

Art of Fine Wining and Dining Keynotes CMA Meet

By HERB
GRAFFIS

WHAT the National Open championship is to golf playing, the annual convention of the Club Managers Assn. of America is to club management. The thirteenth annual convention of the organization, held at Denver's Brown Palace hotel, Feb. 4-8, established a new high in educational programs for managers. Put on under the local direction of the Mile High Chapter of the CMA, the Denver meeting drew approximately 200 club operating executives from all parts of the country. It set forth a schedule of entertainment that will be reflected in country and city club parties throughout the nation for the rest of the year. The Denver club managers demonstrated a command of the arts and sciences involved in hospitality that made each feature of the program a post-graduate course in the serving of food and drink.

Business sessions, coordinated with the demonstrations of ideal operation, rounded out a schedule that gave definite practical value to the convention.

Propose Home for Oldsters

One of the high spots of the convention was the enthusiastic reception accorded the idea of a retired managers' home. This proposal was made by Barney O'Grady, a former president of the association and manager of Olympia Fields CC. O'Grady outlined a tentative plan for the establishment of a resort in a 12-month climate to which managers could retire after completing their active careers. Such an establishment is to be run on a dignified, business basis and as a straight-forward insurance proposition rather than savor of the "old folks' home" notion. From the floor of the convention \$2,500 was subscribed to conduct preliminary operations in the plan. President Fred Crawford appointed O'Grady as chairman of the committee to prepare tentative plans. Propositions for the location of the establishment have been received from Florida, Texas and Arizona. A contest will be conducted to get a name for the establishment.

The Mile High managers began putting on the works when visiting managers stepped from The City of Denver stream-

liner. A stagecoach met the incomers and transported CMA officials to hotel headquarters. Registrants were taken in tow by John Schumacker, Larry Marrin and A. K. Bott and given ten-gallon hats, cowboy hankerchiefs, and made at home on the range. August Bott, manager of the University Club, put on the first demonstration, a cocktail party of a character to embellish any club's reputation.

In the evening the conventioners were feasted at the Swift plant in Denver's stockyards. A feature of this show was a meat-cutting demonstration by Bill Dennison who took one of Mary's little lambs and deftly hacked it into intriguingly artistic cuts showing how a skilled butcher could make almost everything except the lamb's bleat attractive on a menu. Attendance at the final night of Denver's annual stock show and rodeo completed the first day's program.

Serves Lunch DeLuxe

Sunday, Fred Wood, former president of the CMA and manager of the Denver Athletic Club, put on a luncheon that set a new par. Wood elected to demonstrate that high art applied to a fairly commonplace item on a luncheon menu, could astonish even a jury of experts. He set forth chicken a la king that was a superlative dish instead of the usual article of casual consumption. For the circus sock to a splendidly planned and served luncheon, he served a pine-cone dessert, a combination of genius in the bakery and ice-cream departments. A quick tour of the historic club and an inspection of its interesting activities, among which was the work of junior members, followed.

Sunday evening, a mountain trout dinner was served at the picturesque and famous old Windsor hotel, after which there was a session in the noted Tabor Opera house, one of the high spots in the old West's cultural history.

Committee reports revealing that the association had had a most active and flourishing year, were submitted Monday. The managers reported substantial signs of a revival in club interest and membership, indicating that their work of educating Americans to an appreciation of

1939 Officers Club Managers Association

Fred Crawford, Louisville, Ky.....Pres.
Wayne Miller, Cincinnati.....Sec.
Wm. Roulo, Detroit.....Treas.
(All re-elected)

New Directors

Howard Mehlman, Denver; Harry J. Fawcett, Glencoe, Ill.; G. A. Jobe, San Francisco.

high-standard eating and drinking and select companionship is bringing results.

Monday evening's demonstration was the ideal club dinner and dance, put on by Otto Hebestreit at the Denver Country club. Food and wine service and music were superb as a country club performance. The Tuesday evening exhibit of how to put on a country club party was brilliantly presented at the Lakewood Country club, under Howard Mehlman's management. Mehlman, president of the Mile High chapter, was general convention chairman. Anheuser-Busch was host to this party which had a Hawaiian theme. Hawaiian decorations, entertainers and menu made the affair an authentic standout, instead of just one of those dinners that was labelled Hawaiian because a grass-skirted fanny-wiggler was the entertainment headliner. To banish all doubts about the affair being 5-star genuine the menu listed, among other items, Fried Fresh Fish, Humuhumunukunuaapuaa, and salad, Mokuaweoweo.

Dine in Transformed Gym

As in the case of the luncheon at the Denver Athletic Club gym, ingeniously and tastefully decorated by draperies suspended from the balconies and ceiling thus converting a cold-looking gym into a delightful dining place, the decorating work at the Lakewood Country club was a fine example of taste and resourcefulness in decorating.

The annual banquet at the Brown Palace, Wednesday evening, was another great demonstration of food, drink and entertainment service. As excellent as it was, and no hotel in the country could have put it on any better, the banquet served to emphasize that there is a certain indefinable feeling about food and drink selection and service at the high class club that cannot be provided in even a superlative hotel.

Entertainment specially scheduled for the managers' wives also hit a new high

in interest at the Denver convention. On the Women's committee were Mrs. Fred L. Wood, chairman; Miss Frances Brandenburg, Mrs. Otto Hebestreit, Mrs. Lawrence Marrin, Mrs. Howard H. Mehlman, Mrs. Norman Ready, Mrs. Raymond Riede, Mrs. John Schumacker, Mrs. Herma Thomas and Mrs. Claude Whitman.

Ralph Carr, governor of Colorado, opened the business sessions. The governor, by making his appearance in person instead of delegating the usual pinch-hitters who represent the local authorities at most conventions, recognized that the convention the Denver managers put on was making a couple of hundred enthusiastic boosters for Denver's spirit of hospitality and the Denver managers' command of the hospitable arts and sciences.

Chapters Busy in '38

Reports of various chapters revealed that considerable educational and employment activity had been going on through the year. A standout in the educational line is the organization of club managers and officials in the State of Washington. Darwin Meisnest of that group earnestly counseled the national organization to make the most of its educational possibilities by putting the big play on informative programs at managers' meetings.

Regional problems, especially with respect to liquor and other legislation, buying facilities, etc., have so much to do with the club managers' operations that the sectional chapters have to handle individual problems to a large extent, then coordinate with other chapters under the National Association banner in affairs of general importance.

Fred Bergeron introduced L. Roy Leonard, manager of the Cuvier Press Club, Cincinnati, who opened the forum for discussion of subjects of general interest. Leonard told the managers, from his observation as manager of a press club, that there's room for a lot more publicity about club operations which could be secured easily by making newspaper contact more of a phase of the managers' many duties. He counseled against membership "drives," saying that the members could get more new members if the drive idea is kept out of the campaign. He said at his club members were divided into alphabetical groups with each group of members whose names begin with any one letter getting together and preparing a membership solicitation letter

On arrival in Denver, managers were met by this old-time stage coach and presented with ten-gallon hats as souvenirs.



that they send out to their own list of prospects.

He advised against the manager letting officials get into the habit of coming to the manager and telling him what to do. The manager should have a lot of ideas and thus beat the officials to the punch, thereby identifying himself as the spark-plug of the club. Leonard suggested that club managers make tie-ups with radio stations so club programs may be broadcast once in a while.

Publicity Urged

Tom Jones presented Herb Graffis, Editor of GOLFDOM, who suggested how the managers' abilities and achievements in educating Americans in cultured eating and drinking could get wider recognition. He suggested a publicity campaign supplying newspaper women's section and food section editors with reading matter and illustrations on the fine art of eating and drinking as presented to the discriminating ones by the highest authorities — the managers.

Graffis outlined some of the work done by the Golf Promotion campaign and how it has helped to acquaint the public with qualifications and service of the competent club professional. The greenkeepers also are getting into a publicity campaign to inform the golfing public about their services and value. The managers, authorities and teachers in one of the vitally important fields—that of intelligently and artistically stoking the human gut—need propaganda to attain deserved recognition, Graffis said. The CMA is planning a campaign of this sort.

Max Beck introduced C. A. Patterson, publisher of Club Management, who spoke on "How to Keep Your Members Happy."

Pat advised the managers to have a dignified attitude in keeping with private club atmosphere. He counseled nifty—but not gaudy—touches to food and liquor service, so the club atmosphere of distinction would be maintained. A job for the manager to do deftly is that of getting the members acquainted with each other, he said. Patterson told of the Washington AC club plan of giving each new member a coupon book entitling him to free introductory service in each department of the club. Pay attention to getting the wives of members and boosters, and to novel entertainment features, and to thoughtful little stunts to care for the kids, Pat suggested. Patterson, as did Leonard, strongly advised that the manager take an active part in the work of the entertainment committee instead of letting the committee members worry about originating new stunts.

Winter Programs Bring Results

For the country clubs Patterson pointed out that more attention to winter programs often is required. He advocated more attention to color around clubs, pointing out numerous instances of unfavorable reactions to unwise choice of colors.

Barney O'Grady presented Dean Clem Collins of the Denver University School of Commerce and President of the American Institute of Accountants. Dean Collins talked on the proper function of accounting, that of revealing the operating picture rather than merely getting a formal array of figures. He said that responsibility, not only for compiling the figures but in applying their lessons, was a prime factor in the profitable use of accounting. The accounting method and budget must be

One of the very successful stag parties put on by the Hyperion Field & Motor Club, Des Moines, Ia., was advertised to the members and guests as "Hyperion's Gentlemen's Pink Tea and Lily Party."

Lots more ruffled than "Stag, for Gents Only," and good for laughs right from the start.

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closely coordinated so you can see how you're running with your budget, or both items are badly weakened in the club operating plan. The Dean said that managers, to make their situations stronger at their clubs, must see to it that they know fundamentals of proper accounting and the correct interpretation of accounting reports.

Make Dues Worth Paying

Frank Jamison, advertising manager of the Public Service Co. in Denver, was introduced by Howard Mehlman. Jamison talked on the manager's position as viewed by the member, and urged that managers think about the phase of their job concerned with selling the club to its members so members will be reconciled to the payment of their monthly dues.

Fred Wood brought on Milton Bernet, advertising and publicity director of the Mountain States Telephone & Telegraph Co. Bernet spoke of the use of the telephone as one of the entrances to the club and pointed out that the distinction of a club could be revealed as much by its telephone manners and service as by any other phase of operations. Promptness in answering; tone and clarity of information Bernet mentioned as foremost elements in first class club telephone service.

John Bartholmew of Wm. Liddell & Co. was introduced by Mrs. Alma von Steiner. He discussed the history, selection and care of linens. If linen offered you, when held up to the light, has a lot of rough dark spots or lumps, the yarn is not of first quality and won't wear well. He described the various types of linen, and went into profitable detail about the laundering of linens. He also gave practical tips on the storage of linens.

Chick Bangs, manager of the Oak Park (Ill.) CC and member of a prominent family of managers, was introduced by Russell Miller. He related how air conditioning of a basement locker-room had ended considerable trouble with moisture as well as assuring member comfort. He had an expert in this line install fans that provided adequate and proper ventilation. The system eventually was extended to

the club dining rooms. He found this comparatively inexpensive job did the business by keeping the air moving. Air is changed in the locker-rooms about 8 times an hour.

Miss Alice Mast presented Phil Cannon, manager of the Tulsa (Okla.) Club who gave some expert slants on the service of buffets. He recommended extensive varieties and a strong play to the eye appeal, so the buffet becomes a "class" proposition and not a cafeteria offspring. He suggested that the manager discreetly visit up and down the line of those waiting to serve themselves at the buffet, by which action he not only keeps in close touch with members but reconciles them to the waiting.

Former president McGoogan of the CMA introduced George L. Mentley, General Sales Mgr. of the Frosted Foods Co. He told of the uniformity of frosted foods and went into interesting detail concerning the research work behind food frosting, showing how the prime brands in this line assure uniform quality, even going so far as to attend to seed selection of certain of the frosted food products of his company. He said frosted foods should be stored so air circulation is maintained entirely around the products.

The Legislative committee of the CMA, Darwin Meisnest, chairman, reported on the efforts being made to relieve clubs of unemployment tax in the cases of clubs having less than 8 employees, exclusive of officers. There was a lively, but entirely friendly debate on the subject of attempting further to get club 10% federal taxes reduced. The managers decided to pigeon-hole action.

The trophy for excellence in country club party announcements went to the Lake Shore CC (Chicago District), Harry Fawcett, mgr.

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One of the brightest of the many bright spots at the Denver convention of Managers was the Anheuser-Busch lounge where James H. Platt presided. The Budweiser and Michelob organization also was host at the Hawaiian party at the Lakewood CC. At the Lakewood party, the Carson Crocker Co., Mrs. David Alexander of Franklin MacVeagh & Co., Baur Confectionery Co., Elmer S. Leterman, Paul Garrett Wine Co., and the Matson-Oceanic steamship line collaborated in the supply of details making the affair a model of club service. A feature was the showing of Hawaiian and Tahitian color pictures made by Darwin Meisnest, manager of the Washington AC.