

MANAGERS GET READY FOR BOOM ACTIVITIES

Returning prosperity on "different" basis is keynote of annual convention

J. A. MacGoogan,
Youngstown (O.)
Club, elected
president of
C.M.A.



RADICALLY changed conditions in club management accounted for a surprisingly large attendance at the eleventh annual convention of the Club Managers Association of America, held at Hotel Severin, Indianapolis, Feb. 15-18. Approximately 200 presented themselves for the sessions. They were flood refugees, as the convention had been planned for Louisville and was transferred on short notice when the rampant Ohio swirled about the legs of Fred Crawford, chairman of the Louisville convention committee, and his fellow citizens.

Evidence of a developing boom in club operations was seen by the country, and city-club managers in attendance. They hoped the coming boom would be one in which they might be allowed to exercise expert control. They have been struggling with readjustment problems that followed the collapse of the last boom.

Diagnosing the difficulties experienced by clubs that still have to get on a sound financial and operating basis as the depression departs, brought forth the following observations by the expert managers:

High turnover in elected, unpaid club officials and high turnover in managers is preventing adoption of a long-range, closely supervised operating policy;

The effect of changing social conditions on clubs requires accurate analysis and prompt action; and

New aspect of general financing reduces club possibilities for getting revision or easy terms on plant investment issues.

However, the managers did rejoice that

the club field suffered a comparatively light touch of the depression on the older clubs, both country and city. The management and financing problems generally are beyond the managers' control, so the conventioners devoted the major part of their time to consideration of operating problems.

Most acute among the operating problems is that of rising wages and material costs. In the country club field, a larger volume of house business seems to be the hope of managers in the fight against the operating cost increases. Many interesting items of club special events announcements were shown in displays prepared by J. Fred Smith, energetic young executive who is the association's secretary. Employment of these events and of other business-building material made available by exchange of ideas among the association's members was urged by Fred L. Wood, the managers' president, as the answer to the need for steadier, larger volume of business at clubs.

Social Security law application to the club field was straightened out in the minds of many confused managers by the talk of George Podd of Horwath and Horwath. Podd opened the educational conferences on Wednesday and among the numerous experts who have advised man-

agers on the details of the social security legislation's application to clubs, he registered as the master. Podd's illuminating remarks are given in this issue of GOLFDOM. Herman Lewis provided the introduction for the Podd address which was followed by a brisk question and answer session.

Park Akin brought to the rostrum Joseph D. Vehling who presented a most interesting address on food and beverage service at clubs. Among other remarks of Vehling was an advocacy of more wine promotion at clubs. He pointed out that

Fred Wood, retiring president of the Club Managers association, received from E. M. Ries, manager of the Colonial CC, Memphis, Tenn., the gavel that rapped the signals at the eleventh annual convention of the association. The gift was a golf contribution to Wood's souvenirs of office. It was made of Tennessee dogwood, of the selected grade used for golf clubheads. C. F. Work of the Memphis Shaft and Block Co. had the gavel turned.

60% of the world's grapes were American-raised, and confirmed the comment of an authority at the 1936 Managers' convention concerning the American public being afraid of wine drinking because of the mistaken belief that a strict code of wine selection and service was required. Vehling said that since 1914 the influx of trained cooks was stopped and stopped forever. Europe has an embargo on brains, he declared. There is a serious demand for trained cooks because the practice of eating away from home is growing, and to fill this demand American club, hotel and restaurant managers must begin to give considerable attention to chef training. Vehling lauded the work expert club managers are doing in educating the elect in the art of good living.

Air Conditioning

Boosts House Volume

Paul Holcombe of the Carrier Corp., was introduced by Peter Hausen, for a talk on air conditioning. The Carrier expert related that air conditioning in restaurants had brought average increases of 35% in number of patrons and 25% in amount of checks. He told of instances at clubs where the summer dinner dance business alone had justified the expense of air conditioning. Holcombe said his company had carefully studied the health effect of air conditioning and had determined that there were no more bad effects from coming out of a properly cooled and conditioned clubhouse onto a hot golf course

than there were from coming from sub-zero weather into a warm room.

Holcombe told of the necessity of avoiding drafts in air conditioning installations and mentioned some of the factors determining costs. Among these were location, size and layout of rooms, occupancy, glass area, cooling water and electricity costs. He was subjected to a cross-examination by keenly interested club managers, especially those of country clubs where the heavy operating season is during hot weather. One of the points that came up was that of the possible effect on employees' health of frequent change between hot kitchens and cooled restaurants. Holcombe advised correction of kitchen conditions in such cases. He also remarked on the benefits of air conditioning in food preservation at clubs.

Urges Menus Be Pepped Up

Harry Tully, of Kugler's restaurants, Philadelphia, was led into the clinic on operating problems by Frank Murray. Tully's talk on menu merchandising key-noted the menu as the newspaper of food. He advocated bright paper, colored ink, topical pictures or illustrations of scenes about the club, as features of a club menu that would be attractive and sell food and drinks. He also urged large type and ease of handling of the menus. In making a case for large menus he counseled against making the menu an encyclopedia instead of a selling medium. Tully advised featuring in the menu what the club wanted to sell; either what the chef was long on, or what could be bought at good prices considering quality.

He told his hearers of the powerful effect of menu "riders" attached to one corner of the menu, in selling drinks. He also re-

Club managers at Indianapolis convention again expressed the hope Congress would eliminate the 10% tax on club dues, and regretted that limited association finances prohibit making a clear presentation of the club case.

lated successful experiences with special menus for children on which were printed, "If you eat everything on your plate you may take this menu home with you."

Wesley Bintz, swimming pool engineer, was introduced by Tom Carvey, and plunged into a topic of pressing interest to many country club managers. Bintz is inventor of an ovoid type of pool and told of the construction savings this design provides, along with increased swimming area. He warned his hearers, "build

a pool that's right, or heaven help you." Bintz said that a 75 ft. long by 50 ft. wide pool was most satisfactory size for representative country clubs and would accommodate about 200 people. He advised strongly against building a pool any shorter than 60 ft. He said that first class outdoor pools for country clubs could be built for from \$10,000 to \$15,000. He set a figure of \$3 a linear foot as a fair average for a plain pool with filtering equipment, diving boards, etc. He mentioned favorably Art Marble as a finish for pools, and in answering questions about pool reconditioning said he'd found Medusa paint was highly satisfactory for the outdoor work.

The Bintz type of pool has locker- and shower-rooms under the rim of the pool. The pool itself is set either above the ground or is partially depressed in the ground. The partially depressed types are popular with country clubs.

William Norcross, manager of the Essex County CC, in a deft introduction asked that the quality of mercy not be strained toward Herb Graffis, GOLFDOM's editor, who spoke on "Jobs That Have Gone with the Wind." Graffis, surveying the high job turnover condition in the country club field found that club managers, despite their alarm at the frequency with which jobs changed, ran behind golf professionals in being switched in and out. Greatest of all changes was among club elected officials. Least change was among greenkeepers. Whether this was because greenkeepers get the least money or have to contend with acts of Providence more

Each year many house committees have the problem of putting new attractiveness into the locker-room. Too often the architect makes the locker-room—the actual indoor center of club life—a dark and barny enclosure with the orthodox cell-like layouts of lockers, the same hard benches and the same repaired runners.

Here are some suggestions that may help put new life into the old coop:

TOP

The finished concrete foundation for lockers, as shown in the Scioto view, aids cleanliness. Heavy furniture, as shown here, is being replaced by brighter, modern tubular styles in many locker-rooms. It stands the rough use just as well as the heavy wood equipment.

CENTER

Space between the aisles, as shown in the Westmoor view, gets away from the jail appearance of many cramped locker-rooms. It may be possible for you to re-arrange your layout so you'll have a wide-open space or two.

BOTTOM

The Rolling Green locker-room shows how bright colors on lockers pep up a place. The wall benches provide parking for those whose dogs are weary.

Photos from Lyon Metal Products, Inc.



than with direct contact with membership, Graffis did not venture to explain. He offered a summary of investigation of 27 cases of club manager job changes. Reasons given were those received from club officials and provide interesting though not conclusive evidence that club hiring and firing is not done extensively on a business basis.

Leading in reasons given for discharge was getting too "clubby" with members, something that requires special conditions

A "Chapter Relations Committee" is new group in the Manager's organization which has as its purpose the bringing of officials of various chapters into more frequent contact for coordinated work during 12-month interval between national conventions.

or genius to be done with safety. The reason apparently checks with the pro situation because pros, who are in closer personal relations with members than any other department heads, have highest job mortality.

Second reason was negligence in handling conditions with which club manager was acquainted. Mentioned by club officials in this category was failure of the manager to maintain personal appearance and attitude as executive.

Third was failure to acquaint club officials with conditions needing attention. Officials did not comment on whether this was due to managers' ignorance of operating details in his establishment, or to managers' belief that correction of condition required spending money which, if suggested, would throw officials into an uproar. Comment from the convention floor following Graffis' remarks, emphasized wisdom of managers boldly, clearly telling officials what's needed.

Only fourth in the list of reasons given for discharging came lack of ability. Fifth was club officials' admission of politics with a new administration resolved to

Club Managers association membership is recovered from slump. There are now 379 members paid up.

"change everything." Sixth came club opinion that manager was good but not fitted for the particular job for which he was hired. Seventh was clubs not meeting increased salaries offered managers for other jobs (a reason that has been taking good men out of the club management field in increasing numbers lately). Eighth in the list of reasons was "an-

other man offering to work for less money," and ninth was where clubs thought they were not getting enough publicity from the manager's efforts.

Dr. Frank Shipman, Brown-Forman Distillery Co., was presented by Jesse Wetzell. Dr. Shipman spoke on whiskey, beginning with the American days when whiskey was used as a medium of exchange. Grain could not be transported as easily as whiskey in the pioneer days and whiskey did the frontiersmen more good than did money. Home distillation of those days gradually developed into a commerce. The distillation process was generally a matter of guild practice, with the methods being secretly passed on from one generation to its selected successors. Scientists were comparatively late in entering the field. Consequently various types of whiskey were rather sharply localized by grains and other materials available and by local distillation technique. Dr. Shipman described briefly the types and manufacturing methods of whiskeys.

He identified as a "good whiskey" a product which required no artificial flavor to make it a good drink. Just what is a

All committee chairmen appointed at Managers convention were furnished with a portfolio enclosing names of committee members and an outline of work expected from each committee.

"good drink" Shipman said, of course depended on personal taste. He impressed on the managers that bad whiskey can never be made good by aging.

A valuable demonstration of skillful meat cutting, to make the most of quality opportunities and to curtail waste, was put on by one of the staff of Wm. Bauer of Cleveland. Bauer made informative comment as the demonstration proceeded. H. W. Dedreaux, in conducting the preliminaries of this demonstration told of the effect the recent drought has had on cattle. He described scientific feeding method and the results in meats. Dedreaux said that it is becoming harder to get good beef but there is not much use for managers to try to chisel on beef prices as lower grade beef will bring a manager nothing but complaints. He advised featuring lamb, as lambs are cheap and of good quality. He also suggested pushing pork and veal, which are at comparatively low prices.

Thomas P. Jones, manager of the Harvard club, Boston, and one of the national authorities of seafood purchasing, prepa-

ration and service, concluded the educational program by presenting on Thursday morning, an excellent practical treatise on giving club menus distinction by properly playing up seafoods. The Jones paper was of particularly timely value to managers because of their Lenten menu problems. Henry Hinton, manager of the Manursing Island club, introduced the Jones contribution to the intensely practical program.

Under the chairmanship of H. J. Foerster, country club managers went into a round table huddle Wednesday morning and held an intimate discussion of several country club problems. These will be covered in detail in April GOLFDOM.

Organization and political affairs of the association were effectively and speedily handled in committee meetings and on the floor of the convention Tuesday and Thursday afternoons. The national association functions as a coordinating body for the sectional chapters, seventeen of which reported details of their activities at the opening session of the convention.

Heading the association for the next twelve months is J. A. MacGoogan of the Youngstown (O.) club. Wayne Miller, Cincinnati CC, is secretary and C. C. Dyer, Houston, Tex., is treasurer. Vice-presidents are to be appointed later.

Entertainment and educational features abounded at the convention. There were sight-seeing and shopping tours for the women visitors. Gala parties were given by Hiram Walker and Seagrams distilling companies. Seagrams were hosts at a buffet dinner dance at the Woodstock club Tuesday, and Hiram Walker put on a fine dinner and dance party at the Columbia club Wednesday evening. The annual banquet of the association, at which Schenleys and the Frankfort distilleries, assisted as hosts, closed the convention entertainment program, Thursday evening.

Chicago DGA Announces \$10,000 Open; Profits Go to Caddies

CHICAGO will have its first \$10,000 Open, July 23-25 inclusive. Course for the event will be determined later. Prize money has been almost entirely underwritten by officials of Chicago District GA clubs. A big drive is to be put on for advance ticket sales, and golf carnival features are to be added as part of the Chicago charter centennial.

Net profits of the tournament will go to caddie welfare. The idea was pushed for two years by Bob Harlow when PGA

THOSE SHEETS OF COUPONS

Have you noticed the gummed coupons in this issue? They are for your convenience in writing advertisers. Simply tear out the coupon, stick it to the address side of a penny postcard, write your name, club and address on the other side of the card and mail. No message required.

No mutilating the pages of GOLFDOM, and a lot of time saved for you.

tournament bureau manager and registered with Walter Leininger, L. D. Rutherford, Maynard Fessenden and other CDGA officials who launched operations energetically with caddie welfare as the reason for tournament profits.

Massachusetts Recreation Conference Scheduled for March 12-13

GOLF and Parks section of the Massachusetts State college annual recreation conference will open Friday, March 12. Graduation exercises of the 1937 winter school for greenkeepers will be featured by an address of Arthur Anderson of the 1927 class on "What This School Has Done for Me," the remarks of Robert Williams on "Why I am Taking the Advanced Course" and two short papers by members of the 1937 class.

Robert A. Mitchell, president of the Greenkeepers' club of New England and Roland H. Verbeck, MSC director of short courses, also will address the opening session of the conference. In the afternoon of the first day Prof. L. S. Dickinson will discuss the Hawthorne Valley system of fairway watering and Prof. George McClure of the Ohio State U. will tell of "The Behavior of Fertilizers in Soils." Addresses will be made by Leslie Cotrell, president of the New England PGA, and Tom Walsh, secretary of the national pro group.

On the evening program will be:

"Water and the Physical Condition of the Soil," J. N. Everson, M. S. C.; "The Action of Lead and Mercury in Soils," Dr. W. S. Eisenmenger, MSC; "Archery Golf," Mr. Baker, Auburndale, Mass.; "Practical Experience with Rhizoctonia Solani," C. K. Bradley; "More about Fertilizers in Soils," G. B. McClure; "Golf Course Construction and the Greenkeeper," Robert Trent Jones.

On Saturday, March 13, James B. Gill will talk on "Mechanics of Water Distribution on Golfing Areas," and Robert