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CLUBS HOLD WAR-PLANNING SESSION

By D. C. KENNEDY

GOLF clubs in the Detroit area discussed operating policies and plans for war days a month in advance of the opening of hostilities. Presidents, managers, superintendents and pros of many U. S. and Canadian clubs in the district went into session at Detroit-Leland Hotel, Nov. 3.

The conference was featured by frank consideration of the management and financial problems connected with keeping clubs going satisfactorily under war-time conditions.

Chief speaker was Prof. Bernard R. Proulx of Michigan State College's hotel school. Prof. Proulx likened the club management chart to a four-leaf clover with the member as the center and the president, superintendent, pro and manager as the four leaves.

On how these men cooperate and work in harmony depends the success of the club. He spoke of the need of fewer committees and less interference with the key men in their jobs. He said being responsible to just one man is plenty. He advised that clubs hire men for these positions who really know their business, then

let them run their jobs and not be told constantly what to do.

Failure of golf clubs to operate as business establishments, according to Prof. Proulx, frequently is due to the lack of responsibility for departmental operation. Inexpert meddling of committees divides responsibility and handicaps the department head who should be responsible for everything coming under his jurisdiction.

A manager should be responsible for everything inside the clubhouse including parties, banquets, dances and so on, for making members acquainted with each other and for meeting all members. A pro should be responsible for seeing that members have games arranged if they have none, running tournaments, giving lessons, selling clubs and other equipment, and for all other matters pertaining to play. The superintendent should have full charge of the grounds. He should not have to remodel certain holes to please individual members. That work belongs to an architect. Clubs should keep in service a green-chairman, providing he's the right type, so improvements are made on a long-range plan.

Prof. Proulx suggested having a bulletin board to keep all members informed of new work being done, and why.

Another very fine suggestion was that the president and all the key men get together once a month for the purpose of getting all grievances and misunderstandings straightened out.

There also was discussion about the manager, pro and superintendent at clubs

Beavers have added themselves to the array of problems Greenkeeper Jim Haines must contend with at the Denver CC. Two beavers felled trees and started a dam in Cherry Creek, which runs through a thickly settled district after it leaves the Denver CC course. Beavers are protected so Jim had to send an SOS for State trappers to halt beaver business.



Harry Pressler, pro at San Gabriel (Calif.) CC, had this movable lesson shelter made for comfort and privacy in instruction. Note the interesting use of leaves to keep out blistering sun without stopping circulation of air.

not being presented in the right light to their members. It was suggested that each one should be introduced at the start of a golfing season in a get-together affair so members could get acquainted with the department heads and understand some of their problems. Or, a small book or leaflet could be sent the members early in the spring giving a resume of department heads' experiences at that club or other clubs they have served, so the members may know their men know their business. Members at clubs often are inclined to consider a manager just a steward, a pro just a man who gives lessons at high prices, and the superintendent just a farmer out on the course, instead of giving these men their merited ratings as executives.

On the matter of meetings of committees at the clubs it seems to be the practice for directors to make out their programs for the year for the manager, pro and superintendent, then not giving out any information on what transpired at the meeting. Then the officials come out in a few days and expect department heads to know what happened at the meeting.

On the budget question it has been found that by checking the members and then taking out all taxes and other fixed charges the club gets a good idea of how much money it has spent; then each department is told when that's gone there is no more.

The caddie problem is serious. With defense programs in full swing, older caddies, are being drafted, enlisting, or working in factories. Some clubs have successfully experimented with installing work shops for caddies and buying them tools to keep them busy and interested when not on the course.

Prof. Proulx made the pointed statement that what clubs need today are activities that will bring in more revenue. Bowling alleys for winter use have been profitable. The president of one of Detroit's prominent clubs relates that when the swimming pool at his club became idle, it was covered and six bowling alleys installed. He states their bar is doing seven times as much business as it formerly did and restaurant business has doubled. They paid for their alleys in three years. The pro is in charge of the alleys, thus giving him a year around job.

"There seems to be a great demand now for year around activity at the golf clubs," Prof. Proulx said, "and here I list the program for winter sports for this winter at my own club, the Birmingham GC. Trapshooting, tobogganing, sleigh riding, skating, bowling, badminton, keno parties, ping pong, and parties which include dancing, with an instructor from Henry Ford's Greenfield Village giving instruction in old time and modern dances.

There is also a lot of talk about cliques at golf clubs, which is bad, especially when new members are coming in. Often members say to club employees, "What do you have to do to get someone to play with you if you come out without some friends of yours?"

At this Detroit club operation conference it was agreed that more consideration should be given the public courses, cradles of golfers who later join private clubs. The idea of free golf lessons at high schools, with a P.G.A. instructor in charge, was noted as needing continuous push. Another suggestion advanced was that clubs have an 'open house' day and let invited people play the course, use the clubhouse, and see what you have.

Wilshire Announces New Junior Term Memberships

WILSHIRE CC (Los Angeles district) in announcing to its members a new class of Junior Term memberships, tells of this type of membership for eligibles within the 21 to 28 age limit having "contributed very considerably" to activities at clubs having such memberships.

After making a study of other clubs' successful employment of the Junior Term, Wilshire's board voted to accept 50 Junior Term members, proposed and voted for in the usual manner. The new membership