

a big modern kitchen, large fireside room where lunches and meals are served, a pro shop and a large dance floor that is used for all large club functions and can be rented for special dinners and parties. There also are men's and women's locker-rooms in the clubhouse.

The new building is heated with two gas furnaces, has a ventilating system that will change the air every three minutes, a large fireplace and walls decorated with murals. The clubhouse is located on the banks of the Des Moines river, with about 100 ft. of lawn gently sloping toward the water.

All parking areas are crushed rock outlined by logs. Much new parking space was added when the new clubhouse was built.

"How did you do it?" is the question most asked. The answer is: "Work and cooperation of the members."

Fairways Through Timber

When the club was first started, members did all the work, plowing fields, picking up rocks, dragging and preparing the fairways. Three fairways were cut through timber. Nine sand greens were built by the members. The old farmhouse on the grounds was renovated for use as an inadequate clubhouse. The house was so old that hand-hewn beams had been used in the floor construction.

A few years ago the members, with advice from Iowa State College, built ten grass greens, nine for playing and one for practice. These are large greens and each one is professionally contoured. Only stonions, peat and gravel had to be purchased.

When the new clubhouse was proposed, the financial problem was naturally a stumbling block. Investigation showed that the club could borrow \$12,000 on the proposed building. It was then suggested that individual contributions be invited. The members responded by giving about \$8,000. These contributions ran in size from \$10 to a top of \$350. Most were in the \$50 to \$100 range.

Volunteer Help

A lumber dealer, whose hobby is architecture, drew the plans without charge. A contractor, who is a member, built the building at cost. Then the members took over. They completed the wiring, ceilings and did all the painting, staining and tile laying. Members rebuilt and repainted all the old kitchen equipment that could be used and did the same with all other equipment that could be put in good con-

dition. The big fireplace was built by members as were new kitchen cabinets, wall benches and all working-space counters.

A dinner dance was held when the clubhouse was opened and sale of tickets at \$5 each brought in \$5,100. When all bills were paid from the funds accumulated by the loan, contributions from members and the sale of tickets to the open air, there remained several hundred dollars which were turned over to the general fund of the club. Only the \$12,000 loan remains to be paid. Dues and other revenues will more than pay for operating the club and retire the debt in a few years.

Actual cash cost to the club for the new clubhouse was slightly over \$24,000. This included the filling and sodding of areas around the new building, the filling of old boat docks and construction of new ones and adding new parking space.

Golf Club Hiring Is A Puzzling Job

A golf club director who recently wrote GOLFDOM about employing new department heads, says:

"Other businesses in which I am interested have trained interviewers who know what to look for as qualifications in men who are to be employed, but officials of golf clubs who do the hiring of professionals, supts. and managers seldom know enough to be confident that they're getting the right man for the job.

"The first thing they miss on is in describing just what the job entails. In particular there is a failure to specifically state the duties of the pro.

"Something else that is wrong in hiring is neglect in telling each department head where and what his duties and responsibilities are in relation to other department heads," the director continues.

"After being on committees that have hired pros at three clubs, I have come to the conclusion that a professional rarely will earn as much as the officials who hire him think he will make. I have yet to learn from club officials or professionals what any particular pro job is worth.

"One of the major business problems in golf is caused by very able men not knowing how to sell themselves so they will get a job they know how to handle. This fault of the candidate undoubtedly is magnified by the committee not being clear or well informed about the duties of the job that is open."