



The dance floor at the Palma Ceia GC, Tampa (Fla.) well-managed club, is a special design and composition bought at a bargain from the Century of Progress exposition. It's one of the most beautiful outdoor dance floors among country clubs.

This ideal structure was made possible only by the full cooperation of the bondholders, who wisely preferred to continue the club rather than acquire the club properties by the usual legal method. The club has a business management, but must, nevertheless, serve the membership to its satisfaction or, of course, it cannot prosper.

Not Clear Out Yet

Although many clubs have done excellent jobs of working toward salvation during the depression, there continues to be the problem of getting cooperation from people who hold first mortgages on the properties, although these security holders have long since taken complete losses on many other of their earlier deals.

Stubbornness to concede that golf clubs must reorganize away from pre-depression figures, may force several clubs to seek relief under Section 77B, whereupon the mortgage holders may not fare as well as they would by cooperating with club officials who have been setting the club on a financial basis suitable to these times.

Such a case is described by the president of a well-operated club in a moderate-sized midwestern city:

Our club has had a very remarkable experience during the past several years. Three years ago when the season officially closed we found ourselves with ac-

counts receivable for uncollected dues of better than \$5,500.

This of course put the club financially in such shape that the old-timers were inclined to throw in the sponge. A younger group with a few of the real stable old-timers got together and decided that conditions could be bettered with a good business management.

Our bond indebtedness at that time included \$100,000 first mortgage 6% issue which called for a \$3,000 principal payment starting with 1932, stepping up each year until 1944. Because of the depression the active membership roster between 1930 to the close of 1932 after we had sifted many of the uncollectables dropped from 324 to 184.

The writer was elected president and immediately organized committees and adopted stringent rules regarding dues payments and so forth. We started a membership campaign giving family privilege proprietary memberships to eligible prospects gratis, they paying only the transfer fee of \$10.00. These were reclaimed memberships.

Sixty-six new members were obtained in 6 weeks in 1933 and 57 in 1934. At the same time we refused to pay interest and principal and forced a refinancing plan of our first mortgage paying 3% interest for 1½ years, 4% for one year and stepping up each year at the rate of 1% until we had reached 7%.

A serious program of reconstruction and course improvement was laid out and a campaign for retirement of the second mortgage adopted. Before the end of 1932 all outstanding accounts were paid in full

and the club was again in the good graces of the business men. During 1934 through trades and exchanges and cash, we were able to repurchase all of the second mortgage bonds and at the annual meeting at the close of the season burned the second mortgage as part of the program for that evening.

At the time of the original refinancing of the first mortgage we realized that this program was temporary and it now reaches a point where the interest increase on the first mortgage is again becoming serious from the financial point of view. It is our opinion that we should refuse to pay the interest and take some steps to make a reasonable adjustment because the original members who paid \$250 for their memberships have taken a 100% cut and others holding other securities have taken tremendous cuts in general in their investment files.

A "New Deal" Plan

One of the metropolitan district clubs which suffered membership loss severely because of its location rather than because of any lack of character in plant and operation, is coming out of the slump in good shape.

The plan which the reorganization is following is described by the president:

The bonded indebtedness of our club was originally \$125,000 and, with a membership during good times of between 250 and 300, it succeeded in reducing the indebtedness to a principal amount of \$50,000, which indebtedness matures this next fall.

About two years ago, when the depression was in full swing, our membership reached a low of 90 members. This was due in part to a lack of effort to secure new members during that one season. During the winter of 1933 and the spring of 1934 we were up against the proposition of either securing a great number of new members or levying an assessment upon the old ones.

An assessment at such a time is dangerous to consider as it might cause a loss of still further members, so we started on a strenuous membership campaign, selling equity memberships for \$1.00 and allowing members to pay dues from the month they joined. On this basis we secured 110 new members and felt that we would go into the new year at least on an even keel. As it happened, however, great losses in membership were sustained in the fall and winter, due, among other things, to worry over the financial situation of the club and, on the part of a number of individuals, their own particular financial situations.

Our fiscal year ends September 30th, at which time any member can resign. Up

to September 30th, 1934, the average amount of dues received by us from all of the new members was \$50 each. The increased number of members required increased operating expenses, and the result was a deficit. All during this time the creditors were held in check through the heroic efforts of our treasurer.

A survey of the situation during the month of January, 1935, disclosed that we had somewhere in the neighborhood of 120 members of good standing and an impatient group of creditors. We could not figure where we could operate during 1935 and still take care of the carry-over of claims for the past several years. The situation was submitted to the members and a special committee appointed to consult with the Board of Directors to provide a method of reorganization. After consideration of various ideas and plans, it was decided to petition for relief under Section 77B.

On February 16th, 1935, a petition was filed, which was approved by the Court as having been filed in good faith, and an order was entered putting the golf club permanently in possession. A further order was entered restraining all creditors from taking any affirmative action on their claims and requiring that they file claims in the Federal Court by March 25th, 1935.

A plan has just been agreed upon which will be presented for approval and confirmation within thirty days. This plan is in substance as follows: A new corporation is to be formed immediately. The present members of the club, together with new members as they are secured, will join this organization. The new organization offers to issue new bonds in the principal amount of \$50,000, dated as of the date of the confirmation of the plan and payable on or before ten years from their date, with interest at the rate of 4%, payable semi-annually. It is intended, out of net income, to set up a reserve for liquidating this indebtedness.

Unsecured claims amounting to approximately \$27,000 will be reduced to forty cents on the dollar, for which the new organization will issue debentures payable on or before five years from the date of the confirmation of the plan and bearing interest at the rate of 3% per annum. A reserve will be set up from net income to pay or purchase these claims from time to time. Taxes and reorganization expenses will be paid by the new organization.

As heretofore stated, the old club can operate until confirmation of the plan, under supervision of the Federal Court. In order to be able to so operate, arrangements are being made whereby the members of the new club can pay their dues into the old club until such time as the plan is confirmed, and they will be given

credit on their new club dues for any monies so paid.

In order to avoid the great loss of members over the winter season, it is intended to reduce the dues to \$120 per year, of which \$60 will be payable April 1st, 1935, and the balance in monthly installments up to and including the month of September, 1935.

An executive committee of three is to be appointed by the president, subject to the approval of the Board of Directors, whose duties are rather novel in the way of golf club management. One member of this committee is to be an expert accountant and all of them must be familiar to a certain extent with golf club operation. This committee will prepare the budget for the year and from month to month, and their directions will be followed implicitly by the Board of Directors. They will employ a manager and will be in direct charge of the various departments of the club involving the expenditure of money.

The only regular committees which the members will operate will be the Sports and Pastimes and the Entertainment committees. It is commonly known that most of the operating losses sustained by golf clubs are through the activities of the various and sundry committees who do not always follow their budgets very closely.

It is also intended to have the president of the women's organization in the club serve in an advisory capacity with the Board of Directors so that more consideration can be given to the women's activities.

A Membership chairman of the new organization has been appointed and he is gathering around him a group of the most energetic members. A very active membership campaign will be conducted, and the Chairman promised that we should have at least 150 new members in the club by the first of May. This is quite an undertaking, but considering the cost of playing golf at our club as compared with other clubs, and the fact that it ranks up with any of them as far as its course is concerned, should be helpful in securing new members. Most clubs have dues of \$200 a year or better. Our new club fills the need of a great number of people who must play at a private club and still cannot quite afford to allot too much money for their golf.

A BILL has been introduced in the Minnesota legislature to authorize leases of state forest lands by the state conservation committee to non-profit organizations for public golf courses.

S. P. Jermain, Veteran Golf Notable, Dies at Toledo

SYLVANUS P. JERMAIN, one of the beloved and constructive factors in American golf for many years, died in a Toledo (O.) hospital, April 20, after a lingering illness. Jermain was perennial president of the Toledo Golf league, active in the formation and operation of the amateur circuit that includes Toledo, Detroit, Cleveland and Buffalo, and a long time member of the USGA Public Links section. He was active in the formation of the Public Links section and was honored by the Toledo public parks players and authorities.

Jermain was one of the first club officials to waive the old caste restrictions on pros. At the National Open of 1920, held at Inverness where he was one of the leading members since the club's inception, Jermain saw to it that the pros were treated as welcomed and honored guests. The pros never forgot that, and when the National Open was played at North Shore in 1933 Jermain was presented with a token of pro esteem.

In his youth he was a good player, and always an ace of sportsmen. Reverses in business and health during his declining years, worked severely on him, but never to such an extent that he would not eagerly contribute of his remaining energies to the advancement of the game.

As a farewell to Jermain, golf can repeat, "Well done, thou good and faithful servant," with sincerity and sorrow.

Golf Course Costs Solved; Members Do the Work

PERHAPS the answer to getting members acquainted with the problems of golf course maintenance is that given in smaller town golf clubs, such as the lively club at Lander, Wyo. Here there are committees responsible for the maintenance of each hole. Instead of hiring men for the work, the committee members themselves clear rocks, level and grade ditch banks, raise tees, rake fairways, construct sand greens and trap and do all the other early season work on the course.

Membership of the club is divided into committees which do this work each Sunday. After the course was put into shape team matches were played with neighboring clubs.

TODAY'S JOB

By ALVAH H. PIERCE

**New Plans—New Life—
to Stir Golf Revival**

IF YOUR soil is acid, if your greens are infested with ants or worms, or clover or brown-patch, you have certain specific means of overcoming the difficulties because you are dealing with tangible facts. With golf shop and tournament activity, or rather lack of activity, we are also dealing with facts, but there are no means of prescribing a cure, except the application of new selling efforts, creating new channels of interest, and the application of psychology to a man's inner feeling of satisfaction. If you are happy in doing something, you want to do it again and will make an effort and sacrifice in order to do it. This is our problem today with the membership of most golf clubs. This is the same problem, looked at from a somewhat different angle, that the motor industry today has tackled so intelligently that we can almost say it has been solved. It has been hard to sell automobiles to people who felt that they had no money to spare for cars, but today the motor industry as a whole, is selling cars. Just how have they done it?—By convincing you that you cannot be happy and satisfied without a car, which in money value and performance is cheaper than at any time in history.

Six years ago there was a long waiting list in every well-known golf club in the country and new clubs were springing up. Men who never played golf, but had the time and money to spend, were buying expensive golf equipment, and paying four to ten dollars an hour for lessons. Golf professionals were booked so far in advance that new members had to be satisfied to take lessons from the assistant pros. Oh, it was fine while it lasted, but in 1931 and 1932 the picture was completely reversed. People had no money to pay for irons at eight to ten dollars, or woods at fifteen to twenty-five dollars, or golf balls at \$1 apiece.

Woe Is Me; I'm Chairman

In September of 1932 the job of chairman of the golf committee at the Duxbury Yacht club was given to me. There was an example of the old saying "Children and fools go bravely where angels fear

to trend!" I wasn't a child, but to say the least, I was very inexperienced. I didn't know what a gang mower was, or that seed and fertilizers are one of the greatest mysteries of the age. But I found out about this all too quickly when the responsibility became mine of buying seed, fertilizer, machinery, equipment, trying to keep the greenkeeper satisfied with lower wages for his help, trying to keep the pro from quitting the job because of lack of income.

I never dreamed how much devilry could be injected into one little job. I might say here that the set-up of the Duxbury Yacht club provides for a Chairman of the race committee and a Chairman of the golf committee, both responsible to the Commodore. The chairman of the golf committee has complete supervision of all expenditures for the golf course and clubhouse. He is responsible for the expenditure of all money given to him under the budget system for the upkeep of the course, the activities of the professional, tournaments, equipment, etc.

Association Membership Pays

Fortunately, we belonged to the Massachusetts Golf Assn, and first I got in touch with my old friend, Rogers Dow, to whom I laid the cards on the table. "Well," he said, "you certainly are in a hell of a hole, but if anybody can help you out, it's Frank Wilson. Go and see him." So Mr. Wilson came down to Duxbury, and started me on the right track. I wish to say here that this action on my part was taken without any reflection whatsoever on our present greenkeeper, who has been most careful and conscientious in his work. It was simply an effort on my part to grasp an understanding of some of the problems which now confronted me and to obtain an opinion from the MGA Service Section as to how to apply to the best advantage results of their research on such matters.

At that time, our membership had begun to fall off, and the members who did remain began to show less and less interest in the game. (I'm not referring to the

Duxbury, in "conservative New England", gets down to hard-pan and builds for the new day of greater golf, by revising its operations to 1935 conditions. This story was told at the recent Massachusetts Golf Assn. meeting of club officials and department heads.

younger members, but to the older men upon whom any golf club must rely mainly for family membership.) If they did play, it was automatic play. They were worried and showed it. They didn't buy clubs, balls or equipment. They took no more lessons. We could hardly get a dozen entries in the Saturday tournaments. If a member did need some new balls, did he go to the pro? He did not! He bought golf balls at 3 for a dollar offered by dealers in distress lots of golf equipment. I had a talk with our pro, John Lucey, that fall. He was discouraged and ready to quit and take any job that offered a living wage. I told him if he would reduce the price for his lessons from \$3 per hour, and give a series of 6 lessons for \$10—if he would put in golf balls at 3 for \$1.00 (as well as his regular brands), if he would put in a line of medium-priced clubs, and above all, if he would quit waiting for *business to come to him*, I would write to every member of the club and ask them to show their loyalty and club spirit, and buy their supplies during the summer months from Duxbury.

Renew Tournament Interest

Then we tackled the tournament problem, and instead of the regulation 50c sweepstakes which were usually scheduled each week, we cut the price to 25c, had father and son tournaments, and mixed foursome tournaments. We brought down four of the best amateurs in the state, my good friends Francis Ouimet, Bill Blaney, Ray Gorton and Johnnie Nies, and played a four-ball exhibition match, at which we took in \$125 in admissions. With this money, we bought three large silver bowls. One was for the championship and another was for the handicap summer tournaments, into which we pulled all the older members, whose games had been slipping and whose interest was lagging. By raising their handicaps we tried to give them as good chance to win as the younger and steadier player. The third bowl we put up for the ladies' summer handicap. All these had to be won three times for permanent possession.

I will not bore you with the details of all that Lucey and I did through personal

contact with the members to stimulate their renewed interest in golf during the next two years. But let me say this: At the close of last summer one of the flag officers of the club came to me after the annual meeting in September and said, "You know this is really a yacht club and not a golf club strictly speaking, but we have certainly more interest right now in our golf, and it is bringing us more revenue than our racing." Furthermore, our pro's income has jumped 300% in two years from the profits of his sales of golf supplies and his lessons. Last summer he was giving an average of 6 lessons a day, and many an evening from 7 to 8 o'clock, you could see John Lucey out on the course with a tired business man, straightening out his drives or iron shots. Sometimes it was a man and his wife, and as often as not it was a father watching his hopeful young son or daughter receiving the proper instruction in this wonderful game.

Pros Must Change With Times

It is my belief that if our golf clubs are to continue to function under the present difficult conditions, definite steps must be taken by those responsible to keep up the interest of the older members whose games may be slipping a bit, because they have less time and less thought of golf, which has been crowded out of their minds by drastic economic changes.

By the same token, present day professionals must change their ideas from those prevalent in 1929. They must go out and sell themselves, their services and their goods. They must meet competition not only in teaching ability and personality, but also in actual selling of their wares. They must keep alive the competitive spirit among their members, and stimulate their interest in keeping up their game. You may well ask how? I can't answer that question specifically, because no two members are alike, no two sets of conditions are alike. It is not a similar case to acid soil or brown-patch. It is a case of applied psychology. And the pro who will not make a study of it, who will not do his best to apply it, who does not make a determined effort to overcome the present sales resistance (if I may use

this term) of the individual member, is not functioning as he should, and as other business men have to, and will ultimately ease himself out of a job.

And let me add this last thought. There are many greenkeepers today who are well grounded in the fundamentals of golf. There are comparatively few golf pros who are familiar with greenkeeping problems. If necessity compels some of the smaller clubs to still further curtail, it is my belief that the two jobs may have to be combined. After all, golf, like the automobile, might be termed a luxury, and if it becomes increasingly difficult to sell luxuries to the people, then your club executives may be faced with the problem of dispensing with the services of those who are of lesser importance in the maintenance of their organization. The club president knows that the greenkeeper, particularly if he is a member of this or a similar association, is giving his best efforts to selling golf, with all its healthful satisfaction, to present and future members of their clubs.

LIQUOR LAW PUZZLES

Pitfalls of Liquor Law Explained to Managers by Government Man

E. H. LOYD, government attorney connected with liquor law enforcement, and 30 Chicago district club managers talked for several hours after dinner, April 22, in an effort to clarify the club managers' responsibility under the prevailing liquor laws.

Outcome of the meeting was that managers decided they had better study the laws carefully and consult regional liquor authorities in case of doubt. Among trick points that came out was one that indicated cocktails could not be mixed in quantities in advance of service unless the mixer had a rectifier's license, according to the letter of the law.

There was doubt about how far a federal retailer's license allowed a club to go—whether the license was good only for one bar or would apply in case of drink service at various spots around the clubhouse and grounds. Even paste coming off of revenue stamps is liable to get club managers in trouble. If imported liquors come without stamps attached, see that stamps are pasted on when the case is opened, counseled Loyd.

And here is a laugh; if a member brings into his club locker a bottle on which there are phoney revenue stamps, the club may be liable, although Loyd could not say definitely, and it is not the government's policy now to go snooping through lockers.

Sale of five gallons or more of alcoholic beverage requires a wholesaler's license so if some members order a barrel of beer, your retailing license allows you to bill it only in less than five gallon lots.

Loyd was exceedingly patient and helpful in trying to give the managers the score on this liquor revenue game. It made it clear that the purpose of the law was to provide the legitimate producer and vendor with protection against the illegitimate operators, of whom there still are plenty.

The boys were further advised that they were in business with the government when G. Lewis of the Meat Packers Institute showed them some charts explaining a forecast of a sharp hike in meat prices. It all seemed basically rather screwy to the solemn listeners who have to explain things to boards of directors or else. Try to explain to a house chairman that meat prices are going up because there is a chance of the country having too much meat and because people are going hungry in the country, and you would be out of luck.

But, no matter how high meat goes, the politicians will be able to afford it and get it. The managers got that clearly. Even the GOLFDOM reporter who covered the meeting could understand that.

Builds Membership, Treasury With Youngsters

PRESIDENT Joe Watkins of the Humboldt (Tenn.) G&CC. reports fine results from his campaign to fill the club membership. With the old timers dropping out and the depression wolf stalking club entrances, officials began to realize the future of a club depends on its youth. Armed with a proposition featuring a monthly charge for unlimited play, President Watkins has turned the kids' interest to golf. He reports the club entertains each year's crop of high school graduates with a tournament and whole families join up from this promotion.

IS IT NEWS?

By BOB GODLEY
Cleveland (O.) Press

THERE is no longer any argument over the fact that the golf clubs and the newspapers need each other. The former found the value of publicity over the lean years just passed. Aggressive clubs cashed in when the membership drives were on. The newspapers are discovering that the fight racket is on the verge of burial and that they must handle some other games beside baseball in the summer season. Furthermore golf news attracts a high type of circulation, it looks good to prospective national advertisers, and lifts the tone of the entire sport page.

Yet from a newspaper man's point of view, golf is the hardest sport to cover. You can't predict winners, you can't criticize play, you can't sit still and have the event staged in front of you. On top of all that it's a hard game to write about when there aren't any big tournaments.

Golf club people, managers, members and professionals, could be a big help to the boys on the papers. Most of them are willing but they usually lack a fundamental conception of the newspaper.

How Sports Editors Figure

All statements on the subject of the high purposes of the press to the contrary, the chief factor in determining what goes into a newspaper is: Will Anybody Read It?

The sports editor knows that the majority of his readers are baseball fans, and that more people will turn out for an average Saturday ball game than will show up in the gallery of the open championship. He knows that baseball extras are sold on the street and that only a few of the greatest professionals and Bobby Jones have ever "sold papers".

So when he sets his policies on golf he thinks of the reader first. Golf stories fall into the following classifications:

1. Instruction.
2. National competition.
3. Local competition.
4. Features.
5. Personalities and gossip.

Newspaper Golf Writer Tells Why and How Golf Gets Into Print

He knows all about articles on instruction. They may not teach anything but whenever they offer a leaflet free he gets several hundred pieces of mail a week. Every golfer, from dub to champion, is intrigued by the stuff of Chester Horton, Joe Glass, Art Krenz and the rest. A lot of them try the hints.

National competition is a problem to the sport page. Except for Jones, Walter Hagen, Gene Sarazen and Tommy Armour, the general run of reader doesn't care very much. The golfers are interested but the baseball fan, the fight bug and the horse player, aren't likely to be excited over Craig Wood and Denny Shute in anything more than a mild way. Few bought a paper to see how Runyan was coming at Charleston. A few bought papers to see how Jones was doing at Augusta.

Local competition can be built up to a certain point and there it stops. If one or two golfers are red hot they can be made into nine-day wonders but if they fail to deliver the writer and the paper look silly. Except for one or two local events no one cares very much except the families and friends of the persons concerned.

Gossip Features Growing

More and more papers are reducing local tournaments and going in for features and personalities. The latter is merely gossip, directed at individuals and based upon the old premise that names are news and the more names you get in the paper the more you'll sell.

The theory behind a feature is the same as that behind articles on instruction, namely that it will appeal to all golfers, public linksmen and champions.

In many cases a feature can be so written as to draw interest from devotees of other games. Such a feature was Sarazen's idea of the eight-inch, later amended to six-inch cup. He broke the story in the dead of winter when news was scarce and sport pages were yawning. It aroused controversy and carried on for several days.

Gene tried again with a diatribe on long trousers and another against the United States Golf Association but they didn't click somehow. He did score with his criticism of golf pari-mutual gambling.

Handling of personalities and gossip is delicate. It is almost impossible in metropolitan centers, for there are just too many courses and players to cover but in smaller cities it will work out excellently.

In most cases where it has been tried the paper has attempted to turn itself into a house organ for the clubs. It is on features and personalities that the club members and professionals can really help.

How Clubs Can Help

There are two old chestnuts in the newspaper business. One is that a man is born with a nose for news. The other is the one about a man biting a dog.

News sense and news stories, however, are things that can be developed. The best way to develop the former is to read the papers carefully and figure out where a story came from, why it is in the paper, and does any similar incident ever come to your attention.

Professionals, club managers and members are usually punk reporters. Public course operators, whose very existence depends upon promotion, are as a class the worst of the lot.

They held the district senior tournament at a local club one year and late in the afternoon one of the combatants rolled down a hill and fractured his shoulder. The writer had been arguing all afternoon with the chairman of the club's publicity committee on the question of who was at fault, the club or the paper, in missing golf news.

The argument was settled a moment later when the writer dropped a nickel into the locker room pay phone and called the club.

"We have the scores of the senior tournament," the reporter informed his office.

"Let's have a few of them. We're running tight."

Scores were read off. Although the reporter scarcely had begun until the office interrupted.

"Anything else happen?"

"No. Nothing."

"Well we heard some guy hurt himself and was taken to a hospital."

The reporter leaned out of the booth and queried the club official with whom

he had been discussing golf club news that never made the papers.

"Oh, yes," the official replied, "but you wouldn't want that. Some fellow fell down and got hurt but we haven't got his name."

A few days later it was our pleasure to print the following item about another club:

"More than 235 people played golf, an unknown caddy was taken to the hospital after being struck on the head with a wild slice, but otherwise 'nothing happened' at M———— yesterday."

The professional lost his job at the close of the season.

"The members thought he was dead on his feet," the president explained.

Most papers printing personalities would rather not use the same names over and over and over. Everyone knows that Billy Burke, Phil Perkins and Al Espinosa are good players and they have to set a new course record, buy a new car, slug a cop, invent a new club, or produce a good feature in order to get into the three Cleveland papers. The same goes for the leading amateurs. After Maurice McCarthy had shot a 69 on every course in town and beaten everyone at match play, his daily rounds ceased to be worthy of space.

What do the papers that are using personalities want?

Simply little things about dubs and duffers and a continual parade of new names, such as:

"Hank Doe broke 100 for the first time at Mortgage Hills yesterday, his score being 98 . . . Fred Roe has a new set of toe-weighted clubs and his handicap is down two strokes . . . After playing every Saturday for three years, Pete Moe won his first ball sweepstakes at Sleeping Squaw . . . Poverty Heights top-dressed the greens this morning . . . They took in \$1756 over the bar at Old Achen last week . . . Joe Poe is asking for two strokes from his regular foursome, due to large fat blisters on left thumb incurred planting forsythia . . . Capt. C. Coe, operator of Lost Profits, public, says he has a caddy named Tris Yancocz who can break 70 any time . . ."

And so on and so forth. Most papers want that sort of thing.

How the News Gets In

But where does it come from? The golf reporter can't call on 20 to 40 clubs in person every day. He must rely upon the

telephone and the people at the club to feed him items. They need the publicity, they want it, they should know that the repetition of their club's name day after day is more valuable than one annual "write-up".

There is some happening of interest at every club every day, and if the local papers show an inclination to print that sort of thing it is the club's job to supply it.

Some clubs do a pretty fair job on Saturday and Sunday when there are a lot of trick tournaments to report, but during the week, when the papers are crying for golf news these clubs are dormant.

Personalities seem to be the only solution to the public course problem. In most cities the fee courses cater to 50 to 75 per cent of all the golfers and support only 5 per cent of the competition. No newspaper is silly enough to disregard the public linksman entirely, yet the only way to write about him is to print a line about his golf game.

Although all the newspapers aren't yet converted to the gossip idea, there isn't one that won't go for a good feature. As explained before, a feature should interest all classes of golfers and the general run of readers.

What is a feature?

1. A story about an interesting person connected with the game. He might be a war veteran, a retired champion, a duffer who has just begun to take lessons . . . anybody you or your wife might be interested in reading about.

2. A story of some club's plans and program for, let us say, the development of juniors, the increase in ladies' play, improvements on the golf course.

3. A story about instruction. Suppose a pro could lure a newspaper man to your practice tee while he handles half a dozen average players. That might be a story.

4. The golf shop story. Do players try to bend the shafts of steel club over tee boxes? What is the most common repair? What "trick" clubs do your members use?

The list could go on forever. The general run of sport writers are glad to get a tip that there is a feature story lying around at some club. The only rule is that they would like to get a crack at some new idea.

Then there are stunts and promotion schemes. These are usually arranged with a single paper and consist of such ideas as Group Teaching, Novice Tournaments, Hole-In-One events and the like. The

paper regards them as circulation builders and overplays them while the lucky club or professional cashes in on reams of free space.

That about covers the various phases of golf news. The moral of this piece is simply that the golf writer needs all the help and cooperation he can get and the people that help him are going to be the ones that get the best break.

MGA Service Section's Dinner Is Banquet of Business

SERVICE Section of the Massachusetts Golf Assn., one of the most practical and helpful sectional groups in golf, held its club officials and committeemen dinner at the Charles River CC, April 5. The program was interesting and directly applicable to golf club problems.

Speakers and their subjects:

"The Family Club"—Leon B. Rogers, Pres., Brae Burn CC.

"Budgets and Management"—S. Harold Greene, Pres., Charles River CC.

"The Use of Golfing Areas and Golf Clubs"—Charles E. Mason, Pres., Mass. Golf Assn.

"Resignations"—Charles C. Gilman, Sec., Wollaston GC.

"Golf Shops and Tournaments"—Alvah H. Pierce, Golf Chairman, Duxbury Yacht Club.

"Publicity"—A. Linde Fowler, Golf Editor, Boston Evening Transcript.

"Caddies and Their Problems"—Francis Ouimet.

"Greenkeeping of Today"—James McCormack, Supt., Unicorn CC.

SWIMMING pool construction continues to feature improvement work at leading country clubs and to give definite indication the panic has been called off by Col. Bogey instead of by Huey Long, Father Coughlin and Doctor Townsend.

Among famous clubs now installing pools are Minikahda and North Shore (Chicago district). A kidney-shaped pool between the Minikahda clubhouse and Lake Calhoun, together with a children's pool, will provide a new attraction for the club's members and their families and give energetic manager Harry Krueger another focal point for Minikahda's notable social programs.

The North Shore pool is part of the most vigorous and most costly extensions of facilities being made by any club in the country at present.

"SAYS YOU . . . BUT . . ."

Jimmy Anderson, pro who asks and argues, learns success secrets he applies at club

JIMMY ANDERSON, pro at Pine Lake, Mich., is known in PGA circles as one of the most argumentative fellows in the business. When the amenities call for silence or assent so that everything will be outwardly peaceful, Jimmy keeps stirring up debate by very blunt expressions.

Still he has that happy knack of arguing in a calm way so that no personalities are aroused and at the outcome Jim has many strong friends. He is regarded as one of the liveliest businessmen in pro golf, and like all other live ones has had his experiences with false alarms as well as with successes; the latter being so much more frequent than his few bum guesses that Jim rates solid as a commercial and professional success.

One time this correspondent rode with Jim and another pro in a Pullman compartment for about 400 miles, during which Jim argued the night out. As day broke Jim was asked, "What the hell do you want to keep on arguing about? You've won enough of the debates and lost enough to pipe down and let us go to sleep."

Anderson's answer was illuminating.

"I want to learn. I'd be broke and canned from my club if I let myself get in the habit of not asking myself and others questions. What would happen to me and to other pros if we believed, without question, those old sayings like: 'keep your eye on No. 1'; 'The Lord helps those who help themselves'; and 'self preservation is the first law of nature?'"

"What if we really believed 'the customer always is right?' That would make us always wrong.

"I'll tell you where we'd be . . . there wouldn't be any pro business. The reason we are pros and in business is because we are supposed to have the right answers and to give them to our members in instruction, pro department service or in any other way that will help our clubs. We have to revise the old gags to read, 'Member preservation is the pro's first law,' 'the Lord helps the pro who helps his members,' and 'the customer always

wants to know what's right.' That's what we're paid for and that's why I keep asking question."

Jim Seeks the Answers

In all the arguing that Anderson has done there has been one feature standing out. Jimmy doesn't argue with the answer already positive in his own mind. He will give the other fellow an 80-20 edge to prove that Anderson is wrong. If some new facts come up that let light into Jim's hunt for wisdom, so much the better. Anderson can accept proof that he is wrong about as gracefully as any fellow in the business and instead of having vain regrets that he has been proved human, proceed immediately to put his new learning to some profitable use.

One of the basic merchandising habits Jimmy has is to study the successful stores. He patterns his own shop along the dignified lines of leading retail merchantile establishments, with the addition of a polite, informed and interested air in customer service that the first class pro can employ because of his intimate knowledge of members' temperaments, games and other details.

His idea is that a pro to compete successfully with stores should start by considering that the store may be right and the pro wrong. If so, it's easier for a pro to change policies than a store, but it's seldom the case that the pro is all wrong. There may be only a few places where the pro is wrong. Is the pro buying right? Is he handling his credit right? Is he presenting the merchandise properly before prospective buyers at his club? Is he really making a tactful and persistent effort to sell as a service to members rather than being in hope that members will buy at a profit to the pro? Is he showing a broad interest in the club's welfare and working to promote it? Those are some of the questions that Jim believes each pro should ask himself often. Jimmy checks up on himself that way. He maintains that it will surprise, but help, any professional to take inventory of himself once a month. No matter how good you are, Anderson says, you'll slip or stumble