

TOM WALSH: PGA, 1940, 1941

Fawcett is generally considered to be the one person responsible for the adoption of the service charge at clubs in the United States.

"Restaurants and hotels in Europe had long worked under the 'Tronc' system. I read about its workings and wondered why an adaptation of it here would not work. At that time club employees generally were among the poorest paid of any service employees. Hotels and restaurants paid higher and permitted tips. The boards of directors at most country clubs, though, paid a pitiful wage and practiced 'no tips' in their by-laws and house rules. This obviously led to disgruntled employees and poor service. I adopted a 10 per cent service charge, still with no tips, and the situation improved. Now that the waiters were happy, it soon became evident that the other employees should also benefit from the service charge, so without changing the rate, we held out 2 per cent, dividing it among the other employees.

"If you are going to adhere to the age old tenet of clubs and actually have no tipping, then you must include all employees in the service charge. At another club an increase in the rate of the service charge to 15 per cent of sales was sufficient to give every service employee a service charge, pay all the costs of a welfare plan, accident, health and
(Continued on page 24)

In 1909, when Tom Walsh was a 11-year old caddie, the Professional Golfers' Assn. of America didn't have an educational program—there wasn't a PGA.

In 1940, when Walsh took over as president of the 1,400-member PGA he started an educational program with a \$1,000 allotment.

Today the theory behind Walsh's educational programs still exists: however, the scope has been broadened to include over 7,000 golf professionals, and encompasses an educational program estimated in 1972 at over \$250,000.

Walsh's attempts to educate the professional and the public have gone a long way toward placing golf near the pinnacle of this nation's leisure time and recreational activities.

Today at age 74, Walsh owns a golf course and is still an active head professional. He shot a 77 last year and his golf shop grossed \$150,000. He has seen his struggles to improve the status of the golf professional finally begin bearing fruit, not only for the touring pros, but more importantly, for the underpublicized and underrated home or club professional.

Educating its members has been a goal of the PGA since its inception in 1916, but an actual training program never got beyond the drawing boards in the early years. To understand the evolution of the educational program conceived by Walsh and other PGA officials in 1940, it is necessary to examine the steps which led to the creation of a program.

The eldest of 10 children, Walsh got his golfing baptismal as a caddie at Beverly CC in Chicago. Because the caddie system was "the way" to become a head professional, his initial crusade in golf revolved around improving the lot of his fellow caddies.

"When I was 12 years old, I participated in a caddie strike for more money," Walsh recalls. "At the time we were getting 15 cents an hour and we upped the demand to



Tom Walsh pictured in 1970.

20 cents," he laughs. "We didn't get the nickel raise, but a great fringe benefit was that the caddies were allowed to play on Mondays, and I guess this is when realization of the need for increased education began. With my four golfing brothers—Frank, John, Marty and Packy—we organized a golf school in the Chicago area. I went to Arch Ward, editor of the Chicago Tribune, and we started the largest effort toward educating the public about golf with the Chicago Tribune Golf School in 1933. We eventually gave golf instruction to more than 100,000 Chicago-area golfers until the school's demise in 1970."

It was during this period (1927) that Walsh attempted to find out what made a successful golf professional. "We had our own individual ideas on how important we were and what our functions at the club should be, but the low income of many of the professionals convinced me that we were not giving the public what they wanted. We ran a survey in our golf shop in 1927, but we didn't ask the professional, we asked the people who employed us—the members," he says. "We had this electrical box rigged up where all of the people who came into the golf shop could mark down what they looked for in a golf professional. Their responses were startling and almost unanimous," Walsh recalls, "and destroyed some
(Continued on page 24)



Harry Fawcett when he retired in 1963.

Light Weight - One Hand



Short handle, light weight. Golfer can rake trap while holding club in other hand.

**HIGH DENSITY
PLASTIC WEATHER-PROOFED**



The RAKE-Ezee Rake flags attention, reminds golfers to rake trap. Stands erect on blunt metal point.

Sturdy, attractive, won't rust, yet low in cost. Rake-Ezee stands erect on point, reminds golfer to rake trap. Fully guaranteed with tough plastic head. See your distributor, or write:

MFD. BY
NORTH CENTRAL
Plastics
INCORPORATED
ELLEDALE, MINN.

For more information circle number 203 on card

Walsh

continued from page 23

of the previous notions which some of the 'prima donna' professionals had been operating under. Some pros felt as long as you played good golf or improved the members' golf game they would patronize your shop. However, the first thing which golfers looked for in a professional was personality," Walsh comments. "Next in order of importance were teaching ability, a neat appearance and a well-stocked pro shop. Trailing in order of importance were playing ability, keeping appointments, club storage room in good order, knowledge of fitting clubs, don't gamble, knowledge of the rules and interest in caddies. The results of the survey surprised most of the professionals," Walsh says, "because we were inclined to put playing and teaching ability in the top slots."

The emphasis on personality, teaching and merchandising indirectly set the stage for the future PGA educational program. "I had always wanted to build a daily fee course," he says, "and I bought land in 1927 and built Westgate Valley in Chicago. The course opened in 1929. Three

months later the Depression left me with a \$90,000 mortgage. The struggles of most golf professionals to try to make a living during the Depression made me realize that only greater emphasis on education was the answer if the pro was to get out of a rut.

"You see," Walsh continues, "the pro was not only financially poor during the 1930s, but also suffered from a poor public image, in-fighting within the sectional organizations, a lack of communications with his members and the national organization and extremely bad relations with golf equipment manufacturers. Because most of the professionals had risen up through the caddie ranks," Walsh explains, "they could teach and play golf, but the business side of golf was almost totally ignored. Business procedures, accounting and merchandising were foreign to us because our education, few of us had any college training, did not extend to the business arena. Our poor relations with manufacturers was due to the poor credit risks of professionals. Bills weren't paid and the pro seldom stocked enough mer-

(Continued on page 92)

Fawcett

continued from page 22

life insurance. The balance left each month after paying all of this and a bonus to all other employees was placed in a restricted bank account for the payment of future employees pensions who retired after specified years of service. The club also deposited \$500 monthly to the restricted pension account."

Fawcett also created at the same club an employee credit union whereby after he put it together, he had no part of its management. "It really helped relieve all kinds of distresses and yet after some years of operation it paid around 4.6 per cent dividends and never had a loss.

"Most managers in the old days did not have a college education but were known as 'stewards' because they had come to manage clubs from positions with steamship lines," Fawcett says. "In the steamship trade," recalls Fawcett, "the stewards not only received wages and tips from passengers, but also a fee or commission on all purchases for their employers, usually 10 per cent was common to the steamship industry and regarded as legitimate. You can see where business interests then sub-

sided or compromised some managers by commissions paid on club purchases. Fortunately, today's codes of ethics and higher salaries have all but eliminated those practices.

One very sore point with Fawcett and one he feels bears correction to meet the needs of the future concerns the relationship of the CMAA with the National Club Assn.

"I have always believed in the merger of the two organizations," says an adamant Fawcett. "Why should two organizations duplicate each other's scope and usefulness when one, with one office expense for payroll, etc., would solve both associations' problems. I proposed that clubs be allowed to join CMAA in 1929 as did the late Darwin Meisnest and B.E. O'Grady and the response then from CMAA officials was downright rude. In fact Meisnest tried to present the idea of a merger to a CMAA board meeting and they refused to even let him appear. An example of the pettiness," Fawcett recalls, "was a statement later from one CMAA president that went, 'What have we as managers got in common with club presidents?' I think a lot of the old timers who fostered the separatism of the two or-

(Continued on page 90)

**Fastest charge
for big batteries!**



**new
LesterMATIC
"BIG FORTY"**

Your golf cars stay on the course longer, for more rounds of rental income, when their batteries are charged by Lester's big new 40-amp charger. It pours the amp-hours back into batteries during the important early hours of charging (under normal conditions, high-capacity batteries are charged to ¾ capacity in only 4 hours!)—then it tapers off to prevent battery overheating and gassing. Result: faster, more thorough charging and longer battery life. A top performer in cold temperatures...it's easy to use and it's backed by Lester's complete line of high-performance chargers.

See your distributor or write for literature.

LESTER ELECTRICAL
625 West A St., Lincoln, Neb. 68522
LESTER EQUIPMENT
2840 Coronado St., Anaheim, Calif. 92806

For more information circle number 220 on card

Dedoes introduces a brand-new AERATOR FOR TEES AND GREENS

which fits Cushman Truckster and small Bolens
and Wheel Horse Tractors

New aerator, with smaller pluggers ideal for tees and greens, takes swath 42 inches wide and pulls 108 pluggers per revolution. Easy to hook-up in minutes, it can be raised and lowered by its own self-contained hydraulic system. Needs no additional accessories. Can be converted to a roller, slicer, or spiker.



FULL-SIZE AERATOR FOR FAIRWAYS STILL AVAILABLE

Fits any full-size tractor and can be raised and lowered by means of a conversion unit which utilizes tractor's hydraulic system and transfers tractor's weight to aerator. Removes 180 plugs per revolution.

CONVERT-A-UNITS AVAILABLE TO CONVERT EACH AERATOR TO A COMPLETE TURF MAINTENANCE SYSTEM

When you use it as it is, it's a roller. When you attach slicer plates, it's a slicer. When you attach spiker plates, it's a spiker.

Guaranteed For One Year Against All Mechanical Defects

Covers The Fairway Of An 18-Hole Golf Course In Less Than 8 Hours. Adaptable for all tractors. Specify tractor name, size of tires, and model number when ordering.

Another first from

DEDOES INDUSTRIES, INC.

2070 W. 11 Mile Road • Berkley, Michigan 48072

See Dedoes new Small Aerator for Tees and Greens at the 43rd International GCSAA Turfgrass Conference and Show, Feb. 13 thru 18, 1972, in Cincinnati, Ohio. Booth No.'s. J40-J41.

Walsh
continued from page 24

chandise to give his members a selection. Everybody, including the sections and the national organizations, were still tour oriented but the purses were so small that only the elite players could make a living by playing.

"In 1935 and 1936 I served as an officer in the Illinois Section. In 1937 to 1939 I served as secretary of the PGA. In this capacity I was able to start the ball rolling toward a national educational program. I started working with the Illinois Section in 1937 with Horton Smith, who was president of the section at that time, and a program emphasizing accounting, merchandising and public relations as presented to the local membership. The early clinics were extremely successful," Walsh says, "because we had businessmen, equipment manufacturers and credit managers talking to us about ways to improve our income and 'professional' status.

"In 1938 and 1939, after the successful Illinois Section education clinics, The Purdue Clinic, which discussed relationships of the professional to the club, merchandising and better relationships with the manager and greenskeeper, was held. It has been billed as the first educational golf clinic ever held," Walsh relates. These three-day education clinics attracted professionals, greenkeepers and managers throughout the United States.

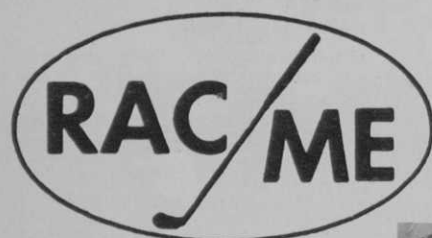
"When I was elected president at the national meeting in Chicago in 1940 the main topic for the pro delegates was unfair competition from the rapidly springing up sporting goods discount stores (as it will probably be this year also).

"I have little sympathy for professionals who want to hide behind a protective shield. By adhering to good business and merchandising procedures," Walsh claims, "a pro at either a public or private golf course doesn't need protection. In the old days," Walsh reminisces, "the pro did not have the formal education, merchandising or selling tools available to him that he has today. A pro has a steady clientele of people who need his products," Walsh says, "and if he doesn't take advantage of this at-hand market then he has only himself and his lack of initiative to blame.

(Continued on page 94)

For more information circle number 222 on card

GOLF BAG STORAGE RACKS



TRADE

MARK

38 YEARS IN BUSINESS
Call Collect 301-322-3900
Or Write For Free Literature

INSTALLATIONS INCLUDE:

Chevy Chase C.C., Chevy Chase, Md.
Congressional C.C., Bethesda, Md.
Garden City G.C., Garden City, N.Y.
Dunbar C.C., Lake Arrowhead, Calif.
Scarsdale G.C., Hartsdale, N.Y.
Royal Poinciana G.C., Naples, Fla.
Longboat Key C.C., Sarasota, Fla.
Woodbridge C.C., Woodbridge, Conn.

IMPROVE BAG STORAGE BEST BY TEST

WE DESIGN YOUR LAYOUT
ECONOMICAL — EASY TO
ASSEMBLE HEAVY DUTY
FURNITURE STEEL



ACME IRON WORKS, INC.
4900 Frolich Lane, Kenilworth Ind. Park
Tuxedo, Md. 20781

For more information circle number 256 on card



INCREASE EARNINGS, SERVICE & SPACE Remodel your present storage space, update with **NEW *Stafford* VERTICAL BAG RACKS**

- Wear and tear of golf bags is completely eliminated
- Damp bags dry faster — no mildew
- Faster, easier storage
- Provides a neat appearance
- Easy to install and add more as needed

Your members will like the extra convenience and care. Your pro shop profits from 40% more space these racks make available. Double unit shown holds 16 bags, size 2' x 4' x 6'-6" high, gives 12" x 12" space for bags. Single unit holds 8, size 1' x 4' x 6'-6" high. Sturdy steel. Bags set solid on tapered shelves. Send us your floor measurements, we will plan a layout and quote you — no obligation. U.S. and Canadian patents. Send for folder.

The A.G. STAFFORD Co.

2000 Allen Ave., S. E.
Box 8877, Canton, O. 44711
Phone 216/453-8431

For more information circle number 167 on card

COMPLETE GOLF COURSE CONSTRUCTION

Also rebuild, move tees and greens, install watering systems.



IBERIA
EARTHMOVING SERVICE, INC.

IBERIA, OHIO • Ph. Galion, O. 419 468-5454

For more information circle number 151 on card

94 • GOLFDOM/1972 JANUARY

Safari SPECIALISTS IN **COLD WATER**

... where you want it!
... when you want it!

GAS-FIRED Drinking Fountains
and Water Coolers
Safari Electric Drinking Fountains
Unconditionally Guaranteed
never to burn out due to drop in
line voltage.

SAFARI (DEPT. G)
591 N.E. 5th Street, Pompano Beach
Florida 33060
Phone (305) 942-8076

For more information circle number 213 on card

Walsh
continued from page 92

"I guess the biggest change that has taken place since the 1940s is the role of the professional," Walsh says. "To some people it is seen as diminishing, to others, it's a change of direction. In the early days," Walsh says, "the pro had the greatest contact with the members and was usually the liason between the greenskeeper, who was usually under the pro, and the club house manager. This arrangement might have created conflict and resentment among the professional and the greenskeepers as the professional status of the greenskeeper and club manager increased. But, just as the roles of maintenance and operation of the golf course increased in stature, operating a pro shop has become a full-time job. The pro does not have the time, nor is he paid, for wearing three hats.

Walsh served only two years as president of the PGA and then resigned from the organization. "I guess it caused a little controversy," he says, "but previously no time limit had been set on how many terms a president of the national could serve. I felt in order for the association to move ahead and make the professional's life more fruitful, then officers of the PGA should step aside after a year of service. This encourages more people to become active in the association and also pumps new blood with fresh ideas into positions of leadership. Being an officer is a full-time responsibility, or should be," Walsh says, "and if a person stays in office more than one year, then administrative duties begin to bog him down. Something has to suffer," he says, "it's either his responsibility to his club and members, or it is the PGA."

Although Walsh concedes that TV, the golf car and caddie cart have probably given golf the popularity and practicability for all people, not just the rich who could afford country clubs, he feels the success of the sport belongs to the club professionals. "They have responded to the changing needs of the public and the sport," Walsh states. "Their dedication toward promoting golf to their members has not only provided them with a life which is satisfying and rewarding, but has been good for the game, their fellow professionals and their fellow man." □