

THERE'S a new note of optimism on America's fairways. Looks like a mighty good season ahead, judging from Southern reports—so let's make it a hard-hitting foursome! We mean YOU, Bobby Jones, Jimmy Thomson and Spalding! Here's *our* contribution to the 1937 set-up:

Working in conjunction with Bobby Jones, Spalding experts have brought forth still further refinements in the world-famous Jones Woods and Irons. Featured still on both woods and irons is the popular "Form-Grip"—and the superb Cushion Neck construction in the Irons. In addition, in the Woods, the added weight has been taken from the back of the club and put in the sole—lowering the center of gravity, increasing leverage and distance, and providing sweeter feel.

In the Jones Irons you can offer this new refinement: deeper, more compact blades that give the appearance of added depth and a slightly opened face. They're more graceful... easier playing, too.

Spalding scores another ace for 1937 with the introduction of the

new Jimmy Thomson Woods—magnificent clubs that include every feature "the world's longest driver" believes a top-rank club should have. The heads, you'll find, are somewhat pear-shaped, with plenty of hitting surface. These noteworthy Woods also offer the advantage of "Percussion Sole Weighting." Get the complete story on the new Thomson Woods.

**Tip To Pros:** Golfers who are looking for a complete set of clubs conforming to the 1938 U.S.G.A. 14-club limitation ruling will find a perfect selection in the present arrangement of Jones Iron and Wood Club sets.



**Now On The Way**—Your copy of the Spalding Professional Price List is now off the press and in the mail...with illustrations, descriptions, and prices of the new 1937 Spalding Golf Equipment. Watch for it.

*A. G. Spalding & Bros.*

GOLF EQUIPMENT

IT PAYS TO PLAY

## A REAL SIXSOME



You must have heard Jack Burke and his wife brag of their six youngsters. It is hard for you to horn in with a few brags about your own progeny when the River Oaks' pro and his spouse get into their broadcast.

Well, here are the Burke kids. They look like they fully warrant all the parental press-agentry. In top row, left to right: Mary, Eddie, Jack and Billy. Left to right, bottom: Jimmy and Beverly.

Neither Jack nor Mrs. Burke look of an age

to have a brood like this but when you figure Jack was second in the 1913 Canadian Open and tied for second in the 1920 U. S. National Open, you have a hunch he is grown-up. He won the Texas Open and PGA at 49, so you won't get flip about his age.

Grocery bills for this husky mob are met by Jack's service to Houston's elect who belong to River Oaks and from the business on Jack's all-weather grip, which many manufacturers, pros and amateurs have adopted.

can handle his own job so that it actually puts his developer in stronger because of his broadened reputation. The old pro has a reputation not only at his own club, but at the club where his protege goes.

"Look at some of the best of the old-time pros today," advises Bill, "and you will see that they are entrenched in their jobs just about in proportion to the number and character of good assistants that they have developed and sent on as pros to other jobs."

### Let Helper

#### Sit in on Plans

The pro plans the policies of shop operation. The assistant then has the job of actually performing a considerable part of the work. My employer and I go over all the plans for the season together, well before the season starts. Then I know how Bill wants things handled. He asks for my ideas and passes judgment on them from his practical and successful experience. We think that we do a good job at Elmwood, and what is more important, the officials and members of our club enthusiastically approve the work done by the pro department.

But, as many pros and assistants know, the usual practice when the pro-shop opens in the spring is for the assistant to start in without much more than a "hello" from the pro and a few words about keeping stock clean and seeing that

any sales made are charged or paid for in cash. The assistant can't feel he is part of the system. But when there is preliminary planning and educational conferences with the pro, the assistant feels he is an important cog in the machine instead of just a shop-boy.

### Telling the Members

One part of the assistant training program that never has been mentioned, so far as I know, is the importance such a program has in making members realize that there is a lot to the pro job properly handled. A doctor, lawyer, dentist or almost any other professional or business man cannot start business without having received a rather extensive and specific education. But club members and officials get the idea that all that is needed to qualify a fellow for a pro job is a few years as a caddie, then maybe a little time as a clerk in the pro-shop and giving a few lessons to women or to men who might not break ninety with a hundred lessons. It would have a strong and favorable effect in getting clubs to hire pros more carefully if clubs were conscious of assistant training being a necessary and important part of their own pro's work.

Course maintenance, or at least a very close and intelligent cooperation with the man responsible for course maintenance

# HERE'S THE "INSIDE" STORY on the NEW DUNLOP CLUBS!

SETTING a new high in craftsmanship! Never before have so many valuable features been offered in clubs at such popular prices. Compare these new Dunlops point by point with any other club on the market. Swing them yourself... experience the "feel" which tells any player that here are clubs to lift his game to its peak.

## POPULAR MAXFLI SET

**THE WOODS...** Popular five club set carefully selected...best quality True-Temper shafts of regular graduated flex type...shafts are chrome-finished with improved perforated calf-skin grip to prevent slipping...selected heads are compact with leaded backs...heads, including faces, are black-stained with white pigment scoring.

**THE IRONS...** Ten regular clubs plus three special irons... same True-Temper shafts... graduated stiff flex... perforated calf-skin grips... shafts are hickory sheath with distinctive color trim... carefully selected heads are

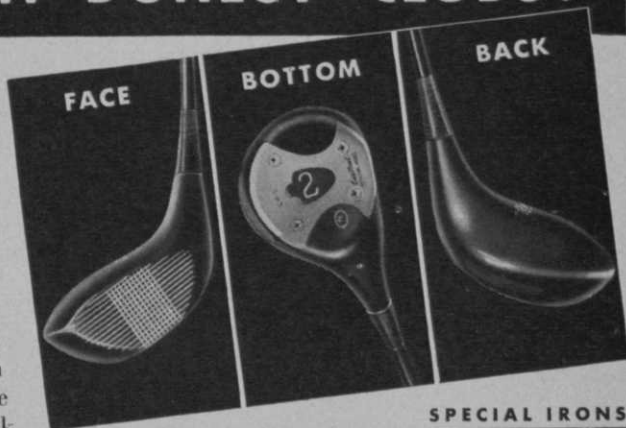
satin chrome with weather protected finish... faces are sand-blasted with improved deep-scoring for better control... each club features "double balance".

## GOLD CUP

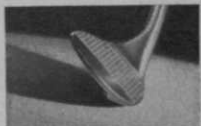
*the best clubs money can buy!*

**THE WOODS...** Five club carefully selected set... finest Elden True-Temper Shaft featuring reverse taper... chrome-finished with beautifully-grained cherry heads... horn slip in face... calf-skin grips.

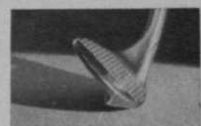
**THE IRONS...** Ten regular clubs plus three special models... finest Hy-Power shafts of regular flex type in hickory sheath... heads are satin chrome, "double balanced"... faces feature improved deep-scoring.



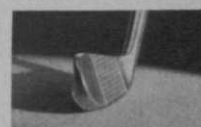
## SPECIAL IRONS



**THE CHIPPER...** Same length as putter. Saves strokes in playing run-ups just off the green.



**THE PITCHING WEDGE...** You can pitch to the pin with a ball that has an abrupt rise and a dead stop.



**THE EXPLODER...** Scientifically rounded bottom edge skids thru sand with far less danger of dubbing.

## WORLD'S BIGGEST 75¢ WORTH OF BALL!



## DUNLOP MAXFLI

*now made in America*

This famous championship ball, formerly imported, is now offered to U. S. golfers at the same price as other quality balls... seventy-five cents. Improved thinner cover to give better feel-off-the-club. Extra winding for greater hardness, more distance. Patented vulcanized cover, fused right into winding for durability... and no wetting. The world's biggest 75¢ worth of ball!

For further information use  
QUICK MAIL COUPON No. 2

DUNLOP TIRE & RUBBER CO., 500 FIFTH AVE., NEW YORK CITY

is becoming more important in development of assistants. Many smaller clubs hire a greenkeeper-pro rather than a pro-greenkeeper. Maybe that will change again when the public awakens to the value of golf instruction, and I think that awakening will be an outcome of the golf instruction pros are taking into colleges and high schools. But whether an assistant is going to be a pro, a pro-greenkeeper or a greenkeeper-pro, a valuable part of his training must be in course maintenance work. Bill Adams sees to it that I get a certain amount of greenkeeping work. That not only qualifies me to assist him in supervision of details of maintenance but gives him time to get into the shop and get first-hand touch of the shop business situation and see a lot of the members. The short courses in greenkeeping help tremendously in educating assistants in course maintenance.

#### Why Not Pro Short Courses?

When I think of what the short courses in greenkeeping have done for golf, I wonder why there haven't been any short courses in pro department operation for the assistant pros. Certainly the pros, with their assistants handling from 40% to 80% of the volume of shop sales, ought to have a very strong interest in such courses conducted in various sections. Even if many pros had to pay the expenses of their assistants to such educational sessions, it would be a fine investment because the boys would be able to get by easily on a very moderate sum.

I have read that in an ordinary year there is more than \$12,000,000 in retail sales handled by the pro-shops in the United States. It probably would be conservative to estimate that at least half of this volume of sales is handled by assistant pros. My idea of a business isn't that \$6,000,000 be handled by untrained boys, or that the larger sum represented by members' satisfaction with pro-shop service as a partial return on their dues, be mishandled in the slightest way because of lack of assistant's training. It certainly isn't the idea of Bill Adams, my boss, that any part of pro department operation can be handled by a young fellow who is just hired and then told to "go to it."

The salvation of the pros today in the assistant situation is that the assistants in many cases have done a great job of

educating themselves. But with planned training by the pros or the sectional PGAs, there would be more pro-shop business, less pro-shop operating mistakes, and probably an improvement in the class of assistants, although the boys today are grand, smart kids as a general thing, and doing fine jobs considering the general neglect that handicaps them.

#### All These Items Are Part of Pro Business Costs

**I**F all items of the pro's expense of doing business were charged up against him, he would be deep in the red, according to a resume of expenses brought out at an informal session of some pros recently. Fortunately for the pros, they have been compelled to pay expenses which are properly club expenses only in infrequent cases.

Among the expenses listed:

- Cost of own playing equipment.
- Cost of own sports wardrobe.
- Caddie hire.
- Assistants.
- Assistants' board and room.
- Shop merchandise costs.
- Shipping charges.
- Advertising material.
- Postage.
- Prizes.
- Entertainment.
- Bookkeeping.
- Buffing machines.
- Club-cleaning supplies.
- Repair material and supplies.
- Painting of shop.
- Shop furnishings.
- Cash register.
- Insurance on members' clubs in storage.
- Insurance of shop stock.
- Golf accident insurance.
- Automobile use in club work.
- Tournament expense.
- Collection expense.
- Replacements of clubs and balls (which pro has to make to retain good will, but which manufacturer may properly regard as unfair claims and refuse to allow.)
- Replacement of equipment lost from bags.
- Time devoted to free class lessons.
- District meeting expense.
- Balls stolen or uncharged.
- Telephone tolls.
- Taxes.

★

IT'S PROFITABLE  
IT'S PRODUCTIVE  
FOR PROS ONLY

★

*Get the*  
**SILVER SCOT HABIT**



**AND GET THIS PUTTER FREE**

**PLAY 36 SILVER SCOT BALLS**

AND YOU'LL FORM A GOOD HABIT—GAIN THE WRAPPER AND YOUR PUTTER WILL BE YOUR IRON MASTER PUTTER FREE



*DESIGNED AND USED BY*  
**Tommy Armour**

---

YOU'LL GET THE SILVER SCOT HABIT... AND LIKE IT!

Make your good ones. The world is full of them and built to last. And today, there's only one thing that makes the world go 'round. It's the Silver Scot Ball. It's the only ball that's built to last. It's the only ball that's built to last. It's the only ball that's built to last. It's the only ball that's built to last.

and that's the only way to win. It's the only way to win. It's the only way to win. It's the only way to win. It's the only way to win. It's the only way to win. It's the only way to win. It's the only way to win.

There's nothing to it—no red tape, no details. All you do is collect 36 Silver Scot Wrappers—and give away the Putter to each member who purchases 3 dozen of either type ball—"Tough Cover" or "Tournament."

**CRAWFORD, MACGREGOR, CANBY COMPANY • DAYTON, OHIO**  
MAKERS OF SILVER SCOT BALLS, WOODS AND IRONS SOLD EXCLUSIVELY THROUGH GOLF PROFESSIONALS

Your Members Will Get the Silver Scot Habit—  
and Get From You An \$8.00 Iron Master Putter FREE

Smashing full page advertising to 400,000 golfers who read *Golfing*, *National Golf Review* and *Pacific Coast Golfer* plus this 13" x 18" Poster in *your* Pro Shop will build steady, profitable ball volume for you.

Everybody knows that good habits, like wrinkles, are easy to form and hard to break. That's why red-blooded golfers are impressed by the honest appeal of the Silver Scot Offer of an \$8.00 Iron Master Putter FREE with the wrappers from 36 Silver Scot Balls.

*No Red Tape—Nothing to Send In—You Give a Putter for 36 Wrappers*

Your members will like the simplicity of this

offer. There's really nothing to it—no red tape, no details. All you do is collect 36 Silver Scot Wrappers—and give away the Putter to each member who purchases 3 dozen of either type ball—"Tough Cover" or "Tournament."

*A Putter is Shipped You FREE  
With Each 3 Dozen Ball Order*

You'll want a putter and ball stock to display along with the 13" x 18" easel-back Poster that's reproduced above. And you can have both—without fuss or details. So get set for early business. Rush your order to us—and sell 'em with the Silver Scot "Good Habit" Offer—let's go—today.

CRAWFORD, MACGREGOR, CANBY COMPANY • DAYTON, OHIO

BRANCH OFFICES:

11 Park Place NEW YORK	23 E. Jackson Blvd. CHICAGO	714 S. Hill St. LOS ANGELES	655 Alvarado St. SAN FRANCISCO	1107 Second Ave. SEATTLE
---------------------------	--------------------------------	--------------------------------	-----------------------------------	-----------------------------

MAKERS OF SILVER SCOT BALLS, WOODS AND IRONS SOLD EXCLUSIVELY THROUGH GOLF PROFESSIONALS

• Use QUICKMAIL coupon No. 4 to answer this ad •

# HOW PROS GET PUBLICITY

By HERB GRAFFIS

ONE of the most significant developments in pro business practice is the smart use of publicity being made during the last several years by pros who have not figured prominently in tournament scoring, but who have been very active in the neighborhood of their home lots.

One of the younger professionals who is making himself known far beyond his home club, Ocean City GC, at Ocean Harbors, N. J., is Joe Swan, who presents a radio program on golf each Friday from 1:45 to 2 P. M. during a greater part of the year. Joe makes very effective use of a stooge in giving a serious but plain and understandable golf lesson on most of his program. He also goes into features of lawn culture telling the lawn-owner pointers gained from his golf course maintenance work.

## Dozen Balls As Radio Prize

Each week during his season Joe gives a dozen golf balls to the person who submits the largest list of names made up from some phrase he gives in his broadcast. "Ideal Seashore Golf" was one of the phrases he used. It was a plug for the club that employs Joe and in addition to bringing play to the club often had the able young man's lesson time booked for a week in advance.

In addition to the broadcasts, which draws replies from Canada to South Carolina, Swan finds time to write a weekly golf lesson for the local newspaper. The fellow works on his stuff and tears up plenty of copy before he hits on what meets with his approval. Consequently his stuff clicks on the air and in newspaper. Swan, when this writer first ran across him seven or eight years ago, was an ambitious kid on his first pro job at a small resort club in Pennsylvania. He studied his job and learned from older pros who were glad to give an eager, polite and promising kid all the help they could. He studied greenkeeping, attending the short courses, reading all he could, asking thousands of questions of experienced greenkeepers and observing their work. They went out of their way to help him. Swan's latest educational effort has been to take a course in club and

hotel management from the Lewis Hotel Training School, to broaden his knowledge of club operations.

A kid like that is someone that golf clubs need. His club officials and members are proud of him and express their pride in pay raises. But regardless of the merit of his own achievements at the club, Swan has been smart in realizing the value of outside publicity that is attached to his name as pro at Ocean City. When he boosts his club energetically, he boosts himself. That's the real nub of the pro publicity proposition. When the pro's publicity efforts are closely tied to his own club then the club benefits from the pro service to the extent that the pro definitely is giving his club advertising value that perhaps was not contemplated when the pro was hired.

## Macpherson Has Fine Radio Style

As an indication of what pro advertising can do, the case of the Hotel LaSalle in Chicago provides a good example. The LaSalle puts on a golfers' broadcast once a week and for a year has had this program conducted by Duncan Macpherson. Duncan was one of the pros the depression hit but instead of moaning about tough times he made good use of a fine radio style, wrote a golf book that went over in good shape and used his brains and energy in building up a good income through advertising. The pro stars knew what Duncan was up against in putting golf on strong as a radio feature and cooperated with him. There are thousands of public course golfers and near-golfers within the range of Macpherson's programs who are playing more and better golf because of interest aroused in the game by his programs. He not only has done good for himself and his employer but has rendered a very substantial service to the game.

The extra work of writing newspaper

A FOUR STAR SHOW FOR EVERY PRO

NATIONALLY ADVERTISED  
NATIONALLY KNOWN

1 *Flight Master*

GOLF CLUBS  GOLF BALLS

THREE MODELS . . . THREE PRICE RANGES

Woods.....	\$10.00	\$8.50	\$7.00
Irons.....	\$ 7.50	\$6.00	\$5.50

"Flight Master" Geer-Patent GOLF BALLS . . . 75c

2 *Exclusive Pro Golf Clubs*

FOUR MODELS . . . FOUR PRICE RANGES

Woods.....	\$8.50	\$7.50	\$7.00	\$5.00
Irons.....	\$7.50	\$6.00	\$5.00	\$4.00



This Catalog-of-your-own . . . "FROM TEE TO GREEN" . . . bearing your name, mailed to your club members, will bring added business to your shop.



**A.H. PADGHAM**

1936 British Open Champion, uses and endorses these English model clubs. Goldsmith is sole manufacturer and distributor in the U. S.

Woods \$10.00—Irons \$8.50



**ARCHIE COMPSTON**

Famous English Golf star . . . plays these English model woods and irons . . . with the famous Compston "Graded-Whip" shaft.

Woods \$9.00—Irons \$7.50

*Write for Catalog and Information*

**THE P. GOLDSMITH SONS, INC.**  
JOHN & FINDLAY STS. CINCINNATI, OHIO U. S. A.

• Use QUICKMAIL coupon No. 3 to answer this ad •

pieces and giving radio broadcasts is not an easy thing but it's vital for the smart pro who realizes that regardless of how good he may be, he has to have his name kept prominent by advertising. One of the best, straightforward and simple jobs of pro publicity we have seen is the weekly column of "Golf Tips" written by Bob Steill for the Braintree (Mass.) News-Item. Bob puts in a plug for his club and gives the newspaper column a homey treatment that must get a lot of people over the embarrassment they may feel toward starting golf. Sports editor Lin Raymond of the News-Item gives the Steill column a grand play.

#### Pros Can Tie In

##### With Local Newspapers

Numerous times GOLFDOM has cited cases of pros, especially in the smaller towns, acting as golf reporters for the local papers. These bright fellows recognize the merit of the old adage "names make news" and see to it that plenty of names are mentioned. Golf is the hardest of all sports for newspaper sports writers to cover. Other games can be observed from fairly comfortable press-boxes and every press facility is handy. To cover golf a reporter has to wander over a great part of 110 to 150 acres and try to talk with from two to 200 competitors. Consequently golf has to do something itself to get publicity.

Golf competitions of a major character need no special push but to get publicity for the non-tournament pro is a real job that requires study and polite and thoughtful persistence. The job of getting the golfing public to become conscious of the work being done for it by the non-tournament pros is one of the most important tasks before pro golf right now. Much publicity has been given non-tournament pros as well as the playing stars through the school and public course lessons during the past two years. The publicity came at the right time to revive interest in instruction. Without the instruction emphasis the non-tournament pro in many places either had to start developing into a competent greenkeeper or worry about his future status.

The local publicity policy, especially in a city having several highly competitive papers, is a delicate one for the professional to consider; and about all he can do is to give all of them a fair, open chance when he figures that he may have some "inside" news or can help the golf writers in their coverage. The pro must

remember the sports writers or sports editor is an experienced judge of what is news and what isn't. That isn't the pro's job. The pro just has to keep trying to get the publicity he needs. Some of the stuff will click and after a while the build-up will get going.

As with all other important phases of the pro job, the publicity angle has its dangers as well as its rewards. In one section pro publicity was sharply cut as an indirect result of an innocent but in-expert decision concerning newspaper publicity. The golf writers had been fighting to get more space in their papers for golf copy but lost interest when pro beneficiaries of their efforts became momentarily unconscious of the work that had been done for them.

Radio is fast opening new fields for pro publicity, and it involves one of the toughest jobs the pro has. A golf program to click on the air has to be particularly lively and fast. Only about one of every eight of the radio listeners (to make a generous estimate) are interested keenly in golf. There has to be some "circus" and a lot of human interest in the program to make them tune in. One of the best radio golf reviews for news interest and "Winchellesque inside" is that put on by Stanley Davies of the Omaha Field club. Davies runs in an instruction feature during the season but there hasn't been to date—so far as we have heard—an instruction program by Davies or by any other pro up to the snappy interest standard of Stanley's locker-room chats. The field is still wide open for a sound novelty in golf radio instruction.

Meetings of local businessmen's clubs and societies of men and women afford pros another fine chance for advertising. If the pro isn't especially experienced or sure of himself as a speaker he can go along with another fellow who is a good speaker. The other fellow can be the pupil and the pro can give a public lesson. This stunt is worked in great shape by Ock Willoweit, pro, with Dick Johnson, Macgregor's advertising manager as stooge, pupil and ballyhoo man, as features of men's luncheon meetings around Dayton, Ohio.

**R**ECORDS examined by Green Section authorities show that crab grass seed has kept for more than 30 years in soil. In one green the Section scientists found that 70,000 live seeds of crab grass were introduced by one topdressing.



# IT'S THE EXCLUSIVE *Roto-Active Core*

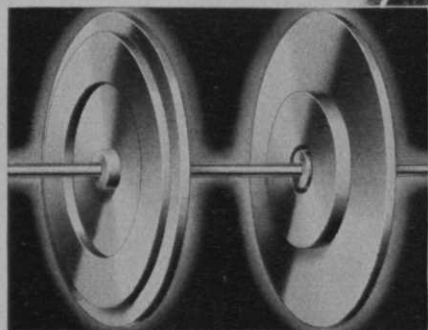
(FLY-WHEEL ACTION)

## THAT MAKES GOLFERS LAY 75c

## ON THE BARREL-HEAD

## FOR THE NEW HOL-HI **K-28**

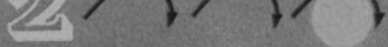
Weight placement away from the center in the wheel at the left makes it spin longer than the wheel at the right with weight placement at the center. For the same reason, you can put more effective over-spin or back-spin on the New Hol-Hi K-28 than is possible with any other golf ball at any price.



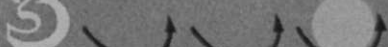
### 1 LONG TRUE ROLL



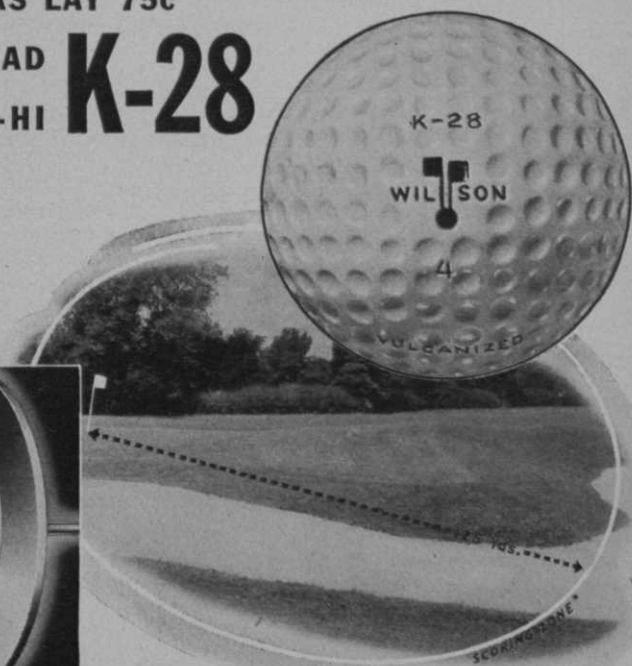
### 2 OVER-SPIN



### 3 BACK-SPIN



- 1 LONG TRUE ROLL.** Fly-wheel momentum makes the New Hol-Hi K-28 roll truer—more free from wobble or wavering in putting.
- 2 OVER-SPIN.** Fly-wheel momentum of the New Hol-Hi K-28 gives longer continued direction-holding over-spin on pitch and run shots.
- 3 BACK-SPIN.** Fly-wheel momentum of the New Hol-Hi K-28 makes it possible to put more ground-biting, green-holding back-spin on approach shots to greens.



● Of course, golfers want the ball whose uncanny performance is startling the golfing world. They want it because it's the only ball without a rival, the only ball that is vitally different in action, the only ball that gives the benefit of fly-wheel action on every shot.

Anyone who has ever seen a fly-wheel can understand the difference that weight placement away from the center makes in a golf ball. Anyone who has ever played golf can actually feel the difference, and best of all, the amazing accuracy, the controllability that saves strokes in the scoring zone\*, brings your customers back to buy more New Hol-Hi K-28's.

\***SCORING ZONE**—that vital area extending 125 yards out from the pin. It's the place where birdies are made, and championships won.

*"It pays to play"*

# Wilson

## GOLF EQUIPMENT

By this mark  you shall know  
fine golf equipment

**WILSON SPORTING GOODS CO.,** Chicago, New York and Other Leading Cities

• Use **QUICKMAIL** coupon No. 1 to answer this ad •

# "I'VE TAKEN OVER A FEE-COURSE"

By BOB RANDALL

*After eleven years at a private club, pro decides there's more future working on "his own"*

**G**OLF is a good business. I've come to that conclusion after looking over many other businesses in which young men, who now are professionals, might engage. There are just as many troubles and uncertainties in the golf business as in any other, but I've found that ordinary common-sense, energy and keeping on the job iron out quickly any of the jams that may confront a pro during his work.

I have often heard pros talk about their troubles and I've thought about their remarks. Most of the complaints add up that the fellow who is discouraged or unhappy is looking at his work merely as a job instead of as a business.

For eleven years I was professional at Spring Valley at Elyria, where there is the finest sort of membership a pro could ask. It was one of those spots where a fellow is tempted to want to stay forever as pro. Members responded to my solicitation of business and rewarded by service efforts with a good volume of patronage.

## Takes Over Daily Fee Course

But now I am starting into the daily fee course business on my own, taking over the operation of the Cherry Ridge GC at West River, O. It's a nine-hole course and with some touching-up here and there ought to be one of the most attractive nine-hole plants in northern Ohio.

Some fellows might say I am foolish to give up a sure thing where I have established myself at a good private club and go into one of the most hazardous of all sports enterprises, but I stand pat. My decision is based on sound judgment. I know the golf business and golf is bound to be good for a golf businessman. Where some of the boys are liable to miss connections is in forgetting that to make any business successful you have to work long past union hours, you have to worry and plan plenty and you have to take a chance.

When a pro has to pay the cost of sand to fill up the traps and the cost of putting the course in shape for a new season out of his own pocket, he is liable to get a sharp reminder that golf is full

of expenses and someone has to be strictly on the job to make those costs pay dividends in pleasure to the players. In my case the sand has to pay pleasure-dividends to Cherry Ridge players, which is a curious thought to have about the trouble that is associated with sand traps, and has to pay me a cash dividend, too.

## Plenty of Fixing to Do

My course is about six years old. The Black River runs all around it. There are no parallel fairways. The clubhouse needed some repairs and painting to brighten it, but I've seen to that. The superintendent on the course has been here since the place was started and he knows every blade of grass. Equipment needed replacing. Well, when you get paying out your own money for all the things a course and a clubhouse needs, you know you are in a business. You've got to see to it that the customers get their money's worth so they keep on coming back and boost for the place.

When you realize that at a private club the pro has the job of making everything under his supervision bring some returns on the club's investment you see that the pro is in a real business. No golf interest means no income and no club, and that's why the pro has more than a job on his hands—he has a responsibility. There is a heavy turn-over in pro jobs because neither the club nor the pro realizes the extent and importance of the pro's work, thoroughly and properly done, in getting the entire club plant to pay.

There will be many fellows who will say that I am wrong when I state that the greater part of the slump pro business suffered during the depression was caused by neglect or a dull despair. At Spring Valley I had a representative membership, yet at no time during the depression did the pro department feel a heavy blow from the falling off in general business.