

committee. Thus, we have no select groups that want to make radical changes. Each of our club workers are 100 per cent behind the board. Sure, changes are good, progress is all important, but all these things should be handled in a businesslike manner through the chain of command.

Doing club consultant work, I have had the real tough job of helping several large clubs overcome membership splits. This can break any club. It often happens when a well liked employee is fired or released. Half of the members wanted the guy fired and the other half wanted to keep him. If your club is organized to start with, things like this don't usually happen. Why? Simply because if your committees are functioning as they should be the problem can be headed off before it becomes too serious.

A pro, manager or supt. would stay at a job if only 10 per cent of the members didn't approve of him. But 10 per cent can rise to 50 per cent by word of mouth. If 10 per cent of the members want a fellow fired all they have to do is spread the word around. If a committee is doing its job this can be avoided simply by getting to the root of the trouble when a whispering campaign is started.

Organization Can Reclaim It

I have helped 40 or 50 small and large clubs a year with their problems. Some have good ideas but don't know how to put them to work. Some can't keep a manager and want to know why. Whatever the problems have been, I have always tried to solve them with a plan of organization, added a little deputizing and topped it off by suggesting proper supervision.

It would take twenty volumes to bring out the complete picture of the value of organization. No club problem, building program or activity can be solved without it. If you can make 75 per cent of your members proud of their club you can do most of the things you want to do. If a member is made to feel that he has an obligation to perform some job for his club he usually will go along with you. The club member who is working on some committee is the last member to fight club progress.

Cost of Belonging

Another real danger arising in many clubs is the cost of belonging. Directors and officers are going to have to face club responsibilities with the same ideas that they use in their own business. Again I have found that with good committees

working under the supervision of a board the cost of all operations can be kept down.

Board members are going to have to learn to say no on occasions to committee friends. Boards are going to have to appreciate the ability of members to pay the freight. Boards are going to have to appreciate the fact that you have to select your own members on any program or function the same as any commercial venture. Boards are going to have to keep the members informed of all club progress and problems involving financing. The more you charge your members the more you are going to have to account to them. You can only tax people so much and then the bottom falls out.

1952-58 Golf Day Fund Distribution Listed

Since 1952, National Golf Day has netted \$666,000, all of which has been turned over to golf charities and other worthwhile projects. The biggest beneficiary, according to the PGA, which sponsors the Day, has been various caddie scholarship funds. Altogether, they have received \$173,930. Figures for 1959 are not included in the Golf Day distribution.

Other organizations which have received substantial contributions are:

USGA Turf Research	\$ 62,700
Jaycee War Memorial Fund	46,400
PGA Educational Fund ..	45,000
PGA Relief Fund	23,300
PGA Benevolent Fund ..	16,400
National Amputee Golf Assn.	26,500
Am. Women's Voluntary Services	13,000
U.S. Blind Golfers Assn.	3,000
United Voluntary Services	9,500
GCSA Research & Scholarship Fund	1,000

Other organizations which have received Golf Day contributions, but not in the last two years, are: USO, American National Red Cross, Babe Didrikson Zaharias Fund and Institute for Crippled & Disabled.

Last year the U. S. Olympic Committee was given \$1,000 in Golf Day receipts.

Until 1958, funds allotted the USGA for research and education were given directly to colleges and universities designated by the USGA.