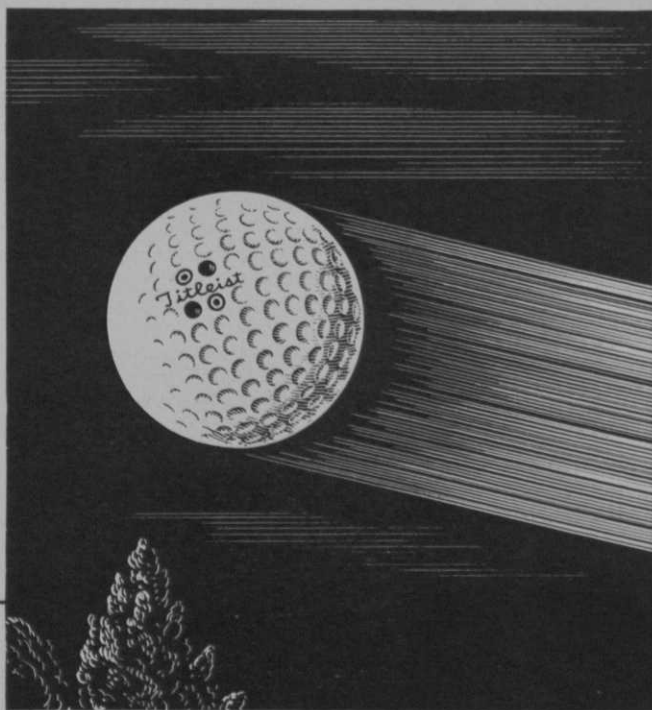


## GENTLEMEN . . . the WINNAH!



The Pro-Profit winner — for 1937, for 1938 — and for 1939. Acushnet — the line of balls that *only* the Pro Shop can sell. The *only* balls proved by the famous Acushnet Demonstration Machine to lead the field in their respective price

classes for accuracy, length and durability! Get your orders in early, friends! There's going to be a bigger demand for Acushnets in 1939 than ever before! Why? Watch for announcement in next month's issue of this magazine.

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**Green Ray 50¢ each**

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Eddie Bush says he has the farthest latitudinal span of jobs of any pro in the world. In the summer Eddie's at Norway (Me.) CC and in the winter at Key West (Fla.) CC. In both places the pleasant, competent kid is a great promoter of golfing interest. On the Maine job he has been active in organization and play at tournaments that have developed lively golf ven among natives and resorters, and at the U. S. farthest south job, Key West, has been responsible for reviving the spot as a golf resort.

The visiting stars gave talks and everyone had a grand time. The next issue of the local paper described the event as the most successful and colorful one-day affair ever staged in the community.

And I made some dough!

During my two years at that club I staged two more of those shows, one just six weeks later. But in each case I was mighty careful to cook up something unusual that would interest people.

The second show featured two 11 year old girls who could really hit a golf ball, and who had been publicized considerably in papers throughout the state. They drew 250 on a cold, late-September afternoon. One of the young stars, incidentally, was the surprising Edith Estabrooks of Dubuque, Iowa, recognized at the time as a child golfing prodigy. Since that time Edith has won the Iowa State Women's title many times and is a front-rank threat in any national competition.

The following year Lucille Robinson of Des Moines played an exhibition for me. Lucille was Iowa State and Women's Western champion at the time. She drew 225 to a beautiful exhibition to watch. But the gate warned me that the boys and girls thereabouts were beginning to cool off on this sort of thing. So I dropped the idea like a hot potato. It's fully as important to know when to quit as it is to know when to go ahead.

One of the mid-west's most beautiful golf clubs was located just fifty miles away in a city of 65,000. Each year they featured, at some time during the season, Walter Hagen, Gene Sarazen, Joe Kirkwood or some other famous star. And they advised me their attendance top never exceeded 200.

Which just goes to prove what well-handled publicity will do, even in the sticks.

Don Young continues his story of small-town pro experiences in next month's issue.

## Gives Clergy Passes

DAILY fee golf course operation in the Omaha metropolitan area is dominated by Henry C. Glissmann, who manages with skill born of years' experience two 18-hole layouts—Valley View and Dundee,—and a 9-hole course known as Harrison Heights, and who this spring will start construction of another 18-hole fee course to be ready late this season or early in 1940. Nine more holes, a course for women, will go in next year.

Naturally, operating on so large a scale, Glissmann overlooks no bets that will increase patronage at his layouts. His sense of publicity values keeps the courses constantly in the minds of Omaha's fee players, and after he gets them to the courses, he sees that all possible "private club" features are available.

A typical Glissmann publicity move consists of giving season passes to the clergymen of Omaha. To many fee course operators, such a policy has the earmarks of a harmless gesture—the passes do no harm, but also not much good. Glissmann thinks differently. He says:

"I believe our plan of issuing season passes to the clergymen of Omaha should be brought to the attention of other course managers throughout the country, because when you have the clergy as golf-minded as we keep ours, they become the best missionaries for golf you could possibly get. In Omaha alone, these men have 75,000 to 100,000 constituents to whom they preach weekly. They are an advertising medium the worth of which is hard to estimate."

Glissmann is a member of the First Evangelical Lutheran Church in Omaha. He concludes: "I know our whole congregation is golf-minded by the Christmas gifts our members shower on the pastor—golf balls, tees, clubs and accessories."

PHIL MARTIGNETTI, pro at St. Johnsbury (Vt.) CC, began a class of free instruction for girl students at St. Johnsbury academy and made it yield an income for his club by selling playing privileges to the students at \$10 a term, the privileges being restricted to times when play of club members would not be inconvenienced.

Thirty-five girls comprised the first year's class. The first year went over so well that boys' classes were added the following term and golf made an active part of the academy athletic curriculum.

## Here's Code for Caddie Conduct

TOM O'HARA, veteran caddie-master at the Denver (Colo.) CC, this year celebrates his thirtieth year training kids to handle caddie jobs properly. They bally-hoo football coaches as character-builders but if you could look over the roster of some of the kids who have started under Tom, you'll have to admit that the genial, though firm, elderly Turk has been one of the fine character builders in sports. He's been a second father to hundreds of youngsters, even to the extent of whaling the hell out of them when that disciplinary action was dictated by the kid's temperament and actions.

O'Hara began at Apawamis in May, 1898. He was there for a year, then went to Dyker Meadows where he remained for 13 years. Daniel Chauncey and Frank L. Woodward, prominent in golf two decades ago, were responsible for Tom going to Denver. He has been sent to many clubs to install caddie systems and a number of the leading caddie-masters today are graduates of Tom's training school. Pat Hurley, caddie-master at Apawamis for 20 years, is one of Tom's proteges.

Tom issues a small 4-page folder of instructions to caddies. There are a couple of dozen items in these instructions. O'Hara maintains that during the past 25 years he hasn't had to change any of these instructions in order to train kids to supply excellent service.

The instructions read:

1.

It is not easy to be a good caddie and a bad one is worse than none at all, so read the rules.

2.

Do not forget that they are made to be always carried out, whether you are with a good player or a beginner.

3.

Replace any turf cut out by player.

4.

Do not talk with other boys while on duty.

5.

Remember you are responsible for finding the ball; you must mark it down very

closely and keep your eye on the ball until you walk to it. If you watch others drive you will forget your line.

6.

Keep right with your player, never let him have to call you to come on.

7.

When he is going to play stand well to the side of him, never behind the stroke.

8.

Keep clubs in bag, never take them out and swing them; you are paid to work, not to play.

9.

Never hand a player a club unless he asks you to. Learn the clubs so that you make no mistakes.

10.

Caddies should keep ball clean, and if it goes in rough it will be easy to find.

11.

Never touch a ball or move anything within a club's length of it without orders from the player.

12.

Wait until players have holed out before walking to the next tee.

13.

When any player is about to play keep perfectly still even if some distance away.

14.

Give the player the putter and walk to the flag; do not stand with your feet close to the hole nor rest the iron on the putting green; never walk across the line of a putt.

15.

Do whatever you have to do promptly and cheerfully.

16.

Caddies must stay around the caddie house; caddies not allowed in locker-room.

17.

Caddies not engaged must keep still while players are putting on greens near caddie house.

18.

Caddies must only caddie for members to whom they are assigned.

19.

Caddies must keep quiet while waiting for members at the first tee.

20.

When waiting at the tee do not sit on the benches so that the players have no

room to sit down. You cannot see the ball when sitting down.

21.

Any caddie interfering with any tree or bush or any buildings on club grounds will be discharged.

22.

Caddies should not go in bunkers or on top of mounds in bunkers.

23.

Your most important duty as a caddie is to know where the ball is every time, and beat the player to it.

24.

Caddies should not enter club grounds before 8 A. M. unless asked to do so by caddie-master, and caddies should be off club grounds by dark.

25.

No caddie can be engaged to any player only during tournament play.

26.

No caddie will be assigned to any player nor reserved for him until player has entered club grounds, and has applied in person to caddie-master for a caddie.

27.

No attention will be paid to request for caddies over telephone.

28.

These rules must be obeyed.

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## Cox, Waldron Urge Pensions for Faithful Pros

PRO thought recently has been aroused by the suggestion of a pro pension plan. The suggestion now being discussed by many professional is the outcome of remarks made by Wiffy Cox and Lew Waldron. Cox and Waldron, contemplating the frequent turn-over in pro jobs and the fact that pros often are helpless in the face of political situations at their clubs, began to ponder about protection for pros who have given long and faithful service to the game.

It was their conclusion that clubs very rarely could be expected to install pension systems for employees, and that the PGA, consequently, must investigate the possibilities of a plan that would take care of "old age benefits." In many cases pros do not come under the government social security legislation.

Cox and Waldron discussed a pension plan that would have no charitable aspects but would be a straight out-and-out business proposition. It would be distinct from the present competently administered PGA benefit fund, which applies to distress cases.

Lew and Wiffy tossed the idea in for consideration by other professionals and the way pros have begun to talk about the matter indicates that an investigation of possibilities will be forthcoming from the PGA.

## Fee Golfers Offered Special Play Rates By Association

ASSOCIATE membership cards, entitling the holders to special playing rates and privileges during the entire season, will be issued for the 1939 golfing season, according to Tom Walsh, pres., Chicago Daily Fee Golf Assn. These associate memberships, which will be sold at a nominal fee, will be accepted at every Chicago District daily fee course belonging to the association.

"Not only will golfers now playing the game be interested in this new membership program, but we also hope to encourage new golfing followers as well," Walsh said.

Walsh is manager of the Westgate Valley CC and has been secretary of the national PGA two years.

## Warns of Complications When Greens and Pro Jobs Are Combined

A. C. STATT, president of The Country Club, Inc., Minneapolis, Minn., writes GOLFDOM calling attention to dangers in the trend toward combining pro and greenkeeper jobs at larger clubs. He points out that men successfully handling such combination jobs are such geniuses that they cannot be expected to abound throughout the land. Furthermore, the executive requirements are such that they require a highly proficient superintendent and an instruction assistant of better than average capabilities.

When a larger club, for purposes of stringent economy, adopts the pro-greenkeeper—or greenkeeper-pro—combination of a job, Statt maintains that it frequently burdens a good man with a ruinous excess of responsibility and labor. Members who want lessons from the No. 1 pro at a time when important work on the course requires expert supervision, will complain, should the combination man apply himself to the course job.

Study of the achievements and the

headaches of the combination men reveal that administrative ability of a rare order is demanded by the combination jobs, but that, in most cases, the value of this ability is not reflected in the pay received. The combination jobs, in many instances, are dictated by economy factors rather than by placement of the entire outside operation under one man's management.

### Small Clubs Need Combine

At smaller clubs, Statt concedes the frequent necessity of combining the two jobs, but he has observed that at clubs of 300 or more members the turn-over in pro-greenkeeper jobs has been so high during the past several years that pros and greenkeepers might well beware.

He believes that this turn-over in jobs should serve to remind golf club officials, pros and greenkeepers:

(a) The jobs of the pro and of the greenkeeper are so exacting that each requires the full-time service of experts.

(b) Conspicuously successful pro-greenkeepers demonstrate a degree of executive ability and talent in selecting competent and dependable assistants comparable with the best performances in businesses that are in position to pay much more than golf plant management can afford.

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# Course Neglect Persists

By L. S. Dickinson

A VERY few years ago when officials of more than a few golf clubs first began attempts to keep their club from the bank, receiver, or mortgagee, the first step was to reduce the "outside help"; the second to reduce the wages of the "outside help" and the third, in some instances, was to abolish the position of greenkeeper. During the same years the writer, together with others who were deeply concerned over the fate of golf courses, greenkeepers and the "outside help" wrote many warnings as to what might happen to the courses if their care was neglected.

At that time, I strongly urged golf clubs to carefully consider all factors involved, from a long range as well as immediate viewpoint, before reducing the labor hours or the effectiveness of the greenkeeping force. I emphasized the fact that the golf course was comparable to a factory and that its management required exceptional ability, as not only the tangible dollar was at stake but the intangible, pleasureable golf; also, the important fact that grass being a complicated living organism, makes greenkeeping a profession.

Since 1935 I have refrained from writing articles concerning the value of a greenkeeper and the necessity for sound business sense in the management of the golf course, as I found a more appreciated and effective way to help was to work with individual clubs. This type of work not only consumed all spare time, but has greatly broadened my experience and conception of the entire golfing situation.

Since the 1938 season, my observations,

correspondence, and personal interviews have been filling me with a desire to again "spill over". The "cap-sheaf" came recently in the form of a letter stating that a well-known 9-hole golf course, facing the necessity of reducing costs, is to reduce the outside labor, the greenkeeper's salary, the fertilizing program, and equipment repairs. Also, the club is considering "doing away with the greenkeeper." Why? Because someone discovered that another 9-hole course which was in "pretty good shape" was being maintained for \$2,000 per year.

## Money Is False Comparison

"If one course can be maintained for \$2,000, why can't ours"? is the cry, and the comparison is made on the amount of money alone. When confronted with questions the individual shows the weakness of his argument. He spouts like a cheap politician and refuses to listen to reason for fear he will be defeated because of his lack of actual knowledge of golf course maintenance. Before the depression there were very few golf courses that were really under-manned; some had barely enough men, and about the same number had too many laborers. The majority, however, employed the optimum number of "outside men" for the particular golfing requirements of the club. Nearly every club had a greenkeeper who, at least in times of trouble, was responsible for the care of the golf course. Clubs were spending money very freely in the clubhouse and on the course.

Thanks to the real greenkeepers and



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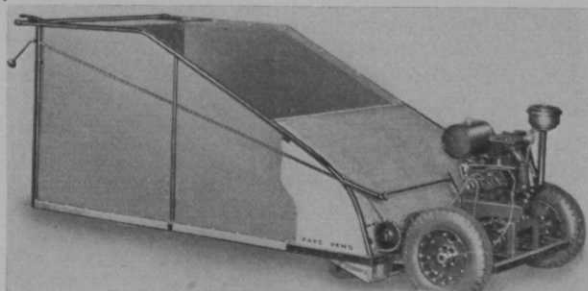
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their organizations, club officials were beginning to be aware that greenkeeping was not simply mowing the grass and watering the greens, and that it had the earmarks of being a profession; in fact, all that remained to make greenkeeping a profession was professional attitude by the greenkeepers themselves. The position of the greenkeeper on the smaller courses was likened to that of the country doctor when compared with the city specialist, both having recognized ability and professional ethics. Before and at the start of the depression, things were really "looking up" for the greenkeeper and golf management.

### Then Depression Struck

Then came the depression. At the beginning, the standard of maintenance was apparently kept, because of the resourcefulness and ability of the greenkeeper. Many greenkeepers made personal sacrifices to attend winter schools, and with the knowledge thus gained were able to offset in part the reduced budget with improved cultural practices. Unfortunately, these men received little or no recognition or security of position by the golf clubs. In fact, many were reduced

to the status of laborer or were forced to resign. As a result, the golf clubs of the United States were losing two of their greatest assets because of false ideas of economy: the skilled nurse and caretaker of the golf course, and the golf course itself.

Consider in general what has been the effect of the forced reduction in maintenance budgets and the unwise discarding of skilled greenkeepers, on the cultural condition of the golf courses. It must be remembered that the wear and tear on the courses continued. That does not mean only divot taking or similar obvious scarring. It means real depreciation such as continued clipping of the grass; the effect of over-watering in an attempt to cover up fertilizer needs and unknown troubles; the effect of continued tramping on the soil and its influence upon drainage, fertilizer assimilation and root development; the continued use of stimulating high nitrogen fertilizers; the effect of the use of labor-saving machinery not adapted to the particular course or improperly operated; the effect of repeated attacks of uncontrolled fungus on turf already weakened by insufficient care, and many other factors that lessen the resist-

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ance of fine turf grasses.

While this depreciation was taking place because of lowered budgets, green-keeping policies were reduced to routine work only; no time or funds was available to replace depreciation losses. During the first two years of the depression those courses that had been skillfully maintained (and there were many) held their cultural condition. Good greenkeeping had enabled the grass and soil to make a sufficient reserve to partially take care of the normal loss.

### Budget Cuts Hit Course Worst

Beginning with the third year of the depression practically all courses that were being operated with reduced budgets began to draw upon the "capital investment" in cultural condition with the result that these courses were headed toward bankruptcy of their principal investment, the golf course. I do not mean dollars and cents bankruptcy, but bankruptcy in cultural condition.

As proof of the fact, I call your attention to the large loss of turf that had been incurred during the summers of 1937 and 1938. In almost every instance the loss could have been avoided had the clubs curtailed expenses elsewhere than on the "outside help," the maintenance supplies and equipment, and the greenkeeper. If golf courses ever needed greenkeepers and a reasonable number of trained laborers, they have most certainly needed them since the depression began. Many courses have lost in cultural value that, because of its nature, will require years to replace.

In 1936 and 1937, when golf appeared to be on the upswing toward pre-depression conditions, it seemed for a time as though golf clubs in general had realized their false economies and we would see better courses because of better management. These prospects were short-lived for with the recession came a series of more fervent appeals to reduce the "outside help," maintenance supplies and the greenkeeper. If the reductions are made, many more courses will become so poorly kept that some club members will resign,

causing a few more of our private clubs to go semi-private, or even municipal. We shall see the quality of labor lowered from the contented, thoughtful and careful worker of pre-depression days to the very opposite type.

Two other factors that influence the present situation are the so-called "panaceas" and the few groups of greenkeepers who are on what I believe to be the "wrong foot." "Panaceas" have caused some inexperienced green-committeemen to believe greenkeeping requires little training and is merely cutting and watering the grass. Also, certain groups of greenkeepers have sought to obtain the services of an ever-ready trouble-shooter for their district. By doing this I believe these greenkeepers may have implied their inability (whether true or not) to cope with their troubles.

It is my hope that this retrospection helps to explain in part why many golf clubs find their courses in a critical condition today. Very few persons actually inventory the cultural condition of a golf course and therefore their opinion that the course is better, (or worse) than a year ago is formed by comparing the present "quick glance" condition with the memory picture of its condition last year when they lost an important match, allegedly because the greens weren't good, or some other absurd reason.

### Lists Plans for Sound Management

From these experiences during the past 6 years it would seem that a campaign platform for the sound business management of golf clubs would include the following planks, and that the present critical condition of many clubs and courses demands its adoption:

1. The golf course is the most important feature of a golf club, and therefore it should be maintained in the best cultural condition possible.
2. The minimum standard of maintenance should assure reasonably good golfing conditions at all times.
3. The minimum standard of maintenance should not require the grass and



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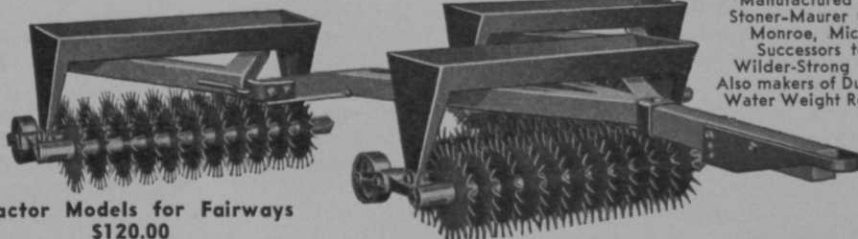
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soil to call unduly upon its reserve energy and natural resources.

4. It is essential that the management of the golf club be directed by a person who, in his cultural practices and distribution of labor and machine effort, will apply scientific facts and sound business principles.

5. It is essential that only experienced laborers be employed on the golf course and that their wages should be high enough to compare favorably in total with those of laborers in year-around work in other occupations.

6. The minimum total number of labor hours available should be at least 20% in excess of that required for routine work; a higher percent is very desirable.

7. The minimum ratio between available labor hours and routine hours should be maintained regardless of the amount of machinery used.

8. It is not only fair, but a sound business investment for a golf club to send its greenkeeper to one of the schools for greenkeepers and pay his entire expenses. A sum of \$150 plus travel would cover the cost at the longest school.

9. Any remedy, cure, or proposal that implies it is a panacea, very seldom acts as such and its use is usually costly in money and cultural conditions.

10. A comparison of maintenance costs of golf courses can not be made because there is no common factor measuring stick, or accepted standard.

## Maryland's First Short Course Proves Popular

THE state of Maryland's first annual greenkeeping short course, held January 25-27 at the university of Maryland, was very successful, both from standpoints of fine attendance and of presenting a most interesting and informative educational program. The Mid-Atlantic Assn. of Greenkeepers has been plugging for such a course for quite some time, and judging from the fine things said about the inaugural school, the Maryland session will hereafter be one of the fixtures of the annual greenkeeping courses.

More than 75 greensmen heard Dr. H. C. Byrd, president, U. of Maryland, open the session Wednesday A. M. with words of greeting, to be followed by O. B. Fitts, Columbia CC greenkeeper and president of the Mid-Atlantic group, who responded

for the organization. R. P. Thomas, U. of Md., got the educational program under way with a talk on "Relation of Soil Classes and Types to Plant Growth." J. E. Metzger and F. S. Holmes, both U. of Md. staff members, spoke on fertilizers and seed testing respectively; J. S. Houser, Wooster, Ohio, and John Monteith, Jr., USGA Green Section, concluded the first day's program, Houser speaking on ants, chinch bugs, cutworms, etc., and Dr. Monteith on turf watering practices.

R. P. Thomas opened the second day's proceedings with a talk on "Significant Rapid Tests for Available Soil Nutrients." Demonstrations and questions on this topic immediately afterward brought forth many interesting thoughts. W. B. Kemp, U. of Md., spoke next on new developments in grasses; J. B. S. Norton conducted a weed identification clinic right after lunch, and then Fred V. Grau, department of agronomy at Penn State college, took over, speaking on modern methods of weed control. Grau followed his talk with some very interesting moving pictures on the subject. Monteith's informative talk on turf diseases and their control, concluded Thursday's program.

On Friday, drainage was discussed by R. W. Carpenter, U. of Md. and "Factors Affecting Turf Injuries" by O. J. Noer, Milwaukee Sewerage commission. S. S. Steinberg, U. of Md., opened Friday afternoon's program with an interesting paper on Road Maintenance; C. H. Hadley, U. S. Dept. of Agriculture, spoke on "Control of Japanese Beetle and Other Grubs in Turf," and Monteith concluded the educational sessions with a talk on new developments in turf culture. The course closed with a dinner-banquet at a Washington hotel.

**Clemens Named Midwest President**—1939 officers of the Midwest Greenkeepers Assn., elected at the annual meeting held January 5 at the Sherman hotel in Chicago, are: president, Harold Clemens, Sunset Ridge CC; secy-treas., John Darrah, Beverly CC. John MacGregor and A. A. Germann, retiring president and secy-treas. respectively, were given a rising vote of thanks for their services as officers for the past two years.

Speakers at the dinner meeting were national president Joe Ryan, and O. J. Noer, Milwaukee Sewerage Commission. Other guests were Fred Grau, Penn State college, who put in a surprise appearance, and Leo Feser, Wayzata, Minn.