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The Fit Shall Survive

By HERB GRAFFIS

Department head harmony, more foresight than ever before, are urgent necessities for existence of golf clubs in war-time.

SURVIVAL of some golf clubs and continued existence of some pro, manager and greenkeeper jobs this year are going to depend on how the three department heads work together as a team. If a guy wants to fight with somebody the government will accommodate him; there's no place for his hostility around a golf club that is having a struggle to fit itself smoothly and effectively into the nation's war-time roster.

The nature of jobs at golf clubs is bound to change. The manager in most cases will be forced to become more promotion-minded. The greenkeeper's versatility, ingenuity, and muscle will be taxed to the utmost. The pro, with income curtailed by shortages in golf playing equipment, must make his instruction income greater by more inviting and resultful teaching and practice sessions. He must see that club event schedules of comprehensive attractiveness are presented and diligently promoted.

Hold Members Now

This year the combined job of the pros, managers and greenkeepers in the central and northern clubs can't wait until spring has dawned. When the March 15 income tax rap comes it is going to take some

foresighted and smart work to hold club members.

Even before the weather permits outdoor play the greenkeeper will have to be at high speed in his shop getting machinery in shape to run the season through and in planning how he's going to get by short-handed. The clubhouse must be busy with war-time community meetings, and relaxation such as the parties the manager may plan, or the indoor group golf lessons and lectures the pro may stage.

This Must Be Year of Greatest Service

The fellow who isn't thinking about how he can handle his golf club job on a war-time basis of greater service to his members, his club and his country this year than ever before in his golf career, is making a serious mistake that will catch up with him.

Such thinking can start with the men and women department heads at all clubs on the basis that war-time pressure puts to the critical test the capacity of the golf club and the game in providing a rest and rebuilding period necessary to those engaged in the intense work and worry to which the civilian far behind the fighting fronts now is subjected.

This war, more than any other, hits the citizen. The citizen must keep in best possible physical condition and in such mental state that he will not blow his top or become a victim of the insidious and powerful propaganda that nurtures defeatism.

At the private club the operating heads' thinking must take into consideration that the high cost of club membership may be an extravagance not because of the high cost primarily, but because of the high cost per visit to the club. The member whose dues are \$200 a year (forget the tax this time), and who comes to his club only 20 times during the season, pays \$10 a visit for the privilege of entering the clubhouse. He has to be rich to afford that rap. But if his visits of himself, wife and youngsters hit around the 400 mark annually the privilege of the club's facilities costs less per trip than the movies.

Consequently, the job at the private club becomes that of getting the member and his family out to the club, even if they have to walk, gang up with other members, take a suburban train, or a bus. The manager and pro will have to team to see who isn't coming to the club, and instead of waiting until the member decides to come out, telephone a welcome invitation. It may do the guy a whole lot of good to get out in the country and catch up with himself, getting away from his business troubles and the news-

papers and radio long enough to build up his zip and resistance.

The job of rebuilding a club that is weakening has been done plenty of times before in golf. One of the cases was at Glen Ridge (N. J.) CC. It's a noteworthy case, because the manager of the club, Arthur Parkhurst, paid high tribute to the work the club's pro, Jack Fox, did in the crisis. That's the kind of departmental cooperation and good-will needed.

As a tip-off to what was done by the Glen Ridge pro, and for ideas that might well be applied by pros at clubs that are in peril of being hit hard by the war, let Jack Fox himself tell what happened.

Says Jack:

"I came to Glen Ridge in 1931. That year clubs had not felt the depression, but in '32 we got a terrific wallop. From a membership of 375 we dropped to 158. This was not only a problem for the administration but a serious one for me, inasmuch as there would hardly be a living in it.

By the end of April '32, nothing had been done to meet the situation. Everyone was running around in circles—until one day I got the happy thought of getting the president's permission to contact all resigned members of '30, '31, and '32. This was given with a complete list of addresses.

"Within a month I had contacted the majority and made notes on their criti-

SELL in every mailing!

Every club mailing you make should contain an enclosure selling the definite value of club membership in war-time.

Some clubs have mailed to members only their bills as first news from these clubs, after Dec. 7. These clubs lament numerous resignations.

What the hell do they expect from such inadequate handling of the situation?

Golf club facilities and services should be more important to the worth-while citizen during war-time than in a period when no pressure's on. Health, zip, confidence and efficiency are at a premium now. The man or woman who doesn't balance activities to develop these qualities is short-changing his nation.

And it's a cinch that a nation that cannot successfully readjust its golf clubs to an effective war-time basis, is deficient in the brains and efforts needed for primary requirements of fighting and defense.

BUT YOU HAVE TO KEEP SELLING!

The weak brethren must be kept from being scared by ball shortage and transportation alarms, and reminded that unless they watch their health and spirits, money will be nothing to them.

cisms. This report was placed before the Board, which took immediate action, with the result that within another 14 days I had signed up 64 members, and without doubt made a job for myself.

"Since that time, I have worked very closely with every department of the club. You realize that we pros have more opportunity of getting closer to the membership than any other employee.

"I have used that to get the wishes of the members and in turn passed the information on to the manager and chairmen of committees. Any criticism of personnel or committees is reported to the proper quarters, with the result that things keep moving.

Here are the few things in which I interest myself:

1. Take personal charge of all tournaments.
2. Make sure that all guests are made welcome.
3. Arrange matches in locker-room and introduce new members to other members.
4. Act as a member of the membership committee. (Ex officio).
5. Assist the entertainment committee in every possible way, especially in signing up reservations for parties.

6. Using my teaching ability to interest non-members in joining the club.

7. Teaching members' children (under 16) free of charge.

8. Working in close cooperation with the school's attendance officer, so that caddies are available when needed.

"In 1940 the club signed up 110 new members, of which I was responsible for a large number. Today we have close to 390 members.

"The present set-up in many clubs finds that the constitution and by-laws make it imperative that only stockholders may hold office, with the result that the minority is controlling club affairs. This is something that is difficult to alter, so the new members must be imbued with the club spirit if they are to be retained. To do this, they should be invited to act on committees and sub-committees. Many of these new members feel that they are only in the club on sufferance, and would really like to serve the club. The new member is the one who is going to introduce his associates as prospective members. Give him something to do and maybe the membership problem will be, at least partly, solved."

USGA Outlines War Program

The USGA which announced at its annual meeting, Jan. 10, cancellation of its 4 annual national championships, drew less criticism of its tournament erasures than was expected by some of the association's executive committee.

It had been thought in view of the Royal Canadian GA continuing its Open and Amateur championships thus far through the war, the USGA might hold off. But the USGA took the attitude that golf was primarily a participants' game and that the spectator requirements would be adequately met by the pro tournament circuit and the PGA championship. Finding, to its pride, that the greater part of its 1941 amateur championship talent headed by Champion Bud Ward, had enlisted, USGA directors privately doubted the propriety of calling any of the ruling body's events national championship contests with victory supposed to identify the nation's No. 1 player. Even the

Women's National was not excepted, inasmuch as American women are busily engaged in war work.

The USGA made it plain that it did not desire its cancellation of national championships to be a precedent to be followed by regional organizations, although numerous of the major sectional events have been cancelled because of travel, time, and expense factors.

The Western GA's Open and Amateur championships have been kept on the calendar by that association.

The USGA urged club and local competitions to provide lively elements of relaxation from war-time pressure, and competitions for raising funds for the Red Cross and war-service organizations. It endorsed a national Memorial Day, July Fourth and Labor Day tournament at all clubs, whether or not USGA members, as a part of the Hale America program. Net proceeds of entry fees, minus