

As all other clubs Columbus is experiencing a growth in women's play. Hart has done some deft work in supplying thoughtful little details to the women's locker-room department. There is a supply of inexpensive colored bathrobes for the women to use and a good selection of toilet articles.

The locker-room was the only department of the club that hasn't been showing a profit each year. However, in 1929 even this department went into the black. The club used to charge \$5 for most of its lockers but this wouldn't pay for the hot water and the towels. This year the charge for lockers has been \$15 for the downstairs lockers and \$20 for those upstairs. There are from 7 to 22 lockers in each of the revamped bedrooms aloft.

The locker department is operated by two men down-stairs and one up, in addition to the shoe-shiner. Hart's operating staff in the summer time consists of 32 people. This includes the housekeeping staff that maintains the sleeping quarters for those of the club members who are fortunate enough to be able to get the available rooms. Each of these rooms is furnished and papered differently. That is one indication of the policy that Hart claims is essential to the

satisfactory operation of a golf club—avoidance of the hotel atmosphere. This staff is on the job and is keeping things ship-shape.

Keep Books Straight and Simple

Depreciation is charged at only 1 per cent a year, due to the policy of making replacements as part of the operating expense. But that is one of the bookkeeping slants purely and Fred Rathbun, president of the club, Hart, or any of the club officials or department heads are not diverting their energies and attention from the operating job to get messed up in clerical technicalities. The Columbus books are kept to show how the club stands and not as sterling technical exhibitions of accounting sleight-of-hand performances. The books are audited each month and at the close of the year's business the annual statement in the form shown herewith is given to the officials.

Hart is a great little gent for turning everything possible into dough for the club without intruding into the club's operations a commercial aspect that can be noted from the outside. The club has gone through its own vegetable garden stage and for a while tried raising its own chickens

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COLUMBUS COUNTRY CLUB—STATEMENT OF INCOME AND EXPENDITURES FOR YEAR 1928, AS COMPARED WITH 1927

EXPENDITURES—	1928.	1927.	Increase.	Decrease.	Remarks.
House	\$14,824.69	\$13,951.26	\$ 873.43	Housekeeper added to staff.
Locker room	3,513.00	3,039.33	473.67	New matting, paper slippers, painting and repairs.
Golf running expenses.....	5,467.92	4,918.75	549.17	Better candy service, more money for tournaments.
Golf maintenance	18,045.85	15,853.90	2,191.95	Course kept in better condition. Extra fertilizer.
Golf, new work.....	3,494.05	7,147.67	\$3,653.62	Less new work.
Grounds maintenance	2,678.12	2,740.46	62.34	
Taxes	2,353.18	3,803.58	1,450.40	Decreased rate and assessment.
Insurance	4,296.03	4,063.89	232.14	Increased insurance.
Tennis	25.50	17.00	8.50	
Repairs to buildings.....	2,996.12	4,686.81	1,690.69	Less repairs to buildings.
Office supplies	414.30	405.70	8.60	
Telephone and telegraph.....	896.33	1,009.44	113.11	Contract lowered.
Administration	13,236.50	13,189.25	47.25	
Entertainment	2,801.20	1,576.82	1,224.38	More dances, dinners, music, concerts, card parties, better music.
General expenses	2,602.08	1,763.55	838.53	Dinners for directors, entrance torn down, year book.
Depreciation, buildings and equipment.....	3,600.00	3,600.00	
	\$81,244.87	\$81,767.41	
Interest	3,900.00	3,944.50	44.50	
Total	\$85,144.87	\$85,711.91	\$6,447.62	\$7,014.66	
Net gain, 1928.....	6,792.93	7,331.08	538.15	
	\$91,937.80	\$93,042.99	
INCOME—					
Soda fountain, net profit.....	\$ 688.79	\$ 668.51	\$ 20.28	
Restaurant, net profit.....	2,044.08	2,257.77	\$ 213.69	Less business in spring on account of cold weather.
Cigars	304.26	478.74	174.48	Defalcation.
Rooms	915.50	1,321.80	406.30	Less rooms rented.
Gas and oil.....	16.62	10.07	6.55	
Locker room income.....	3,200.00	1,660.00	1,540.00	Locker rates advanced.
Green fees	5,699.00	5,783.00	84.00	
Golf privileges	18,740.00	17,875.00	865.00	More golf members.
Golf subscriptions	2,570.00	4,300.00	1,730.00	
Membership dues	46,759.55	48,988.10	228.55	Less members with exception of resident members.
Initiation fees	9,000.00	9,700.00	700.00	Less members elected.
Total	\$91,937.80	\$93,042.99	\$2,431.83	\$3,537.02	

but both of those are out now. They were losing propositions. The last by-product business to be dispensed with was the pigs. Kitchen refuse was used to feed pigs that the club kept on a remote section of the property. Little pink pigs would be bought in the spring, fattened up on the club's garbage and then sold for an average net profit of \$300 to \$400 in the fall. Encroachment of private houses on the boundaries of the club land divorced the club from its pork producing activities for by no stretch of the imagination can a bunch of pigs be called noble smelling animals and evidence of the pigs' presence carried a lot farther than the \$400 the club got out of them.

Now in closing the show on this recital of the business activities of the Columbus C. C. we will respectfully call the attention to the Columbus financial statement, not as something for club officials to ponder upon and give their managers or greenkeepers a post-graduate course in the riot act because the Columbus figures may be low, but because they show a net operating profit that lingers on after the song is ended. This steady profitable performance is the result of two things: a full membership and an executive and operating personnel that sticks and operates on a sound scientific plan, not guess work. On this full membership plan the Columbus president has something to say that may cause thought. He wonders if in certain localities there aren't too many private clubs and if the merger idea wouldn't be a good one. The less favored private clubs could be operated on a fee course basis and probably make a good income in this fashion due to the constantly growing army of golfers who either haven't the money or the inclination to join private clubs. That's something where the old debate pride vs. purse will be staged.

In concluding this duo of Columbus course and house articles we warn the gentle readers there's still another Columbus story to come . . . a yarn about the greatest revenue producing phase of the Columbus operation. The Columbus financial profit of \$6,000 or \$7,000 is nice but not enough money as money goes these days to get even a golf reporter broken out into an ardent sweat. The biggest thing the Columbus C. C. is doing for its members and its community is deliberately producing a crop of first class young business men out of its caddie raw material. And, as in all the rest of its operations, the club is following a deep-laid plan.

Managers Exchange Menu Tips

TOM JONES of the Harvard club has something new in an omelette, which he calls a Lobster Newburg Omelette. Merely fold your Lobster Newburg into the omelette and garnish on the side with additional Lobster Newburg. He says it is an exceptionally fine seller on Fridays and other Fast Days.

If you have a ladies' dining room and do much business in salads, we recommend to you a chicken salad which is slightly different. Use nothing but white meat and dice it large, larger than usual—mix with the chicken meat and celery, small seedless grapes, chopped walnuts and chopped ripe olives—mix this in mayonnaise to which has been added cream. Place your portion on lettuce leaves, on a large plate, cover with mayonnaise to which cream has been added, sprinkle with paprika and garnish with olives, egg or as you may desire. Serve with this, slices of tomato and saratoga chips. You will find the grapes will give the chicken salad a flavor which is totally absent from the usual chicken salad and it will find great favor with the ladies.

J. F. Bohen of the Chevy Chase club uses a small card 8½ inches long and 3¼ inches wide at the head of which is the Club coat of arms in colors and under this the words, Sandwich List. The list has twenty-two sandwiches and they are attractively priced. From New England we suggest a Lobster sandwich—these are very popular in this section of the country. Merely lobster meat, lettuce and mayonnaise.—*From Bulletin of Henry R. Dutton, Sec., Club Managers' Assn. of America.*

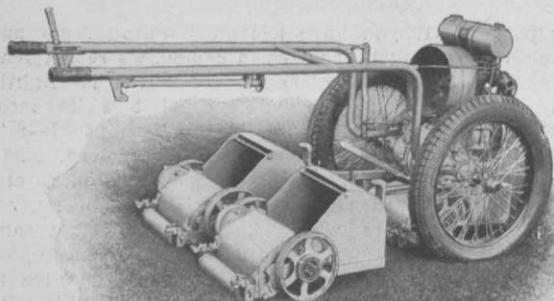
Grady Heads Chicago Club Managers' Association

B. E. O'GRADY of the Hamilton Club was elected president of the Chicago District Club Managers' association for the 1930 regime. Other officials elected: Vice-president, Frank Perkins, Attic club; secretary-treasurer, F. H. Murray, Ravisloe C. C.; directors: E. C. Straub, Saddle and Cycle club, and Paul Worrell, Evanston G. C.

The organization meets every Monday at 12:30 for a round table luncheon at the Hamilton club. Frequently these noon affairs are featured by addresses by authorities on various phases of club operation.

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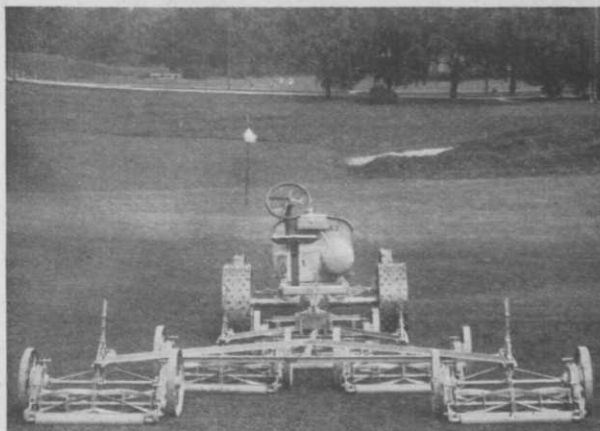
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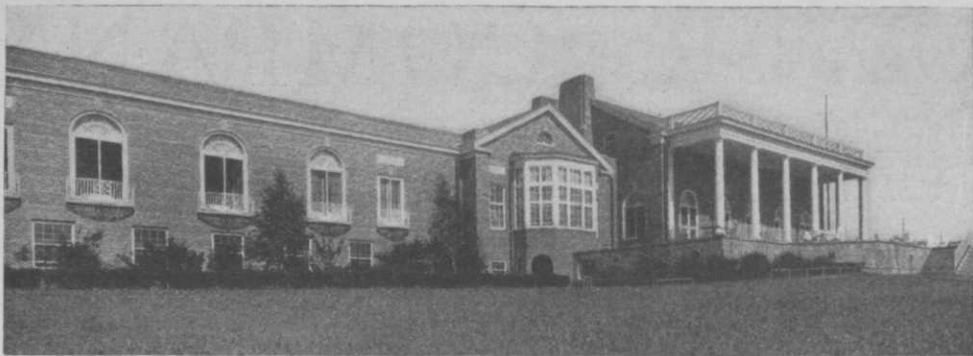
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Pittsburgh Field club's long, low clubhouse is a spot that Manager John Camozzi's operation has helped to establish as a lively society center.

Tell Officials of Managers' Aims, Advises Pittsburgher

JOHN CAMOZZI, manager of the Pittsburgh (Pa.) Field club, recently presented a communication to the Pittsburgh chapter of the Club Managers' Association of America which gives club officials a good idea of the aims of the managers. This necessity of getting the co-operation of club officials is not only a vital matter to the club managers but for the greenkeepers and professionals, so Camozzi's letter, which follows, should inspire action in other departments of the golf field.

To his local organization the Pittsburgh Field club manager wrote:

"A matter of vital importance to the success of the Pittsburgh chapter of Club Managers association should be taken into consideration by every member at once. I refer to the necessary co-operation between the club managers and the executives of their respective clubs.

"How many of our members have informed the officers of their clubs of the objectives of our organization? How many have pointed out this organization's favorable points, the reason and purpose of the association to the men who can best support us in our work?

"The object of this letter is not only to suggest, but to urge upon our members the necessity of taking immediate action in this respect.

"For instance, could it not be pos-

sible for us to arrange so that we might meet each month at a different club? Mr. Crawford of the Keystone A. C. has done far more than his share in hospitality, and it is high time we all pitch in and do our share. It would be most agreeable to know that a friendly feeling for our organization existed at the clubs at which we are employed.

"Several managers may say that their committee would not permit a meeting of any sort in their club. But would the officers of that club object if they were properly acquainted with the fact that the Club Managers' association was not organized for the purpose of assisting only the club managers—but that it was organized to better club conditions, to economize and save the club money and other difficulties that may come up from time to time?

"I do not think that any president or chairman of the house committee of any club would give us a negative answer if we were to show him these points. Considering that each of our 38 members represents one club, we would hardly visit the same club more often than once in every two years, providing we find it possible to meet at a different club each month.

"At many of the clubs we could meet in the afternoon; it might be possible to have golf and dinner with our meetings, but in the instance where this could not be done we should be well



Photo courtesy Bernard Gloekler Co.

Pittsburgh Field club's year around business demands kitchen design that assures great flexibility in economical operation. During this summer this kitchen often serves as many as 700 a meal. The Bernard Gloekler Co. installed the equipment, which is claimed to be the last word for club service. French type ranges and Wm. Penn type broilers used all are gas operated. Polished steel top cook's table, copper bain maries and steam tables with service plate warmer at the front are placed parallel to ranges with an aisle between. Pantry service can be given by the cook should any of the pantry help be absent. Automatic spray type dishwashing machine, dish table arrangement and silver washing sink serve both dining room and grill room. Kitchen has small bake oven for pies, biscuits, etc. Butcher shop is adjacent to range division. Refrigerators, specially designed, serve storage, chef short order and bake shop.

satisfied to hold our monthly conference.

"But before this can be accomplished each member must go to the president of his club, or to the chairman of his house committee, and tell them he is a member of the Club Managers' association and inform them of its solid foundation and purpose.

"Do your executives realize that the Club Managers' association consists solely of club managers throughout the country, and that only club managers are permitted to hold membership?

"Do the officers of your club realize that we are trying to overcome the employment situation by creating a standard wage for all club employees,* also in the matter of recommendation, and to hold employees to strict account for their conduct?

"Have you told these men that the object of the Club Managers' association is to pass along ideas for general benefit of all our clubs? Do they realize this progressive spirit? Can they but help see the harmony that must come from our association?

"We are helping to give our clubs

better service at all times, and are causing an economy that will look good from a financial standpoint. In each man we are giving his club the service of 38 men and their combined experience.

"At our first meeting, held at the Keystone club on June 8, 1929, I heard both our national president and secretary tell of the remarkable harmony prevailing in Cleveland and Akron, where the club managers meet once or twice a month, winter and summer alike, and at a different club each time.

"Are our members too timid to assist us to bring about this same situation? There is no president or house committee chairman so inhuman as not to listen favorably to our explanation, and the sooner you give it the better for you, and the better for your association.

"Let us all support this movement—now!

Send GOLFDOM the names and addresses of your NEW president, manager, greenkeeper, professional and green-chariman.

*Exclusive of operating executive personnel.

Women's Business is Service Feature that Pays Club

By WILLIAM C. SIEBERT

Manager, Cedarbrook Country Club

TOO many pages in history prove that women have overthrown empires for us to dispute the statement. If they can toss entire domains into the scrap-pile, putting a golf club in a hole certainly would be an easy job for the so-called weaker sex, if women were so minded. For that reason I am convinced that the manager who has his club's interest deeply at heart will pay particular attention to the ladies. If the club food service satisfies them, the men will be no special problem.

This women's business is a study all by itself. You can establish no standards of practice. Some of them are pleased if you call them by name when you are supervising the service of their parties; others prefer that you simply refer to them as "madame" in solicitous fashion. Apparently a minor matter, but you can't pay too much attention to details when you are trying to satisfy the feminine element of your membership.

The women's activities at golf clubs are beginning to constitute a good part of the house income, and deserve particular attention. If a woman can put on a party at your club that goes across so well other women comment on it with high favor. You have not only made that woman "a believer" in your club but have done a lot toward building up your volume. Trying to keep up a high standard of excellence and novelty in the menus at women's private and general parties has made many a manager brain-weary, but then it has helped a lot to win him a salary increase, and that's what we all appreciate.

Service and buying are the two important factors to watch. You can get a competent, interested and faithful chef who will handle the cooking

end of it so you won't have to bother. If you haven't a man who fits, the sooner you make a change the better it will be for all concerned. Regardless of who does the buying, it must be done right in quality, price and weight. With the right food you and your chef then have the job of seeing that it is prepared right. But even then you have a hard part of the job ahead—service. With the food tasty, attractive looking and clean, your business still can be ruined unless the member is served speedily, neatly, and his, or her, wants anticipated. Hot dishes should be served very hot and cold dishes good and cold.

Dining Room Manager's "Listening Post"

The dining room should be under the supreme control of the manager. In this way he keeps in touch with the members and can prevent many proper complaints. I always figure that an experienced manager knows better than his members how food should be perfectly served, and if there are complaints, barring those of personal peculiarities or innate fussiness on the part of the members, it is because the manager has not been able to get his serving staff to do exactly as he instructed.

Every staff has to be kept on its toes by a manager who is constantly in touch with each detail of the service and who is recognized as an authority by his staff because he knows their work from A to Z and runs second to no one in the club's employ for energy and thought expended in giving the club far more than a dollar's worth in duty for each dollar received in pay.

Most of the time a club is short-handed in its service. That is in the nature of



Wm. C. Siebert
Cedarbrook
Manager.



The upper picture of the Cedarbrook sun room and the lower of the club's lounge show how lots of glass helps to give a clubhouse character, life and attractiveness.

things, but the members don't make allowances and the manager must have his service so arranged that there is a minimum of lost motion and a maximum of speed and satisfaction in caring for the members. The women's parties, both bridge and golf, often involve rush action, but the manager can ease the strain by showing a personal interest at each table, even if for just one or two remarks and

inquiries of each member's wife who is having luncheon.

I have found it a very good policy to tactfully develop the golf interest of each woman member for once they get to playing golf, they are steady patrons for your meal service. And when I say "meal service" I don't mean it just as a phrase, I say it with the word "service" emphasized in every shade of its meaning.

It's the "Ritz" that Runs Clubs' Meal Service into Red

Says E. J. GOWDY

House-Chairman, South Shore Country Club

ARE golf clubs hungrily following false prophets into the red? Where you hear so much said by each new year's crop of house chairmen about operating the club food service on a very ritzy and distinguished basis, you can put it down in the book that nine times out of ten the acolytes are riding to falls.

This flossy idea of meal service is a hangover from the cradle-days when golf was supposed to be only for the 400. As a matter of simple fact the snootiest of clubs have simple menus. The manager of one of the most exclusive golf clubs in the country has told GOLFDOM that his Thursday corned beef and cabbage dinner draws more of a crowd of hungry captains of finance than any other menu feature. At another one of the ultra layouts its hamburger steaks are the boast of its members. Of course, that's the big play for the men, with the women's parties it's different.

Along this line GOLFDOM is happy to print the remarks of E. J. Gowdy, house-chairman of the South Shore C. C. of Buffalo. Mr. Gowdy is an apostle of the simple life around mealtime and it won't do any of the house-chairmen harm to consider his enthusiastic testimony. The South Shore committee chief says:

"For the past two years, it has been up to me to change conditions in our dining room. The members did not patronize it in sufficient numbers to make it interesting or profitable. This seems to be the condition in the majority of the golf clubs today. It seems almost impossible to operate the dining room successfully.

"If the opinion of one man is interesting, I am frank in stating that they are too exclusive. They are being run for the benefit of about 10 per cent of the members. De luxe service costs real money and the average member is more interested in golf than he is in a fancy meal.

"Exclusiveness is right and proper in

certain clubs, but golf today is a popular game and the average golfer does not like to be gypped for frills in the dining room. They want a good meal, well cooked, and neatly served. They are willing to pay the right price, but they do not want to put on any "dog." I can prove this about 100 per cent from my experience at the South Shore.

"Strange as it may seem to many, the men who were the more able to pay for the de luxe service enjoyed the simple, home-like atmosphere that abounds around the dining room and clubhouse in general. It became popular. The men had their wives and children stay for dinner with the result that the dining room broke even. That is all any club expects; dining rooms are not run for profit.

"When clubs start catering to *all* the members instead of the few, they will get out of the rough and back on the fairway. I travel a great deal and find conditions very similar in various parts of the country. I have talked with big men and they put me wise to the trouble. They want simplicity, but they tell me it is the 'would-be' big fellow that wants deluxe service, which he cannot afford to pay for.

"Speaking of management: The South Shore C. C. was so far in the 'rough' the members had almost decided to pick up their balls and walk the hole. Money disappeared like golf balls in a water hole; still the course was not in shape. Members were kicking, and they had a right to kick. Something had to be done and done quickly. New officers were elected and they tackled an almost impossible job. I could go into great detail and tell you what a wonderful success they made of it. Not with money, but by management. Today the South Shore C. C. has eighteen of the sportiest holes in western New York and they are in better financial shape than most clubs."

Send your 1930 list of officials to
GOLFDOM.