

More Managerial Headaches

PUBLICATION in July GOLFDOM's Managers' Section of 33 of the common and not generally appreciated problems of the golf club manager has been acclaimed by club officials and managers. Requests for extra copies quickly exhausted that issue. Reprints have been made and in limited number will be supplied on request to golf club managers and officials upon receipt of a 3-cent stamp to cover postage.

GOLFDOM admits to surprise that the list of 33 headaches proved of such keen and extensive interest to club officials. Several officials asked extra copies that they said they intended to send as marked copies to offending members who are chronic and unreasonable kickers.

The president of a highly regarded New York metropolitan district club who, for obvious reasons cannot be identified here, wrote in comment on the article:

"The list of club managers' 'headaches' was responsible for a constructive discussion at our latest Board meeting.

Club Irritability Noticed

"I have noticed an irritability about minor matters at the club that must be checked. It may be war-nerve, today's business pressure, tax worries, or the political disappointments of the country club and station wagon set that are responsible for this irritability. It is certain, however, that the habitual complainers are becoming more of a danger than a nuisance and are senselessly undermining the spirit of the entire organization.

"This situation requires attention and correction. The nagger does not contribute to the constructive handling of club problems. He prevents the development of unity now essential to the continuance of the private club.

"In our own club there are consistent offenders in at least 15 of the 33 complaint paragraphs listed in GOLFDOM. They definitely have interfered with efficient management of our club and the enjoyment of the club by our members.

"It is dubious consolation to us to learn that we are not alone in having to contend with the problem of the unthinking and disturbing member."

Other letters contained suggestions for

additions to the list, which we will print as such suggestions are received.

Additional headaches:

34 Board members who delay decisions on pressing matters. Most urgent right now is the matter of wage increases. Slight increases promptly given without pressure from the employees prevent having to hire inexperienced new help at higher wages than the old employees were getting.

35 The member who comes late to a party, and without having made a reservation, and makes a loud, abusive and threatening beef because the manager can't immediately build an addition to the clubhouse to give the late arrival a "ring-side" table.

36 The lady member who wants a \$1.50 bridge luncheon for eight at 75 cents per, and after arguing with the manager until the man sacrifices club money in making a compromise, squats with the rest of the hens and spends the lunch hour telling how much more its costing to run her house.

37 The member who comes in late with a big party for dinner and complains because the chef doesn't enthusiastically exercise his art in a kitchen that's 110 degrees F. and older than that in the original Acropolis No. 1.

38 Being called on the carpet to explain why the house doesn't make the same fine showing as Club X, when a 10-year-old kid could see that the financial statements of Club X are made by a different system of accounting, and one that treats house expenses 'pretty.'

39 Being kept waiting for the new season's contract until a few weeks before the season opens and it's too late to look around deliberately for a good job.

Sleepy Hollow CC (N. Y. Met. District) issues a folder on "How to Figure Out a Vacation" outlining the vacation attractions of the club, and making a sales talk on clubhouse and golf house rooms.

Golf, riding, tennis, squash, swimming, shooting, scenery, and excellent hotel accommodations and service are among the vacation advantages of Sleepy Hollow as presented in the attractive folder.

40 Taking a persistent rap for operating defects caused by basic defects in the clubhouse architectural plan.

41 How about the "rain check" trick. A member gets his lunch and either pie, ice cream or a pudding comes with it. He is in a hurry to get out so asks the waiter to give him a "rain check"

on the dessert. After he finishes his game he comes to the grill and tells the waiter that he is ready for his dessert although perhaps 6 or 7 hours have elapsed between lunch-time and "rain check" time. If he is not hungry and his wife is with him, he sends the ice cream up to her with his compliments.

Manager's 'Beat' Is Best News Source

AMONG the jobs that often become part of the manager's work, although supposedly to be handled entirely by a committee, is that of getting out the club paper.

The committee starts hopefully and actively enough but soon finds it has a tough job in trying to get club news. When the same names appear often the other members criticize the publication, and few cooperate. The club magazine's editor has a low budget and a sideline job that very quickly can soak up a lot of time he would prefer to enjoy without care at his club.

So the manager, as the one who is in close contact with almost everything that's going on at the club, becomes the club magazine editor's most important helper. The manager learns to keep news notes and to develop a nose for news.

A surprisingly large number of excellent club magazines are put out by golf clubs. In the way they play up club event announcements and results, in their breezy, friendly personal items, and in editorials for the good of the cause, they do a definitely valuable job.

One of the punchiest of club house-organs is a comparatively new one. It's the Salem (Mass.) Country Club News, now in its second year.

An especially interesting thing about this is that it's edited by Robert M. Dorion, manager of the club, with John L. Counsell, the Salem CC greenkeeper, as contributing editor. Tony Manero is the club's pro.

With department heads of the club chiefly responsible for the News it's natural that a clear picture of the club's business operations should be presented. It's deftly done by the News so members get the idea that the club is a pleasant enterprise run on a business basis, rather

than a place where business problems intrude.

A regular feature is presentation of menus at the club, and prices, so a real selling job is done. One of these features described the Children's Menu at Salem. Another smart and subtle selling job on the clubhouse as a No. 1 eating place in the community was done in the News' publication of a two column piece on vitamins.

Jack Counsell extends the club's service to its members by having frequent items on lawn care. This dope is "closer up" than members would get in articles in the home and garden magazines, and as specific information applied to local conditions is highly rated by the Salem CC people.

Tony Manero gives instruction tips that are brief and simple. Tony's policy on this stuff is to give them just enough to make them think and talk and come to him for fuller explanation and demonstration. The plan is working out in good shape, not only in helping lesson sales but in letting members know that the pro can be talked to about one's golf game without being high-pressured.

John "Zack" Ryan, the club's caddie-master, covers all the club's tournament results for the News and handles results of other sports events at the club.

The complete tie-up of the club's operating organization makes this Salem News coverage of club activities thorough.

Not many items concerning members' personal activities appear in the publication due, probably, to the conservative New England attitude toward this type of material in a club magazine. However, the news interest is keen and sharply personalized in the way the stories about club operations are presented as applying to each member's enjoyment of club facilities.

Committee Welcomes New Members

Atlanta's Glad-Hand committee has job of establishing new members as active, satisfied patrons of the organization.

ATLANTA Athletic Club and its country club operation, East Lake CC, has a Glad-Hand committee that welcomes new members and gets them established as playmates of the older members and as active patrons of the club.

The Glad-Hand committee is an excellent follow-up on work of a membership committee that is one of the most effective at any city or country club in the U. S., according to the results it records in the club's publication, *Club Times*.

Each new member of the Atlanta AC-East Lake CC gets a letter signed by A. G. Maxwell, chairman of the Glad-Hand Committee. The letter:

It is the sincere pleasure of the Glad-Hand Committee to welcome you into our Club and to tell you how happy we are to add your name to our list of members.

Friendship is the keynote of the Athletic Club, and friendship can be developed by the members becoming acquainted. In order that we may come to know each other, the Glad-Hand Committee is host at a complimentary dinner for new members each month. It will be our pleasure to have you at one of these meetings soon.

Each member of the Glad-Hand Committee specializes in some one of the Club's many activities. At the dinner these activities will be fully explained in order that you may select those of special interest and appeal to you and your family.

We have the most accurate system of calculating golf handicaps which makes it possible for members to play on an equitable basis even with the best players. Please turn in your score card to Mr. Sargent, the Professional at East Lake, that you may be given your proper handicap.

We are very proud of our Club and believe that you are going to be proud of your Club, too.

Cordially yours,

At the monthly Glad-Hand dinners for new members George Sargent, East Lake's pro, gives the newcomers a golf talk helping them to get started pleasantly and properly on their golf at the club made famous by Bob Jones.

Sargent gives five group lessons free to golf newcomers at East Lake. The lesson plan as described in the *Atlanta AC Club News*:

Members joining the Club during May will be eligible for five lessons during the month of June; those on the Non-Golfing membership list will be eligible for five lessons during the calendar month in which they commence the lessons.

Those joining the Club in June will be eligible for lessons in July; the joiners in July, for August; so on until further notice. Please remember, there will be no carry-overs, the lessons being good for one month as outlined above.

The lessons are to be in group form at specified times, which are, commencing Monday, June second, to be held each Monday and Friday afternoons, from two to four o'clock.

Pupils will furnish their own clubs, which should be: one wood club, either a two, three or four, one iron, either a five, six or seven, and a putter. Caddies and practice balls will be furnished without charge to members by the Athletic Club.

Have Expert Handicappers

East Lake's handicapping must be good. One of the early season features was a large team match with one side being captained by Bob Jones and the other by Charley Yates. The losers were to pay for the winners' dinners. This handicap match was a dead heat!

Locker-room Affects Play Volume—Indication of tremendous increase in women's golf play at municipal courses is reflected in the women's locker-room at Swope Park, Kansas City, Mo. In addition to locker and bath facilities on a par with many of those in women's quarters at many private clubs, the Swope Park golf house has an attractively decorated and furnished women's lounge adjoining the lockers.

Interior decoration was done to the plan of a woman player at the course who's an interior decoration specialist. Her services were contributed.

Be Systematic About Publicity

By GENE KORZELIUS

GOLF club members often may wonder why they don't get more newspaper publicity for their social and sports events. I know that some members complain to managers of their clubs, possibly thinking that the manager may have some magic power to solve the problem of space limitation which frequently confronts newspapers.

One of the misplays that club committees, especially those of women, make in attempting to get newspaper publicity is in forcing the hand instead of keeping gently at it until giving the club publicity becomes a habit with the paper.

Let me cite a recent instance. The ladies of the club were having a tea or a dance. They called the society editor, said they were forwarding a picture of their chairman, wanted it run no smaller than 2 column, used in every edition and inserted in a prominent position in the paper. Now I know of no better way to invite disfavor with newspaper people. That amounts to about the same thing as a salesman entering a store, putting over a big order then demanding that the merchant use his main show window for a display of these goods.

Newspapers seek news, of course. They are glad to look at pictures. Most often, when the occasion warrants, they will send their own photographers to get the pictures. But certainly, when they're just favoring a group by using a picture in the way of advance publicity, they're not going to be told how to use that picture. The editor's judgment will prevail. Space conditions will go a long way toward determining whether such a picture is to be 1 or 2 column. Also it might be added—the attractiveness of the subject will have a lot to do with it, too.

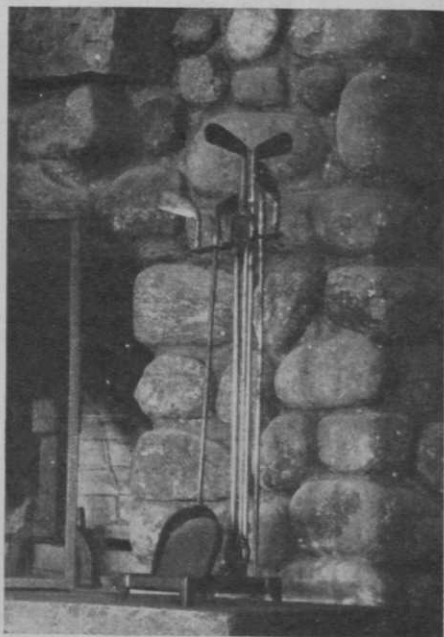
Each year golf provides more news, receives more reportorial attention than the previous season. That is not surprising. The number of persons interested increases. Consequently, the sport merits more newspaper attention. And I have particularly noted that it brings into the newspaper columns names that otherwise might never be in type. The most obscure

person occasionally flashes into the sports page news because he has shot 129—43-86 to win the Class C sweeps.

Golf clubs can aid the newspapers. The most valuable adjuncts toward producing a thorough and correct list of winners each day here in the Buffalo district are the club membership lists. These contain middle initials, for the most part, in addition to the correct (usually) spelling of names.

In smaller communities this applies as well. The sports editor or the golf writer will appreciate such a list. Not only will it be of value in reporting the club's golf news, usually containing the names of the more prominent persons in that vicinity, but it will be handy for reference to other departments of the paper, local, etc.

Also assisting me in my work is a bundle of score cards from each of the different clubs. If a story breaks about a



An interesting set of 'irons' are these fireplace andirons at the Walkill CC, Franklin, N. J. (Ed. B. Cale photo)

hole-in-one or a particular splendid or unusual shot on a certain hole, I simply refer to these cards, learn the par and the distance. This helps considerably in producing the story. Too, from having seen this particular fairway at some time or other during the past four or five years, I may be able to visualize the layout from tee to green; conditions right and left of that fairway.

Here in Buffalo and in all major golfing centers of the country the thorough coverage of the sport demands more time of the sports departments. It isn't as 20 years ago when your humble servant first took pen in hand, etc. There were only four courses that provided anything relating to news and, really, only one of these was active. I could make train connections upon leaving the office to get out there (12 miles away), pick up the scores, and meet "the limited" on its return journey in order to have the complete list of all the contestants, about 20 or 30, for the morning paper.

Few golf writers can think of leaving their offices, now, on the Saturday or Sunday evening of a weekend. Constantly the phones are ringing, bringing reports of the events: sweeps, 18-hole handicaps, me-and-mine tournaments, etc.

No wonder as one looks at it today and then takes the game in retrospect, that golf is no longer simply a sports page "filler," something to be thrown out at the discretion of the editor, but a "must go" and often, as in the case of major national tournaments or outstanding local events, a first-page item.

Accident Reminds of Necessity for Fireworks Safety Measures

MISSION HILLS CC (Kansas City district) was scene of a tragedy that has not occurred at other golf clubs because of the other clubs' good fortune, and for no other reason. During the Fourth of July evening fireworks display at the club an aerial bomb misfired and burst in a family group 140 ft. from the point where the bomb was ignited.

A 4-year-old boy was fatally injured, his sister, 6, badly injured, and his mother burned severely and her left eye critically injured by faulty performance of the bomb. Others in the vicinity were injured by the bomb and further injury from an incipient panic of apprehensive and bewildered parents and youngsters

was narrowly averted by quick, calm action of club employees and members.

The fireworks display, long a feature at Mission Hills as at other clubs, attracted non-members whose entrance was permitted as a neighborly action by the club. The dead boy, his injured mother and sister, were not of a member's family.

The fireworks exhibitor was not covered by insurance. However, it is said, the club's insurance covers the legal phase of the lamentable affair.

Club managers and officials who have contended with the difficulty of keeping crowds of children under control at Fourth of July fireworks displays, and who may have been counting on their good luck continuing, might well file this item as a reminder to be considered immediately prior to July 4, 1942.

Blue Hills' Signs Reflect Friendliness of Club

MANY clubs have signs in their locker-rooms advertising that it's the policy of the club to arrange games for members who come out without having made dates with playing companions. However, most of these signs read and look like pure formalities instead of actual good-fellowship expressions. Not so, though, the sign at Blue Hills Club (Kansas City district) where John Osteen is manager.

The Blue Hills sign is an attractive and quite large affair lettered on a metal background. It greets the eyes as one enters the Blue Hills men's locker-room.

It reads:

THIS IS A
FRIENDLY CLUB

It's an old custom to assist members in making up a game. When desiring this assistance just ask Tom Clark, pro; Paul Temple, caddie master; or any member.

You are a chairman of a committee, as is every other member, to assist others in making up foursomes. Please help us make our members happy.

BLUE HILLS CLUB.

A telephone between the first tee and the caddie-master's desk which is located near the locker-room entrance, facilitates filling out foursomes when members without games are in the locker-room and others who could use one or two players in completing their foursomes are awaiting their turn on the first tee.

Committee Studies CMA By-Laws Changes

UPON taking office at the Buffalo Club Managers' Assn. convention, President Fawcett became cognizant of the fact that the by-laws and constitution, under which the Association has operated for many years, are in conflict as to the number of directors, and that there are several other sections which could be changed to the benefit of the membership, particularly with reference to the handling of the finances of the Association. He accordingly appointed a committee to study changes which will be beneficial and which will help in the administration of the Association in the future; Fred L. Wood, of the Denver Athletic Club, Denver, Colorado, a former president of the Association, has consented to head that committee.

Any members of the Association who have found items in the by-laws which do not meet with their approval, or who feel that the by-laws could be changed to advantage, are urged to write Chairman Wood at once so that his committee may have the result of the thought of the individual member, as well as those of the officers and directors, to guide them in their work.

'42 Convention to Ratify

Naturally, the conclusions reached by the Denver committee will be placed before the Chicago convention in 1942 for ratification. It is hoped, however, that long in advance of the Chicago convention the by-laws committee will have made a report to the president, so that it can be released to the members in time to give ample consideration to it, before going to the convention.

President Fawcett's experience has been that committees having membership in widely separated cities rarely have had the opportunity to get together for any real work, and it has been his policy thus far during his administration to keep the locale of the membership of the committees as close to the chairmen as possible. Members of the by-laws committee are Howard Mehlmann, Lakewood CC, Denver; Lawrence W. Marrin, Cherry Hills Club, Englewood, Colo., and A. K. Bott, University Club, Denver.

Pueblo Club Convicted, Fined on Gambling Charge

PUEBLO (Colo.) G&CC was convicted and fined \$1,000 and \$315.15 costs July 17 for allowing poker games in the clubhouse by District Judge J. Arthur Phelps, in a case of great interest to golf club officials.

Defense attorneys were granted 60 days in which to make an appeal to the State Supreme Court.

The club as a corporation was convicted on counts of keeping gambling equipment

Local 'Color'

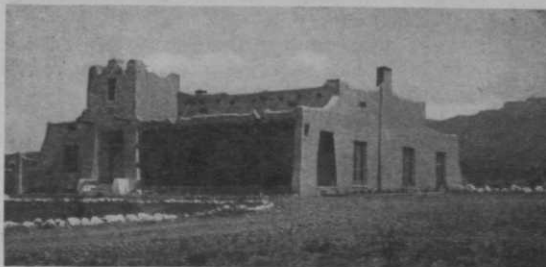
Three examples of clubhouses that fit into the local tradition and scenery:



The Ojai Valley CC near Santa Barbara, in the land of the old missions and the haciendas of the early dons;



The clubhouse at Jasper National Park among the steepled woodlands of the Canadian Rockies, and



The Trinidad (Colo.) CC, with rugged Fisher's Peak, rising 10,000 ft. above sea level, in the background.

and keeping a building or room for gambling.

As club officials and members in other cities generally view the Pueblo case the Pueblo G&CC was made "the fall guy" in a situation that according to the laymen's view involves a constitutional liberty. However, legal advisers of golf clubs are investigating the specific points of fact and law in this case in order to protect other clubs against similar embarrassment.

The Pueblo case was stirred up by a discharged employee who kept records of credits due poker players at the conclusion of each session. Just what part of the former employee's business poker auditing was nobody seems to be able to explain, although bewildered Pueblo members are willing to admit the whistleblower had an eye for his own future.

The employee took his data to a District Attorney who cast his eyes heavenward, cleared his throat and in ringing accents proclaimed "crime must go!"

It all would be strictly comic opera except for the nuisance and expense it's caused the club, and the concern it's given managers, officials and members of clubs in other states where the gambling laws are substantially the same as in Colorado. The Pueblo case is the only one of its kind in Colorado where it is popularly supposed that a man's home is his castle, and his club is even better because he can do more complaining at his club without Ma telling him to pipe down.

Organization of Divot Diggers Solves Tough Problem

A SIGN printed on a round metal background about a foot in diameter and stuck on the first tee of Kansas City's Swope Park municipal course No. 2, intrigues the player at that excellent muni establishment.

The sign reads "Are you a Divot Digger?" It has a large interrogation mark in red behind the black lettering.

About 50 yards from the tee at the left of the fairway, is another sign identical with the one on the first tee.

Then, at intervals of about 25 yards along the left of the fairway are three other signs. They have the continuity interest of those Burma-Shave roadside poems.

The second fairway border sign reads:

"You can be a member, you know."

The third one reads:

"How and Why? Easy and Free, too!"

And the final sign bears this message:

"Just replace the turf, brother."

The ingenious and effective procedure to remind players to replace divots is the idea of Harry Railsback, managing superintendent of Swope Park. Harry is naturally a diplomatic operator, and was started right in golf diplomacy as one of the proteges of Joe Matthews, widely known veteran of golf in the midcontinent.

So Harry tackled the tough problem of getting public course players to replace divots and otherwise cooperate in the players' responsibility of course maintenance by using this "teaser" series of signs rather than relying on the usual policy of censuring the players by printed and spoken word.

The Divot Diggers is an actual organization of Swope Park players to whom is issued an attractive and amusing little membership card designed by a prominent local artist whose golf interest also has produced a great series of newspaper cartoons giving a close-up on golf.

Railsback, Greenkeeper Ed Brugger of the Swope Park courses, and Leland Gibson, pro at Swope Park, all testify that organization of the Divot Diggers has not only been responsible for players having more consideration for the maintenance problems of the course, but has developed a lively interest of private club character which is a valuable factor in operating municipal golf to the satisfaction of its patrons.

Swope Park under the Railsback management of its golf activities is an excellent example of how a municipal course may be developed as a recreation public utility of intimate appeal to its patrons, rather than merely a hit-and-run low-priced golf layout.

Hausen-Nufer Nuptials — Elizabeth, daughter of Pete and Stella Hausen of Chicago's Edgewater GC, was married July 25 to Eugene Nufer, son of Mrs. Elizabeth Nufer of Chicago, at St. Henry's Rectory.

As Bim, and the daughter of the popular and merry Hausens, the new Mrs. Nufer is widely known to club managers and their wives. She's a fashion expert. The groom is scion of a family long famous in Chicago's restaurant business. The kids are honeymooning in Wisconsin.