

COUNTRY ARE INCREASING SALES BY THIS PLAN



SAL DI BUONO, Professional,
Bonnie Briar Country Club, Larchmont, N. Y.
"I personally think this is a wonderful step for it will increase the sales for the professional as well as Wilson-Western. I like your invitation card very much and I would like to have approximately three hundred. Wish you a prosperous year, regards..."

JOHN W. STEVENS, Professional,
Meadow Varnon Country Club, Tuckahoe, N. Y.
"Having a set of clubs on hand for demonstration purposes is a great idea. The boys should find this new innovation a great help in these days when competition is keen. Hope they will all try it out as I did and cash in on the results."

out on the course ...



You've got a free demonstration set coming to you ... USE THIS COUPON

Get
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SET,
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GOODS COMPANY
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I am interested in your Demonstration plan for selling more clubs.

Name

Club

City.....State.....

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THERE'S plenty of trouble outside the fairways, without letting brown patch bring bad lies onto your greens. Your job as greenkeeper is to see that this turf is always smooth as velvet.

Greenkeepers know the risk of treating diseased turf with new and unproved chemicals. So most of them rely on Semesan or Nu-Green. Years of use on hundreds of courses have proved that these fungicides are deadly to brown patch, but entirely harmless to the finest greens.

Greenkeepers from many states have testified to the effectiveness of both Semesan and Nu-Green with these voluntary statements: "I have tried Semesan and wish to report very fine results." "I recommend Semesan without reservation." "I have tried most of the products on the

market for the control of brown patch, and Nu-Green stands out the best of them all for my own use." "We used Semesan last year and are now using it; we have been very successful in curing the disease."

Semesan prevents and controls brown patch under all conditions but is particularly recommended for use where soil is highly fertile. Nu-Green, which contains the same effective ingredient as Semesan, is advised where poorer fertility conditions prevail.

You can buy both Semesan and Nu-Green from your regular golf supply house or seedsman. For free pamphlet describing these fungicides in detail, mail a postcard to the Bayer-Semesan Co., Inc., Dept. 172, 105 Hudson St., New York, N. Y.



SEMESAN
REG. U. S. PAT. OFF.

NU-GREEN
REG. U. S. PAT. OFF.

boys and equipment for them to play with. If I caught our caddie-master giving our boys "bum stuff" he would know how it felt to be among the unemployed.

Nearly all clubs make their own desserts, pies, pastries, schnecken, etc. That is no novel idea, Mr. Gund; you have not taken us by complete surprise. Our members, too, walk out of the place trailing the odiferous fragrances of delicious pastries. I know of no club which doesn't experience this general "clean-up" of the bakery department when the members depart for home.

Then the excerpt, "We make our own desserts because I can make them cheaper and much better tasting than the goods to be had from the local bakers." Well, that is what God made little pantry girls and pastry bakers for, my good man.

General Manager Plan Doesn't Mean Serfdom

Says RALPH DOWNS

Exec. Sec'y & Mgr., Castlewood C. C., Pleasanton, Calif.

The article you carried in your May GOLFDOM written by Arthur E. Swanson was the most comprehensive and clearly defined article I have seen in any magazine on the subject of a general manager, and I take this opportunity of congratulating Mr. Swanson and GOLFDOM, as I feel that educational work along this line is eventually going to benefit club members and country clubs by reducing the tremendous cost caused by unbusinesslike methods in operation.

It seems to me that if professionals and greenkeepers of country clubs feel at liberty to write their opinions on this all important subject, that I can do likewise, having had 30 years' experience in the hotel, club and catering business.

The professionals and greenkeepers in country clubs seem to question the advisability of adopting the general manager plan, primarily on account of the possibility that the manager would be uninformed regarding these two all important positions. Therefore, may I take the liberty of clarifying the situation in the two above mentioned departments as it appears to me.

The club professional thinks a general manager should be capable of playing golf and giving lessons; in fact, really

should be a professional. The greenkeeper thinks the general manager should know grasses, how to plan the upkeep of the course, build bunkers, traps, etc.; in fact, should be a greenkeeper.

I have operated golf clubs, hotels, etc. for the past number of years and at present am in full charge of one of the largest and most prosperous country clubs on the Pacific Coast. I give general supervision to the following operations: the golf course, the professional, the superintendent of grounds, the chief engineer, the electrical department, the clubhouse, with room accommodations for 100 people, the restaurant, doing a business comparable with any country club west of Chicago. We have 510 acres devoted not only to golf, but to tennis, riding, swimming, archery, etc., as well. I give a great deal of my time to the membership situation and general office work supervising the club's financial affairs.

And listen: I do *not* know how to play golf well, I do *not* know a great deal about the different kinds of grasses or the laying out of a golf course. I do *not* know how to cook well enough to please our members, I do *not* know how to make a bed as well as my housekeeper, I do *not* know how to repair pumps or electrical apparatus, I am *not* a plumber, I am *not* a good gardener, I am *not* a good locker-room attendant. But I seem to get along without knowing how to cook—we have fine meals—in fact, I get along without being an expert in fifteen or twenty different lines of work.

But I *do* attend all meetings of the board of directors and the executive committee, the house committee, the green committee, the tournament committee, and I *do* know what is being planned in every branch of the clubs activities. It is up to me to do a lot of the work of these different committees. Heads of the different departments bring their troubles to me; I either take the responsibility of settling them or take them to the board of directors; they tell me what to do.

A general manager who is fitted for his job as an organizer having the confidence of its club officers, operating under the supervision of the board of directors, directed through its president will successfully operate a club.

This is my answer to the General Manager question:—A CLUB SHOULD EMPLOY A GENERAL MANAGER.



Clubhouse at Scioto where the Stars and Stripes and the Union Jack will flap during the Ryder Cup matches. The U. S. G. A. emblem flew here during the National Open of 1926.

Expert Advice, Modern Machinery, Save Fortunes for Clubs

By DR. A. MAC KENZIE

EXCEPT WHERE the course has been designed and the construction work supervised by the modern golf architect, there is hardly a golf club of any size which has not frittered away hundreds of dollars in doing bad work, all for the want of the best advice in the first instance. There can be little doubt that the poorer the club the more important it is for it not to waste its small funds in doing the wrong kind of work, but to get the best possible advice from its inception.

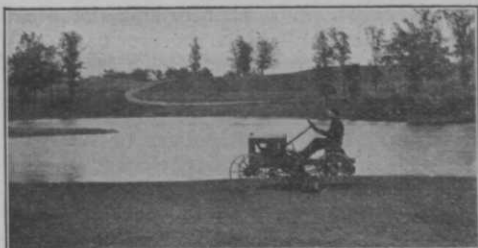
A well-known club, in forming a golf course, stated that the committee have decided to lay it out themselves, as they were afraid of a golf architect making it too difficult for the average player. Now this is precisely what the modern golf architect does not do; he, in particular, adopts a most sympathetic attitude to the beginner and long handicap player, but at the same time attempts to make the course interesting to all sorts and conditions of players. It is characteristic of the modern architect that he always leaves a broad and pleasurable road that leads to destruction—that is, sixes and sevens on

the card of the long handicap player—but a straight and narrow path which leads to salvation—that is, threes and fours for the plus man.

The writer once stayed at a golf club situated in most delightful sand-dune country which he chose for his holiday in great part owing to the fact that he had seen the land before and had also seen Mr. Colt's plan for the constructing of what should have been the finest eighteen-hole course in England.

On arrival he found the green-committee had, through motives of false economy, refrained from getting Mr. Colt to supervise the work and had done it themselves. The outcome was: An expenditure of three or four times as much money as Mr. Colt would have needed; the destruction of many of the beautiful natural undulations and features which were the making of Mr. Colt's scheme; the conversion of magnificent visible greens into semi-blind ones, banked up like croquet lawns; a complete absence of turf owing to wrong treatment; alterations in the placing of the tees, bunkers, and greens; and a total disregard

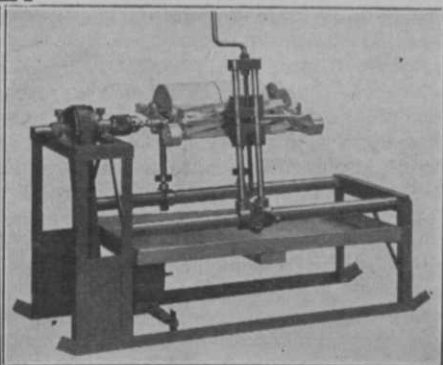
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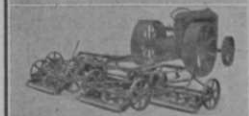
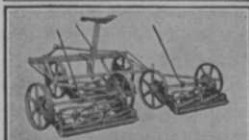


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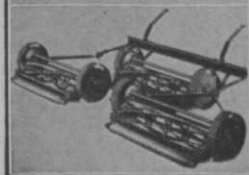
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of the beginner and the long handicap player. On a British seaside course in particular, little construction work is necessary; the important thing is to make the fullest possible use of existing features. Five thousand dollars in labor expended under expert supervision is better than \$100,000 injudiciously expended.

Surely in the case of a golf club it is equally, if not more important to have an architect for the course, and any new work on the course, than for the clubhouse. Greater mistakes are made in constructing the former than in building the latter.

No Hazards for Themselves.

One can readily imagine what would be the ultimate result of a course laid out by an average committee composed of scratch, three, four, and eight handicap men. They are most of them (probably subconsciously) prejudiced against any hazard being constructed which they are likely to get into themselves, but they are all unanimous in thinking that the poor devil with 24 handicap should be left out of consideration altogether. The final result is neither fish, flesh, fowl, nor even good red herring.

The expert in golf architecture has to be intimately conversant with the theory of playing the game, but this has no connection with the physical skill in playing it. An ideal golf expert should not only have a knowledge of botany, geology, and particularly agricultural chemistry, but should also have what might be termed an artistic temperament and vivid imagination. We all know that there is nothing so fatal in playing golf as to have a vivid imagination, but this, and a sufficient knowledge of psychology to enable one to determine what is likely to give the greatest pleasure to the greatest number are eminently desirable in a golf architect. The training of the expert should be mental, not physical.

Natural Sites Abound.

Even in America there are many sites for a golf course which, if a course is properly designed, require no manual labor with the exception of that necessary for fertilizing, seeding and irrigation. On links land of this description our greatest difficulty is the prevention of manual labor, and in this connection a skilled superintendent is of almost as great importance as the architect. Unless he knows his job and is wide awake, one of his workmen with a scraper may destroy in a few

minutes a small hummock, which would be the making of a hole.

Fortunately today there are many skilled superintendents available who have had ten or more years experience of working under the best architects. But even these skilled men require continually reminding that they must leave natural features alone unless their destruction has been ordered by the architect.

Robert Hunter in his book, "*The Links*," points out that some new holes were constructed at Deal after the war. He says "there was such a marked contrast between the old holes where nature had been left undisturbed that he resented playing them." These new holes were constructed at considerable cost and would have been vastly better if not a cent had been spent on them except for topsoiling, fertilizing and seeding.

In the same excellent book, Hunter, to emphasize the economy of getting the best advice in construction, states: "My most earnest advice to the members of any club undertaking to construct a course is this: If you seek something permanent, something that will give you real satisfaction and not be a heavy drag on your purse for many years, employ your architect only after the most careful inquiry, and get the best man obtainable regardless of his fee. There is a finality—the important thing about the work of the best men—which is worth tens of thousands to any club."

The primary essential therefore, in designing and constructing a course so as to obtain the best value at a low cost, is to substitute the excessive cost of uncontrolled labor by machines controlled by experts.

Every precaution must be taken to route the course so as to make the best use of the natural features.

In the second place a skilled superintendent is required who is able to interpret the architect's plans and who has sufficient experience to conserve all the best natural golfing features and make any artificial ones indistinguishable from natural ones.

Machine Cost Saving.

One of the most important considerations is to instil into the mind of the manager of the construction company, the superintendent, and all the men employed, the absolute necessity of never doing any manual labor if it can be done more cheaply by machinery.

As an example of getting work done by machinery at low cost, I may cite the Val-

ley club at Santa Barbara. When the course was completed (apart from the irrigation system) for \$44,800, a large portion of the ground was rocky and had to be covered with soil.

The managing director of the golf course construction company introduced a new machine, a Caterpillar tractor with bulldozer attachment, to remove the large rocks and boulders. He thus saved thousands of dollars in explosives and manual labor. He also erected a loading device by hand and by various other means saved large sums of money. I have known golf courses where similar difficulties were encountered, costing four or five times as much as the Valley club.

When we first designed golf courses there were no golf course construction companies available, so we had to undertake all the work in conjunction with some local greenkeeper or landscape gardener. We had also, to rely on our own puerile efforts in soil technology, drainage, irrigation, and other engineering problems. We depended on the good faith of seeds merchants in regard to seed, fertilizers, etc. We had to use our own ingenuity in devising or advising upon labor saving devices to decrease the cost.

For example, 25 years ago there was not a single scraper or scoop available in Britain. We resented the price of manual labor and made enquiries in regard to less costly methods of doing the construction work. We then discovered the existence of scoops in Canada and we arranged to have some sent to Britain. We have used them ever since. At Moortown we were faced with the problem of turfing 30 acres of fairways. We devised a turf cutting machine which would cut an acre of sods in four hours. We also devised a mole drainage machine which enabled us to do the draining at less than a tenth of the cost of ordinary manual methods.

When we first constructed golf courses in America, we worked out our own irrigation system, but since then we have discovered that far better and cheaper results are obtained by employing specialists in irrigation problems.

The greenkeeper at one eastern club recently told me that at times they required as many as 18 men to water the course. This obviously is exceptional. The average course would require 6 men.

At Pasatiempo where an uptodate completely hoseless system was adopted, all

the fairways are watered by one man. He, on occasions, waters as much as half the fairways in one night and the next night waters the other half.

It is true that the initial capital expenditure of a hoseless system is greater but the saving in cost of upkeep would probably pay this extra expenditure off in a few years. If well designed, far less water is required by a hoseless system as it can be arranged so as to give most water to the plateaus that require it and less to the hollows. As the cost of water sometimes is enormous this is a great advantage.

At one time I thought I knew a great deal about drainage of golf courses, and perhaps 20 years ago I knew more than most people. Nevertheless I have got more black eyes over drainage going wrong than anything else. Today I realize that drainage is a specializing engineer's job and that a club gets far better and less costly work in employing a man who has devoted his career to it.

Tip us off to the story of your success in pro selling, course maintenance or house operation. These close-up stories advance you and your club.

I F YOU WANT your grounds crew to work with efficiency, make sure their hand tools are kept in as good condition as the mowers and other course machinery. Spades, forks, rakes, hoes, scythes and sickles should be examined each morning when brought out for use and if the working edges of these implements are dulled or turned, take a minute to sharpen them up. The difference in volume of work possible with sharp tools as against dull ones is amazing.

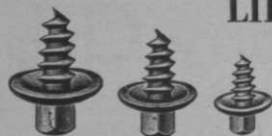
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TONCAN ADDS TO LIST OF DRAIN TILE PLANTS

Massillon, O.—Toncan Culvert Mfrs. Assn., a group of manufacturers of Toncan perforated metal drainage tile for golf courses and Toncan iron culverts, now have plants at Boston, Groton, N. Y., Sandusky, Mich., Marshfield, Wis., Dallas, Los Angeles, Oakland, Calif., Portland, Ore., Denver, Roanoke, Va., Memphis, Atlanta, Newport, Ky., Philadelphia, Canton, O., and Oshawa, Ont., Can.

The association's engineering department is available for free service to greenkeepers and golf architects who have drainage problems.

LIPSCOMB CONCAVE DISK GOLF CALKS



No. 00 No. 2B No. G

The Original, Patented Screw Calks. Fit tight to sole and are easily inserted or removed. Stay in place. Assure a good stance. Made of special hardened steel, so wear well.

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Rhode Island Greenkeepers Have Largest Field Day

ATTENDANCE at the Second Greenkeepers' Field Day held at the Rhode Island State College and Experiment Station May 25th surpassed even the fine record made last year. There were about 90 visitors during the day. Many greenkeepers from Connecticut and Massachusetts as well as from Rhode Island attended. There were also a few from more distant points.

The morning program consisted of a visit to the experimental plats where the different turf experiments were inspected. The greenkeepers were especially interested in the types of bent grass and methods of fertilizing the different kinds. Lunch was served in the college dining hall. There were 85 present at the luncheon.

Following lunch Daniel A. Clarke, a well known Rhode Island nurseryman and landscape architect spoke on "Trees and Shrubs for the Golf Course." Mr. Clarke made many suggestions of practical value to the greenkeepers on how to plan shrubbery and trees for their courses. Raymond G. Bressler, president of Rhode Island State college, welcomed the visitors to the campus. Director Basil E. Gilbert presided at the meetings. Short talks were made by a number of the visitors.

The machinery and equipment exhibits were especially well prepared and caused much favorable comment. A 7-unit "mul-

tigang" fairway mower made quick work of a 4-acre lawn on the college campus. About a dozen firms were represented with exhibits. The greater part of the afternoon was used for looking over the exhibits and demonstrations.

All those connected with the planning of this field day were greatly pleased with the cooperation received from the greenkeepers, other visitors and the exhibitors.

Latest Edition of Fraser's Contains New Features

Fraser's International Year Book. 1931 Edition. Published by Fraser Publishing Co., 1070 Bleury St., Montreal; U. S. Office—Grand Central Terminal Bldg., New York City. 456 pages. \$2.50.

THE ninth annual edition of Fraser's International Year Book covers in its usual good style essential information on nearly every golf club in the world, such as officials' names, mail addresses, etc.; gives a most complete listing of all manufacturers and sales representatives in the golf industry; and tells briefly the history of golf during the past year, with tournament scores and biographies of the leading players of America and Europe.

Among the valuable features of the book are a list of trade names used by manufacturers of golf supplies, a section devoted to instruction for running tournaments, and a list of golf professionals, with their clubs, of the U. S. and Canada.

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Forms for Standard Country Club Accounting Ready Shortly

FINAL DRAFT of the long-awaited standard accounting forms for country clubs has been sent to Henry Dutton, executive secretary of the Club Managers Association of America by the committee of two, Col. C. G. Holden, manager of Olympia Fields C. C. and Frank H. Murray, manager of Ravisloe C. C., (both Chicago district). These two managers were given this labor of love at the February, 1930, meeting of the managers' association and have been working on the multitudinous details of perfecting the accounting forms ever since.

According to Holden, the report will be released to all members of the association shortly. At present, layouts for the recommended standard ruled forms are in the hands of printers, who are also asked to quote on an explanatory booklet which will accompany the forms. With relation to this booklet, Holden says:

"We have received some criticism on the wording of our explanatory matter, several accounting experts claiming the points raised would be clearer if worded in the language of the profession, and that others of the points are so elementary that no explanation is needed.

"However, Murray and I feel that if we made any mistakes in the report it should be on the side of going too deeply into details rather than leaving certain phases open to possible misinterpretation by managers and club bookkeepers. The whole purpose of these standard forms is nullified if every club adopting the system does not follow the recommendations closely."

Early in their investigations, Holden and Murray discovered it would be impossible to devise a standard system that would suit clubs of all sizes. Very small clubs need to set up very few schedules in order to keep track of their financial progress, while large metropolitan establishments with 1,000 members and over and with complicated departmental operations, need detailed reports on a dozen activities that can be presented in a single entry by the small clubs.

Accordingly, the committee based their work around forms needed by the average

club, one with a membership between 200 and 600. Smaller clubs can easily combine several of the schedules into one; larger ones can subdivide one schedule into two or more reports.

The introduction to the report reads as follows:

With the ever increasing popularity of golf, the operation of country clubs has been developed into an industry of no mean importance. While, of course, country clubs are not conducted for profit, this does not mean that they should not be operated with all possible efficiency.

The annual change of officers, directors and committee chairmen—always men whose interests and experience lie in fields entirely different from club operation—makes it more or less necessary for the club manager to prove anew each year his capability. It is difficult for him to do this without an adequate measuring stick, and difficult for his employers to judge of his efficiency.

The only fair way to weigh the manager's success or failure is through comparison of his results with those of similar clubs, but such comparison is almost impossible because clubs prepare their financial statements in such different forms. Expenses, especially, are distributed in various ways and that causes confusion when attempting comparisons.

The booklet herewith submitted offers a practical method of classification of accounts. The great majority of clubs could adopt it without any too radical changes and without any additional expense other than, possibly, the first order of properly ruled stationery.

In devising this system, clubs with a membership of from 250 to 600 have been particularly kept in mind, but smaller clubs can gain the advantages it offers by combining several expense items into one, and larger ones, by sub-dividing one account into two or more.

Following the lead of other industries, the American Hotel Association of the United States and Canada, and more recently, the National Restaurant Association, have adopted and endorsed a system

of standardized accounts. Very satisfactory progress in their use has been made in both industries.

The ideas evolved by these systems have been followed as far as was practicable in this classification for country clubs.

Attention is called especially to the fact that this bulletin recommends that the expense under the following headings be kept as separate groups and not allocated to the various departments:

Repairs and Maintenance,
Heat, Light and Power,
General and Administrative Expenses.

The reason for this is, briefly, that a segregation into departments would have to be at least partly arbitrary and sometimes wholly so; furthermore, in clubs where seasonal expenses are budgeted, the preparation of a budget is much facilitated by the method recommended.

It will generally be found that the adoption of the proposed classification does not involve radical changes in prevailing methods. The advantages, however, may be far-reaching and will increase in exact ratio to the increase in the use of this uniform system.

We herewith gratefully acknowledge the assistance of Horwath and Horwath in the preparation of this work. — Respectfully submitted, Colonel C. G. Holden, Frank H. Murray.

The system, as devised, will include forms for reporting these club operations:

Statement of Income and Expenses

Statement of Dues and Fees

Departmental Profit and Loss

Statements:

Catering

Beverages

Cigars
Locker Rooms
Rooms
Golf Shop
Privileges

Unapportioned Operating Expenses:

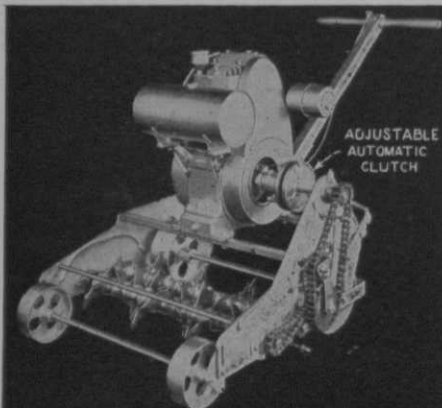
Greens
Grounds Maintenance
Caddies
Clubhouse
Entertainment
Sports and Pastimes
Help's Dormitory
Heat, Light and Power
Repairs and Maintenance
General and Administrative
Occupation Cost

Salaries and Wage Schedules:

Catering
Beverages
Cigars
Locker Rooms
Rooms
Golf Shop
Greens
Grounds Maintenance
Caddies
Clubhouse
Sports and Pastimes
Help's Dormitories
Heat, Light and Power
Repairs and Maintenance
General and Administrative

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1 and 3 acres cut and cross cut a day.

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