

# Club Managers Stage Most

Nearly 400 attend sessions keyed to new and difficult problems ahead; Wetzel elected president

By HERB GRAFFIS

**A**TTEENDANCE close to the 400 mark surprised officials and members of the Club Managers Assn. of America as they met in their 16th annual convention, at Drake Hotel, Chicago, March 4-7. Not only an unexpectedly large turnout for wartime but an intense and profitable application to the wartime problems of country and city club operation made this meeting the most successful in the organization's history.

The session brought to a close the energetic and resultful administration headed by Harry J. Fawcett, who refused renomination for another term. Jesse Wetzel of Detroit was elected president, Charles Bangs of Oak Park (Ill.) was re-elected sec. treas., and Jacques DeJong and Scott Crawford were elected the two new directors of the CMAA.

Omaha was tentatively awarded the CMAA's next annual convention.

The Chicago Chapter of the CMAA arranged with members of their chapter and with supply houses excellent entertainment programs for men and women, and did an especially expert job in scheduling events so there was no interference with the business sessions. It was the third of the association's conventions in Chicago; the first meeting of the CMAA and the 1933 convention having been held there.

Barney O'Grady, gen. chmn. of the convention, introduced Dr. Henry Hepburn who formally opened the meeting with an inspiring invocation and address. Dr. Hepburn's talk presented aspects of religion to cheer the managers as they struggle through this vale of tears.

## Fawcett Outlines Work Accomplished

Retiring President Fawcett outlined the busy year's work of his administration and expressed gratitude for the teamwork he'd received all around. City club standard accounting forms were worked out to complete the standard accounting method job tackled when the CMAA made up its country club standard accounting practice. Unsuccessful, nevertheless energetically prosecuted work to get a revision in the meat-cutting patterns employed by pack-

ers, and to get conflicts in Internal Revenue department regional ruling ironed out, was reported.

The President's Letter sent out monthly by Fawcett had been instrumental in pushing many progressive and patriotic activities of the CMAA. Statistics on operations of country clubs compiled by Horwath and Horwath for the CMAA were presented at the convention, and found tremendously interesting and helpful although reluctance of clubs to frankly cooperate limited the scope of the study.

## Membership Highest In History

On Jan. 1, 1942 CMAA membership was highest of the body's history, 619.

Harold O. McLain, president of the Executives' Club of Chicago, and extensively experienced as a country club director, spoke on a comprehension of the fundamental principles involved in the World War and the American's definition of his duties in winning the war. McLain in an expert blending of the profound and humorous left with the managers a consciousness that their duties in guarding and strengthening public health and spirit were among the important civilian responsibilities in wartime.

Laurens W. Cook, Jr., President of the Illinois Hotel Foundation, in his frank talk on the liquor situation saw many indications of liquor shortages in the not distant future. Alcohol restrictions were certain to be reflected quickly in increased prices and shortages of liquor, he asserted. He opined that there was about 2½ years of bourbon whisky available, at normal rate of consumption. Cook said that he was distinctly pessimistic on the liquor prospects, and said "I think if we have any more gin for the duration of the war we are just going to be lucky." Container problems are affecting the liquor situation. There is a prospect of going back to barrel and decanter service soon, Cook believed. Buy and store what you can get in the liquor line, he advised. He estimated that there is a year's supply of Scotch available. There is a prospect

# Successful Convention in History

of the government taking over at least four varieties of California grapes this year and making raisins instead of wine.

Charles Bangs, in giving the secretary's report for the year, revealed that the CMAA had been instrumental in the placement of managers in jobs.

Wm. Roulo, who has left club management to operate a hotel of his own, presented his report as treasurer, in which was revealed a substantial improvement in the CMAA financial situation.

Duncan Hines, author of *Adventures in Good Eating*, told that among most noticeable faults of American commercial cooking was leaving the seasoning to be done at the table instead of in the cooking, under-cooked chicken, and over-cooked meats and vegetables. Coffee varies extremely in the way it's made, he commented. He counseled more emphasis on regional foods and fewer items on menus.

Sam Malleck, supervising chef-steward of Isbell's restaurant, gave an exceedingly practical talk on specification buying of food. Malleck said managers often were handicapped by being compelled to buy from club members but if the specifications were made properly the member supplier would handle tactfully. The member supplier should be given the preference, but not money on top of it, Sam said. He said all managers should do their own buying. He remarked that the first profit is in buying, the second in the menu, the third in food preparation, and the fourth in management.

## Get Bids Before Buying

He advised getting three bids before buying, and keeping carbons of bids. He urged that smart buying be employed for national defense. Malleck recommended that yearling beef be bought, adding that when heavy cuts of beef are insisted on the cattle are required to eat more. He forecast that clubs would have trouble getting good chefs and other personnel this summer. As a final word on specification buying he reminded that unless the chef is instructed by the manager how to receive purchases and what the specifications are, specification buying doesn't mean a thing.

There was considerable practical discussion following Malleck's address, much

of it about the difficulty of getting suppliers to adopt uniform packaging. He said that he had prepared a chart on how to order and receive vegetables, and would be glad to send a copy to any manager who sent a stamped self-addressed envelope to Sam Malleck, Isbell's restaurants, 590 W. Diversey, Chicago, Ill.

## Club Tax Reminders

Edward B. Horgan, Asst. Chief Field Deputy, Internal Revenue Service, in his talk on Aiding the War Program by Proper Tax Returns, reminded managers that no taxes need be paid on military memberships on which no dues or taxes are collected, but when honorary membership entitles a member to lifetime privileges it is classified as a life membership, and tax equivalent to that paid by a resident annual member must be paid.

The most difficult question the Internal Revenue Dept. has to answer concerning club taxes, Horgan said, is why tax is imposed on skating rinks and swimming pools and no tax is collected for use of daily fee golf courses. The Bureau holds that golf fee is not an admission charge because persons who do not desire to play are admitted free.

He again reminded the managers that the difference between the price ordinarily charged for dinners and the price of a "party" dinner called for such difference being taxable. Payment of assessments is subject to tax, Horgan also reminded. He said clubs were lax in advising office of the local Collector of Internal Revenue of leases of club premises of facilities for field days, dinner dances, and other events sponsored by members or non-members on their individual responsibility.

The contract form between clubs and orchestras still is up in the air due to court controversy but Horgan advised collecting the tax from orchestra leaders and their men, pending final decision.

Reports of CMAA vice presidents revealed that clubs are very active in war work and that the membership situation, generally, was surprisingly strong.

A. M. MacLean of the Terminal City Club, Vancouver, B. C., read the paper of Kenneth Meisnest, acting mgr., Washington AC, Seattle, Wash., on A City Club's War Program. Mr. MacLean and

A keen Texas pro adapted the Quiz Kiddies radio program to a Ladies' Day luncheon at his club. The questions were on rules. The pro gave a brief lesson or a ball to women who answered questions correctly.

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Mrs. Fernie, mgr. of the Jericho CC, were Vancouver's delegates to the CMAA sessions. Jericho is reputed to be the oldest country club on the Pacific Coast. Mrs. Fernie, by the way, has a son flying with the RAF.

Meisnest's paper told how club members were quick to organize in civilian defense, Red Cross, and other war work, and active in staging lectures of famous speakers on war topics with proceeds going to war relief organizations. "Vim for Victory" is the slogan of the Washington AC's athletic department's work with men and women members. First aid and war relief supply production groups make the Washington club their headquarters. There are men's and women's first aid classes conducted for members. Air raid warden instruction classes also are held for men.

Those who want to supply cookies for the Seattle Service Men's Club register at the Washington AC Victory Center, as do those who wish to entertain service men at their homes, and those who wish to donate to blood banks. A club sleeping room has been allotted to soldiers on anti-aircraft duty.

Frequent educational lectures, with movies, are given at the club on war work, and the club is headquarters for officers' and civilian service organization lunches and dinners.

#### **Employees Trained In Home Defense**

Employees are trained in civilian defense work, and are keen for this training. They also are war-conscious in their campaign of preventing waste in wartime. Payroll deduction and independent buying of War Bonds is 100% among the Washington AC employees.

MacLean added Vancouver testimony on wartime operating of a club, telling of organization set up and rehearsed to handle wartime emergencies at the club. J. J. Richardson of the Multnomah AC, Portland, Ore. detailed how their large clubhouse blacks out in 60 seconds. He told of government arrangements for making use of sections of the clubhouse in emergencies, and of how the government and local authorities already are using the club's stadium. He told of war meas-

ures involving several of the area's golf courses. When this section of the program was completed it became evident to all managers that clubs on the northwest Pacific Coast had proved that club facilities and club organization were of emphatic value to the nation in wartime.

I. S. Anhoff, pres., Albert Pick & Co., spoke on Repairs, Renewals and Replacements as they affect club management in wartime. He advised cleaning, repairing, repainting, wherever necessary, and at once. He urged prompt expert check-up of ranges and kitchen appliances, large and small. He stressed employees' education in care of equipment and supplies so they'd know that failure to handle with care was tantamount to negligence of patriotic duty.

#### **Meisnest, Bangs Receive Awards**

Darwin Meisnest, Mgr. of the Washington AC, but now on active duty as a Lt.-Comm. with the Navy was awarded a prize for securing new members for the CMAA, as was Chas. Bangs.

Round Table sessions of Country and City Club managers were held Friday afternoon. The city club managers, with Harry Doherty as chairman, discussed menu problems in an expert vein, trying to figure out how to contend with rising food costs. Several testified that analysis of plates going into the kitchen showed that portions could be reduced when serving, and those who wanted more supplied without additional cost. Conservation was accented.

Reciprocal relations were discussed especially with reference to members of other clubs who happened to be in camps remote from their own clubs. No recommendations were made in view of the many and complex factors involved, although managers of clubs near camps said manager pals were introducing soldier members by letter and the visitors were cared for with hospitality and consideration, and were good spenders during the usually brief time they were in the neighborhood.

The country club Round Table under the chairmanship of B. D. Carter, mgr., Ridgewood CC, overflowed the room to which they had been assigned and transferred to the main convention hall.

Caddie shortages, the use of caddie carts, and state minimum age labor laws governing caddies, opened the country club session. Menu problems, among which was cost of employees' meals and law



regulation on employee meal charges, also were expertly discussed.

Herb Graffis, GOLFDOM Editor, spoke on increasing importance of country club facilities in conditioning men and women for vigorous and efficient war work. He expressed the conviction that golf clubs had more to sell than they made plain in their publicity, especially considering that the conscientious American businessman will unwisely work himself into a state of wasteful fatigue and slump of zest toward work. He pointed out that the first clubs of history were in Athens and were devoted to national problems, and remarked that the country clubs' devotion to solving the national problem of maintaining national vigor and zip was a return to first principles.

He also said that inasmuch as this is a boom year financially and opportunities for consumer spending were restricted, the private clubs might not suffer nearly as much as they expected, and that public and fee courses would do very well, unless war was fought on American soil.

#### Women vs. Men Cooks

The subject of women vs. men cooks was discussed in the light of probable shortage of men cooks. It was brought out that women rarely could do the heavy work of men cooks.

A. L. Brandon, secy, Greenkeeping Supts. Assn., spoke frankly on the course maintenance budget problem, asking managers to use their influence against injudicious course budget cuts that may reduce patronage at the club. He outlined the Victory Garden campaign being conducted in each state and suggested that golf clubs tie up, wherever possible, with the Victory Garden work in planting vegetable gardens on unused parts of the courses.

Numerous questions concerning wartime course management were asked of Brandon, the majority of them having to do with course labor.

John Horwath of Horwath and Horwath advised budgeting on a month-to-month basis. He emphasized the importance of saving at every possible point. Chairman Carter told that in New Jersey CMAA members reported that club resignations from Dec. 1, 1941 to Feb. 1, 1942 averaged, with one exception, 3.4%. It was the consensus of country club managers that after the first panicky resignations members held firm, realizing they could make healthy and valuable use of their clubs this year. Membership campaigns and

various classes of membership were discussed.

At the Country Club Round Table there was expressed the belief that food portions served could be reduced. Monday closing of country club operations was generally endorsed.

Army and Navy memberships, swimming pool maintenance problems, and transportation problems also were subjects of exchange of experiences.

Durries Crane spoke, at the concluding session, on Catering Problems from Hotel Experience, presenting a drama in which club managers figured in one act, and hotel management men in another. The moral of Crane's play was that the hotel people put on a more impressive show in selling a party to a member and for this circus get more money for less but make the sucker feel more important. It was a neat job of getting a point across. Crane advised clubs to feature special dishes that would be talked about and make reputations. He told of poached eggs prepared in the winter and frozen in ice cakes to be served as a club specialty in the summer.

Thomas Dempster, Jr. spoke on the decorative use of photo murals, showing how these photographs would add life and distinction to club rooms.

Sidney G. Kay gave an informative talk on fats and oils and their correct use in club cooking. In view of olive oil shortage his talk was especially well received.

Harold J. D'Ancona gave the managers an interesting and valuable close-up on uniforms. He told of cloth restrictions governing uniform supply now.

Country club publicity prizes were awarded to the Beach Point Club and to the Fort Wayne (Ind.) CC.

Chapter reports and the election concluded the convention.

**A PARTY** that always brings a big crowd to the four courses of Olympia Fields CC, the world's largest private golf club, is Chuck Tanis Day.

Last year the affair for the club's warmly admired pro was heralded by a club circular which began:

*Here is your opportunity to show your regard for Chuck Tanis . . . whose constant good nature and unflagging interest in the welfare of the club and its members have earned him the right to this tribute of a full day's program in his honor . . . climaxed by a presentation ceremony at the party in the evening.*