

heading each department. There is greater need than ever for such placing of responsibility.

Each committee should be permitted to work out its own program and any wise committee should charge the employee with carrying out the details. The employee—the greenkeeper for example—who has records, knows the grass plant as a physician knows the human body and gives a business balance to his deliberations, will be able to present a practical plan. Other types of plans will be without substantiation.

Plan Should Be Ready

Of course the alert greenkeeper has already prepared and presented such a plan, or has it up his sleeve. He should bring it out and force it upon his committee. Spring is here, and there can be no uncertainties this year or dillying around. Labor will be slower, less experienced, and probably uneasy. Therefore when budgeting the labor hour requirements, add at least 10% and better 15% to the average number of hours consumed for each operation during the past five years. A club may not only be forced to use fewer labor hours, but an added surtax of 15% will be needed to offset inefficiency. Better distribution of labor and management can absorb much of the added 15%. However, don't forget the 15%.

Equipment parts will be hard to replace, and new equipment even harder to get. But the required extra care, and more alert management, can easily reduce the normal replacement 15%. A whole book could be written on that paragraph.

There will be many heretofore unbudgeted labor hours required for the protection of property. Hose, sprinklers, and equipment cannot be left out overnight as they were in 1940 and '41. There must be labor hours spent in returning this equipment to the shop or new pieces will have to be purchased, and where are you going to get them?

The greenkeeper labor should be budgeted by hours, not dollars. Think more than ever of labor as hours. The budgeted money should be converted to labor hours; then, if an increase in budget or wages occurs, either more or fewer hours are going to be available. Forget the dollar after converting it to labor hours. Be sure to apportion the labor hours so that there is a reserve of 12 or 15% of the total for emergencies.

April, 1942



War-time difficulties won't break the spirit of greenkeepers at their work of maintaining the fields on which the populace comes to preserve health and temperamental balance. Trouble is an old story to the greenkeepers. Alf Campbell of Niagara Falls CC shows grubs in bank along green to a club director in revealing that in greenkeeping some damned thing is happening every minute.



O. J. Noer photos

Turf along edge of green starting to thin out before algae. Due to elm roots from tree in rear.

This apportioning of labor hours will show at once where cuts in maintenance standards must and can be made. There are too many possible cuts to discuss here. One thought, however—if greens are clipped less frequently, be sure to raise the height of cut.

Golf clubs seldom spend as much as 6% of their total budget for fertilizer. Any reduction in fertilizer is therefore not very large. Also, if the same number of dollars is spent for fertilizer this year as was last, there will be a reduction in the amount used. Can a golf course afford to reduce the amount expended and the surtax of a less quantity when the total amount involved is about 6% of all expenditures? Only a very very few can.

Continuing the usual fertilizer program will boost morale, save considerable water, reduce compaction of soil, be an insurance for good turf in 1943, and have many

other advantages. Past practices have proven the folly of neglecting fertilization. There appears to be sufficient fertilizer for 1942 but an uncertainty for 1943. It might be good business to reserve a small portion (not hoard) for use in 1943.

Another side of the fertilizer situation is to purchase only fertilizer enough for the greens and let the normal amount used for tees and fairways be diverted to farm crops. There is a question as to the patriotic value of such highly approved recreation as golf as opposed to the comparative small quantity of food raised from golf course fertilizer.

Manures, especially poultry manure, if properly composted should be included in the fertilizer purchases to save chemicals. Care should be exercised before accepting offers of untreated sewage sludges, and "fertile peats."

The absence of arsenate of lead is probably the factor second in importance to trained personnel. Certain grubs must be killed by a stomach poison, or gassed. Carbon disulphide emulsion can be used for the latter, and unless lead is on hand the carbon disulphide should be stocked for an emergency, or until the substitutes for lead are marketed. Well cared for and well fed turf is more resistant to grub injury than weak turf.

Clean Rough Is Essential

The problem of the cost of lost balls and play delay versus the cost of cleaner rough areas is definitely local to each club. Public fee courses certainly must have a cleaner rough, as play will increase and time is a considerable factor.

If the rough is permitted to grow (and this is not advisable) there should be local rules about throwing out the balls and a systematic combing of the rough under supervision of the greenkeeper.

The caddiemaster has his opportunity to prove his worth by making his caddie system reduce the lost ball hazard. There is a definite premium for better caddying. Drainage of ponds will still preserve the hazard, but added nuisances and poor bottoms may nullify any saving on lost balls.

There appears to be no need to use the golf courses for food production. Few golf courses could raise profitable crops without expensive alterations and considerable fertilizer and lime.

Pasturing might be profitable to the dairyman but very expensive to the club unless the fairways were fertilized to

replace that taken away in beef, milk, wool or mutton.

To play winter rules throughout the year seems to be conceded by all. The good effect upon the morale will be the major asset, and should not be considered lightly. Some turf will be benefitted, others will be injured. Temporary closing of a green because of soil, frost or water condition will effect the saving of many labor hours and improve the cultural condition.

Give Equipment Special Care

The use of equipment must be carefully evaluated to get the most possible use without too rapid depreciation. No machine should be used for work to which it is not adapted. The long time cost is too great and dangerous and serious cultural losses can occur. Closer supervision of the equipment and its use will be needed to protect the equipment and the unskilled operator. Don't forget the latter.

There seems to be no warrant to spend effort on large scale weed control. Higher cut, especially when the weeds are small, will help keep them under control, and well fed grass competes well with weeds.

Much saving in labor hours and purchased water can be made by reducing watering, and as over-watering is generally practiced, such a procedure should not hurt the cultural condition of the course. Weeds would be less aggressive and compaction reduced.

Fungi, like the grass plant, will develop and grow as usual. Priorities will not affect their life cycle. An understanding of the growth of the fungi and management to attack it during its weakest period will effect a saving in both fungicides and grass plant. Two medium applications of potash, 3 lbs. per 1000 sq. ft., will be well worth while—one just prior to the disease season, and the other about half way through. Dusting with hydrated lime, if done at the right time, will reduce the severity of an attack. Good food, less water, and earlier working hours on the course can also be credited to the reduction of severity of an attack.

This is going to be a season of testing, and results will depend upon the individuals, or personnel.

Each club's financial policy will be tested. To survive it must be overseen by competent persons who will consider the long-time investment.

The club's policy will be tested. Each

(Continued on Page 46)

Will Combined Jobs Work Out?

By HERB GRAFFIS

AT THE graduation exercises of the Mass. State College 1942 winter school for greenkeepers, Gene Mosher, manager of the Toy Town Tavern Golf Course, Winchendon, Mass., read an interesting paper, "The Pro-Greenkeeper—His Obligation To Each Position."

Mosher's presentation of the situation was frank. It might be considered, by greenkeepers and by pros, an uncomfortable treatment of the pro-greenkeeping possibilities, but pro-greenkeepers themselves probably would endorse the Mosher address as a realistic recital of fact.

Gene told of the development of the combination job brought about by the necessity of curtailing expenses at clubs lavishly built and operated in the Twenties, and by the economies always required at the small community clubs, especially in the shorter-season territories of the north.

Forecasts More Combination Jobs

He forecasts more pro-greenkeeping jobs as the result of men being drawn from golf by wages in defense industries. He expected that numerous greenkeepers, because of their knowledge of machinery and their mechanical ability, would be leaving their club jobs for war-factory work.

It has been repeatedly observed that at clubs of fairly large membership and high class maintenance standards the combination job demands a rare type of man. He not only has to be good himself, but he must have an expert course foreman and a pro department assistant of above-average qualifications. Otherwise, if the man's a pro-greenkeeper, course maintenance may suffer, and if he's a greenkeeper-pro, pro department activities may lag.

Balancing the pro and greenkeeping work now that the combination jobs are becoming more frequent, looms as an imperative task of club operation in wartime. The greenkeeping job is certain to be tougher than ever before. So is the pro job. Notwithstanding the increased difficulty of handling each job, the pressure to combine the jobs will be stronger than ever. The pressure will

come mainly from the club's financial statement, then, probably, from pro or from greenkeeper, both of whom have greatly increased living expenses and urgently need more income than they generally get from golf club work.

While Mosher spoke of the wage appeal of factory work, he did not mention another factor that may push pros into other work. That is the possibility of shop sales being reduced sharply. This year the pro who has watched his credit will be able to get enough clubs and balls (new or reconditioned) to make a normal shop income. Signs now point to more golf play than ever before by the businessman and factory worker who has resolved to keep himself at top efficiency under wartime working pressure. It also is plain that there's a boom on, with many people who were just getting by before now having money that will be spent for recreation. Chances of spending for consumer goods are decreasing.

There has been some attention directed to the possibility of pros keeping shop sales up by more emphasis on accessory and apparel sales. How long stocks of these items will be available is anybody's guess.

Lessons May Be The Answer

Consequently, the pro job, either separate or in combination, is faced with a problem of adjustment. More lessons may be the answer in some cases. Certainly, a logical prospect is an extension of pro participation in the development of all recreational activities at the club, with an ensuing increase in club income that warrants a fitting salary for the work.

It's our hunch that pro-greenkeeping jobs will be increasingly hard to fill. We expected that pros would crowd the greenkeeping short courses this winter in view of the combination job opportunities in prospect. But attendance at most short courses fell off, and was comprised mostly of experienced greenkeepers anxious to learn everything they could in preparing for wartime emergencies.

Filling the jobs with combination men

Olin Dutra, pro at Wilshire CC, and several Wilshire members, have been tapped for the blood bank at Los Angeles. Olin gave a pint. Members, according to the Wilshire News, are wondering if a transfusion from the big Caballero wouldn't help to cure hooks and slices.

solely on the basis of reduction in payroll won't be the answer to the clubs. Any club in serving its community during wartime is going to have to be operated more energetically, ably and resourcefully than ever before. The pro who wants a pro-greenkeeping job because he needs the money rather than because he can coordinate and wisely economize operations of both departments is not an improvement in the situation at a club. The greenkeeper who takes over the pro department without being able to maintain member service on a competent and thorough basis, won't solve the club problem, either.

Quit Fighting Each Other

As the situation develops there are bound to be clashes and jealousies between pros and greenkeepers at clubs where harmony and intense cooperative work is required to keep the club going on a basis that will afford two good men in two exacting full-time jobs. That will be the major mistake of the men, and it probably will mean that both of them will be out of luck at the club instead of either one or both profiting.

This pro-greenkeeper adjustment is a delicate one at many clubs. Suspicions have smoldered among greenkeepers and pros as they have seen the number of combination jobs increasing

Now the men had better get together and figure out what's best for the club. This is no time to fight each other. The Japs, Nazis, and Italians should be the sole targets of fight now. The present pro and greenkeeper at a club, if they know what they should about the finances and membership of the organization, the club's prospects, and required work, are in best position to see whether a pro-greenkeeper job would be beneficial for the club. And if these two decided among themselves that the job should be a combination job, the fellow who considers himself least qualified or unwilling to take over the combination job responsibilities, might as well beat the gun and get himself a job in war work.

Otherwise the pro or greenkeeper may make the same mistake that was generally made by the nation, and find himself unprepared to meet the combination job problem brought forth by the inescapable dictates of wartime.

National Ringer Tourney Gets Under Way July 1

INVITATIONS are now being extended to golf clubs to compete in the second annual Peter Dawson National Ringer Golf Tournament, which will run for slightly over two months, starting July 1 and extending through Labor Day, September 7. Last year over 250 leading clubs throughout the country competed for the handsome Peter Dawson trophy, which was won by the Glen Oaks GC, Farmington, Mich.

The idea of the competition is to compile a composite score of the best 18 holes shot during the period of the tournament by each competing club's entire membership, including women players. Any club with a private, permanent membership and an 18-hole course of over 5,850 yards may compete. Scores made by women playing from ladies' tees shall be eligible for posting provided the ladies' tee is not more than 60 yards ahead of the regular tee.

The winning club is awarded the sterling silver Peter Dawson trophy, standing three feet high, for a one-year period. This cup is in perpetual competition. A smaller trophy for permanent possession of the winning club will also be awarded. In addition "Honor Award Certificates" will be sent to each competing club at the close of the competition, on which may be recorded the year's composite score as compiled by the members. A small engraved "Certificate of Perfection" will be sent anyone making a hole-in-one or double eagle.

Sponsors of the tournament, Peter Dawson Ltd., of Glasgow, Scotland, will supply each competing club with a scoreboard (size approximately 2' x 3') to be hung in the club foyer, pro-shop or locker-room. This board will have 18 numbered spaces on which individual scores may be posted. There is no entry fee. For further detailed information and entry forms address: Peter Dawson National Ringer Golf Tournament, 2 Park Ave., New York City.

Winter Program Stalls Member Slump

GLEN OAK'S newly inaugurated winter social program has been such an outstanding success it's deserving of some special attention by other clubs who may figure that now is the time to retrench rather than expand activities. Ordinarily, Glen Oak's clubhouse (Glen Ellyn, Ill.) was deserted as soon as the weather became too cold for golf play. But that was before John Senne, president, announced the 1942 rehabilitation program, which includes the remodeling of the lounge and dining room, as well as modernization of the kitchen, water system and showers, and before the club had formulated any special plan for winter social activities.

Dr. Roscoe Upp, chairman of the entertainment committee, got the new social program under way with a New Year's Eve formal dance and midnight buffet supper. Since then, the members have had regular get-together parties on Friday nights featuring rhumba and La Conga lessons under the direction of Arthur Murray trained instructors.

The clubhouse was beautifully decorated Feb. 14 for the Valentine's Day dancing party and old-fashioned box supper. At midnight, gaily wrapped boxes were auctioned to the highest bidder, net proceeds being donated to the Red Cross. Movies taken at the club during the past few years featured a social evening February 27. Other lively club outings, in the clubhouse, were held during March.

Two Monthly Downtown Luncheons

Twice a month, the men meet for luncheon at Chicago's Sherman hotel, discussing club affairs. Ladies Auxiliary group at Glen Oak transfers from the club to the Carleton hotel for luncheon and bridge on the third Monday of each month. Outdoor sportsmen have their day, too, at the club. Members of the gun club enjoyed skeet and trapshooting every Sunday at the club from November 1st until the start of the golfing season.

Another factor in Glen Oak's comeback this past winter is the swell job being done on the club's weekly newsletter—the Glen Oak News—by its editor, Mrs. N. W. Cook. The breezy, informative character of the GO News keeps members 'up' on what's doing in members' private lives,

and also furnishes an up-to-date calendar on what's ahead.

In view of the shortage of rubber, and possible rationing of gasoline, Glen Oak's location is looked upon as a boon to the



Front cover of Glen Oak's attractive member-selling folder.

membership, since the club has its own Aurora and Elgin (electric) station at the 9th tee. Also, the Chicago & Northwestern railroad goes by the club with stations at the nearby villages of Lombard and Glen Ellyn. With the transportation problem handled, and the new club rehabilitation program proving such a huge success, Glen Oak is definitely very well 'fixed' for the duration.

A VACATION survey made by the Philadelphia Evening Bulletin gave following rankings of sports preferences of vacation planners under 35 years of age:

Salt water bathing, 9.1%; salt water fishing, 4.5%; lake swimming, 4.2%; horseback riding, 3.1%, bar, 2.3%; bicycling, 2.3%; tennis, 2.2%; hiking, 2.1%; golf, 1.9%; pool swimming, 1.8%; bowling, 1.2%; badminton, 0.7%; hunting, 0.3%.

Club Managers Stage Most

Nearly 400 attend sessions keyed to new and difficult problems ahead; Wetzel elected president

By HERB GRAFFIS

AT TENDANCE close to the 400 mark surprised officials and members of the Club Managers Assn. of America as they met in their 16th annual convention, at Drake Hotel, Chicago, March 4-7. Not only an unexpectedly large turnout for wartime but an intense and profitable application to the wartime problems of country and city club operation made this meeting the most successful in the organization's history.

The session brought to a close the energetic and resultful administration headed by Harry J. Fawcett, who refused renomination for another term. Jesse Wetzel of Detroit was elected president, Charles Bangs of Oak Park (Ill.) was re-elected sec. treas., and Jacques DeJong and Scott Crawford were elected the two new directors of the CMAA.

Omaha was tentatively awarded the CMAA's next annual convention.

The Chicago Chapter of the CMAA arranged with members of their chapter and with supply houses excellent entertainment programs for men and women, and did an especially expert job in scheduling events so there was no interference with the business sessions. It was the third of the association's conventions in Chicago; the first meeting of the CMAA and the 1933 convention having been held there.

Barney O'Grady, gen. chmn. of the convention, introduced Dr. Henry Hepburn who formally opened the meeting with an inspiring invocation and address. Dr. Hepburn's talk presented aspects of religion to cheer the managers as they struggle through this vale of tears.

Fawcett Outlines Work Accomplished

Retiring President Fawcett outlined the busy year's work of his administration and expressed gratitude for the teamwork he'd received all around. City club standard accounting forms were worked out to complete the standard accounting method job tackled when the CMAA made up its country club standard accounting practice. Unsuccessful, nevertheless energetically prosecuted work to get a revision in the meat-cutting patterns employed by pack-

ers, and to get conflicts in Internal Revenue department regional ruling ironed out, was reported.

The President's Letter sent out monthly by Fawcett had been instrumental in pushing many progressive and patriotic activities of the CMAA. Statistics on operations of country clubs compiled by Horwath and Horwath for the CMAA were presented at the convention, and found tremendously interesting and helpful although reluctance of clubs to frankly cooperate limited the scope of the study.

Membership Highest In History

On Jan. 1, 1942 CMAA membership was highest of the body's history, 619.

Harold O. McLain, president of the Executives' Club of Chicago, and extensively experienced as a country club director, spoke on a comprehension of the fundamental principles involved in the World War and the American's definition of his duties in winning the war. McLain in an expert blending of the profound and humorous left with the managers a consciousness that their duties in guarding and strengthening public health and spirit were among the important civilian responsibilities in wartime.

Laurens W. Cook, Jr., President of the Illinois Hotel Foundation, in his frank talk on the liquor situation saw many indications of liquor shortages in the not distant future. Alcohol restrictions were certain to be reflected quickly in increased prices and shortages of liquor, he asserted. He opined that there was about 2½ years of bourbon whisky available, at normal rate of consumption. Cook said that he was distinctly pessimistic on the liquor prospects, and said "I think if we have any more gin for the duration of the war we are just going to be lucky." Container problems are affecting the liquor situation. There is a prospect of going back to barrel and decanter service soon, Cook believed. Buy and store what you can get in the liquor line, he advised. He estimated that there is a year's supply of Scotch available. There is a prospect

Successful Convention in History

of the government taking over at least four varieties of California grapes this year and making raisins instead of wine.

Charles Bangs, in giving the secretary's report for the year, revealed that the CMAA had been instrumental in the placement of managers in jobs.

Wm. Roulo, who has left club management to operate a hotel of his own, presented his report as treasurer, in which was revealed a substantial improvement in the CMAA financial situation.

Duncan Hines, author of *Adventures in Good Eating*, told that among most noticeable faults of American commercial cooking was leaving the seasoning to be done at the table instead of in the cooking, under-cooked chicken, and over-cooked meats and vegetables. Coffee varies extremely in the way it's made, he commented. He counseled more emphasis on regional foods and fewer items on menus.

Sam Malleck, supervising chef-steward of Isbell's restaurant, gave an exceedingly practical talk on specification buying of food. Malleck said managers often were handicapped by being compelled to buy from club members but if the specifications were made properly the member supplier would handle tactfully. The member supplier should be given the preference, but not money on top of it, Sam said. He said all managers should do their own buying. He remarked that the first profit is in buying, the second in the menu, the third in food preparation, and the fourth in management.

Get Bids Before Buying

He advised getting three bids before buying, and keeping carbons of bids. He urged that smart buying be employed for national defense. Malleck recommended that yearling beef be bought, adding that when heavy cuts of beef are insisted on the cattle are required to eat more. He forecast that clubs would have trouble getting good chefs and other personnel this summer. As a final word on specification buying he reminded that unless the chef is instructed by the manager how to receive purchases and what the specifications are, specification buying doesn't mean a thing.

There was considerable practical discussion following Malleck's address, much

of it about the difficulty of getting suppliers to adopt uniform packaging. He said that he had prepared a chart on how to order and receive vegetables, and would be glad to send a copy to any manager who sent a stamped self-addressed envelope to Sam Malleck, Isbell's restaurants, 590 W. Diversey, Chicago, Ill.

Club Tax Reminders

Edward B. Horgan, Asst. Chief Field Deputy, Internal Revenue Service, in his talk on Aiding the War Program by Proper Tax Returns, reminded managers that no taxes need be paid on military memberships on which no dues or taxes are collected, but when honorary membership entitles a member to lifetime privileges it is classified as a life membership, and tax equivalent to that paid by a resident annual member must be paid.

The most difficult question the Internal Revenue Dept. has to answer concerning club taxes, Horgan said, is why tax is imposed on skating rinks and swimming pools and no tax is collected for use of daily fee golf courses. The Bureau holds that golf fee is not an admission charge because persons who do not desire to play are admitted free.

He again reminded the managers that the difference between the price ordinarily charged for dinners and the price of a "party" dinner called for such difference being taxable. Payment of assessments is subject to tax, Horgan also reminded. He said clubs were lax in advising office of the local Collector of Internal Revenue of leases of club premises of facilities for field days, dinner dances, and other events sponsored by members or non-members on their individual responsibility.

The contract form between clubs and orchestras still is up in the air due to court controversy but Horgan advised collecting the tax from orchestra leaders and their men, pending final decision.

Reports of CMAA vice presidents revealed that clubs are very active in war work and that the membership situation, generally, was surprisingly strong.

A. M. MacLean of the Terminal City Club, Vancouver, B. C., read the paper of Kenneth Meisnest, acting mgr., Washington AC, Seattle, Wash., on A City Club's War Program. Mr. MacLean and

A keen Texas pro adapted the Quiz Kiddies radio program to a Ladies' Day luncheon at his club. The questions were on rules. The pro gave a brief lesson or a ball to women who answered questions correctly.

Mrs. Fernie, mgr. of the Jericho CC, were Vancouver's delegates to the CMAA sessions. Jericho is reputed to be the oldest country club on the Pacific Coast. Mrs. Fernie, by the way, has a son flying with the RAF.

Meisnest's paper told how club members were next to organize in civilian defense, Red Cross, and other war work, and active in staging lectures of famous speakers on war topics with proceeds going to war relief organizations. "Vim for Victory" is the slogan of the Washington AC's athletic department's work with men and women members. First aid and war relief supply production groups make the Washington club their headquarters. There are men's and women's first aid classes conducted for members. Air raid warden instruction classes also are held for men.

Those who want to supply cookies for the Seattle Service Men's Club register at the Washington AC Victory Center, as do those who wish to entertain service men at their homes, and those who wish to donate to blood banks. A club sleeping room has been allotted to soldiers on anti-aircraft duty.

Frequent educational lectures, with movies, are given at the club on war work, and the club is headquarters for officers' and civilian service organization lunches and dinners.

Employees Trained In Home Defense

Employees are trained in civilian defense work, and are keen for this training. They also are war-conscious in their campaign of preventing waste in wartime. Payroll deduction and independent buying of War Bonds is 100% among the Washington AC employees.

MacLean added Vancouver testimony on wartime operating of a club, telling of organization set up and rehearsed to handle wartime emergencies at the club. J. J. Richardson of the Multnomah AC, Portland, Ore. detailed how their large clubhouse blacks out in 60 seconds. He told of government arrangements for making use of sections of the clubhouse in emergencies, and of how the government and local authorities already are using the club's stadium. He told of war meas-

ures involving several of the area's golf courses. When this section of the program was completed it became evident to all managers that clubs on the northwest Pacific Coast had proved that club facilities and club organization were of emphatic value to the nation in wartime.

I. S. Anhoff, pres., Albert Pick & Co., spoke on Repairs, Renewals and Replacements as they affect club management in wartime. He advised cleaning, repairing, repainting, wherever necessary, and at once. He urged prompt expert check-up of ranges and kitchen appliances, large and small. He stressed employees' education in care of equipment and supplies so they'd know that failure to handle with care was tantamount to negligence of patriotic duty.

Meisnest, Bangs Receive Awards

Darwin Meisnest, Mgr. of the Washington AC, but now on active duty as a Lt.-Comm. with the Navy was awarded a prize for securing new members for the CMAA, as was Chas. Bangs.

Round Table sessions of Country and City Club managers were held Friday afternoon. The city club managers, with Harry Doherty as chairman, discussed menu problems in an expert vein, trying to figure out how to contend with rising food costs. Several testified that analysis of plates going into the kitchen showed that portions could be reduced when serving, and those who wanted more supplied without additional cost. Conservation was accented.

Reciprocal relations were discussed especially with reference to members of other clubs who happened to be in camps remote from their own clubs. No recommendations were made in view of the many and complex factors involved, although managers of clubs near camps said manager pals were introducing soldier members by letter and the visitors were cared for with hospitality and consideration, and were good spenders during the usually brief time they were in the neighborhood.

The country club Round Table under the chairmanship of B. D. Carter, mgr., Ridge-wood CC, overflowed the room to which they had been assigned and transferred to the main convention hall.

Caddie shortages, the use of caddie carts, and state minimum age labor laws governing caddies, opened the country club session. Menu problems, among which was cost of employees' meals and law

regulation on employee meal charges, also were expertly discussed.

Herb Graffis, GOLFDOM Editor, spoke on increasing importance of country club facilities in conditioning men and women for vigorous and efficient war work. He expressed the conviction that golf clubs had more to sell than they made plain in their publicity, especially considering that the conscientious American businessman will unwisely work himself into a state of wasteful fatigue and slump of zest toward work. He pointed out that the first clubs of history were in Athens and were devoted to national problems, and remarked that the country clubs' devotion to solving the national problem of maintaining national vigor and zip was a return to first principles.

He also said that inasmuch as this is a boom year financially and opportunities for consumer spending were restricted, the private clubs might not suffer nearly as much as they expected, and that public and fee courses would do very well, unless war was fought on American soil.

Women vs. Men Cooks

The subject of women vs. men cooks was discussed in the light of probable shortage of men cooks. It was brought out that women rarely could do the heavy work of men cooks.

A. L. Brandon, secy, Greenkeeping Supts. Assn., spoke frankly on the course maintenance budget problem, asking managers to use their influence against injudicious course budget cuts that may reduce patronage at the club. He outlined the Victory Garden campaign being conducted in each state and suggested that golf clubs tie up, wherever possible, with the Victory Garden work in planting vegetable gardens on unused parts of the courses.

Numerous questions concerning wartime course management were asked of Brandon, the majority of them having to do with course labor.

John Horwath of Horwath and Horwath advised budgeting on a month-to-month basis. He emphasized the importance of saving at every possible point. Chairman Carter told that in New Jersey CMAA members reported that club resignations from Dec. 1, 1941 to Feb. 1, 1942 averaged, with one exception, 3.4%. It was the consensus of country club managers that after the first panicky resignations members held firm, realizing they could make healthy and valuable use of their clubs this year. Membership campaigns and

various classes of membership were discussed.

At the Country Club Round Table there was expressed the belief that food portions served could be reduced. Monday closing of country club operations was generally endorsed.

Army and Navy memberships, swimming pool maintenance problems, and transportation problems also were subjects of exchange of experiences.

Durries Crane spoke, at the concluding session, on Catering Problems from Hotel Experience, presenting a drama in which club managers figured in one act, and hotel management men in another. The moral of Crane's play was that the hotel people put on a more impressive show in selling a party to a member and for this circus get more money for less but make the sucker feel more important. It was a neat job of getting a point across. Crane advised clubs to feature special dishes that would be talked about and make reputations. He told of poached eggs prepared in the winter and frozen in ice cakes to be served as a club specialty in the summer.

Thomas Dempster, Jr. spoke on the decorative use of photo murals, showing how these photographs would add life and distinction to club rooms.

Sidney G. Kay gave an informative talk on fats and oils and their correct use in club cooking. In view of olive oil shortage his talk was especially well received.

Harold J. D'Ancona gave the managers an interesting and valuable close-up on uniforms. He told of cloth restrictions governing uniform supply now.

Country club publicity prizes were awarded to the Beach Point Club and to the Fort Wayne (Ind.) CC.

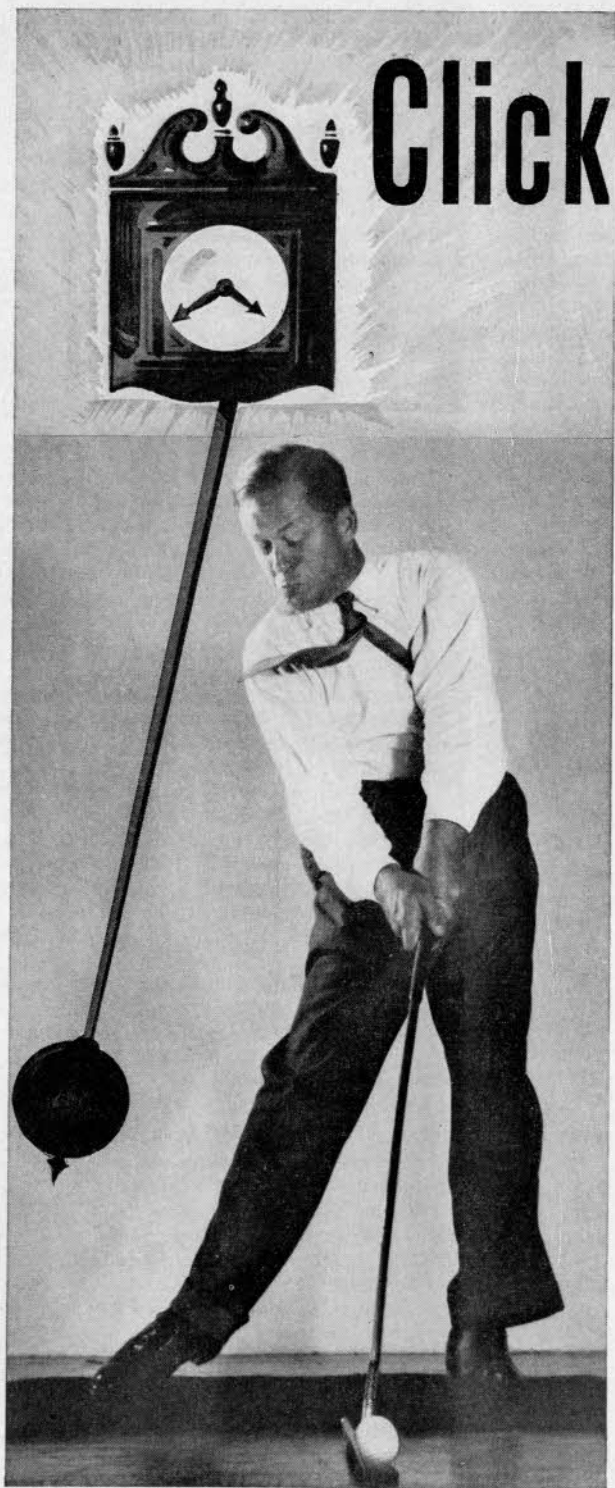
Chapter reports and the election concluded the convention.

A PARTY that always brings a big crowd to the four courses of Olympia Fields CC, the world's largest private golf club, is Chuck Tanis Day.

Last year the affair for the club's warmly admired pro was heralded by a club circular which began:

Here is your opportunity to show your regard for Chuck Tanis . . . whose constant good nature and unflagging interest in the welfare of the club and its members have earned him the right to this tribute of a full day's program in his honor . . . climaxed by a presentation ceremony at the party in the evening.

Clicking 'em



• Every year, Pros make *more dollars in profit* with Spalding clubs and balls than with the equipment of any other manufacturer. Remember, Spalding pioneered Golf in America... and Spalding's still the leader. A. G. Spalding & Bros., Division of Spalding Sales Corp.

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