

Rehabilitation, Patronage Push, Key Managers' Meet

By Herb Graffis

PPROMOTION of membership and member activities, and clubhouse rehabilitation highlighted addresses and discussions at the fourteenth annual convention of the Club Managers Assn. of America, held at Hotel Statler, Detroit, Feb. 26-29.

Attendance of approximately 350 and a program considered the most definitely practical of any CMA convention brought to a high point the administration of President Fred Crawford, manager of Louisville's famed Pendennis Club. Closer cohesion of regional chapters constituting the national organization also was much in evidence as the result of work by Crawford, Wayne Miller, Cincinnati CC mgr., who is the association's sec., and Wm. F. Roulo, University Club of Detroit, the CMA treas.

Detroit's convention committees provided a crowded and interesting program, with the dinner dance at the Detroit Yacht club, at which R. Wallace & Co. was host, and the annual banquet at Hotel Statler, being high spots.

CMA Is Healthy

Officials' reports at the opening session showed the association to be in thriving, active condition. Featuring the district organization reports was that of New Jersey chapter advocating a specific program of CMA future endeavor along lines of CMA member welfare and prestige, club advancement, research and information service to members and their clubs, club official relations, maintenance, taxation and legal advisory service.

For the first time women club managers held their own group session. This conference was in charge of Mrs. Ruth S. Jones, mgr., Oak Hill CC, Pittsford, N. Y.

Prof. Bernard R. Proulx, whose hotel and club management course at Michigan State college has 160 students, opened the general educational conference. This conference was presided over by the association's treasurer, Wm. F. Roulo.

Prof. Proulx reminded managers that their problems were getting basically more complex because of the expanding demands for club service for the whole family, in

the face of a contracting economy. He recommended that club members be acquainted with the club's fundamental principles and policies, instead of being acquainted only—and in a general way—with the house rules.

He advised that a job description be made of every job in the club and that carefully selected personnel be made completely acquainted with the requirements of their job. The Michigan State man counseled more emphasis on the marketing of the club product. He also advised that greater research and reports be made on the extent and character of member participation in club activities. He warned against lumping food and beverage figures to make a good clubhouse showing.

A premium was placed on the thoroughly qualified manager by Prof. Proulx in telling of the difficulty of getting the right combination of ability and personality in the young men and women who are training for careers in club and hotel management.

G. Harry Davies, genl. mgr. and sec., Beaconsfield GC, Montreal, in a thought-provoking address salted with humor, told that "a club must have environment or it's just another place where people eat or play." He spoke of the primary job of tradition-establishing that must be done by management when the years haven't built the tradition that makes sound clubs. Club management, as Davies sees it "through the member's spectacles" is more than supplying food and drink service. It is a matter of inculcating the new member with the club traditions. If this isn't done, the character of the club changes, Davies pointed out.

Objective Viewpoint Pays

Davies suggested that the manager discharge himself periodically and look over his operations from the viewpoint of a new member, rather than that of a man concerned with the mechanics of operation. He told of the advantages of the manager having the same privileges as a member in order that the manager see operations as a member does. However, he advised

strongly against becoming over-familiar with members.

Dr. Frank A. Weiser, associate professor, Wayne University, gave a great-discussed address on "The Importance of Keeping Well." Dr. Weiser declared that the nervous type of life a club manager must lead puts unduly heavy strain on the physical, intellectual and emotional health of the managers. He reminded his hearers that recovery from fatigue begins to get slower after 40, so readjustment must be made by sane budgeting of activities. He told of the importance of creating leisure hours and balancing mental loads with a hobby. He underlined the importance of moderate eating under quiet, happy and leisurely surroundings for the manager and member who have passed the 35 mark. The doctor implied that not a little of the grouchiness of members was due to over-burdened bellies, to which the labor of an afternoon's golf was added, instead of the relaxation and pleasure a round should furnish. Liquor, judiciously used, is beneficial to a man after the age of 45, Dr. Weiser said, detailing some of the physicians' findings.

He epitomized his address by telling the managers they must learn themselves to live in order to be qualified to teach their members good living.

Lists Principles for Success

W. E. Kapp, architect, who has been responsible for 10 clubhouses in the Detroit district, stated the first 3 principles of successful clubhouse construction and operation, are:

- 1 . . . Build smaller but better clubhouses, and plan for future growth.
- 2 . . . Avoid use of cheap materials and equipment.
- 3 . . . Set up a clubhouse maintenance budget instead of waiting until things go to pieces.

He said that most clubhouses are built during boom times but must be operated after the boom bursts. He urged that the manager who is to operate the new clubhouse take part in the architect's and building committee's preliminary work, in-

cluding inspections of existing clubhouses. The architect and committee see the obvious good things about a clubhouse. The manager and the experienced clubhouse architect look for the bad things.

An operating budget should be prepared for the new clubhouse, Kapp advised. He warned against the common mistake of planning for peak loads in the clubhouse. In designing the clubhouse don't get it finer than the members are accustomed to and can pay for. Wear and abuse will be unbelievably heavy, even with furnishings made especially to withstand club use.

Major fault with clubhouses, according to Kapp, is that after the architect plans what the committee wants, the cost is too great. The committee is unwilling to sacrifice size, so the architect is compelled to build cheaply.

The manager's advice about local conditions is invaluable to the architect, Kapp declared. He strongly advised weather-stripping and storm sash, items too generally neglected and responsible for undue interior depreciation. To get distinction in locker-rooms he suggested getting away from the common olive green lockers, even if the cost is slightly greater for non-standard colors. He told of a new rubber-backed carpet for locker-rooms that he thought is the answer. Clubs are paying the penalty for cheap fittings and fixtures in bath departments now, Kapp noted. Club kitchens, store-rooms and locker-rooms should be at least equal in area to the dining rooms, he said, in telling about the inadequate kitchen facilities of many clubs.

Employees' Quarters Generally Bad

Help's quarters he declared were generally bad, and far from being pleasant, sanitary living facilities club members would expect to be provided for people from whom cheerful and clean service was expected.

Kapp recommended that fire insurance authorities go over clubhouse design, construction and rehabilitation plans. Fire protection in club kitchens often is inadequate, he stated. There needs to be plenty done in air conditioning, Kapp declared, in

C. M. A. 1940 OFFICERS

Fred Crawford, Pendennis Club, Louisville, Ky., was unanimously re-elected president of the Club Managers' Association. Unanimously re-elected also were Wayne Miller, Cincinnati CC, as secretary and William Roulo, University Club

of Detroit, as treasurer. The 1940 stretch at this hard labor makes the third for Crawford and Roulo, and the fourth for Miller. During the Crawford administrations membership of the CMA has increased 60 per cent.

pointing out that recirculation of cooled air without removing odors is a bad feature of most existing systems. He said that in planning clubhouses his organization assigned different colors to members and help, and by charting routes with pencils of corresponding colors, these people would take in the clubhouse; faults in plans frequently were disclosed thereby.

Wednesday's educational program was featured by the "Foods on Parade" address of Miss Jane Porter, nationally noted authority of Women's City Club, Detroit. Miss Porter lectured on and exhibited the evolution of cuisine, with special emphasis on flavor and eye appeal to fit modern conditions.

The country club managers, over which John Pomeroy presided, brought out the necessity of revising and pepping up golf programs yearly to stimulate golf interest and club patronage. Problems of pool operation, especially towel extravagance and broken glassware around pools, were considered. It was generally agreed that swimming pools had been of great value in extending club appeal and total profit.

**Starts like a flash —
and holds its lead**

ALL YEAR LONG!

Parglov, the favorite with pros and amateurs everywhere, jumps right from the start into the select circle of winners—where the payoff is in pro profits.

TrueGrip

PARGLOV



You're "on a winner" all year long with Parglovs in your shop. They're self-sellers, with an excellent profit margin, and about the fastest selling item any pro ever handled. Remember . . . Parglovs, by a wide margin . . . out-sell any other golf glove made! A further guarantee of big Parglov sales is Parglov's aggressive program of advertising, merchandising and distribution—the largest ever behind a golf glove. Genuine Parglovs, too, are manufactured under U. S. Patent No. 2084428.

Get set for Parglov's heavy early season demand—order your supply today, direct or from your dealer.

The K. L. BURGETT CO. Peoria, Ill.

An outline of the new \$1,500 gas fuel laundry at Cascade Hills CC, Grand Rapids, Mich., highlighted a lively discussion on club laundries. Smart tips from this discussion included drying towels before they were sent to commercial laundry where charge is made on weight, and the handing of towels to members and guests by locker-room attendants instead of keeping a supply handy to encourage excessive use.

Slot machines and gambling parties to raise club revenue were condemned as lowering social status of club, but managers as realists couldn't find anything surer than the gambling instinct to get revenue in desperate situations.

Country club managers discussed tax problems at length, in particular the varied state and national rulings on amusement tax on dinner dances, and social security and employee compensation taxes on pro department employees where this department is under the pro as an independent contractor. Tax matters where the house is operated on a concession basis also bewildered the managers.

Reciprocal relations entitling visiting members to other clubs' privileges was hot subject at the city club managers session.

Announcing

new and improved
Lamkin golf and ten-
nis grips. Permanent
tack, uniform colors
and treatment.

SAMPLES ON
REQUEST.

LAMKIN
LEATHER COMPANY
1718 N. DAMEN AVE., CHICAGO