

MARCH • 1951

Managers Plan Adjustment to Defense Economy

Problems of adjusting clubs to the national defense economy highlighted the sessions of the 23rd annual convention of the Club Managers Assn. of America, held Feb. 4-7 at Baker Hotel, Dallas, Tex. With a registration of about 600 men and women managers the convention was the association's largest. But despite the size of the attendance the Lone Star chapter of the CMAA smoothly handled the staging of the sessions and the entertainment events in which host chapters demonstrate to guests from all parts of the nation how to put on club parties. Suppliers, as usual, cooperated enthusiastically with the hosts in presenting the entertainment program.

With higher taxes certain to affect the club situation the managers listened studiously to the address by Harry Fawcett, mgr., Kansas City (Mo.) Club on "Taxes in Clubs" and probably learned plenty to suggest a careful overhauling of the tax set-ups at many clubs. Fawcett urged that clubs look at their charters and see just how the charters of clubs organized "not for profit" fit with the accounting and actual operation. He pointed out that proper accounting would disclose that club taxation in reality made a showing that gave no justification for hotel critics' statements that the clubs were, in some instances, competing with hotels but didn't have comparable tax loads. Fawcett warned that the lobbyists who wanted to pass tax loads onto others might bring clubs into the fire that's being put under co-operative enterprises.

Urges Accounting Revision

He said that proper accounting with provisions for replacements, reserves, depreciation and other charges frequently slighted in club accounting was necessary to get clubs in proper condition for determining fair taxation and to give club officials and members an accurate picture of club financial condition. Fawcett referred to the inconsistency of a club operated "not for profit" requiring the

manager to operate at a profit. He recommended that club officials have their attorneys go over their charters and accounting specialists go over their accounting systems to bring themselves up to date.

Fawcett remarked that taxes on dues and initiation fees in the case of one representative club represented more than 200% of a good year's net income of the club's operations. He said that because of the usual conception of a club all clubs are exposed to the danger of getting a very rough and unfair deal in taxation. He suggested that the clubs get themselves represented in Washington and advocated a sliding scale of from 5 cents to 10 cents a member to finance this representation and make a national study of the club tax situation.

O. P. Greathouse of the Missouri AC, St. Louis, Mo., Howard Welt of the Old Pueblo Club, Tucson, Ariz., and Al Deichler of the Midday Lunch Club, New York City, conducted a session on relationship of management with membership in which it was brought out (as no novelty) that common causes of managers' difficulties are pressure from members who insist on selling to the club regardless of price and quality differences, and from managers yielding to some members' demands for services that can't be given to all members.

Basis for Complaints

Managers agreed that the majority of complaints from members were well founded and in many cases it was best to take the rap diplomatically for committees. Over-familiarity of managers and other employees with members was reviewed as a dangerous fault. It was the consensus that any requests for special favors should be referred by the managers to their committee or boards. It also was emphasized that the manager and his department heads should discuss club operating matters daily and that the manager must make himself an example

of self-discipline and member relations for the guidance of all employees.

Thomas C. McGuffey, Indianapolis AC mgr., in speaking on principles of good management and selection of employees said a clear definition of employees' duties is the first factor in selecting first class employees. He told of the necessity of the club officials and manager clearly understanding the financial results expected of the manager as a primary element in successful club management. He remarked that often the lack of clear and

William B. Bangs, Jr., University Club of Chicago, was re-elected pres. of the CMAA and L. Roy Leonard, Cuvier Press Club, Cincinnati was re-elected sec'y-treas. Page Curran, River Crest CC, Ft. Worth, Texas is the newly elected vp. New directors elected are: Joseph E. Primeau, Ranier Club, Seattle, Wash.; O. P. Greathouse, Missouri AC, St. Louis, Mo.; Thomas C. McGuffey, Indianapolis (Ind) AC; and Eugene F. Sweeney, Empire State Club, New York.

Holdover directors are: John J. Pomeroy, Red Run GC, Royal Oak, Mich.; Robert H. Thompson, Detroit (Mich.) GC; Granville B. Hollenbeck, Cherry Hills CC, Denver, Colo.; James B. Montfort, National Press Club, Washington, D.C.; and Carl Jehlen, Glen Ridge (N.J.) CC.

prompt reports that can do the arguing for the manager is the source of management trouble. Failure to maintain the property in attractive and efficient shape also is source of discontent with management, McGuffey declared. He said there's got to be an improvement in working conditions at many clubs if they want to have the class of working personnel that club members expect.

Must Pep Up Parties

Granville B. Hollenbeck, Cherry Hills CC, Denver, Colo., spoke on "Arrangements for Club Activities and Parties" and strongly urged that considerable more planning of attractive special events be done if most clubs are to continue to draw to the extent they'll compete successfully with increased taxation and inflation for the members' recreation money. He detailed a number of interesting parties. Hollenbeck's talk was followed up by lively discussion in the Country Club Managers' round table session.

Most clubs represented at the convention reported they had programs for the season scheduled in advance. It was noted that the most successful club parties were

those which received at least two publicity pushes, in addition to the program notice, prior to the parties. Failure of entertainment committees was cited as main reason for the flop of club parties. This was avoided in several cases by having large entertainment committees with husband-and-wife teams taking over responsibility for running the various parties.

Lack of adequate planning and push for golf programs also was noted as a weak spot in numerous clubs.

O. C. DeView of Ernst and Ernst, Detroit, told of a five-year plan that co-ordinated income with foresight and protected a club against the unsound experiments that frequently result from the annual turn-over in club officials. Bob Berry, Rotunda Club, Richmond, Va., spoke on modified accounting systems for clubs and said that club accounting often is seriously out of date because bookkeepers and sometimes managers are unwilling to change methods that have been used for years although an improved method which gives the financial picture more accurately would involve less work.

Ormand C. Chapau, Druid Hills GC, Atlanta, Ga. in speaking of "Foods in Clubs" outlined a food control system he uses. He said there generally are unfair comparisons between club and commercial restaurant food prices because club quality and portions are much higher. In guarding against over-preparation he advised being governed by one's own experience at the club rather than by experience at other clubs and restaurants.

What Qualifies Good Manager

Herb Graffis, GOLFDOM'S editor, gave a round-up of what qualities successful club managers had in common. He reviewed early club history and related that the same good judgment required in other executive capacities was required in a superlative degree from a successful club manager due to so many members thinking they own the club. He said distinctive food and food service, attention to the small details of house appointments and operations before the members complained, love of the work, diplomacy, ability to inspire the help, cheerful but dignified service without sacrificing respect, keen financial capacity and health and temperament to withstand murderous hours, seemed to be points about every good manager. He also said one of the first things about having a good manager was to have a club of good members.

The Ohio Valley chapter presented an interesting collection of colored films of food items which it supplies to its member managers. Members come to the managers, view these food pictures, get

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mittees recommending new taxes, and to appear before the committees holding hearings on the revenue bills proposed in the future so that we may have our day in court when new taxes are proposed and be able to speak up and not let the hotels or any other associations damn us and place us in an unfavorable position before the public when the relative ability to bear new taxes is being considered.

MANAGERS PLAN

(Continued from page 32)

an estimate of the cost served, and the chefs are supplied with complete details for preparing the items. There are 100 pictures in the series prepared by a committee headed by Frank Rolfs of the Cincinnati Club and Roy Leonard of the Cuvier Press Club.

Clarence March spoke on floor planning in renovating clubs to get more usable space.

Leonard Pfaelzer spoke on the meat outlook for this year as not being, at present sight, any more perplexing than it's been for some time and it would be anybody's guess what government regulations might be. He believed that the experienced suppliers and clubs would continue to be able to handle any meat problem that came up. He thought that

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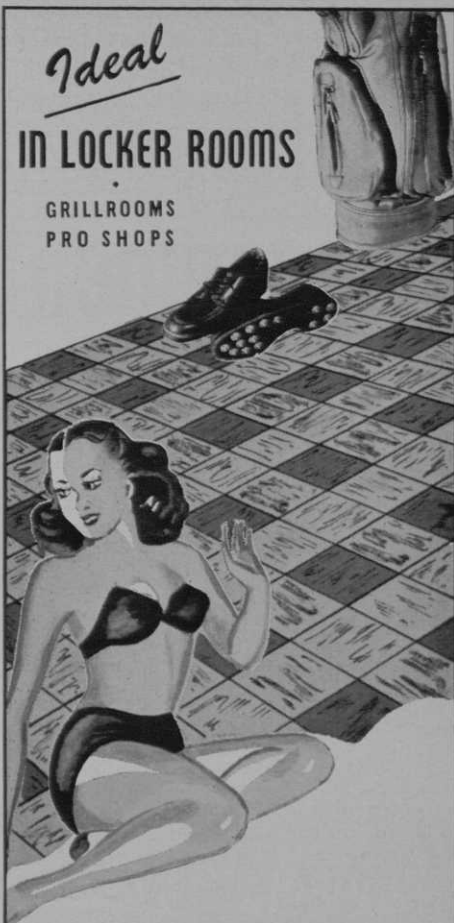
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ceilings might help club managers solve one of their problems.

The Country Clubs Round-Table was presided over by Royce Chaney, Northwood Club, Dallas. Various parties were discussed with the general conclusion being that country clubs need more good excuses for parties and need to put on the parties with complete planning. Parties for the teen-agers came in for discussion. Food cost and service problems, the financial and personal phases of club operation also were discussed with a constructive and specific frankness that accounted for some of the "facts of life" being withheld from recording.

INCREASE CAPACITY

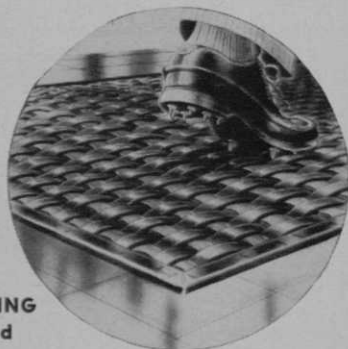
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did they find? They found us draped over our cash register speculating—with the arrival of each foursome—whether the traffic would bear another 25¢ increase in the greens fees. We gloated over the capacity crowds and the congestion at the tees, congratulating ourselves on what a great job we were doing. The eager ex-G.I.'s brought their wives and friends to the courses for recreation in which the entire family could participate. Many left without playing because their pockets couldn't stand the strain. Others, discour-

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