for in a manner satisfactory to them. He attributes to this difficult phase of country club operation, considerable credit for the high operating standard of Glenview. "To have a good club you have to have good help and treat them well. Low class employees can't serve high class members, and the club that tries that hasn't a chance to identify itself as a first class establishment," Kendall asserts and backs his assertion with service favorably commented on by leaders in international society, finance and statesmanship who have been served as members and guests by the Glenview staff.

Service of women and younger people now is more of a study for golf club managers than it ever has been before, Kendall emphasized. Daintiness in appointments and service and an authoritative knowledge of the best in foods, liquors and service, are essential for the club managers.

The Glenview manager makes it plain that he hesitates to set forth hard and fast general rules in club management. There are too many variables to warrant a number of inelastic rules. You may have 60 reservations for a dinner and 360 appear. Everyone has his own problem with extra waitresses and waiters and with

emergency food supplies. However, despite the problems common to the golf club manager, Kendall comes out even in restaurant operation and ahead on the bar and rooms.

Kendall not only insists on smooth, quiet, expert cooperation within the house department of Glenview but rates departmental harmony with the professional and greenkeeping operations as a prime essential of management at a high class club. Together with Jock Hutchison, famed pro at Glenview, and the club's well-known greenkeeper, Ed Haupt, Kendall provides a club operation that demonstrates quality of service is one of the most substantial of all club assets.

**A NEW DRINK with a Puerto Rico rum base is going up (and down) in great favor at golf clubs famed for smart bartending.**

It's said to be the one innovation in the drink line since repeal. The ingenious Swizzlestick is the trick of the drink. One of the points to command the rum drinks is that rum ages four times as fast as bourbon and for that reason a first class supply is available.

Recipe for the "Swizzle":  
Put Swizzlestick in 8-ounce glass  
Fill glass with shaved ice  
1 teaspoon sugar  
Juice of half a lime  
1 jigger of swizzle rum  
Fill glass with selzer or sparkling water  
Swizzle with Swizzlestick.

**Inverness All-Star Round-Robin**—This year's Inverness Round-Robin best ball championship will be played at the famous Toledo course June 20 to 28 inclusive. Eight two-men teams of the leading professionals will be invited.

Bad weather at last year's inaugural put it into the red, but the exclusive and unique character of the event commanded so much national newspaper space the Inverness members are underwriting the event again, determined to make it an annual fixture.

**Ohio Has Fee Tourney.** Ohio Golf Course Assn., consisting of 16 fee courses mainly in Cleveland district announces second annual handicap championships. A class, 14 and under; B, 15 to 24; C, 25 and over. Inter-club team play championship starts June 21 and continues until all teams in the league have competed against each other.