J. Walter Spalding, Co-Founder of Company, Dies, Age 75

J. WALTER SPALDING, who with his brother, Albert G., founded the A. G. Spalding & Bros. organization in Chicago in 1876, died at his home in Monmouth Beach, N. J., Sept. 11.

Mr. Spalding was born at Byron, Ill., 75 years ago, and started his business career in the banking business in Iowa and later at Rockford, Ill. He was chairman of the board of A. G. Spalding & Bros. at the time of his death.

After Albert G., wiry kid pitcher for the Rockford team, attained athletic fame by defeating the famous Nationals of Washington, the Spalding brothers decided to launch into the athletic goods business and cradled their enterprise in a small store on Randolph street, Chicago. The Spalding youths were two-fisted battlers and played an important part in the formation of the National baseball league, which was organized to take control of the game away from gamblers and hoodlums who previously had been in command. Early in the history of the business. Albert and Walter were joined by their brother-in-law, William Thayer Brown, the association being responsible for the "brothers" in the corporate name.

Walter Spalding was the merchandising genius of the tribe and golf owes considerable of its successful nursing in this country to the initiative with which he went about increasing the market for the equipment brought into the company's headquarters by Julian Curtiss upon Curtiss' return from an early trip abroad.

For the last 30 years Mr. Spalding, and his wife, the late Marie Boardman Spalding, spent their winters in Florence, Italy. They were sponsors and guarantors of the Florentine Symphony orchestra and were decorated by the Italian government for their helpfulness to Italian culture.

Mr. Spalding is survived by two sons: Boardman, vice pres. and treas. of the Spalding organization, and Albert, the noted violinist, and his sister, Mrs. William Thayer Brown.

BEGIN now to think about your landscaping program for this fall. Shrubs and young trees should be planted then, not in the spring. Fall is also the time to put out bird houses; weathering over the winter removes human and paint odors.

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ANY MANUFACTURER SELLING YOU TEES IN PACKAGES NOT MARKED WITH HIS NAME IS EITHER ASHAMED OF HIS PRODUCT—OR THE POLICY UNDER WHICH IT IS SOLD TO YOU.

PLEASE REMEMBER:-

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Simplex Nine Hole Golf Tees



have been sold to professionals for the past six years—has been a mark for competitors to shoot at. The quality of our product and our policy to the professional are not approached by any other manufacturer.

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SELL YOUR CUSTOMER A BETTER GOLF TEE.

MAKE YOURSELF A BET-TER PROFIT, PROTECT YOUR BUSINEES

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The

PERFECT GREEN-CHAIRMAN

Would Be Like This

By SHERRILL SHERMAN, Green-Chairman, Yahnundasis C. C., Utica, N. Y.

Many greenkeeping authorities believe the best analysis ever written on the qualifications of a green-chairman to be the article which appeared in the December, 1926, issue of the Green Section Bulletin. It was written by Sherrill Sherman, veteran green-chairman of Yahnundasis G. C., Utica, N. Y.

At GOLFDOM'S request, Mr. Sherman has revised his article in the light of the past four and one-half years' developments, and it appears here with the urgent recommendation that club officials ponder these words of wisdom when the club next considers a green-chairman appointment.

T IS A matter little considered, yet nevertheless strange, that golf clubs, composed mainly of successful business and professional men, use so little method in selecting members of the different committees of the club. Certainly the board of management of a club, selecting men for the different committee chairmanships. should know what the work for the committee is and what qualifications the chosen man should have for the work of that particular committee. It should be self evident that the different committees of the club require for their successful work men of ability along different lines, for where one man would be extremely successful as a green-committee chairman, he might fail badly as a leader of the entertainment-committee.

With a feeling that in this age of socalled efficiency, a chart or short concise list of such qualifications would be of help in the selection by a board of governors, I have presumed to write this short article. Having spent a number of years in greencommittee work I feel that I may safely express my opinion as to the qualifications which would normally insure a club successfully choosing a man for the important post of chairman of the green-committee, with its great responsibilities for the successful growth and reputation of the club, for undoubtedly golf and the condition of the course are the main foundation stones upon which the success of a club rests.

It is possibly trite and seemingly unnecessary to list such qualifications but

often the repetition of the plainest facts. even if not in a new form, is beneficial. I believe that if these qualifications are listed separately, with maybe a division in major and minor groups, with a few words of explanation, the candidate can be checked against them readily and quickly, with the result that a good man could be chosen promptly. It is rather difficult to say what one qualification is the most desirable, but there can be no doubt that an intense interest in the work can overcome the lack of certain qualities, for interest generally enables one to overcome difficulties that without interest would appear too great to solve.

While it is hard to divide these qualifications arbitrarily and absolutely accurately, I believe the average reader would agree in general with the following division:

Major

Spare time.

Good player.

Willingness to use successful methods.

Freedom from prejudice.

Knowledge of proper greenkeeping standards.

Ability to visualize the needs of all classes of players.

An intense interest in the work.

Minor

Good organizer.

Artistic viewpoint.

Acquaintance with good courses.

Firmness to abide by a plan.

Pleasant manner. Popularity. Practicability.

Clear expression of opinion and explanation of ideas.

Use of knowledge of predecessor.

Major Qualifications

Spare Time-Unless one has sufficient spare time and the will to use it to oversee the work properly, no matter how great his other qualifications may be, he will find it an extremely difficult matter to keep a golf course in first-class condition. Constant supervision is vital to correct the ever-occurring troubles. Due consideration must be given to the fact that the men commonly employed are those taken from the class of ordinary unskilled labor, for whom it is necessary to do the planning and thinking to obtain satisfactory results. The varying conditions under which greenkeeping must be done require constant thought to obtain the best results.

We are assuming conditions as they prevail at the ordinary club, lacking the services of a long-employed, competent green-keeper. Where such a man is employed, the green-chairman's burden is considerably lightened, but his responsibilities continue, because no matter how fully qualified a greenkeeper may be, someone else can view conditions from a different angle and often catch what might be overlooked. In addition, the green-chairman must not shirk the responsibility of being the contact point between the members and the condition of the course.

Good Player—At least an average player, but preferably a good player, for the better player has passed through the different viewpoints as his game improved and is more likely to understand the desires and needs of players of all different abilities.

Willingness to Use Successful Methods—The use of successful methods, proved either locally or by tested trials in other clubs or by the Green Section, the Department of Agriculture or the different state agricultural colleges means better results at lessened cost. It hardly seems necessary to go into detail on this heading, for it is now possible through the Green Section Bulletin, the different golf magazines or state publications to learn of the proven ways for good greenkeeping. There should be an ability to adopt the standard to local conditions.

Freedom from Prejudice-The advantage

of such a condition of mind should be most evident, for all along the line it will reduce friction with both the members and the employes. It is well to be strongminded, but one's own ideas should not be allowed to prevent the adoption of new and better methods.

Knowledge of Proper Greenkeeping Standards-With a knowledge of what are the standards of good greenkeeping as regards the condition of the tees, the fairgreen, the rough, the greens, the hazards and the grounds, one will naturally, with intelligent effort, keep the course in better condition than if there is no standard by which to judge of a definite goal to be reached. It is not the purpose of this article to list in detail what these conditions are or should be, for that information is available elsewhere. The chosen one can not ordinarily have a full acquaintance with all the necessary knowledge of greenkeeping but his learning through experience is much aided by the intelligent help that he can obtain through the accumulated knowledge that has been assembled.

Ability to Visualize the Needs of all Classes of Players-This is where the fact that a man is a good player proves of as much advantage as does his freedom from prejudice, for this qualification undoubtedly means much to the happiness and development of a club and its club spirit; with pleasant relations among all, the prospect of the growth and prosperity of the club would be greatest. All kinds of men with different golfing ability and ideas make up the average club, yet all pay the same dues and feel that their desires and needs should have equal attention. The ability to visualize these needs, and as far as possible to gratify their wishes, is most important.

An Intense Interest in the Work.—It almost seems needless to mention this, yet by this intense interest better work can be done, and results accomplished that would be lacking without it. The golf courses of the country that have had a man who combined interest and intelligence stand forth as leaders.

Minor Qualifications

Good Organizer—The proper selection of the greenkeeper and a check-up of his organization, so that following a definite layout of the work lost motion is removed, and the same amount of work done in less time and better for less money. This surely means economy for the club, for

fewer men on the payroll means more money in the club's bank account at the end of the year.

Artistic Viewpoint — A golf course is more than just an expanse of land for the playing of golf. All work should be done with the viewpoint of good golf and good landscaping. The courses we all like to play and visit are those which combine a good golf layout with the proper utilization of all the natural beauties of the grounds; landscaping and golf can be combined successfully.

Acquaintance with Good Courses.—It is by personal visits to good golf courses that one is able to see a real standard by which he can properly gauge the upkeep conditions of his own course and its layout and so can change whenever and wherever necessary.

Firmness to Abide by a Plan—Continual changes in method of upkeep or layout of the course cost much money. Hence, after due consideration and the adoption of a plan, abide by it in spite of criticism, mostly given without due thought, by the members.

Pleasant Manner—A pleasant manner in discussing complaints and suggestions by members, with a willingness to accept good ideas cheerfully with due appreciation, and the discernment to be able to show clearly the lack of practicability of those which can not be used. At times it is necessary to issue some rule or order that is based on sound grounds that to the crowd may appear unreasonable, and in such a situation agreeableness would go a long way to handle the matter without friction.

Popularity—It is well to choose a popular man, if he has the ability, for he will be better able to carry members to agreement with his ideas and his popularity will mean that members will approach him in a mood of friendship when expressing to him their opinion whether of praise or criticism.

Practicability—To have ideas, visions, and time to fulfil them is not sufficient alone to insure success, for one must have the practical ability to turn ideas into actual work, at a cost that is within the income of the club as outlined in the budget submitted to cover the work of the year by the green-committee.

Ability to Express Opinion Clearly—An ability to express his opinion clearly so that all hearing may definitely understand

his idea. Also the ability to be able to show the reason for his orders to the employes, for knowing the reason for doing a certain thing in a particular way makes the work more intelligent, and consequently better results are obtained. If a workman is shown how worm casts deflect the course of a ball as it rolls on the putting green toward the hole, he will be more careful when poling the green to eliminate the worm casts.

Use of Predecessor's Knowledge-If the predecessor has performed the work well with due consideration for economy and permanent results, and kept the course in first-class shape to the satisfaction of the members, do not hesitate to use his knowledge and methods acquired through perhaps years of actual experience. Do not feel that it is necessary to follow the old saying that a new broom should sweep clean and change everything about; probably there has been a good reason for the methods used. On the other hand, do not feel that you are bound to follow slavishly without any initiative, but improve as you are convinced that you can better perform the work in another way either more quickly, more economically or more easily.

It is hoped that these few simple suggestions may prove of some value to the golf clubs in the selection of the right man for the very important position of chairman of the green-committee, with his great responsibility for the financial success and good name of his club. Clubs are judged as much by the condition of their courses as they are by the completeness of their clubhouses.

"PUTTING GREEN," NEW SCOTT BOOK, GREENKEEPING AID

Marysville, Ohio.—O. M. Scott and Sons Co. recently has issued an exceedingly practical and handsome booklet, "The Putting Green." This book represents a substantial contribution to the useful literature of greenkeeping and should be in the hands of every greenkeeper and greenchairman. The book is sent free on request by the Scott company.

Compilers of the book brought together material from successful greenkeepers, the Green section, various state university authorities and experiment stations, and from GOLFDOM in preparing a volume that covers the entire range of greens construction and maintenance. A notable job has been done and the booklet is certain of a prominent and busy place in the working library of the greensman.

Variation in Maintenance Cost Shows Character of Club

By JAY M. HEALD and PROF. L. S. DICKINSON

(Continuation of Comment on M. A. C .- GOLFDOM Research Findings)

N THE Greens Bulletin of the United States Golf Association, issued in April, 1930, appeared an article on "The Greenkeepers' Dwindling Budget."

One paragraph in this article contained the following quotation: "What proportion of the club's income is spent on the golf course and essential facilities of a golf club, and what proportion on the trimmings that go to make a country club?"

TABLE 1

	T TYTHEY T	
	Amount for	% For Golf
Total Expense	Golf Course	Course
\$337,290	\$35,862	11
196,996	24,235	12
196,536	24,168	13
202,174	27,386	14
94,883	13,681	14
142,158	25,891	18
92,225	16,585	18
43,095	7,834	19
102,835	22,460	22
93,595	20,567	22
92,931	21,617	23
104,434	26,372	25
89,334	22,847	25
84,196	22,290	26
74,557	19,631	26
72,934	18,755	26
83,315	23,076	28
89,513	26,251	30
122,239	37,559	30
112,547	34,453	30
69,777	21,800	31
108,506	36,000	33
110,834	38,064	34
66,203	22,397	34
60,269	21,794	36
69,937	25,893	38
35,559	13,921	39
49,193	21,321	44
51,968	22,562	44
53,810	23,890	44
61,707	29,868	48
60,220	32,492	55
38,528	25,486	66

In the investigation sponsored by GOLF-DOM and carried on at the Massachusetts State College under Prof. Dickinson during the winter, 33 annual reports were received from country clubs having 18-hole golf courses. These reports published statements of their total expenditures, and the amounts spent by the green-committee. With this material, even though limited, it was felt worth while to attempt to find out what per cent of the total expenses of the country club were spent by the green-committee on the golf course.

None of these reports came from any state west of the Rocky mountains or south of Mason and Dixon line.

The following table lists the total expenditures of the country club, the total expenditures of the green-committee for the golf course, and the per cent of the expenditures of the green-committee based on the total expenses of the club.

No Definite Relation

While it is evident from this table that there is no definite percentage relation between the total expenses of the country club and the total expenses of the golf club, it does show that most of the golf courses received from 18 to 39 per cent of the total amount of money spent by the country club.

As the total expenditures of the country club increased, the golf course percentage decreased. This indicates that the golf course expenses have a maximum, but that there is no limit to the amount that a country club can spend.

Twenty-one of these clubs reported golf course expenditures of between \$20,000 and \$30,000; the average for the 34 clubs was \$24,702.

One club was able to spend \$39,000 on its golf course. This is the maximum cost of maintaining an 18-hole golf course in the area reporting.

The range of the total country club expenditures is from \$35,559 to \$337,210, with an average of \$99,297.

The Greens bulletin article goes on to say: "In many large clubs the cost of running the clubhouse exceeds the cost of running two golf courses." If a golf club cannot spend more than \$39,000 to maintain 18 holes, and the balance of the expenditures is spent on the clubhouse, these figures show that 15 of these clubs bear out the above statement. Two clubs spend enough to run three golf courses; three clubs spend enough to run five golf courses, and one spends enough to run eight golf courses.

If we use the average figure of \$24,702 instead of the maximum figure of \$39,000 it is apparent that these findings will increase, even with adjustments made for interest charges on the plant.

Perhaps some day an analysis of the country clubs' expenditures will be made, and it will be interesting to see just where all money goes and if there is any percentage relationship between the same divisions of the clubs.

Course Cost Per Round

Another angle of the golf course cost problem, about which little has been published, but closely related to this subject of country club expenditures, is the "cost of maintaining the course per round of golf."

There are a few private clubs which were known to keep an accurate record of the number of rounds of golf played each season, and it was to some of these clubs that GOLFDOM sent a questionnaire asking for the total number of rounds of golf played in 1930. It was found from the replies that the average number of rounds of golf for the 18-hole country club course in the same area as that from which the cost of maintaining the country club was obtained was 20,842 rounds. Dividing the average cost of maintaining the golf course -\$24,702-by the number of rounds of golf gives us \$1.13 as the cost of maintaining the course per round of golf.

If the private club golf course receives from 18 to 39 per cent of the club's total expenses and the cost per round is only \$1.13, one has some figures to combat those arguments of non-golfing country club members who constantly lament the money the greens committee receives.

Just why the actual number of rounds of golf played on a course is not kept is not known; perhaps the directors feel that the results would show how little the course was receiving per round of golf. Certainly there is nothing difficult about it. Nearly every club sees that an accurate record of guests is kept, and the total

amount of revenue received from this source is published in the annual financial statement. However, did you ever see the cost per round of golf published in the greens committee report? It might be easier to increase the budget if this were known and published. It also would remind the club of the profit in guest green fees and the wisdom of keeping the course in condition that would attract guests.

NORTH BRITISH BALL APPOINTS CENTRAL STATES AGENT

Chicago, Ill.—Beckley-Ralston Co. has been named distributor for the North British golf ball in territory extending from eastern line of Ohio, including Kentucky, Tennessee, Alabama and other states west to the Rockies.

Extensive investigation conducted by Beckley-Ralston and the manufacturers' own staff resulted in the adoption of a policy that will restrict the sale of this ball to the professionals. The ball has been favorably received by pros and players and with the dollar retail price being protected against slashing by retailers other than the pros, the North British people expect their product to get a good propush during the coming season.

Adequate stocks are maintained for immediate shipment, but the stocks on hand are not such that they will retard the switch made necessary by announcement of the new standard ball that becomes official April 15, 1932.

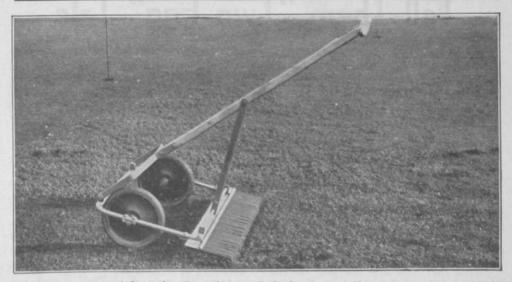
LEACOY, GA., PROFESSIONAL HAS TRICK IDEA FOR PUTTING

A L LEACOY, West Point, Ga., pro, has invented a putting instruction device that the birds start to kid at first but certainly are finding that it helps the pupils get the idea of putting with a pendulum stroke along the line to the hole. Al's stunt is a band that is comfortably fixed around the leg below the thighs and to which a swivel joint is attached in the middle. The handle of the putter is held by this swivel joint and when the pupil holds the putter handle he, or she, has to putt along the line to the hole. Leacoy worked it out in his own instruction work and developed some marvelous putters with the notion.

GOLFDOM's notorious testing laboratory for nut ideas has given Al's idea a good workout and made the skeptics pay-off. The device retails for \$1.50 and has a good discount in it for the pros. If you want any more dope on it, write Al Leacoy at Box 362, West Point, Ga.

OCTOBER, 1931 47

The TORO Del Monte Greens Rake



Every Golf Club should have these Toro Tools as part of regular equipment

POR removing the grain from creeping bent or Bermuda grass putting greens.. also for raking up the matted grass so the mower can cut it properly... the Del Monte Greens Rake is an exceedingly handy tool. Thirty inches wide... a large green can be covered quickly. Spring steel teeth, ½ inch apart. Pressure can be regulated by operator. Use it regularly to prevent graining and maintain a true putting surface.

For cultivating putting greens without marring their beauty . . . to open the soil for light, air, water and top dressing and to prevent excessive souring . . . use the Toro

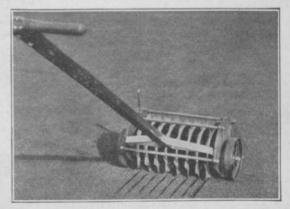
Zenith Disker several times during the season. It cuts the running stooling grasses and weeds without injuring the turf.

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The TORO Zenith Disker

When Members Howl at Prices Tell Them "Two Egg" Tale

Club officials, particularly house chairmen and managers, are urged to read this article, reprinted from the "Brassie," monthly magazine of the Brentwood Country Club (Los Angeles district). It is a clever and easily understood explanation of why dining-room prices must be "so high."

THE MANAGER was recently accosted by a member who stated that he felt the prices charged for food at Brentwood were too high. "For example," he said, "you have an egg dish on the menu consisting of two eggs, for which you charge fifty cents. Why, I buy them for my house at around thirty cents a dozen, or about five cents for two. Surely you can buy eggs cheaper than I can."

"True, but you are ignoring the fact that the eggs served you have been prepared in one of the numerous ways to which eggs are subject."

"Of course," replied he, "but that should not amount to much."

"Preparation, service and other incidentals necessary to the delivery to the member of the items on the menu constitute a very important part of the whole cost," replied the Manager. "I am going to prove this to you by submitting a statement of one month's business."

"The statement is a satisfactory one from our standpoint and one which cannot be classed as average, for during the summer months our deficit will equal this amount or more. Our food costs maintain a fairly steady average at about the figure indicated and our average cost per cover, exclusive of food, is around 75c or 80c."

After carefully examining the figures submitted, the member ventured to say: "I am a member of several clubs, city and country, and I hear many complaints by members of the high prices charged for food in my various clubs. Do you think the above figures typical of all clubs?"

Quite the contrary. Clubs have their own individual conditions and problems.

RECEIPTS		DISBURSEMENTS	
		Payroll\$1,671.03	
	\$5,336.03	Employees Meals 416.70	
		Buffet Supplies 319.33	
		Printing and Stationery 81.05	
		Ice 19.20	
		Laundry 207.02	
		Electric 58.79	
		Gas 80.00	
		Water 30.00	
		Music 31.00	
		\$2,914.12	
Deficit	69.73	Supplies\$2,491.64	
	\$5,405.76	\$5,405.76	
	Total covers se		
	Food cost per cover—\$2,491.64 divided by 3715\$. All other costs per cover \$2,914.12 divided by 3715		
	All other costs	per cover \$2,314.12 divided by 3113	
		cover\$1,45 ver—\$5,336.03 divided by 3715	
	Loss per cover	\$.02	

Golf

means all this at

FRENCH LICK

SPORTY play on two 18-hole courses, with George A. O'Neil, maker of champions, in charge.

The Cumberland foothills rising 'round you in thrilling beauty—cool, bracing air and flooding French Lick sunshine.

New pep and swing in your stride from the health-brimming



waters of Pluto, Bowles, and Proserpine springs.

And the spontaneous friendliness of all guests at French Lick. What a place for golf!

Come down . . . trim a few strokes off your score before winding up your season. Only eight hours' drive from Chicago —or overnight on the Monon.

\$8 a day, without bath. \$12 a day and up, with bath. American plan. Write or wire for reservations. Illustrated booklet on request.

FRENCH LICK SPRINGS HOTEL COMPANY

French Lick, Indiana

"Home of Pluto Water"

T. D. TAGGART, President



H. J. FAWCETT, Manager I think, however, our figures would be fairly representative of clubs where the same high-class cuisine and service is required, and operating under similar condition that we do. As you know, our members have every right to expect the same high standard of food and service at all times. This necessitates our carrying a large supply of food on hand and a sufficient number of employees to carry peak loads, for we seldom know whether we will have 20 or 100 for luncheon or dinner and we must be prepared to take care of any number.

"Now, to revert to your original statement relative to the cost of two eggs at home, I infer that you are like hundreds of other busy men who once a month receive the household bills, hand them to your secretary with instructions to draw checks in payment, perhaps give a grunt or two at the high cost of living and let it go at that, never having taken the trouble to figure the actual cost. Now, if you are willing to give me a little information, I will be glad to figure for you approximately your home costs."

This being agreed to, the following facts were obtained:

The Member, with his wife, occupies an eight-room house which costs him \$200 per month, taking into consideration interest, taxes, insurance, etc. This would equal \$2,400.00 per year, or a cost of \$300 per year per room.

A maid is employed at \$75.00 per month. It being fair to assume that at least half of the maid's time would be occupied in preparing and serving food, one-half of the expense of the maid's room and one-half of her wages are chargeable to the culinary department.

The Member lunches downtown, so it appears that five meals per day are produced for a period of 300 days, or a total of 1,500 per year (allowance being made for the maid's night off, dining out, etc).

Tabulating the obvious expense items, the following cost is arrived at:

Expense, dining room\$	300.00
Expense, kitchen	300.00
One-half expense maid's room	150.00
One-half maid's wages	450.00
Electric refrigeration	20.00
Gas for cooking	25.00
Light	20.00
Laundry	40.00
	The state of the s

Total\$1,305.00

\$1,305.00 divided by 1,500 equals 87c.

No allowance is here made for various incidentals, such as breakage, wear and tear on linens, etc.

"Assuming the above figures to be reasonably correct," said the manager, "it appears that each individual meal at home costs you at least 87c before any food costs are considered. Our price of 50c for two eggs does not appear so unreasonable after all, does it?"

"Well, I'll be hanged!" exclaimed the Member as he lit a cigar and walked away.

TRUE-TEMPER COMPENSATOR SHAFT ARRIVES

Cleveland, O.—The new "True Temper" Compensator shaft is made from seamless alloy tubing of ultra airplane specifications, tapered by the "True Temper step down" process and further distinguished by four channels in the wall of the shaft extending from grip to tip. These channeled walls give a compensating and balanced torsional action.

This shaft has already been adopted by some of the leading manufacturers and it will be confined to clubs in the higher price brackets; this because of the fact that the process of manufacture is an ex-



Interior view of new "True Temper" Compensator Shaft showing channeled walls as they appear from the inside of the shaft.

pensive one involving an unusual number of heat treating, tempering and testing operations. It is felt by the makers of the "True Temper" Compensator that this shaft will be a distinct aid to the golf pro in helping to maintain a good volume of business on high quality clubs because it will be obvious to the golfer who is buying carefully that such a shaft must be a high priced shaft and one which adds considerable to the cost and value of the club.