

knew it, as are your fine putting greens.

What kind of grass do you have on your fairways? Are your fairways becoming thicker or thinner each year? Is your rough kept clean and about four inches long or is it mowed once-in-a-while and always looks ragged? Are your members thoroughly satisfied, and what is more interesting, are you personally satisfied with the results of your efforts to produce a better course? Why do you use a heavy roller in the springtime? Do you know the value of using a light hollow roller continuously? And, why should you not cut young grass until it has grown two inches high or more?

Good articles on greenskeeping are found few and far between but the practical knowledge on greenskeeping is obtainable from hundreds of green keepers who have devoted fifteen to twenty-five years of their lives in this work and it is our intention to give you this data as fast as we can obtain it.

We should be pleased to hear from you if you care to have us ask for information on particular subjects.

Took Bent in Easy Stages

By A. S. WITWER,

Chairman Greens Committee Joliet (Ill.) Country Club.

WE had heard and read a great deal about the beauties of creeping bent for putting greens. The bulletins of the U. S. Golf association, greens section, recommended bent of the Washington or Metropolitan strains. After investigating we decided to put in one green to bent and at the same time a nursery from which we understood we would be able to obtain a continuous supply of the stolons.

In the fall of 1924 we purchased enough stolons to carry out our plans and planted them under the direction of a member of Chicago District Golf association.

In preparing our green we did nothing more nor less than pile up our black dirt in the shape and with the contour we wanted our green to have. The surface was raked over carefully to level it off and to keep it free from weeds until such time as we were ready to put in the bent. The bent was planted in the conventional manner; taking a narrow strip at a time, spreading the bent and then topdressing, rolling and watering.

Both the green and the nursery were watched carefully and watered morning and night until well into the fall. They

were not covered over through the winter and came through in fine shape.

The next spring a second green, one that had been prepared the preceding fall, was put to stolons, using our nursery for the first time. The first green was put into play the latter part of May and the second one late in the summer. Both greens came along beautifully and we all were proud of them. We have continued, each fall and spring, converting other greens to bent until at this time we have ten bent greens, all of which will be ready for play by Decoration day. Our five oldest greens have beautiful putting surfaces and are all that any one could desire.

We have had one or two cases of the small brown patch, but have caught it before it had a chance to get a start on us. We have had no other trouble. From our experience the thing that is necessary with bent greens is careful watching. We give each green an application of ammonia sulphate every four or five weeks, oftener if they seem to need it. We clip them close and topdress frequently, watering often during the dry summer months. They have been in fine playing condition all through both of the last two seasons.

We are converting the rest of our greens. All of our greens were planted with stolons taken from our original nursery, replanting the nursery, of course, a number of times. Given good soil and proper care bent is, to our minds, the best grass known at the present time for putting greens. Some of our members are putting it in their lawns.

What strain of bent have we? We bought it for the Washington strain and have been told it was the Metropolitan. Whatever kind it is we wouldn't change it.

Organize to Boost Golf

CHICAGO, ILL.—National Golf Extension society, organized late in 1926, has for its purpose the promotion of golf in the smaller communities. This work is to be done by such methods as motion pictures, speakers, data on the experiences of courses in the smaller cities, and other educational activities. Offices of the society are at 33 South Clark St., Chicago. Directors are: Robt. T. Stanton, New York; Louis A. Lecher, Milwaukee; Jos. G. Davis, H. S. Ayres and A. W. Wilbur of Chicago.

Response to announcement of the society's formation points to success for the undertaking so its directors state.

Bay State Teaches Greensmen

STATE universities are throwing their facilities into the array of helps now being given greenkeepers and green chairmen. Many state institutions have liberally and intelligently worked on turf problems with the greensmen of clubs within their territories and there is a growing tendency to send out S. O. S. cries to these authorities.

A vivid indication of the interest and value of state educational service to golf courses comes from Massachusetts. A special course of 10 weeks' duration is being conducted by the Massachusetts Agricultural college at Amherst with Lawrence S. Dickinson, assistant professor of horticulture in charge. There is a tuition fee of only \$10 for this course, with a registration fee of \$5. This course has been arranged in co-operation with the New England Greenskeepers club. There are only ten admitted to this course, which runs from Jan. 4 to Mar. 11. The students are limited to residents of Massachusetts and must have at least one year's experience on a golf course.

There are ten sections to the Massachusetts course. They cover motors, water systems, soil fertility, equipment, reference reading and record keeping, grasses and grass seed, cost keeping and analysis, individual problem, fundamentals of landscape arrangement and drainage. The description of the highlights of the course is given by Mr. Dickinson, who says:

"The course in motors covers all kinds of gasoline and internal combustion motors. It is an extremely practical course in which the men do a great deal of trouble hunting and overhauling of engines.

"The Water System course lays particular stress upon the flow of water through pipes. We find so many golf courses very poorly piped for their water supply, such inefficiency being due to improper connections, use of valves, and reducers. This course will also take up the flow of water through the sprinkler head and do actual work with water pumping. The class at the present time is designing an entire system for our model golf course which we have here at the college and an imaginary course for which they have been given topographical maps.

"Soils and Fertilizers' lays particular stress on the chemical properties of fertilizers, their reactions when mixed, their

solubility, and their correct value according to analysis. Soils will be discussed extensively. The discussion will include the questionable value of feeding soil, and the proper test for acidity. The main effort will be to thoroughly discuss the proper method to seed and water the golf course.

"Equipment concerns the study of the major equipment used on course. I have something over two thousand dollars worth of equipment already loaned to me, and a considerable amount coming before the course is over. At present we are working on lawn mowers and we have been able to show the men a few unusual things that should govern the selection of a lawn mower.

"Reference Reading and Record Keeping is really an outlet for particular studies or questions that come up during the term. I am insisting upon the men keeping a very careful record and will give them a list of many references for future reading.

"Grasses and Grass Seeds lays particular stress upon the identification of the various grass seeds, comparative value in germination, the surprisingly great difference in grass seeds of the same species bought in the market, and the identification of grass growing in the turf. We have plots of these grasses growing in our green houses. The men already have some very valuable charts which we have worked out here, and they are at present working on some of their own.

Cost Keeping and Analysis explains proper methods. I am fortunate enough to have several cost accounts from golf courses. These will be given particular attention. The main effort will be to get the men to keep records and then analyze them after they have once taken them.

"Fundamentals of Landscape Arrangement treats of trees, shrubs and walls. This particular course is divided into two parts. (1) Principles of Landscape Arrangement, particularly adapted to golf club houses. Desirable varieties of shrubs and trees and their adaptability to various soils and weather conditions. (2) Shrubbery pruning and fertilizing and road and walk maintenance.

"Individual problem. Each man is working on some particular problem of his own. They are obliged to report periodically and their report is listened to by

the members of the class. The work on this report is done under supervision and direction.

"Drainage is also quite well explained in the syllabus. We hope that they will have some practical work outside in this course. Weather permitting, they will have several thousand feet of drain to put in; that is, to lay the grade for.

"The course is filled to the limit and everybody seems to be happy. Personally

I am more than gratified with the results, —cooperation of the greenskeepers, the manufacturers, and the seed houses is unusually good.

"We are having a number of outside speakers talk to the class and hold round-table discussions. For example, one week we have a landscape architect and two lawn mower specialists. We have booked a golf architect of country-wide fame, seedsmen (not seed salesmen), business managers and several other men."

Twelve Month Season Strains

THAT the humid nights, claimed by many to be responsible for brown patch, may not be the source of the evil after all, is the conclusion Edward B. Dearie, Jr., a prominent greenkeeper, says is being forced upon him by a comparison of the conditions in the eastern and central states with the conditions prevailing in California. Mr. Dearie, who is secretary of the Mid-West Greenkeepers' Association, is spending the winter in California and comments, "Bent seed has been sown on quite a number of courses, both new and old, and has given a beautiful turf, but I noticed our old foe, brown patch, on a number of these greens. At the San Pedro club greens showed brown spot right plain in January, in this land of sunshine and cold nights, so where is our Illinois humid night story going to stand?"

Other of Mr. Dearie's observations made during an inspection of approximately 30 courses in the Los Angeles district and southward to San Diego, concern the way in which the Californians are handling the difficult problem of maintaining courses in first class condition for 12 months a year play. He states:

"The 12 months' play makes the upkeep of the southern California clubs an unending job, that is being constantly studied by an earnest and able group of greenkeepers and chairmen. Probably the best tests of golf around Los Angeles are, in my opinion, afforded by the courses at the



EDWARD B. DEARIE, JR.
Ridgemoor Country Club

Lakeside Country club at Culver City and at El Caballero, the scene of the \$10,000 open event. El Caballero is in splendid condition. All fairways have a beautiful stand of blue grass and the putting greens have a wonderful putting surface for a course two years old. These greens were sowed to bent.

"Greenkeeping in California has made remarkable strides in the last few years considering the soil conditions. No other state in the Union, I believe, presents such a variety of soil conditions. A wide diversity of geological formations are found in the state. The

soils themselves range from those at the foot of glaciers to those in the midst of deserts. There are courses on meadows 6,000 feet above sea level, and some that border the burning sands of the sub-level plains. Naturally this wide range of soil conditions gives the California greensmen problems that often call for solutions greatly different from those that fit the cases of other courses in the not distant neighborhood. This has been one of the factors that delayed the general introduction of all grass courses to California.

"Irrigation is one of the weighty problems, due to the demand that the long playing season makes on the water supply. This constant watering makes Bermuda grass most prevalent on all of the fairways in southern California. This grass turns very brown in the winter. The later built courses are comparatively free

of this pest as they are sown to Kentucky blue and rye grass (rough) and sheep fescue (fairways). Fairways are almost solid with bluegrass. This grass does very well in this southern California climate.

"The vegetative method of developing greens here has been one of question, but I want to say that the greens at Lakeside (Culver City) planted with Metropolitan strain are the best greens in southern California by far, in my judgment. They are similar to our eastern greens and have a splendid, true putting surface. I am surprised that they have not adopted this method of developing greens more extensively as this strain seems to have adjusted itself to the climate. There are a number of courses here that could be converted to bent by the vegetative method in a very short while. The study of vegetative planting of greens in California apparently has not been very deep and as a matter of individual opinion it's my belief that they are overlooking a very promising field. My experience leads me to believe that creeping bent of a good strain planted vegetatively will supersede other methods."

Further on the brown patch peril Mr. Dearie refers to, it attacks mostly after the heavy rains.

More Small Wells Make Saving for Club

MISSION HILLS Country club, one of the new bright spots in the Chicago district, has made a strong point of business management since its inception. This business-like policy already has steered the club safely around assessment perils, one of them being associated with the highly important matter of water supply.

The Mission Hills early members were confronted right at the start with the possibility of having to go around 1,400 feet deep for sufficient water. This dilemma was wriggled out of in the following satisfactory manner, which is described by O. A. Nash, president of the organization.

"Had we had sufficient money to drill a well all the way down to Potsdam rock we would have had no problem at all, as we were assured that at that depth (about 1,400 feet) we would have no trouble in finding enough water for our requirements—about 60 gallons per minute. We did not have enough money available so decided to try and get our water from a

shallow well; a 12-inch bore going down into the limestone or about 400 feet. We did this and much to our disappointment found only a little better than 30 gallons per minute. Then our problem became a real one indeed. At first it appeared as though we would be obliged to go down a thousand feet more at a cost of around six dollars per foot which meant just one thing, that bugbear of all golf clubs—an assessment. One of our appeals to new members is the fact that we give them a full equity in a championship north shore golf course for a very moderate cost and propose to have no such thing as an assessment.

"Our only alternative was to put down another shallow well, but at first glance this also would cost considerable money and we would have no assurance of solving our problem. I appointed a special committee of men well qualified to look into the problem to see what the cost would be. After considerable investigation they reported back that strange as it might seem that the cost of putting down another shallow well in the opposite corner of our property and near three of our putting greens and our temporary club house would be practically nothing!—if we could get as much water from the new well that we proposed to drill as we received from the first one. The savings made in not being obliged to bring pipe down so as to water the three greens just mentioned, plus the saving affected by not being obliged to dig a trench below frost line to carry water down to the temporary club house, just about off-set the cost of another shallow well.

"We therefore ordered the new well drilled and with only an 8-inch hole, found better than 70 gallons per minute at 180 feet, and solved our problem at very little if any expense."

Park Ridge Makes Double Use of Water Hole

GOLFDOM'S front cover illustration shows the pond in front of the ninth green at the Park Ridge (Ill.) Country club. This water hole not only is a feature of beauty at one of the best landscaped courses in the Chicago district but it has value as a strictly utilitarian feature, being used as a water reservoir for reducing the amount of pumping equipment necessary and for tempering water before its use on the greens.

How Southmoor Treats Greens

By C. M. MELVILLE
Greenkeeper, Southmoor Country Club

A TYPE of basic soil most beneficial for the growth of grasses of the putting green variety, consists of 40 per cent sand and 60 per cent clay. It therefore is essential, in the initial construction of the putting green, to see that this mixture is maintained. Plants must drink, breathe and feed. The breathing of the grass is hindered by the use of heavy rolling at any time. The long sectional type of iron roller of the light variety I can recommend to be used regularly throughout the playing season.

Grass must have water, as the plant itself is composed of considerable water. The plant will absorb its proper amount and the surplus will go just below the roots. This surplus will act as a coaxing agency for the roots to go deeper. Keep your roots going downward if you want good greens. Soil porosity is the amount of water your soil can absorb and maintain in storage. The better the soil porosity the longer the green can go without sprinkling. Greens should never be mowed while the dew is on them, as this is one of nature's methods of supplying the grass with a drink.

The grass must be fed, this is the reason the fertility of the green must be maintained in a high state. I have tried several different fertilizers and have found that the best results were obtained on our greens by the use of sulphate of ammonia. When our greens were first planted there was 200 pounds of bone meal applied per green. The clover soon started to thrive. I have been using sulphate of ammonia religiously for the past three years and have finally gotten the soil in the proper condition chemically so that the clover has practically disappeared. I never quit using sulphate of ammonia throughout the entire growing season. I vary the amount used according to the season. We have had better results by using the sulphate mixed with water than applying in the top dressing.

I use as fertilizer the top dressing from our compost bed. My compost is made from topsoil taken from the ground outside the playing area, this soil has been washed in from the surrounding territory for year and years. I don't think it economical to

store the compost in piles, as it requires too much hand labor to break down the pile and mix the compost. I prefer the bed. I cover the location of the bed with about four inches of well rotted manure and then apply about four inches of sharp sand, after which I plough as deeply as possible. I disc and harrow with a straight tooth harrow once a week. This mixes the compost, keeps the vegetation out and increases the bacteria action in the compost. When the compost is screened and applied to the green there is enough fertility in the dressing to supply the required amount of food absorption by the soil and the grass plants.

I topdress my greens at different intervals. I go by no set time as to how often the greens should be topdressed. Experience dictates when the greens should be dressed. Some of our greens are topdressed as often as twice a month, while other are only dressed every three months. It depends entirely on how soon the fertility fades out of a green when it should be topdressed.

Our greens at the Southmoor Country club are vegetatively planted bent and they have maintained their velvety appearance throughout the playing season. We are at time of writing, January first, playing our permanent greens.

Have Handy Test Outfit for Acid Soils

CHICAGO, Ill.—Soiltex test outfits for acid soil are attaining great popularity among greensmen, according to their sponsors, the Albert Dickinson Co.

The outfit consists of a tube of Soiltex and a stock of test papers upon which a sample of the soil being tested is placed and the Soiltex compound applied. The color of the Soiltex solution after its contact with the soil is compared with a color chart furnished with the outfit, and from the chart recommendations data is had concerning the degree of soil acidity and the amount of lime necessary to neutralize it.

One outfit is said to contain enough material for testing all the soil on a 100-acre tract.

T a l k i n g I t O v e r

Enough Glory for All of Them

There's work enough and glory enough for the heads of all of the operating departments of a golf club. The most successful club men know this and where they are located the manager, the professional and the greenkeeper dwell in harmony and labor with results that are highly satisfactory to their organizations and members. Many times club department heads achieve success despite a lack of mutual understanding and co-operation, but they are overlooking a way to make their work easier and better. This room for improvement strikes us as being particularly large where the club is big enough to have both a greenkeeper and a professional. Far too many times these two men are in a relation just about as cordial as that of guerilla warfare.

Relations between the various heads of club departments call for an interest in the work and success of their associates for the good of the club. Not as much tact is used in expressing this interest as the conditions demand. The result is unpleasant and unprofitable. A good policy is "don't meddle." One of the veteran leaders in the greenkeeping field recently expressed himself on the situation in these words:

"Some members of clubs are practically to blame for a good deal of the touchiness that exists where there should be complete peace and team-work. Unthinkingly these members comment only to the pro on the condition of the course, expressing adverse criticism without knowing the facts. One thing leads to another, with the outcome being that the greenkeeper begins thinking he is the underdog and by not having the criticism come through the proper channel, is being denied the privilege of correcting any shortcoming or explaining any fault that has a valid explanation."

The inter-departmental misunderstandings possibly exhibit too much the touch of prima donna temperament, but they are certainly a factor that must be considered in the efficient management of any golf club. Committees that function correctly will do much to eliminate this source of grief.

Unconsidered Trifles That Rob Us

Business men are carrying the lessons of their industries into their golf club activities and one of the first things that they decided upon is that "just because it's being done, it isn't right." This apparent eagerness to shatter idols has put a heavy penalty on many items of golf club operation, though it has the saving grace of revealing a number of mistakes that are hallowed by tradition.

In the philistine crusades of new administrations and in the hopeful activities of the organizers of new clubs, one of the best places to look for a chance of doing something differently is in the ordinarily neglected details.

Take the matter of drainage for an example. Most traps are drained from

Between Ourselves

their lowest point with an outlet that is hopelessly inadequate. One bright golf course builder got the hunch that a five foot square drain filled with crushed rock and having an outlet below the frost line wouldn't cost much more and would amply take care of the storm rains that make the traps miniature lakes for days. On the entire course the cost of increasing the drainage facilities during construction, in this manner, was practically unnoticeable. The result was that play on this course proceeds within a very brief time after torrential downpours, with the traps devoid of water.

It's the little places that are unheeded too often and keep aggravating every committee and every department head connected with the club.

Planned Buying Calls for Early Action

Waiting until the last minute to buy has been responsible for many extravagances in club operation. Delay results in snap judgment and places a heavy burden on the manufacturer who often is asked to do the impossible in making deliveries. Although committee members fully realize the cost and risk in postponing their deliberations and decisions in their own business enterprises, they unwittingly allow the condition to prevail in their golf clubs.

The good housewifely practice of shopping around and then buying in line with well defined requirements is an operation that will start many golf clubs right on a year's program of thrifty management.

The Helping Hand for the Small Club

One of the leaders in American golf has aptly pointed out that a serious menace to the game is "the delusion of grandeur." In the larger cities, with a vast and wealthy population to draw upon for members, the high hat may be fitting and proper. Among the smaller clubs, which constitute half of the country's organizations, golf is primarily and solely a sport and there's the social asset idea connected with golf club membership only to the extent that the best fellows in the community naturally are attracted to the pastime.

It's these smaller clubs that are fighting out their battles in solo flights. One of GOLFDOM'S prime functions is to serve as a medium of exchange of experiences between the clubs in the smaller towns. In addition to the editorial material we dig up ourselves, we always will extend a warm welcome to contributions from smaller club executives and operating personnel, concerning their problems, and their discoveries of improved methods. Matters concerning the location, organization, financing, membership solicitation, construction and maintenance of course and clubhouse and other such practical details, have been worked out with varying success by clubs that will benefit mutually and help the newcomers by publishing their observations.

Permanent Committees Best?

THE hope of introducing business methods into club management for the efficient operation of a club has led a number of close students to seriously question the advisability of annual elections and committee appointments.

Picture in your mind, if you will, say these observers, business houses with which you are acquainted whose capital investment amounts to \$300,000.00 or more. Let us say this business house has three hundred or three hundred fifty or four hundred stockholders, all of whom are customers at that business house. Each customer requires service, demands service and receives service; each customer agrees to pay \$125.00 to \$175.00 or more for six or seven months' service offered by that company. This company serves meals and the customer pays extra for those meals. This company rents lockers and offers service in the locker-room for which the customer pays an extra sum. Not one of the customers expects financial profit from the operations of the company but they do expect service and an opportunity to enjoy the health-giving facilities offered by that company.

Now if you know of any \$300,000.00 corporation which insists on changing presidents, office managers, factory managers or business managers on the first of January of each year, would you consider buying stock in such a company?

If you had a company or a property worth \$300,000.00 or more, they ask, would you appoint presidents, secretaries, greens chairmen and house chairmen who knew nothing whatever, or practically nothing, about the work they were supposed to manage, and, if after you had appointed men who knew nothing or practically nothing about their particular work in this company, would you replace them at the end of one year with other men who knew less and cared less about the operation of those particular departments?

These critics of the orthodox method continue by stating that when a golf club is first started, it is fathered by six, eight, ten or a dozen men and in that group we find one or more who are so financially situated that they are able to guarantee the consummation of their endeavors. A plot of ground is purchased by this small group and the same group proceed to construct a golf course and after that the club

house. They assume the financial responsibilities and the business worries of building and completing an institution wherein the capital outlay in a metropolitan district begins at approximately \$300,000.00 and may run up into \$700,000.00 depending upon the value of the land, type of golf course and size and character of the buildings.

Rating the President

For one, two or three years, these business men devote their business ability to the creation of a business house for the pleasure of others and after this business house has been placed on a firm foundation, we find three hundred sixty stockholding customers proceeding to replace these founders of the institution with men who have come into the institution for the purpose of enjoying themselves. The most popular man is elected president. He may be interested in the financial welfare of the club and he may not. He may be interested only in the social welfare of the club. He may be interested in the economical management of the club or he may be interested in the office tenure. He may or may not have ability to manage a \$300,000.00 institution and he may or may not have the time or inclination to give more than one hour a week for the next six months to that office.

Greens chairmen, house chairmen and the chairmen of other committees seem to be selected often not on account of their knowledge or ability or willingness to work but on account of their popularity or their consent to accepting the office to which they are elected or appointed and then they are elected for one term which usually means a six months' season after which they are removed and men who often know considerably less about the work than they do are placed in those offices to manage this \$300,000.00 company.

Is it logical, is it reasonable, is it right and is it fair to the stockholders, question these reasoning doubters, that Bill Jones, who knows nothing about the cost of food or the operation of the kitchen or the management of the dining room or the value of a rug, should manage a house and hotel wherein more than \$50,000.00 worth of food will be served during the six months of his incumbency? If in the six months he learns something about his

club-house or has the inclination to learn, is it right that he be taken out of office and another man as green or greener than Bill Jones was last year be given the office to manage the club house for the next year? True it is that each golf club has its paid employe for manager but the president of any \$300,000.00 company has a paid employe to look after the details of his office and yet he would not countenance the changing of office managers any more than you would countenance the changing of presidents every year in business.

On this side of the case let us quote a golf club official who is noted for his knowledge of the practical side of green-keeping work:

"In talking with a nationally-known greenkeeper the other day, the writer inquired about the greens chairmen and their value to a golf club asking for the opinion of this man who has followed the profession of greenkeeping for more than twenty years. He said his estimate of the number of greens chairmen who know their business is about one in five hundred. It was his contention that greens chairmen generally take this office because it is forced on them and that only a very, very few give any time or study to turf or turf life depending usually upon an underpaid greenkeeper to give them the information they require at meetings. In other cases, men wanted the office of greens chairman in order to have the authority to alter the layout of the course or alter the greens to suit their particular fancy because they played the course in figures ranging somewhere between 75 and 90 and thought they knew all about a golf course. From him I learned that it was customary for golf clubs to spend from \$5,000.00 to \$15,000.00 each and every year to change the golf course to meet the requirements of each new incoming, six-month incumbent in that office and in very few cases did the alterations remain permanent more than two years after the change had been made. In many, many cases those alterations made the course poorer rather than improved it, but it had to be done.

"The sum and substance of the writer's opinion now is that all clubs in general would be much more efficient, more economical, more satisfactory to all concerned if the by-laws were so altered as to permit of the electing or selecting from the Board of Directors of a permanent house chair-

man, permanent greens chairman, permanent secretary and a permanent treasurer. Social committees both inside and outside may be changed as often as desired but where the financial and operating offices of a club are concerned, the officers should be permanent and men holding those offices should give time and study to the efficient management of the club.

"Greens chairmen should know more about turf life and golf course management than does the greenkeeper. The chairmen of the house committee should know as much or more about house management than the paid manager of the club while the secretary and treasurer should know more about finances, banking and law than you could expect from the salaried employe of the club who performs the duties of these offices. It is the writer's contention that there would be less assessments, better food, less losses, better locker-room service, less repairs, cleaner courses, more efficient machinery, less labor on the course and fewer complaints from the members if this system were possible and put into operation."

"Directors That Direct"

These radical statements provoke thought. Many may consider that the day of the permanent chairmen will come only with the millennium. The reward of the permanent chairmen is lots of work and a little honor. Under those circumstances there will be no horde of applicants for the positions. But there are plenty of club officials thinking of the possibilities in this direction. There already has been some cautious action taken after due deliberation. One of the Canadian clubs has effected a compromise between the present method of conducting club affairs and that proposed by the advocates of permanent committees. This club has established its management in the hands of "directors who direct." Before the club was organized one of its prime movers canvassed the situation pretty thoroughly and made the recommendation of directing directors which was acted upon. In telling of this case, the club executive advocates limiting the power of directors to the hiring and discharging of the manager. He says:

"Unlike a business corporation, where the same directors are usually re-elected year after year, and the business is run by the general manager, golf club directors change frequently. There is no par-

ticular joy in the job and a club member who criticises the running of the club in a reasonable manner is very liable to find himself elected a director. Each new man feels that he must make some alteration to warrant his election and the consequent period of change and experimentation which each new board goes through is expensive and unsettling.

"The 'greens committee' is usually productive of its share of trouble. Good workmen are hard to get and the 'bossing' by well meaning but inexperienced directors leads to friction with the help who retaliate by doing less than a day's work and demanding more than a day's pay.

"By the appointment of a manager who has complete control of the organization, including discharging help, purchasing supplies, etc., and holding this manager directly responsible for the proper running of the club there is a continuity of operation which is lacking in most golf clubs. The manufacturers might not sell as many or such a variety of sprinkler systems, rollers, grass cutters, etc., etc., but they would benefit in the long run from more intelligent purchasing.

"In our case we estimate we have saved at least a third of the cost of construction and maintenance by this method, and have eliminated one of the most frequent causes of friction between club members."

"Over-Bossing" Is Peril

By CHARLES B. MILLS

THE small club too often has a surplus of managers. The greenkeeper scarcely knows to whom he should turn for advice and counsel. Worst of all he is without a definite authority for his final decision. Around many nine hole courses especially, there is an atmosphere of inefficiency and sometimes of friction. One member of the green committee thinks number nine needs sanding and another "opines" that such a process would ruin it. The greenkeeper doesn't know which one to offend so he does nothing or uses his own judgment and disgusts both.

The writer is a member of a small club that maintains a short nine-hole course and which boasts of an ex-blacksmith greenkeeper. He does practically all the work himself; repairs the mowers, changes the cups, cleans out the rough and fills the tee boxes. That fellow has become a regular handy man about the course. His transformation from a smithy to a greenkeeper has been complete. He talks of number seven and good approaches and replacing divots just like a life-long golfer with Scotch ancestry. Yet that man can hardly turn around without being given some conflicting instructions. Someone tells him to mow the fairways and another advises him to lay off and get on the greens. Still another tells him about some rich dirt down in the creek bed that ought to be worked into the greens at once even before they're mowed.

Yet this club is no more composed of

a bunch of dumb bells than any other. Scores of courses are being handled in the same manner, even those that boast of more adequate equipment and larger maintenance forces than ours.

What is the solution? I believe it is simply this—have fewer and smaller committees. Appoint greens chairmen especially who know something of grass growing and love it. A good greens chairman is just about the most valuable asset a golf club can have. Personally I believe the right man needs no committee. He can counsel with the president and directors about expenditures and other matters on which momentous decisions are required. But whether serving alone or as head of a committee he should be spokesman at the course. The greenkeeper should be expected to take orders from him and none other. He should do the buying for course maintenance or at least approve it.

It goes without saying that every club hasn't an indefinite number of members qualified to serve as greens chairmen. But in every club there is one (sometimes more) "turf nut," a man who gets more real enjoyment out of killing earth worms than from learning how to follow through. That's the man to snag onto. Make him greens chairman. Keep him greens chairman, and give him 100 per cent co-operation. Your club will be better off financially and every other way by the pursuit of such a policy.