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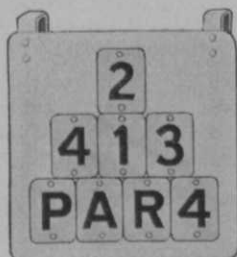
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1 to 10 Washers.....	\$5.50 each
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Bag Rack .....	5.50 "
Tee Stake.....	1.50 "
Waste Container .....	1.50 "
Tee Data Plate.....	1.50 "
Towel with Grommet.....	.15 "
Towel Ring.....	.10 "

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# Managers Plan to Give More for Less Money as 1932 Policy

By AL GAYLOR

**A**FTER THE toughest year club management has known, a representative group of about 150 delegates showed up at the sixth annual convention of the Club Managers' association, held Feb. 18-20, at Hotel Warwick, Philadelphia, and discussed the holds they had used in successfully wrestling with their problems during 1931. They were far from a downcast bunch. As a matter of fact, there was considerable confidence in evidence as the managers, in many instances told of having been able to show house profits or an even break in 1931 because they were allowed to do what was necessary to make this showing, instead of being compelled to work according to the experimental ideas of uninformed committees.

The general sessions of the Managers' assn. hit the high spots, but the specific plotting for better management is done in the informal sessions at which the house operating executives compare notes. The country club group session, under the leadership of Frank Murray, v. p. of the national organization, made incisive probes into the golf club situation and dug up the most debate when the matter of

salaries was discussed. Backfire of attempts to operate with incompetent managers, who may be obtained for almost any price, were cited in glaring detail. Reduction of staffs that still permitted good service by re-arrangement, and leaves of absence, were mentioned as having maintained the basic wages in a number of cases, and keeping up a high efficiency and morale.

James Williams, Oak Hill C. C., Rochester, N. Y., and James Bohlen, veteran manager of Chevy Chase, engaged in a spirited investigation of salary policies that would not lower the standard of operation. Williams told of what was being done with the membership problem at his club and in reducing the winter loss in the house. Williams told of the club making \$1,900 clear from its 21 dinner dances last year. Charge for the affairs is \$2 a plate, with \$1.50 being credited to the restaurant. Bohlen said that the Chevy Chase dinner dance charge had been reduced from \$2.50 to \$1.50 but extra service usually increased the charge.

The managers expressed the opinion that extra service, formerly thought a necessity in golf club operations, would have to be eliminated in making economies in 1932. A service charge of 5 per cent or 10 per cent, to be distributed among the employes who stayed through the season, was recommended as a cure for the disturbance of salary cuts.

A canvass of the managers in the country club session revealed that only about a quarter had had their salaries reduced and about half had been compelled to cut wages of employes.

## Accounting Is Hot Subject

Several times during the discussions reference was made to the difficulty of comparing clubs because of the lack of accounting uniformity. In some instances it was only by private records were managers able to get a true picture of their own operations, as their clubs' methods of accounting were misleading.

George D. Fish, an accountant of New

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### CLUB MANAGERS' ASSN. ELECTS OFFICERS

Thomas P. Jones, Harvard Club, Boston. . . . Pres.  
 Frank Murray, Ravisloe C. C., Homewood, Ill. Sec.  
 Jesse Wetzel, Detroit Club. . . . Treas.  
 Walter Cummings, Detroit A. C. . . . First V. P.  
 Ralph Sykora, Longue Vue Club, Pittsburgh. . .  
 . . . . . Second V. P.  
 B. E. O'Grady, Hamilton Club, Chicago. Third V. P.  
 Fred Wood, Denver A. C. . . . . Fourth V. P.  
 Henry Dutton, Boston City Club. . . . Fifth V. P.

### DIRECTORS

Martin Whelan, Racquet Club, Chicago; J. A. MacGoogan, Youngstown (O.) City Club; Thomas B. Carvey, Dallas (Tex.) City Club. Tom Carey, Union Club, Pittsburgh, retiring president, and Herman Lewis, Wilmington (Del.) C. C., retiring secretary, were named directors ex-officio.

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## TORO MASTER MODEL A TRACTOR

Here is a tractor without competition in the light tractor field. Like the Model B, it is not simply a pleasure car chassis called a tractor, but is built for a special job, namely golf course maintenance, and has ample power for any legitimate load. It handles with ease seven mowers up any grade where golf course turf can be grown. The 15" rear wheels afford ample traction under any conditions. In short, the Master Model A tractor is the tractor for the club that

wants a real machine for the job. Like all Toro equipment, the Model A tractor is built with a wide margin of safety.

## MASTER MODEL B TRACTOR

A real outfit built from the ground up to handle its job well. The Toro is a golf course tractor all the way through, with heavy chassis, special radiator; a brute of a rear end that can almost pull stumps without tearing it up; 15" tires on the rear wheels; all steel dump body holding one cubic yard; starter. It is in every way a thoroughly dependable, handy all around tractor.

This machine is furnished regularly with steel tires front and rear. May be had with pneumatic tires in front and steel in rear; or pneumatic all the way round, or steel in front and Barth in the rear, or pneumatic in the front and Barth in the rear. Rubber tires extra. When it is equipped with pneumatic tires in the front and Barth in the rear it makes an excellent truck as well as tractor.



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York, spoke of an effort to analyse the 1930 and 1931 statements of 60 country clubs in the New York district with the intention of making a forecast for 1932. The effort was futile due to variations in figures and a sharp slump in income during the latter part of 1931.

Fish advised the managers to get their committees to face the facts: that if revenue falls too far members must pay more or be content with less service. He further stated that clubs can stand a drop of 20 per cent under the 1930 house revenue in most cases and still get by with good management, if good management is permitted to manage.

### Ted Dewitt Tells 'Em

Theodore Dewitt, Cleveland, head of the Dewitt hotel system and a former club manager started fireworks in the Friday session.

Excerpts from his address:

"Before a man can attempt to say anything about club operation in general, I believe he will have to ask himself some questions. First, he should know the purpose of his particular club. Second, he certainly will have to know whom he will serve and please; the quality of the membership is an important factor in operations. He then has to form an operating policy.

"After that policy is determined the next important point is income—how much money is available to carry the policy out. Next, determine the expenditures — fixed charges such as taxes, and interest on the bonded indebtedness, if there is any; then the operating departmental expenses.

### Budget Is Club Essential

"Having established income and expenditures, the next essential is to determine a budget. I believe it is just as important to have a budget in a club as it is in business or private life, unless you want to meet the sheriff. In setting up this budget, make use of figures for the previous two or three years on the operation of each department and you will be very close to your probable income and expenditures for the coming year. You then attempt to balance your budget and perhaps even show a profit.

"But just what is profit in a club? Do you call profit at the end of the year any balance that is left after meeting all your expenditures from the revenues you receive in dues? Or do you call profit the net result of the various departments after

all operating expenses have been properly charged to that department? I have always taken the position on profit that there isn't a club in the world entitled to make a profit on its operations. I have always tried to live within the income the club had, but I wasn't interested in making a profit at the end of the year. My idea is that the club's charter claims it is not organized for profit, so why change your mind later? If you will manage your club to give your members better food, better service, pleasant surroundings, a lot of atmosphere, a lot of service, and live within your income, I claim that you are a wonderful manager.

### Manager Must Demand Free Rein

"Today we see a tendency to cut down on the things we are giving the members,—to cut down on the service and on the quality of that service. But you are not cutting the dues that you are charging that member. So I say he is entitled to better service, more for his money, more of everything because he still pays \$150 for dues, and there is no other commodity he buys he doesn't get for 30 per cent to 40 per cent less.

"But you are going to have your house committee say, 'We will have to cut 10 per cent here; we will have to cut 15 per cent there.' How are you going to meet them when they say that? It reverts to just this one thing that I have always preached. Just what is a club manager? Is he something that just dropped out of the sky? No. I claim it is up to a club manager to impress on the chairman of the house committee, who is a business man of some kind, in very certain terms that he is representing a profession and that he knows more about all phases of the operation of that club than the man who sits on that committee. I wouldn't be rough telling it to the man, but I would be very, very definite in my statement.

"I know it is hard to do, but I believe, gentlemen, that if you set out and first sell yourself to the house committee and have them unconditionally understand that you know what you are talking about, that you are fully capable to do all of the thinking for that institution you are managing, that that is the only way you will be able to do your job successfully."

### Discuss Cafe Curfew

The early part of the Thursday session was devoted to routine business, but after this was disposed of, a brisk discussion

## THOMPSON COMPOST SPREADER

**T**HIS is a new, practical one-man Spreader which distributes rapidly and uniformly at any rate of application desired. It contains a great new non-clogging force feed principle for distributing moist or dry material.

Spreads all materials used on greens or fairways without ridges or bare spots. Distributes compost or prepared soils, fertilizers and plant foods.

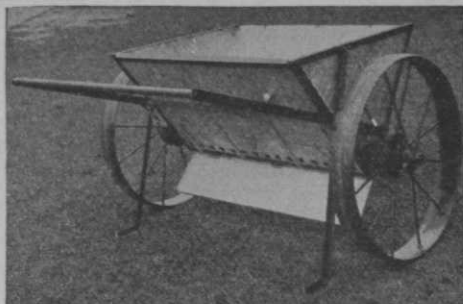
*There is a Thompson Spreader and Sower for every golf course requirement.*

Write today for literature on the complete Thompson line of Spreaders, Seed Sowers and Barrel Sprinklers.

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developed in the "Open Forum." Joseph Webb, of Birmingham, Mich., suggested keeping the club dining room open until 9:00 o'clock instead of 8:30 during the summer months. William Norcross, of Garden City, N. Y., declared he would keep the dining room open as long as anyone wanted something to eat; that it was not club-like, if a man came in just at the closing hour, to say "It's nine o'clock, sir. You don't eat." Adolph Koenig, of Elmsford, N. Y., took the opposite view, that it was an imposition on the dining room staff and bad for the morale of the employees. His club, he said, followed the practice of a definite closing time. The locker room attendants were instructed to tell any members starting out after five o'clock that the dining room closed at nine, but if they desired to eat later than that, they could leave an order. This method had developed no complaints over several years, and was a decided success.

Leonard G. Latham, of Wellesley Hills, Mass., whose club has no definite closing time for its dining room, said he had benefited by neighboring clubs who closed their dining rooms promptly; their members would play late and come to his club for dinner.

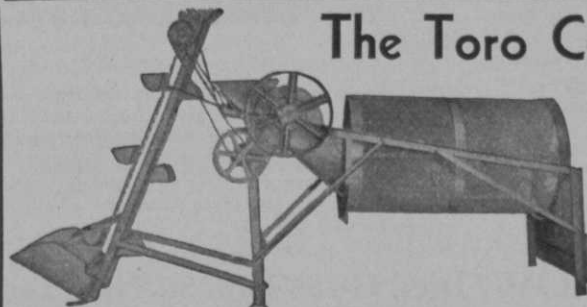
On the subject of loss of membership, Norcross told of his success in persuading members, who had dropped their membership because of financial embarrassment, to pay dues by turning in the stock or bonds they had bought in the club; house accounts to be paid in cash.

The practice of admitting new members to clubs without paying the initiation fee was spoken of unfavorably as unfair to the membership. Joseph B. Uhler, of the Penn Athletic Club, Philadelphia, told of a plan his club had adopted with marked success, permitting the new member to pay his initiation fee over a period of four years.

Charles K. Swafford, Advertising Manager of the Hotel New Yorker, gave an address on the value of advertising suggesting to the managers how they could build the business and reputation of their clubs.

Speaker of the Saturday morning session was Dr. William McClellan, economist, former Dean of the Wharton school, University of Pennsylvania, and now vice-pres. of Stone & Webster, Inc. His remarks were addressed to the present state of business and prospects of recovery.

The 1933 convention was awarded to Chicago.



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## CHOOSING SITES

### New England Experience Shows Value of Soil Appraisal

**G**ALLERIES, players and press during the 1932 Women's National championship at Salem (Mass.) C. C. probably won't realize the fact, but they will be walking over a course that illustrates one of the lessons most golf club organizers still have to learn.

The lesson Salem teaches was profitably put to account in the construction of another New England course, Lake Sunapee, which is highly rated by the veteran golf writer of the Boston *Transcript*, Linde Fowler.

Edward J. Poor, who figured prominently in the official activities of both clubs, tells the tale and points the moral. Says Mr. Poor to GOLFDOM, in commenting on the unusual foresight Lake Sunapee showed in selecting its site from one of 7 offered locations:

"In 1925 and 1926 I served on the committee which built the Salem C. C. golf

course and clubhouse. In developing the project, 800 acres of land were purchased by the club before the golf architect, Donald Ross, was engaged. Although the site was convenient and the contours satisfactory, much of the land had to be cleared, swamps had to be drained, and after the work started, it developed that the land, although without ledges, was very rocky. Nearly 15 tons of dynamite were used in the construction, and the final result was that the 18-hole course cost about twice the estimate to build.

"As a result of this experience, when I went to work on the development of the Lake Sunapee C. C. 18-hole course, I strongly advised that a golf architect be engaged before the site was selected, and that in selecting the land for the course, convenience and accessibility of the location should not be made the major consideration. Although putting this plan into effect delayed the project somewhat, the final result was that the course was built in a very expeditious manner and the cost was very moderate because the site was deliberately selected to provide these ends.

"Seven sites were available and considered in connection with the Sunapee proj-



When the constant tramp of feet pack down your greens

Renovate with **SORBEX**

From the time a new green is opened to the first player, the steady tramp, tramp, tramp of feet across its surface slowly, but surely, packs it down until the condition of the soil area in which the grass roots are supposed to exist is no longer fit to sustain them. Even the best of original soil preparation succumbs to this army of heavy hoofs in time. If the original preparation hasn't been so good and water is used too frequently to soften the turf, the packing process is hastened.

The regular use of light applications of SORBEX will materially improve the condition of any greens

turf. Sorbex is a moss peat ground 25 times finer than any peat moss, and its powder-like substance quickly penetrates the turf sod and gets right down into the soil. Once there, it helps aerate to increase oxidation, control free water content, improve drainage and make a better, softer, long-lasting turf.

When you have to renovate "from the top down" without digging up your green—use SORBEX—there is nothing else like it—absolutely nothing to use that will compare with its capacity for doing a darn good job. We've a sample waiting for you—will you send your name and address so we can forward it?

**ATKINS & DURBROW, Inc., G-165 John St., New York**

ect. Some of these sites which were within 10 minutes by water or bus from the center of the vacation region which the golf course was being built to serve, were naturally strongly favored. The site finally selected, however, was perhaps the most inconvenient one from the standpoint of the average member, but there is little complaint now in regard to the inaccessibility because the members appreciate that a first class golf course with exceptionally fine turf and a very satisfactory clubhouse has been provided at a moderate expenditure and with a very low cost of upkeep. Although there is a substantial first mortgage on the property, the club is being operated, including interest, for less than \$25,000 a year.

"As the Lake Sunapee course is located in a sparsely settled country region, many more satisfactory low cost sites were available than would have been the case in a large city or built-up community. However, I believe that any golf venture would be better handled if the golf architect is engaged before the land for the course is selected, and given definite responsibilities in regard to the cost to build and the quality of course which will result."

## Three-Quarter Million Rounds on Chicago Muni Courses in '31

**M**UNICIPAL golf figures for the 1931 season in Chicago reveal 717,194 rounds of golf were played on the district's ten public park and forest preserve courses, eight of which are 18-hole and two 9-hole.

Lincoln Park led the parade with 119,750 rounds. Other courses returned figures as follows: Jackson Park (18-hole), 80,812 rounds; Jackson Park (9-hole), 73,903; Marquette Park, 79,889; Columbus Park, 76,752; Garfield Park, 54,201; Northwestern, 47,334; Edgebrook (18-hole), 74,671; Edgebrook (9-hole), 90,441; Palos Park, 19,441.

## SWANN TELLS OF TESTS OF NEW FERTILIZING METHODS

New York City.—Details of the Graham grassland fertilization methods and results now are available from Swann Fertilizer Co., 1239 Graybar Bldg. Feature of the system is placement of "complete, quickly soluble plant food uniformly and accurately below the surface of the grass." The method will be subject of extensive experiments during 1932, according to the company.



### For Every Requirement

Ask your dealer for prices on Dickinson Tested Quality grass seeds of all varieties for green, fairway and rough. Name of nearest dealer sent on request.

*Experienced Greenskeepers know what this name means*

# Dickinson for Tested Quality Grass Seeds

There is nothing you buy of which it can be more truly said than of seed, that the first cost is the least. In times when every dollar must be conserved then, more than ever, does it pay to buy, and insist upon getting the finest, cleanest seed obtainable.

The name Dickinson on tag or bag is assurance of expert re-cleaning, accurate testing, utter dependability.

**THE ALBERT DICKINSON CO., CHICAGO**

Minneapolis New York Buffalo Boston Pittsburgh

## STARVE BY MOWING

### Leaf Surface Reduction Hinders Grass "Digestion"

By LOUIS V. GOWDEN

Greenkeeper, Green Gables C. C.

**W**ITHOUT fertilizer and without proper physical conditions of soil, grass cannot grow properly to produce good turf and at the same time a strong, healthy plant. So much has been said about fertilizers that I think most growers of turf have a pretty definite idea of what it takes to make a good soil for good turf. But while so much has been said about feeding the grasses, very little has been said about the ability of the grass to use the available plant food.

We hear a great deal about a good root system and that is, of course, necessary, but do we stop to think that the root system is used for two purposes: first, to gather food material and second, to support the plant. What, then, becomes of the food material after it has been gathered by the root? From the roots it is taken directly to the leaves. Why? Because the leaves of the plant digest the

food material the same as the animal's stomach digests its food. If there are no leaves or if the surface has been reduced so much that there is not sufficient place for digestion, it doesn't matter how perfect the soil is, the plant can't possibly prepare the food sufficient for the proper growth of the plant. Naturally the plant becomes weak and is subject to disease as well as inferior as a turf.

In the animal kingdom we always see strong, vigorous animals with a highly developed and healthy digestive system. In the plant kingdom we always see the vigorous, strong plant with a well developed top or leaf system. It is just as necessary for a plant to have a good digestive system as it is for an animal, so why then cut off three-fourths of the plant's digestive system and expect it to be as vigorous and strong as the one that is left to grow normally?

I know we have got this mowing to do to keep a good turf but let us remember that the leaf surface is the stomach of the plant and when we reduce the leaf surface we surely hinder the growth of the plant. It is necessary then to let our grass grow as long as possible and at the same time keep a good putting green surface.

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# The RIGHT Fertilizer

## for *balanced* turf needs!

The right fertilizer to produce best all around turf results must of necessity be an extraordinary combination of materials.

—and—DRICONURE, alone, of all the fertilizers available for your consideration, meets this need most satisfactorily. If soil isn't physically right Driconure has the humus content to build it up. If soil is impoverished Driconure will overcome this unfavorable condition. If increased bacterial activity is necessary Driconure will create a most active bacterial culture for its component parts are natural food for bacterial development.

Try it! Compare! Note the color and softly resilient condition of turf after it has been consistently treated with Driconure. One good, thorough test and you will agree that it is the right fertilizer—because it feeds the natural way—the *right* way. Samples and prices gladly sent on request.

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# Michigan Short Course Gives Close-Up on Problems

By C. E. MILLAR

Prof. of Soils, Mich. State College of Agric. & Applied Science

**NINETY ENTHUSIASTIC** greenkeepers answered roll call at the Michigan State College's second annual short course for greenkeepers. Representatives of clubs from all sections of Michigan were present, including County Agent J. G. Wells of the upper peninsula who represented the greenkeeper's association of that section. In addition, the college welcomed 3 men from Illinois, one each from Ohio and Indiana and one from West Virginia. Among those present were the four Dustin brothers, one of whom, Sylvester, of Cascade Hills C. C., won the championship at the greenkeeper's tournament staged last summer at the Lansing C. C. when the Western Michigan Greenkeepers Assn. served as host.

Lectures and demonstrations presented

during the course aimed to give the greenkeepers information that was most serviceable in solving their immediate problems and in giving them a background for arranging future management programs that would tend to avoid difficulties. Suggestions from both the Detroit and Border Cities Greenkeepers Assn. and from the Western Michigan Greenkeepers Assn. under the leadership of presidents Herbert Shave and M. F. Webber, respectively, were followed in arranging the program. The time of holding the course was also set to meet the convenience of those planning to attend, as expressed during their midsummer meeting. It was expected that early in December all reconstruction work would be completed and the growing season would be so recently closed that

## BENT GRASS SEED

**I**F we are going to bring back permanent PROSPERITY the American people must bend every effort toward co-operating with one another, not only in demanding a decrease in the cost of government, but in our purchases we should give preference to commodities produced in our own United States of America, which will KEEP AMERICAN LABOR EMPLOYED.

I have not laid off any of my help. They are men of intelligence and who are willing to turn out a fair day's work for a fair day's pay. Due to the fact that they are willing to work (for the time being at least), for less wages, I am passing this saving on to my customers.

ECONOMY and EFFICIENCY in these times more than ever are the watchwords of every alert business man. Due to the deflated condition of many golf club treasuries, it is necessary for the person in charge to look carefully into VALUES before making his purchases for seed supplies.

Native, acclimated and winter hardy, upland grown *Rhode Island Bent* produces a beautiful even turf of the highest type, and I am now selling it for *LESS THAN HALF* what I got a few years ago.

**A. N. PECKHAM, Kingston, Rhode Island**

specimens of turf and weeds would have to be kept in the greenhouse for use in the laboratory. As it proved, the season was so warm that specimens of weeds and various grasses could be brought direct from the field; the identification of these with short discussions concerning their growth habits by Dr. Darlington of the Botany dept. proved very interesting.

### No Safety in Set Schedule

The outstanding feature of the program was the talk given by Dr. John Monteith, Jr. of the U. S. G. A., Green Section. His illustrated lecture, with many colored slides on the diseases of turf grasses, was of such absorbing interest that it held the absolute attention of all in the room for well over an hour. While reviewing the commonly accepted methods for controlling large and small brown-patch and snow-mold, Dr. Monteith pointed out the necessity of care in diagnosing the trouble and in following directions accurately in the application of fungicides. He especially emphasized the importance of adjusting fertilization and watering programs to prevailing climatic conditions as a means of keeping grass in a healthy condition and of warding off disease attacks. He made clear that no set program for watering and fertilization can be laid down, as soil conditions, previous treatment, temperature, rainfall, and immediate condition of the grass are determining factors in what treatment should be applied or procedure followed.

In discussing scald, Dr. Monteith pointed out that the term is applied to a multitude of difficulties, the causes of which the greenkeeper cannot explain. Some times irrational fertilization, improper watering, uneven distribution of fungicides and insecticides bring about an unhealthy condition of the grass, which causes it to go out under adverse conditions. All such difficulties are rather commonly designated as scald by the greenkeeper for want of a correct explanation of the difficulty.

A lengthy discussion on fertilizers and greens fertilization was led by Dr. Tyson, of the Soils Dept., and Dr. Monteith. Dr. Tyson discussed the various nitrogen carriers, grouping them into organic and inorganic compounds. He pointed out that most of the inorganic or mineral compounds of nitrogen are readily available and on the whole water-soluble, while the organic nitrogen compounds vary greatly in the availability and depend on biological action in the soil to make them available.

When much of such compounds have been applied to the greens, the nitrogen may lie dormant for a long time until climatic conditions become satisfactory for bacterial action, when a large quantity of nitrogen is liberated at once. This unbalances the food condition for the grass and makes it tender and very susceptible to disease and mechanical damage. Only a limited quantity of organic nitrogen, therefore, should be included in fertilizers applied to greens.

Dr. Tyson further pointed out that superphosphate contains phosphorus in available condition and on the whole is more desirable than bone meal and other phosphate carriers. Potash is supplied largely as muriate which is water-soluble. The fact that fertilizer analyses are expressed in symbols or figures such as 12-6-4, 6-8-6, etc., in which the first figure stands for total nitrogen, the second for available phosphoric acid, and the third for water-soluble potash, was mentioned. When a greenkeeper purchases the ingredients and mixes his own fertilizer the necessity for repeated scooping from one pile into another to insure thorough mixing was emphasized.

### Explains Fertilizer Make-up

The question arose as to why fertilizers are not 100 per cent plant food, instead of 20 to 21 per cent nitrogen in the case of sulphate of ammonia, 20 to 45 per cent phosphoric acid in the case of superphosphate, and around 50 per cent potash in the case of muriate of potash. It was explained that phosphoric acid and potash themselves are of such a nature that they cannot be handled or applied through machinery without serious damage to the worker and the machinery and if applied to the grass would immediately destroy the vegetation. Nitrogen, it was said, in its pure form is a gas and, of course, cannot be applied in that condition. It was made clear that these elements must be combined with other materials in order to put them in a form that may be applied without damage to hands, machinery, or vegetation. In combining the plant food elements with other constituents to put them in a condition suitable for use, the percentage present is necessarily reduced.

Dr. Monteith pointed out that a rational system of fertilization consists in the addition of a complete fertilizer to greens once a season, usually in early spring. During the remainder of the season soluble nitrogen should be applied as needed. Care in obtaining uniform distribution of the ni-