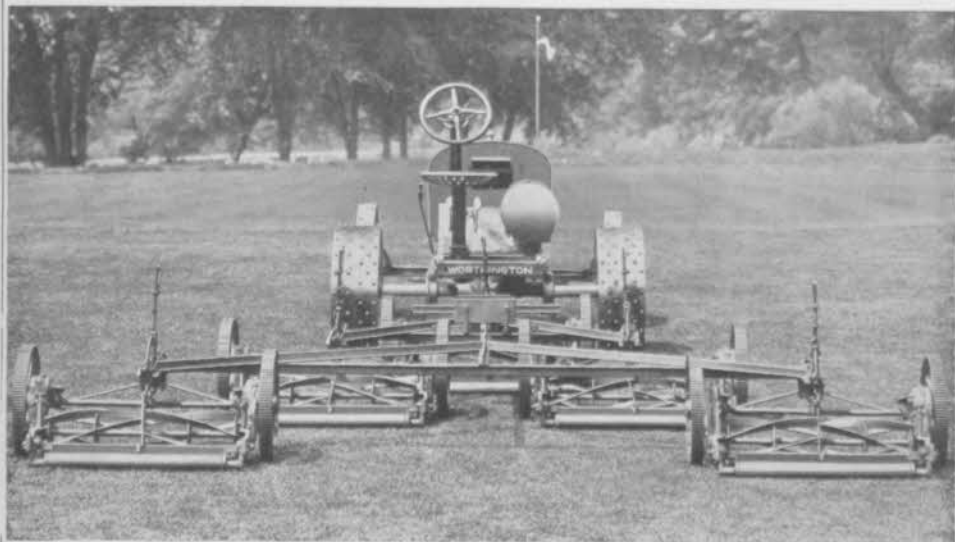


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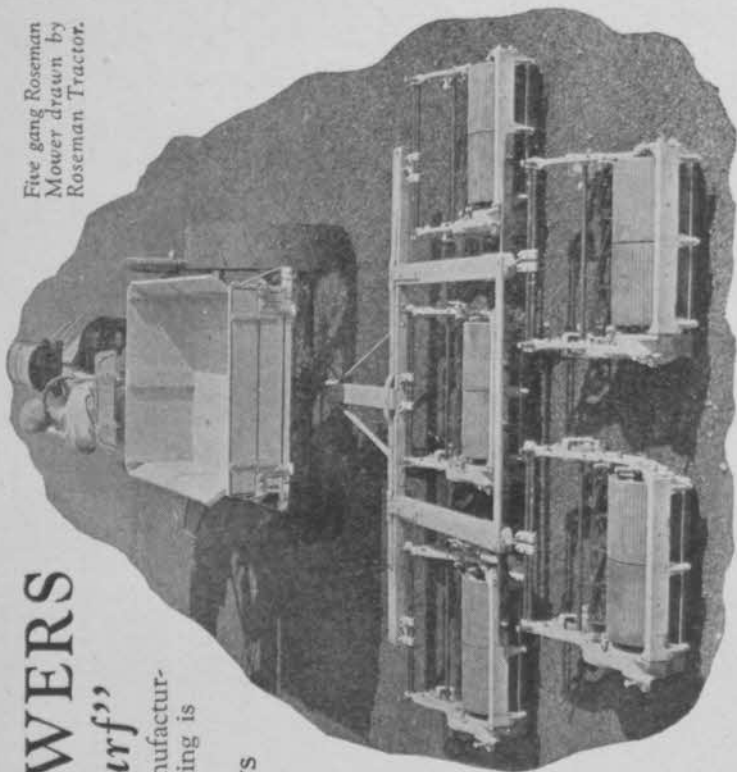
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# Golfdom

THE BUSINESS JOURNAL OF GOLF

MAY, 1927

## How Evanston Assures Business Operation

ONE of the pioneer clubs of the Chicago district, Evanston, also has been a trail-blazer in businesslike operation of golf clubs. The budget system, now coming to the fore so generally in golf club circles, has been in successful use for ten years at Evanston. The idea of eliminating lost motion by more permanent committees also is an established proposition at this club as a result of four years' functioning of its "permanent plan" committee. The personnel and work of this committee is given in the Evanston by-laws, as follows:

"The permanent plan committee shall consist of seven (7) members, three of whom shall be elected by the members to serve for five (5) years, and four of whom shall be appointed annually by the board of directors at the same time and in the same manner that other committees are appointed. The members of this committee may be selected from the board of di-

rectors or from the members at large, as shall from time to time be deemed advisable.

"The permanent plan committee shall be entrusted with the duty of formulating permanent plans for the improvement of the club house and grounds, having in regard not only its present but future needs and requirements. All other committees of the club whose plans involve the making of changes or additions to the club house or property shall, before the making of such changes or additions, obtain the approval of the permanent plan committee.

"The permanent plan committee shall, as soon after the annual meeting of the club as practicable, submit to the board of directors, for its approval, its plans for the improvement or beautifying of the club house and grounds, accompanying its recommendations with an estimate of the cost of the improvement involved.

"The board of directors may, before taking any action involving a material change in the club house and grounds, sub-



Club name cut out on trap makes interesting scenic contribution

mit its proposed plans to said committee for its recommendations. Said committee shall at all times be subject to the control of the board of directors, and shall submit all its plans to the board before obliging the conduct of members of the club on the club property, whether such violations or infractions occur in or out of the club house, and shall report their findings and recommendations with respect to such violations or infractions to the board of directors."

This committee, as will be noted, has its duties restricted to recommending, but has nothing to do with operating. Evanston has found this committee of great value.

Evanston pays particular attention to the selection of its directors and committee heads, and as a result finds its operations on a good business foundation. In the club's by-laws there occurs the following reference to directors' attendance at board meetings:

"Any member of the board of directors who shall be absent from three consecutive regular meetings of said board, unless he shall have previously obtained permission of said board to do so, or shall present at the next regular meeting of said board an excuse for his absence satisfactory to the majority of the board present, shall be deemed to have resigned as a member of said board and cease to be a member thereof."

One of the club's directors, a man with considerable experience as a golf club executive, comments on the Evanston plan by saying:

"It is my opinion that the board of governors, or directors, should always be the power behind the throne, regardless of how many committees the club may operate under. These directors should be sufficiently interested to attend as nearly as possible, every board meeting, so as to keep in close touch with all matters pertaining to the club. In fact, no one should accept a position as a director in a club unless he is in position to give the affairs of the club a great deal of attention.

"The same thing should apply to members on the various committees — even though, while serving on such committees they deprive themselves of some of the pleasures which naturally go with belonging to a golf club. It goes without saying that a club will not, any more than a business, run itself without close attention.

"Whenever it is possible, it is best to select a chairman for a committee who has some knowledge of the work that is supposed to be allotted to him. In other words, you would hardly select a shoemaker to make you a suit of clothes, or vice versa. You would hardly expect to select as chairman of the greens committee one who knows absolutely nothing about soil, etc.

"In my opinion, the board of directors should be as particular about operating a club economically as they would their own business.

"For a nine-hole course, I should think there should be not less than seven or more than nine directors, and for an 18-hole course, there should not be less than ten or more than twelve."

## Accountants as Club Manager Source

In telling us of a matter we overlooked, D. M. Boode, manager of the Miami Valley Golf club at Dayton, O., points out one very logical source of managerial material. He says:

"In your article on 'One Man Control' in the April GOLFDOM, it seems you have entirely overlooked one source from which many club members will come.

"Several former accountants are successfully managing clubs.

"The accountant who has made a thorough study of club accounts, made up budgets, and studied receipts and expenditures, knows what the club has to work with, and if he has made a study of it, has a very clear knowledge of what a club should buy and what it should not buy.

"As we see it, the manager of a club does not necessarily need to know how to

mow a green, prepare a meal, arrange a party, or keep a set of books, but he must know when these things are done right, and he must know how to manage and direct others that these things will be done in the most efficient manner.

"You will find house managers, professionals, greenskeepers and accountants that do not desire to become general managers, and that are not so constituted as to become general managers.

"We do not feel that there will be any one field that will have a monopoly on furnishing managers. They will come from all of the above sources and none of them will be perfect, especially at the beginning. It will take time and hard application to manage a golf club from the kitchen to the eighteenth green. And the man that has had vision and has been preparing for this position for the past several years, will be the one that will have the best chance for success."

# What I Have Found Out About Running a Country Club

HAVING, for three years, been serving on the Board of Directors of a country club which features golf only; having been on the Finance committee, Chairman of the Greens committee, and a member of the Building committee during the construction of our new clubhouse, leads me to give you who may be active along the same lines a chance to check up on your own organization. I will simply elaborate on things that actually have stood out as experiences.

One thing that worries a lot of clubs is the method of management. We have tried a General Manager and found it created a lot of friction. The General Manager wanted to make a fine showing financially, electing to buy the fertilizer and other materials for the greenkeeper. The outcome was that we had poor greens. This system of management caused friction with the professional and, furthermore, was continually on outs with the House committee or some one else.

We then went to the system of having a house manager under the supervision of the House committee. Our greenkeeper is under the jurisdiction of Greens committee.

The finances are checked by the Finance committee and the Secretary of the club has general supervision of the office. It is working fine.

## Getting Greens Results

About eighteen months ago we brought a well recommended greenkeeper out from the east. At that time we had the General Manager and we did not see any startling improvements in our course. We then changed management and administrations and a new Greens chairman came

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Here's one of the stories we are delighted to print. Every word of it is true. Written for GOLFDOM with the very plain understanding that we'd keep its source confidential. There is priceless value to many clubs in this candid charting of the perils that clubs must run.

We want more material like this, and so do you. If any of you have such a practical tale on your chests, tell us. You'll do golf a lot of good, just as this anonymous contributor has done with his frank "close up."

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in. Well, we went through last year without getting anyplace. In fact, it seemed our greens got worse. This year a new chairman of the greens was installed. He professed to know nothing about grasses. He knew nothing about seeds. He did, however, know how to run a business. When he took hold he ran into all kinds of excuses by the greenkeeper, the backbone of all being, "I was

not allowed to do what I knew was best." "I followed instructions from the chairman of the greens." The outcome was that he was told that it was up to him to produce results and *do it now*. He was not to do anything he did not agree was proper. The co-operation has been fine between the two and today we have the best greens we ever have had and our course is in the pink of condition. The lesson is this: Get a greenkeeper and make him "sell" you. You are a good enough business man to tell whether he knows his stuff; if you don't you are in the wrong place; if he does not know then he is in the wrong place.

## "Lone Wolf" Trouble

There is another trouble that has caused us lot of grief at our club. That is the man who is active wanting to play a lone hand and get all the glory. Once we had a president who insisted that he had to have his own way about everything. He would let them talk, but when it came to action he used his own idea and made them like it. Well, it caused us to lose the best man we had in the club as a director. We finally got rid of the president.

Then on another occasion we had a director who loved publicity and through some means of persuasion managed to have the news items mention him or show



his picture every time our club was mentioned. This worked a hardship on the other members of the Board because it became a joke with the various members who called it a "one man club." The lesson here is that if you want to be active in your club do so for the fun you get out of it and the pleasure you get out of having the boys pleased with the results. But let the other fellow do the talking, not you. Also work in a co-operation between all the active ones instead of a "one man affair."

### Cheap Help Costly

Do not use cheap help. Especially is this true in the office. We lost several hundred dollars by having cheap, and not properly chosen, assistant secretaries. Get a good man and insist upon a good set of books. This is especially true because the heads of the committees are business men or golf players and both are very busy. It takes time to run a country club and the directors have to give it.

### Building a New Clubhouse

Do not allow any one man to settle the matter of price, design, style or architecture for you. Do not go too fast. Better hold up your plans and sleep on them for a while, while you absorb the details. Don't forget one thing, the women are going to use it. Take the plans and the picture of it home and let your wife give you some ideas. It will surprise you how many things a mere man doesn't know and how much more an architect doesn't know. Check up on all the clubs in your part of the country. Talk to the members and let them talk. If I were put in charge of building a new clubhouse today I would do these things. I would give the locker rooms and showers the greatest attention as to light, air, ventilation and space.

The boys live in the locker room and the grill. The locker rooms should have lounges and a reading table. This can be a separate room or a nice light open space in the locker room proper. I would insist upon good locker room service and convenience to members getting in and out of locker rooms.

The next important thing is the Grill Room. Have it roomy and cheerful and neat. Now, when you plan the club let the grill look out over the course instead of making it back of the house affairs.

After you have given the locker rooms and the grill the choice location and treatment, do the best you can for the rest.

Have a lounge that is plain and "homey." Have a nice dining room and a clean kitchen—but don't put them first. By doing this you will build a cheaper clubhouse and a better one for the golfer. Naturally the above clubhouse is for a golfing country club. If it is social then reverse the operation.

In either of the above cases, have your parking space right adjoining the club for the convenience of ladies and especially so for rainy weather.

## Practical "Practice Green" Improves Play

By TED WOOLEY

Professional, Maple Hills Country Club,  
Kalamazoo, Mich.

**I**F YOU would improve the standard of golf in your club, provide a place where members can practice all shots. It goes without saying that constant practice is essential to good golf. The best golfers are usually good mashie-shot players. But how many clubs provide space for this type of practice?

It is a bad thing to permit the practice of mashie shots onto the regular greens, and very few clubs allow it, as it causes congestion and is injurious to the greens.

A member oftentimes takes a lesson and then goes out to play without receiving the benefit from his lesson that would have resulted, had he practiced the shots demonstrated in the lesson. I always advise practice after lessons.

When I came to the Maple Hills Country Club, the officials were thinking of building a practice putting-green. I was asked to make a clay model for such a green.

We had a triangular piece of ground close to the club that was not being used, so I planned the green for this location to serve, not only as a putting-green, but as a practice green for all shots that one plays in the course of a round of golf.

I designated two entrances to the green; one, when played from a certain angle, made a good iron shot. The other was for driving. The reason for these two entrances was to make it possible to take full advantage of the three-cornered piece of ground, and to permit two players to practice their long shots at the same time.

A group of trees forms the background for this green, lending to its beauty and providing shade for putting practice. The entrance for the iron shots is level with

the fairway, which makes it ideal for the practice of run-up shots. The entrance from the drive is graded slightly, permitting the practice of chip-shots. There are five sandtraps around the green, all of different depths. This gives the golfer an opportunity to practice all kinds of sandtraps shots. This is a shot that the average golfer rarely plays well.

We used the topsoil out of these traps to build two mounds—one on each far corner of the green. These not only balance the green, but make it visible from any distance. We also graded the green a little, putting in a ridge. These two mounds make possible the practice of back-spin shots.

The size of the green is 65x75 feet. It was planted with creeping bent stolons, and is located close to the clubhouse. This is a feature that should be kept in mind when building a practice green, because it enables members awaiting their turn to play to practice while they wait. You can also hold approaching and putting tournaments on such a green without interfering with the regular play on the course. A string of lights over the green makes night putting possible.

Clubs will find this type of green a great convenience, as well as a distant benefit to the members.

The item of expense is negligible. The cost of the Maple Hills practice green was not in excess of \$150, including labor and everything. In my opinion this was \$150 well spent.

## “Let 'Em Speak Up,” Says George Anderson

At Bloomfield, Conn., the Tumblebrook Country club members and their guests witnessed a smooth and efficient job of club operation. George Anderson, who is manager there, attributes the success, first of all, to co-operation from the house committee clear down to the house man, and then to encouraging all of the force to speak up, when they have any suggestions to offer. Anderson says of his policy:

“I have a first-class force, and take a great deal of pains in selecting them. I hold on to my people and make good workers out of them by showing my appreciation of what they may do by giving them extra days off in the dull season.

“I do not want people around me who are afraid of me nor hesitate in saying what they think. I encourage them to

give me their opinion, and if good, I say so outright. I do not ask anyone of my employes to do unreasonable things, or do I expect them to do anything which I would not do if our circumstances were reversed. When an emergency comes up and extraordinary effort is required on their part, I do not hire extra help, but have my force do it all and give them a tip and ‘thank you.’ In that way, they are always looking forward with a smile for the next occasion.

“I pay my people all I think they are worth. I make it my business to raise a man's pay if I think he is worth more than he is getting. It is only human nature that a man should appreciate a small voluntary raise much more than he would a little larger raise if he had to ask for it himself.”

## “With Heart Bowed Down,” He's for the G. M.

Apparently the following letter was written GOLDFOM after a board meeting at which “hell was popping” for the last paragraph, deleted for the good of the cause, questions the intellectual standing of a man who allows himself to be elected a golf club official. The letter, which is signed, “The Poor Secretary,” endorses the general manager idea as a solution of management problems. The writer states:

“It seems as though a manager who has absolute control over every department would be more successful in the management of a club than where each department was run independently, and on its own hook.

“A manager would here be a good green-keeper, a good chef and pro, and they would be under his supervision. The manager would not have to necessarily be any one of these men himself, but if he were a good manager he would know whether his work was being done. You, as editor of GOLDFOM, don't have to be a paper-maker or bookbinder, but you know whether your goods are made right.

“Each head of these departments would compare notes with the manager as to what purchases they would have to make, and in that way the finances would be controlled by one hand on one throttle. When each department is allowed to spend carte blank, the club soon goes on the rocks—and the same rocks would be reached if each committee and its chairmen were allowed to go ahead in their own way.

# Servicing the Putting Green

By C. A. TREGILLUS

WE have reached the stage in the progress of course upkeep where the slightest falling off of the general bloom will bring forth criticism from among the playing members. Rather different is it not, from a few years back when the golfer blamed his luck instead of the greenkeeper because the seasons played the "mischief" with the greens? The advance in the science of greenkeeping has so improved the character and wearing qualities of turf that it has become the accepted idea that perfect putting should prevail, from the opening of spring till the last ball is holed out and the clubs put away for the winter; temporary greens are almost a memory.

We have learned a lot in the last decade from professional sources and from our own experimenting, and it is only natural that the accumulated knowledge of ten years and more should bear good fruit. At the beginning of this era there was not only a dearth of information concerning the treatment of turf, in many sections of the Continent, but of men to carry on. Greenkeeping was then a new and untried art to the army of technicians, committeemen and greenkeepers who now contribute their quota of helpful knowledge to the vast sum of information that is building up around this great industry. Many would be willing to confess now, that they little suspected the intricacies that lie behind the apparently simple routine of rolling and mowing.

The highly developed turf of the putting green is extremely temperamental, and the fact that it can be made to "bloom" continuously through normal and abnormal season, bespeaks the master minds behind the working force. The care is never-ending: the grass must be kept short, yet growing luxuriantly; uniform of texture, having of itself no influence upon the driven ball; free from weeds, disease, pests and other disfigurements; and the surface of a firmness that players can approach with confidence and putt with the certainty that the human quantity behind the club is the only factor of error.

## Mowing

During the growing seasons of spring and fall, the grass will gain so quickly

that greens, in good fertility, will require cutting every day or second day. If the mower can get any bite at all, it is well to go over them every day, as this will keep a uniformity of putting length—a desirable objective. Creeping bent being a fast grower, must be particularly watched in this respect, else it is likely to get ahead and produce a fluffiness, that is a cause of criticism of this grass. Greens of pure creeping bent develop such a dense mat of leaves and stems that the mower wheels or roller will ride over the top, and the bed knife fails to make a deep enough cut. If the grass is growing three-eighths of an inch a day, and cut down only a quarter, there will be a gradual accumulation under foot, responsible in part for the fluffiness referred to. It is not unusual to go over the green twice or more when a condition such as this occurs.

Regarding the length of grass to be permitted on the green, there is great diversity of opinion, and many factors enter into the determination of this. Putting green turf grasses may, for this purpose, be divided into two classes; those that grow distinctly upright and have a well defined habit of forming crowns, and those that spread their stems upon the ground in a prostrate fashion. Grasses that produce crowns, as for instance, fescues, cannot be cut too closely since there is fear of injuring the young shoots and scalping the plant thus weakening its whole structure. In addition there is not the need to shave this type of grass because the stems grow upright and can make a thick enough stand that they are undisturbed when the ball runs over them. These have sometimes been described as "hair brush greens," and are fancied by many for their slower putting and greater cushion. With the creeping bent on the other hand, there is not the danger from close cutting once the grass is well established. There is a risk of doing so when the bent stand is young, because then the stolons may be cut off before they have secured themselves firmly in the soil; but when a good mat is obtained, such error is less likely to be made. It is therefore impossible to lay down a definite rule covering this point: one must be guided by the character of the turf and in a de-