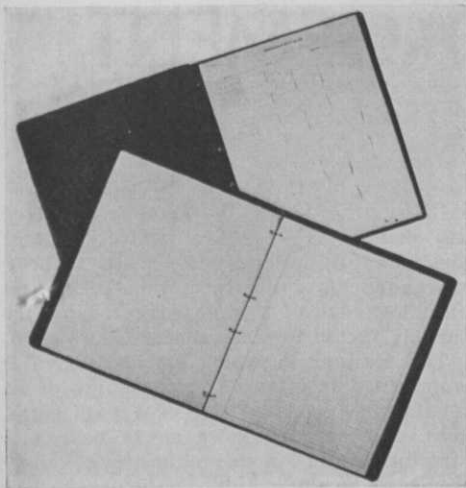


NEW LINE OF GOLF RECORD FORMS OFFERED.



Birmingham, Mich.—The Birmingham Eccentric, local printing house, are publishing for golf club use a new line of record forms for registration and tournament data. The sheets, measuring 14 by 17 inches, have been designed in collaboration with several of Michigan's leading professionals, and are claimed to permit the keeping of a permanent record with the minimum of effort.

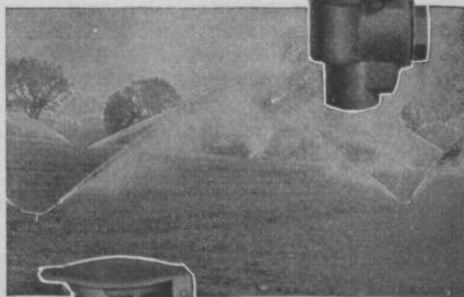
There are five forms in the series. One is the regulation medal play score sheet, with columns for players' name, score on each of the 18 holes, 9 and 18 hole totals, handicap and net score. A similar regulation match play sheet for a 16-man flight and another for a 32 man flight make up two more of the forms.

A fourth sheet for medal play events is designed to permit three columns of entries to the sheet, with provision after the name space in each column to enter gross score, handicap and net score. This form differs from the first one described above in that columns for each hole of the course have been omitted.

The fifth form in the present series is also in three columns and is for use by starters. Names of players and their starting times will be recorded on this form.

Publishers plan to furnish two loose-leaf binders, one a ring binder for day-to-day use and the other a permanent post binder for filing the actual record sheets of all tournaments. The binders, very attractively prepared of black fabrikoid and substantially built, will have the club's name imprinted in gold on the front covers.

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Positive water control—
Economy Snap Valve. *Instantaneous control*, low initial cost and the saving of

time and labor pleases everybody from finance committee to groundsman. If you have a hoseless watering system, by all means investigate this valve.

And then the Economy Quick Coupling, Adjustable Opening Valve—an attachment that makes friends for life. It gives a *control of flow*, increasing and decreasing volume at will. For ease of connection and speed of adjustment, you can't beat this one.

Economy Sprinklers, used on almost half the golf courses of the U. S. and Canada, are simple and rugged. Good materials and good workmanship make them last for years. Write us for the name of our agent nearest you.



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21 Spokane Street

Seattle, Wash.

Responsibilities of Correct CLUB MANAGEMENT

By BERNARD E. O'GRADY*

WAS approached in my office by one of our members recently. He said, "Mr.

O'Grady, I have a nephew who has been in the club quite a number of times with me and he tells me he would like a job like yours." I said, that was fine and asked him just what experience his nephew had had in club work. "Well, really none," was the reply, "but as I see your position, about all you have to do is to be around on the job and receive complaints."

As far as I could see, about all the credit I was getting from the man was for putting in long hours and being a good listener! However, I told the gentleman that if I heard of any vacancies—and upon investigation should find that the club members were willing to stand for an assessment of about \$1,000 apiece each year, I would be glad to recommend his nephew!

The question that this man asked me just goes to prove the average man's conception of what a club manager's responsibilities really are.

You managers may have reached your position from the back of the house; if so, it is your duty to study up on accounting and gain a definite knowledge of this angle of your work. Or, you may have been promoted to your position from that of auditor; then, it is your duty to gain a knowledge of the restaurant department. In all cases, however, responsibility lies in gaining a *definite* knowledge, not a hit or miss idea, of all departments and the manner in which they function. I cannot over-emphasize the importance of this.

As I see it, the responsibilities of a manager can be divided into three parts:

1. With relation to his position.
2. With relation to his membership.
3. Combined relationship of both.

In the first, we are dealing with the employes, and the work carried on by them, of which there are four phases, *buying, maintenance, selling and service.*

*Address given at Chicago Club Mgr's. special meeting.

Manager Must Know Buying

If a club is small, the manager must do his own *buying*—if it is a large club he must employ a purchasing agent to operate under his guidance and in both cases his knowledge of this phase is a most important factor towards success.

The manner in which an institution is *maintained* is often the real source of its reputation—good or bad. To some managers, and perhaps more so to boards of directors and house-committees, there seems to be an endless chain of expenditures necessary for the proper upkeep of club properties.

Selling Duties Important

Selling starts with the most menial employee and carries on up the line to the manager, and it is the manager who is entirely responsible for the way this work is carried out.

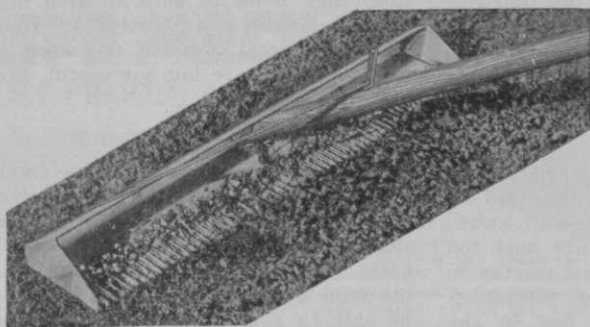
You must sell your bedrooms, your gymnasium, swimming pool, restaurant, golf course and any and all of the departments that go to make up your particular club; and above all you must be capable to *sell yourself*, that is, to create in those with whom you come into contact, both by personality and results, the confidence that you are the best man for the job, and give those with whom you deal the proper confidence in you.

Service, which is directly allied to salesmanship, is governed, or at least should be governed by your membership and the type of club you are operating.

If your club is a wealthy one, give them the best, providing your members are willing to pay for it, but do not let yourself be fooled by the man that expects you to be "*penny-wise and pound foolish.*"

And now, we are coming in direct contact with our membership.

It may sound like an easy matter when we say that one of the requisites of a club manager is to be loyal to his job and be loyal to his membership. He must be a diplomat. If John Blank gets on a com-



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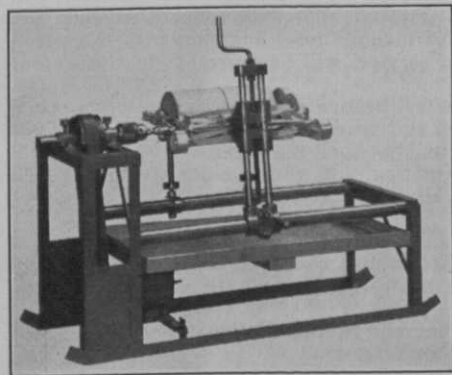
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In addition, the bed knife and fly knives of your mower are kept in true conformity for best cutting.

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Furnished with electric motor or gas engine.

Write for folder giving full information and comments by users.

PALMER-BEE CO.

1730 Poland Ave.

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mittee and thinks that this entitles him to special privileges or perhaps the opportunity of telling you how to run your business and you know that his version is wrong; or if he tries to get some employee fired because of some petty incident, you are going to make an enemy, unless you bring diplomacy into play.

When occasions such as these arise, some managers are apt to follow the line of least resistance, and this as we all know, is harmful for the club. We are only too well aware what a *sore spot* this matter is, especially with new committees taking office. We can expect a busy day in the office, or sometimes a busy month, getting new ideas, finding out our past mistakes and sometimes be ordered to rectify these immediately. If we were in the wrong it's too bad; if we are right, we should have enough nerve and confidence in ourselves to get up and fight for our rights—if we haven't got this, we are spineless managers and have no right holding our positions.

If you were willing to accept your position as manager, be ready to take the good with the bad—the credits and discounts. As for club presidents and house-committee chairmen, if they expect a manager to

accept full responsibility for club operation, they must be sure to give him the proper amount of authority—let him manage in the real sense of the word and if his operations are not successful, fire him and hire another!

THE average club serves its members with the same quality of food, gives the same service, and charges approximately the same prices as the average first class hotel. There is no reason, therefore, why the food department of a club should not be able to show the average profit found in a first-class hotel.

If your dining room is run at a loss, it is time to check up on the causes, among which the major ones are:

- Too much "ritz."
- Prices too low.
- Prices too high.
- Unappetizing service.
- Unskilled food preparation.
- Too many idle waiters.
- Menu too elaborate.
- Menu too limited.
- Dining room unattractive.
- Antiquated equipment.

TO NON-MEMBERS OF THE CLUB MANAGERS ASSOCIATION OF AMERICA

There are more than 10,000 club managers in the United States. Of this number we believe through surveys which have been made, that about 5,000 or half the total number have the experience and capacity to qualify them to successfully pass the requirements for membership in the Club Managers Association of America.

The work which this association can carry on to right the wrongs which exist at the present time in our profession and to give adequate aid to club officers and their membership in improving the quality of management and thus insure a maximum of financial success and a high type of service, will be more productive as our numbers and strength increase.

If ever there was a need for co-operation in the profession it exists today when many worthwhile managers are unemployed and when a number of clubs are finding themselves in financial difficulties due to improper management.

Join the Club Managers Association of America, add your weight to the steadily growing momentum which is carrying the aims and ambitions of this Association, forward.

Don't think that you are self sufficient unto yourself—don't be an ostrich with your head in the sand—no man goes forward whose eyes are closed and who will not hear. Unite with your brothers in the profession for its elevation, for education and for success.

Address your inquiries concerning membership to the National Secretary. Do it now.

CLUB MANAGERS ASSOCIATION OF AMERICA

HENRY R. DUTTON, National Secretary
66 Myrtle St., BOSTON, MASS.

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Tee Mark

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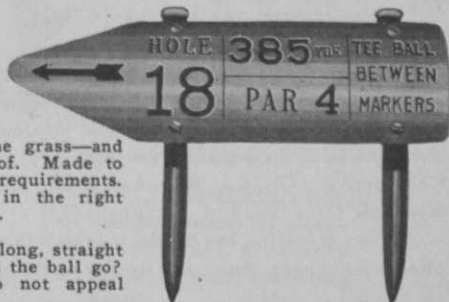
TEE MARK

is another revelation. Made of that romantic and everlasting Solid Bronze it enhances the beauty of your Tee many times. Easily read. Easily placed—No part touching or injuring the grass—and above all—weather proof. Made to order for your special requirements. Start your season off in the right way. Order a set now.

YARDMARK—

No bigger thrill than a long, straight drive—but how far does the ball go? Unmarked fairways do not appeal to the average golfer.

Artico Yardmarks solve your problem in a beautiful, economical way—The leading courses of the country have installed them.



SPECIFICATIONS

Plate—Solid Bronze— $10\frac{1}{2}'' \times 3\frac{3}{8}''$ Convex Curved. Sunk letters—shaded with Baked Enamel. 4 screws to fasten—2 Solid Bronze. Holders 8" over all with 5" stakes. Made special to fit requirements of each hole.

Set of 18.....\$ 58.50
Set of 36..... 117.00

SPECIFICATIONS

Plate—24 gauge galvanized steel, guaranteed Rust Proof—Size $5\frac{1}{2}'' \times 12''$ —Finish highest grade flexible enamel, baked in two color contrasts.

Stake—Cadmium plated Channel steel $\frac{3}{4}'' \times 3\frac{3}{8}'' \times 21''$ long—embossed figures 4" in height.

Set of 50 Yardmarks \$ 47.50

Individual signs, ea. 1.00

Substitution of signs to fit your requirements.

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Printers of Golf Tickets and Restaurant Checks of all descriptions.



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—and surprisingly economically due to Universal's extremely low maintenance cost. Find out NOW how this remarkably simple Mixer can mix the finest compost you've ever had—in 1/5 your usual time, and at 50 to 90% saving in labor costs. The new catalog is just off the press. **Use the coupon!**

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*

An organization of more than 100 managers of leading metropolitan clubs. Two important functions of club operations are served.

- 1.—the interchange of good ideas of management and improvement.
- 2.—the co-operation with clubs in securing high-type personnel for efficient club management.

Inquiries from Clubs are invited.

*

**Metropolitan
Club Managers Association**
William Norcross, Garden City Country
Club, President
J. C. Healy, Siwanoy Country Club,
Secretary



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Grass Seed of Known Quality

TESTED for PURITY and GERMINATION

South German Bent Colonial Bent R. I. Bent

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Special Bent Formulas for Greens & Fairways

Prices on above, or any other turf producing grasses, such as Fancy Red Top, Kentucky Blue, Cheewing's N. Z. Fescue, etc., on request.

Remember:—All our seeds are of the highest quality, obtained direct from the most reliable sources of supply and are botanically true to name. All seeds are new and are cleaned and re-cleaned until they are brought up to the highest possible state of purity and germination, special care being given to the elimination of weed seeds.

For advice in regard to mixtures for special locations, treatment of soil, fertilizing, etc., call, 'phone or write to us.

Stump & Walter Co

Specialists in Golf Grass Seeds and Equipment

30-32 Barclay St., New York

ENTREES

	A	B	C	D	E	F	G	H	I	J	K	L	M
Minute steak	\$...	\$1.00	\$1.50	\$...	\$...	\$1.25	\$1.50	\$1.25	\$0.75	\$...	\$...	\$1.40	\$1.20
Sirloin (1)	1.25	1.25	1.75	1.50	...	1.50	...	1.25	...	1.60	1.10
Sirloin (2)	2.50	2.75	2.25
Sirloin (3)	4.25	4.00
Tenderloin	1.40	...	1.75	...	1.50	...	1.25	.85
Filet Mignon	1.50	1.25	1.75	1.75	...	1.75	1.75	1.25	...	1.00	...	1.60	1.25
½ Broiled chicken.....	1.00	1.00	1.50	1.50	...	1.25	1.25	1.00	...	1.00	...	1.30	1.00
½ Fried chicken.....	1.00	1.00	1.25	...	1.00	1.00	1.00	1.00
2 Lamb chops	1.00	...	1.50	1.5090	...	1.00	.75	.80	...	1.20	.90
1 Lamb chop (extra thick)	.8590	1.40	...
Fried ham506060
Fried ham and eggs.....	.65	.60	.909075	.60	.75	.75	.75	.75
Bacon506050	.50
Bacon and eggs.....	.65	.60	.909075	.60	.75	.60	.75	.75
Virginia ham steak.....	1.00	...	1.00	1.2590	...	1.00	.65
Eggs, fried35603025	.40	.25	.30	.35	...
Eggs, scrambled35	.40	.603035	.4030	.50	.45
Eggs, poached40	.30	.604535	.4035	.45	...
Omelette, plain40505040	.50	...
Omelette, ham60606075	...
Omelette, bacon606065
Omelette, cheese606060
Omelette, Spanish60	.50	.90	1.007580	.90
Omelette, jelly50606060
Chicken hash75	.7590	1.25	...
Chicken a la king.....	.85	1.00	1.50	1.25	...	1.2580	...	1.50	...
Vegetable dinner50	1.00	1.2590	...	1.00
Welsh rarebit50	.90755060	...
Golden buck50	1.00906070	...
Pork chops	1.107575	.6090	...

VEGETABLES

	A	B	C	D	E	F	G	H	I	J	K	L	M
Asparagus	\$...	\$0.40	\$0.60	\$0.60	\$...	\$...	\$0.50	\$0.50	\$0.30	\$...	\$...	\$...	\$0.75
Asparagus tips354535
Beans, lima30	.255050	.25	.1525	.40	...
Beans, string30	.25	.35	.40	.40	.3025	.1525	.40	.30
Beets, buttered30	.2035	.3025
Broccoli6050	.50
Carrots30	.25303035	...
Cauliflower30	.2540	.40	.25
Corn fritters253035
Corn (off cob).....	.30	.20	.35	.4035	.1520
Corn (on cob).....	.303525
Egg plant, fried.....	.30	.252035	...
Onions, stewed3035	.25
Onions, French fried.....	.40	.253545
Onions, fried25	.25
Peas30	.25	.50	.50	.40	.40	.40	.25	.1525	.45	.30
Spinach30	.2540	.40	.30	.40	.2535	...
Tomatoes, stewed30	.2535	.2525	.152030
Tomatoes, fried30	.252530

POTATOES

	A	B	C	D	E	F	G	H	I	J	K	L	M
German fried	\$...	\$0.25	\$0.25	\$...	\$...	\$...	\$...	\$...	\$...	\$...	\$...	\$0.30	\$...
French fried25	.25	.2525	.2520	.2020	.25	.25
Cottage fried25	.252530	.2020	.35	.25
Julienne25	.252030	...
Long Branch25	.252520
Lyonnaise30	.25	.4035	.3025	.2025	.30	.25
Boiled25	.2525	.202520	...
Hashed brown25	.25	.2530	.3025	.2020	.30	.30
O'Brien30	.25	.253025	.2030	...
O'Brien au gratin.....2525
Au gratin30	.25	.4045	.3525	.2525	.35	.30
New, in cream.....2525

Better turf...

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If rusting water pipe in the irrigating system of your course has your greenkeeper digging like a badger to repair or replace rusted pipe, relieve him! Use CAST IRON pipe that cannot rust. And remember **ONLY McWANE** makes it small enough for an entire layout in **permanent** pipe. Used everywhere; endorsed by all. Sizes 1¼" up. Save fittings, too. Address:

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Every American tournament winner with two exceptions is represented in this collection.

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Marysville, Ohio

Side - Lines Plus Watchfulness Are Gund's Two Feeding Tips

By JACK FULTON, JR.

NINETY thousand dollars' worth of restaurant business is the record hung up by Louis M. Gund, veteran club manager at Westborough C. C. (Webster Grove, Mo.), during this past season. "And we have great hopes," says Gund, "of passing \$100,000 in 1931."

That is a lot of restaurant business for any golf club and means that the Westborough dining rooms are not only popular in the eyes of the club's members, but also that the policies under which the food department is run must be economically sound. There is more than a suggestion that Westborough's successful operation is due to the careful management of Gund and his assistants, although Gund modestly attributes the greater part of his success to the loyal patronage of his members.

"Our club, privately owned by a local syndicate, is run on a very reasonable basis," Gund explained. "Our members pay only \$33 a year for dues and are not subject to assessment. If we make a profit at the end of the year, it is fine for us; and if we don't, it is our tough luck. So far we have made a very nice profit every year."

With regard to the success of Westborough's dining room, Gund lays the greatest emphasis on his policy of watchful supervision, far beyond that which most club managers employ, over the back-of-the-house departments. He says: "The restaurant business is tricky; you have to watch everything like a hawk, otherwise something is sure to go wrong and then you are the goat. That is the reason I spend so much of my time between the dining room and the kitchen. While I have a kitchen crew that would be hard to beat, nevertheless the stuff must be cooked to please me, and I am right there on hand to see that it is.

"I serve a 50-cent luncheon to our golfers every weekday. This luncheon consists of a soup of some kind, choice of about ten kinds of sandwiches, including ham, imported Swiss cheese, toasted cheese, fried ham, lettuce and tomato,

fried egg, fried ham and egg, chicken salad, hamburger, and a few others, and coffee. Dessert is extra.

"We make our own desserts, because I can make them cheaper and much better tasting than the goods to be had from any of our local bakers."

Westborough serves a table d'hote dinner on Thursday nights and Sunday all day for \$1.00 that is the equal of many \$2.50 dinners at other clubs. Here is a typical offering:

<i>Radishes</i>	<i>Celery</i>
<i>Cream of Chicken Soup</i>	
<i>Melon</i>	
<i>Fried Frog Legs, Tartar Sauce</i>	
<i>Roast Spring Lamb, Mint Jelly</i>	
<i>Prime Roast Beef, au jus</i>	
<i>Fried Chicken, Country Style</i>	
<i>Chicken Liver, Saute, with Mushrooms</i>	
<i>T-Bone Steak, Pan Gravy</i>	
<i>New Browned Potatoes</i>	
<i>New Spinach</i>	<i>Stringless Beans</i>
<i>Lettuce and Tomato Salad</i>	
<i>Apple Pie</i>	<i>Grape Pie</i>
<i>Ice Cream</i>	<i>Sherbet</i>
	<i>Cake</i>
<i>Coffee, Tea, Milk, Buttermilk</i>	

Tenderloin Steak Dinner — \$1.50

Other week nights the dinner is priced at \$1.50 with a \$2.00 dinner on dance nights.

"Here is a thing of importance," Gund remarks, "that a lot of managers overlook and that is—golfers are always in a hurry. They want to be waited on the minute they come in the dining room. If such service can be had, the manager will find out that his restaurant business can be improved considerably. If a club cannot give the golfers quick service, they will eat elsewhere before they come to the club."

Gund does his own marketing, going in three or four times a week to find out what is fresh on the market and to shop from one place to another in order to get the lowest prices. Whatever he orders, he picks up and brings back himself, thus