

George S. May's Work Puts Tam O' Shanter In Forefront Among Nation's Golf Clubs

By KARL SUTPHIN



Geo. S. May

Read how smart operating procedure put this metropolitan district club on paying basis.

"I'M NOT GOING to be able to learn and cure all the troubles of golf club management but I'm going to make a good job of trying." George S. May, president of the Tam O' Shanter Country Club, was talking. And when George talks he is speaking the piece as a highly successful business engineer who has made fortunes for his clients and himself by looking for operating flaws with sharp, questioning eyes.

Last year May promoted at his club the largest prize money tournament of the year and from July 20 through 26 the \$15,000 Tam O' Shanter Open and the All American Amateur will be conducted; the Tam Open again as the biggest purse event of the year. This circus-style promotion which has established the big drawing power of tournament golf at \$1 gate, has made Tam O' Shanter nationally known. But what isn't nationally known about the club is its business story into which the canny May has written chapters of new and successful ideas.

May is an old-time house-to-house book salesman who turned engineer, then business consultant. He is a fellow who goes for the loudest sport shirts that ever assailed an eye, and sports coats that pale the Grand Canyon at sunset. But don't let that fool you. Diamond Jim Brady, one of the world's greatest salesmen and keenest business analysts, also was one of those who had a flair for spectacular trimming, but gave a sharp appraisal to every milled nick on a dime when business was concerned. George May is that way.

Became Chief Owner in '36

May became the chief owner of the Tam O' Shanter club in 1936.

He'd joined the club in 1927 and went through the usual routine of becoming a member of committees. Mostly he was in-

terested in the club as a place for having a good time. Right there, he will point out, is the first and highest handicap against running a club in a businesslike manner. Members join to have a good time.

In 1936 the Tam O' Shanter clubhouse, near to the northwest limits of the city of Chicago, burned. The club was in hock and had been having the troubles common to not a few clubs. Some members were willing to let the grounds go back to the Indians. George May was prevailed on to put \$10,000 into the property as a long-shot investment. Eighty-four others put in \$500 apiece. Now George has \$384,000 in the Tam O' Shanter plant. When the material and labor situation permits, \$50,000 more will be spent on the plant. The club is appraised at \$650,000.

Tam Is 'Sound Investment'

Furthermore, May, looking at Tam O' Shanter strictly as a business proposition, says the investment is a sound one. There is no reason why a country club couldn't be a good investment despite the seasonal and daily weather factor controlling golf, May is convinced. However, he believes that for each year the war lasts about 25% of the golf clubs will go broke or have to go through reorganization because of their failure to adjust themselves to wartime conditions. This will be definitely damaging to war effort, May thinks. He says there has been a serious waste of man-power in the disregard of executives for their own physical condition and in executives' failure to budget time for recreation that will keep them mentally full of zip, clarity, and confidence.

May maintains that one of the great advances in American production methods has been that of providing recreation facilities for employees, so they'll have an added incentive for living and working. If executives had devoted as much atten-

Ben Parola, Blue Hills (N. J.) CC pro, has marked a triangular area on the club's first fairway. Players pay 25 cents on their drives and if a drive comes to rest within the triangular space Ben pays the driver a first grade ball.

tion to planning of their own recreation there'd be fewer physical breakdowns, probably fewer mistakes of management, and considerably less friction in operations, May reckons. This phase of golf club potential value seldom is noted, according to the Tam O' Shanter chief.

Where the representative golf club makes its major mistakes are in the following respects according to May:

(1) Too frequent turnover in management, with officials and directors seldom given an opportunity to learn all they should about efficient management of the club's affairs.

(2) Lack of a plan for year-around use of the club facilities.

(3) Lack of appeal to all members of a family.

(4) Failure to make plans for attracting volume.

(5) Failure to give management a chance to function.

(6) Failure to hire best available men, coordinate their operations, and give them incentive to perform beyond the extent necessary to merely hold their jobs.

(7) Failure to energetically advertise and promote the club.

Know What Members Want

Now, in showing how Tam O' Shanter operations meet these points, consider first that Tam O' Shanter has had only one new director since May became the head of its management. The directors not only know the club's business operations but the members, and have learned to closely coordinate what the members want with what the members are willing to pay for as a good investment in recreation. There are bound to be cases of members who want details, or even the whole scheme of club operations, revised to suit them. Much of the trouble of many clubs dates from yielding to the pressure of a few such members instead of selling this minority on the wisdom and satisfaction of a plan that is agreeable and financially sound for the entire membership. Failure to handle such situations often results in the officials and directors themselves not being fully conversant with the problem and its solution.

In making full use of the club plant,

and in drawing a year-around volume of business Tam O' Shanter uses a full complement of sports facilities for young and middle-aged and oldsters. Golf, of course, is by far the main attraction. Swimming, tennis, skating, skiing, shooting are other outdoor events. Much is made of the Tam O' Shanter weekly vaudeville shows in which some excellent professional talent appears, and of the keno games. Good meals at reasonable prices are one of the strong magnets at Tam. The club loses money on its meals but they draw a volume that spends at the clubhouse and the net result of excellent cuisine is a profit.

Gets Assistant for Manager

On this matter of the evening entertainment at the club May brings out the point that such a program is a killer for a manager. He maintains that no man can stand the long hours demanded by such a program. Hence the manager's labor at Tam is divided between the house manager and a capable assistant whose major job is that of accounting but who can get in and pitch to keep the manager from killing himself with an ungodly stretch of hours

Tam O' Shanter's members pay \$192 a year, and no assessments. Their social members, of whom there are 95, pay \$50 yearly. There are 280 regular members. The social members get everything except golf for themselves and their families. The per capita spending of the "social" members in the clubhouse exceeds that of the "regular" members.

A great point of getting all members acquainted is made at Tam O' Shanter. Men and women committees have the responsibility of getting the members known to each other, and without any obviously organized procedure any one member who comes out to the club always is put into a foursome.

Tam O' Shanter takes trade and other association tournaments Mondays, Thursdays and Fridays, when member play is light. It selects these tournaments carefully and gets all of them it wants to take. Tam members know that the volume of business brought in by these events makes it possible to operate the club on a sound basis that gives members more than they'd otherwise get for their money. The additional traffic is handled with no more pressure than would be normal on the active Saturdays, Sundays and holidays at the club.

Many who have attended association

tournaments at the club eventually join Tam O' Shanter.

The Tam O' Shanter Opens, which have become nationally famous, are great advertising for the club, giving the members plenty to talk about proudly, and bringing in new members. The Open idea was born when May paid \$3.85 to see a National Open day's play. The small crowd for a great event struck George as showing a flaw in business management. So to prove his case he puts a price of \$1 on a day's ticket to the Tam O' Shanter event.

This year Tam O' Shanter furnishes bus tickets to and from terminals of street car lines and L stations in Chicago, to the club, for the tournament, so the \$1 ticket for the Open really costs the patron 84 cents. May says business experience repeatedly has demonstrated that a price of \$1 draws considerably more than double the number of customers drawn by a \$1.65 price. He is confident of the biggest golf crowd ever drawn, when the gate for the Tam Open and All-American Amateur events is added.

Full page advertisements in all the Chicago newspapers are boosting the championships at Tam O' Shanter. That

campaign alone will cost approximately \$11,000 in space. More than 100,000 letters and circulars have been mailed on ticket sales. The Tam members themselves each agree to take 20 tickets. That's part of the club by-laws.

There are six major outlets for ticket sales. The tickets themselves look like \$60 fight tickets instead of the traditional golf event tags.

This May overlooks no chance to make the club a businesslike establishment. The new caddie house at Tam is virtually a clubhouse for the boys. The facilities attracting boys to Tam, and the excellent training and management the boys receive make the Tam caddies an all-star outfit. The pro shop—and the equipment barn and course maintenance equipment are models for clubs. Tam members and officials claim that in Bill Gordon as pro and Ray Didier as greenkeeper they've got two of the most competent men in their respective departments of golf. There's plenty more that Tam members brag about as giving them great value out of what they spend for recreation at Tam, and that's probably the most conclusive evidence of good management of a country club.

USGA Advises Tryouts Before Large Scale Treatments of Chemical Substitutes

THERE will be a steadily increasing demand for substitutes for many of the chemicals commonly used as fungicides, insecticides, and herbicides, as these materials cease to become available either because of their role in the all out war effort or because of the fact that they can no longer be imported due to shipping difficulties or to the turn of the war in island outposts.

Unfortunately, with a greatly depleted technical staff it will not be possible for the Green Section to test the many possible substitutes. Before using any of these substitutes in large-scale treatments it would be acting in the interest both of economy and better turf to try them out on a small scale first. If recommendations of institutions or men who are conducting large-scale experimental programs are not available, those of the manufacturer should be followed or, if

necessary, modified to suit any particular set of conditions.

Since most recommendations for use of these materials on turf are given in terms of the amount of chemical to be used on 1,000 sq. ft., areas of 100 sq. ft. make good trial plots where relatively large areas of turf are involved. On lawns or smaller areas, smaller sized plots such as 5 by 5-foot plots may be preferred. Untreated plots as well as some treated with the commonly accepted treatments should be included on as uniform turf as is available. Routine maintenance practices should be followed on all the plots in any one series.

In applying fungicides, insecticides and herbicides to test plots, it is important that the exact rate be known so that it can be duplicated, if desirable, in the future. This precision should be followed when measuring and marking off plots, as well

as when weighing or measuring the material to be applied. The climatic conditions prevailing at the time of the application should be noted and recorded, as well as the response of the turf to the treatment, and the degree of the control obtained.

The usual practice is to dilute the active materials with water and apply as a spray or mix with dry, sieved sand, soil or topdressing if they are to be applied dry. Unless calibrated equipment is employed, the amount of water or sand which must be used to cover 1,000 sq. ft. adequately with your equipment should be determined before applications are begun.

A convenient procedure is to start with a known volume of water or sand (depending on which method of application is to be used) and a 100-sq. ft. plot. Without adding any chemicals, spray the foliage on the plot until it is uniformly wet with the water, or distribute the sand evenly over the area. By measuring the amount of water or sand which is left and by subtracting this volume from the initial volume, the volume of water or sand necessary to cover 100 sq. ft. is calculated. It is wise to make several such trials and use the average volume as the basis for your calculations. Multiply this by 10 and you have the amount of water or sand which you must use with your equipment to cover 1,000 sq. ft. It usually takes from 2 to 5 gallons of water or from 4 to 8 quarts of sand to cover that area.—*Timely Turf Topics.*

“The Hut” Solves Service Problem Around Pool

EVANSVILLE, (IND.) CC has solved the problem of lunch and drink service around its pool by construction of “The Hut”, a building for the members’ children who patronize the pool.

Harry O’Hagan, the club’s well-known manager, says that the operating and maintenance details that usually are very bothersome in connection with the children’s service has been handled by The Hut with complete satisfaction to members, children and the management and employees of the club.

In announcing The Hut and its popular prices O’Hagan sent the following notice to members:

One of the biggest and best “treats” in town is the new building at the club’s swimming pool, called “The Hut”. This

building was built especially with the member’s children in mind, and to make it possible to serve them with both food and soft drinks at a small cost; where they may be as comfortable as possible outside of the club departments.

The Hut is for YOUR children, large or small, fat or skinny, tall or short. And although built with their needs in mind, any member may also use its facilities; and we welcome your inspection of its advantages and service at any time. Please remember that soft drinks and food will be only served at The Hut or around the pool. No service from The Hut will be permitted in the grill or other club departments. Caddies are not permitted to use The Hut for personal use.

The Hut will be open daily from 9:00 A.M. until 6:00 P.M. Special tables have been made for the convenience of those wishing to have their lunch in front of the building. We urge the mothers and fathers of all club children to inspect and use this Hut early. We feel that you will be delighted with all the service offered to the children, and the inexpensive manner with which they will be able to obtain a full lunch at the club.

The first opening day of this building will be Thursday, June 25th. And will continue until the pool is closed after the summer season. Mothers, bring out your children, all sizes, and join them in the following articles to be purchased at The Hut at the given small cost:

Delicious Hot Dogs05c
Swell Hamburgers10c
Peanut Butter05c
Fish Sandwiches05c
Cheese or Ham05c
Chocolate or Vanilla Ice Cream Cones05c
Ice Cream Novelties05c
Home Made Cup Cakes.....	.05c

RUST-REMOVER FORMULA

Life of tools which will be difficult to replace may be lengthened by keeping them free from rust. Even heavy deposits of rust can be removed easily and economically by the use of a paste made from:

Glycerine	1 part
Oxalic acid	2 parts
Phosphoric acid	2 parts
Ground silica	5 parts

Tools should be coated with the paste and allowed to stand in a warm place for about 20 minutes, after which the paste and the rust with it can be washed off and rust preventive applied.—*Timely Turf Topics.*



Aerial view of Lloyd's golf establishment, showing clubhouse and practice putting green in lower right, driving fairway straight out from clubhouse (flanked by 85 ft. fence) and the 9-hole short course shown center, left and top in photo.

Lloyd's \$500,000 Golf Plant Gets Tremendous Play from Portland Golfers

GOLF practice ranges located where they can be patronized conveniently by war factory workers are getting a play that demonstrates golf has a potential market far greater than that the game had prior to the war.

These workers now having incomes that permit recreation, and being under strenuous and exacting schedules in war material production, feel the need of a change of physical activity. What has especially surprised practice range operators situated so they get factory workers' play is the comparatively large percentage of men in their 30s and 40s who are taking up golf via the practice range tees and the large number of young woman work-

ers who are getting into the game at the ranges.

Although gasoline rationing and blackouts have sharply reduced driving range business in the east, there still are range operators in that section who are located in neighborhoods where they have been getting rather heavy play in the daytime from factory night workers.

In the central states and west, range operators who are located in good spots and who have something to attract, other than clubs, tees, and buckets of balls, frequently have been getting more business than they can handle on their tees. The way in which golf can be tremendously popularized by practice ranges is shown





“ORDER OF THE DAY”— FOR ALL GOLF CLUBS

IT IS our hope that everyone interested in golf in America will voluntarily make it his order of the day to cooperate with our new national campaign in every way.

This grand, impressive, nation-wide effort is a vital and magnificent *crusade* and is built around General Douglas MacArthur's creed which he wrote and which is inscribed on the walls of the entrance to the Cadet Gymnasium at West Point.

Its job is to awaken *all* of America, from the highest to the lowest, to the fact that sports are part of the war effort—that sports equipment must be manufactured insofar as war needs permit—that present equipment must be conserved in every possible way.

This company will continue to supply you with the finest quality golf equipment that our skill, ingenuity, experience and available materials can produce. Wilson quality standards will be maintained.

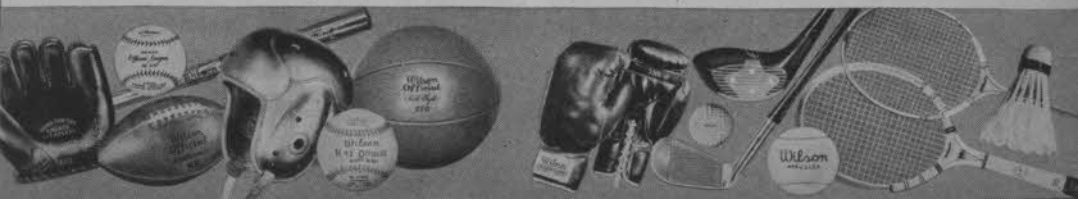
You have a job, with us, to keep American golf going strong—to give proper care to equipment now in use—and to distribute available new equipment to the best advantage.

I am sure you fully realize the importance of this “order of the day” and that we can count upon you to personally do your part to make this *crusade* a success in every way.

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Wilson Athletic Goods Mfg. Co.,
Inc., Chicago, New York and
other leading cities.

L. B. Jolly
President

IT'S **Wilson** TODAY IN SPORTS EQUIPMENT



Free golf for all-day or twilight play is given to members of the Beacon Golf Club who provide transportation for other members of a foursome to any of 10 fee courses near Berwyn, Ill. The Beacon club is a newspaper promotion enterprise of the Berwyn Beacon. The fee course owners are watching the new arrangement with considerable interest as a possible solution of the transportation problem. Early response has been good.

1.....	250.....	4
2.....	85.....	3
3.....	210.....	3
4.....	160.....	3
5.....	145.....	3
6.....	150.....	3
7.....	285.....	4
8.....	95.....	3
9.....	205.....	3

by the far-famed Lloyd Golf Course and driving range at Portland, Ore.

This great establishment was started in 1929 by Ralph B. Lloyd of Los Angeles. Lloyd is a wealthy man of considerable vision and courage with his money. He has invested more than \$500,000 into this recreation plant located at Northeast 12th and Irving streets, in the geographical center of Portland, and only a few minutes away from the downtown business district.

Without involving a transportation problem the Lloyd establishment can be reached easily from any part of the city. And when the customer gets there he—or she—is at a recreation center that compares with most of the roadside driving ranges as a villa at Palm Beach compares with a weather-beaten wood two-seater out back.

The building, the short course, the range, and the outdoor and indoor facilities are plenty to make the Lloyd place draw business, but a very lively and smart business man pro golfer, Joe Mozel, makes certain that Lloyd's gets patronage by continuously conducting a campaign of advertising and promotion. Joe is manager of the Lloyd establishment and is head professional there. He's also inventor of an automatic electric golf ball teeing device used at the Lloyd range and being put on the market generally when the war halted extensive production and promotion plans that had been made.

Has Downtown Golf School

Joe also has a downtown golf school. He's a hustler and so well thought of by pro golfers of his territory that they made him president of the Oregon State PGA. Joe started in with the late Chandler Egan. He's been with Lloyd for the past 8 years as operating manager.

The practice range has an interesting arrangement of greens and traps as may be seen from the aerial view accompanying. The 9-hole course has a yardage of 1,585 and a men's par of 29; the holes being as follows:

Women's par is 31, the third and ninth holes being allowed a stroke over men's par 3.

The Union Pacific tracks run through the property. At the fifth hole there is a bridge across the tracks. There also is a passage under the tracks between the two sides of the course. The greens are fairly large-sized and are well trapped. They are bent. Fee for playing this course is 30c for 9 holes. Over an average weekend the course will handle about 400 players.

What a Two Hours!

The course is built on what was formerly nothing but 30 acres of unsightly land. It presents a most enjoyable round to the novice golfer and a real test of golf to the better player. A business man may leave the office at noon, play nine holes of golf, have a steam, shower and massage in Lloyd's well equipped physical conditioning department, enjoy a lunch in the famous Ireland restaurant located in the clubhouse and be back at his desk by 2:00 o'clock. Lloyd's has become the established meeting place of various clubs and civic organizations. It is permanent headquarters for the Oregon State PGA, the Public Links Golf Assn., the Business Women's Golf Assn., and the Women's Public Links Golf Assn.

The driving range projects along the east side of the clubhouse. It is a modern practice range fully equipped with 14 automatic tees under cover, open day and night, rain or shine, all the year around. When these tees were installed in June, 1935, it became the first driving range in the United States to be so equipped. Here on the practice range with proper instruction, many outstanding golf stars have been developed. Among them is Joe Mozel's sister, Mrs. Mary Mozel Wagner who won the Pacific Northwest Golf Assn. title in 1940; H. E. Ferguson, senior city champion in 1941; Steve Milich, who was Oregon State boy's champ in 1941. Milich also represented Portland in the National Public Links Tournament at Spokane last year, being the youngest player (15 years) ever to compete in this event.

An interesting feature of the range is

its 85 ft. high fence running for 240 yards on either side of the fairway. This fence, built at a cost of \$10,000, is the highest fence in the world.

A spacious, lighted putting green adjoins the front of the clubhouse. Patrons may practice day or night.

The physical conditioning department is equipped with a tile steam room, tile shower room, electric cabinet, ultra-violet ray health lamps and infra-red lights. A trained masseur and conditioner is on duty at all times. Two large banquet rooms and dance floors are located in the upper portion of the clubhouse.

Lloyd has recently completed a 92 unit apartment house, overlooking the golf course, at a cost of \$500,000.

University of Mexico Opens New Golf Course

UNIVERSITY of New Mexico at Albuquerque opened the first 9 holes of its new golf course June 12. The second 9 will be completed by early fall. J. C. MacGregor, is business mgr., Wm. H. Tucker, greenkeeper and Lewis M. Martin, pro of the attractive establishment which is available for play not only by students and faculty of the University but by citizens of Albuquerque.

The course was begun by the University and the WPA in the early summer of 1941. It has 120 acres not far from the geographical center of the city. Wm. H. Tucker, sr., well known architect, designed the course, supervised its construction and remains as its greenkeeper.

In addition to WPA funds, the course financing was done by revenue bonds to be retired from net operating profits of the course.

A temporary clubhouse is provided, as construction of a very attractive adobe clubhouse of characteristic regional design was postponed by the war.

Water for the course is supplied by the University's Water Supply Project. Considerable water will be required by the course. The turf problem in this part of the country begins with dense soil that required fine cinders and manure in preparation of fairway seedbed.

Green fees for the first 9 holes are 25c week days and 35c Saturday, Sunday and Holidays. Annual memberships are sold for \$25 (Fed. tax included). Monthly individual membership is sold to men of the Army Air Base for \$3 (Fed. tax included).



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Rockford's Finely-Conditioned Courses Are Result of Careful Planning

By **NORMAN W. GREGG**

FAMOUS the world over for furniture, Rockford, Ill., also enjoys a national reputation for its parks and municipal golf courses which are part of a well planned park system. This busy industrial city on the Rock River has a population of over 100,000, and this population will assay as high in golfing fans as any community in the world, Earl F. Elliot, superintendent of parks, believes.

To make golf available at low cost to the workers in Rockford's many factories and shops, the park system maintains three excellent golf courses. Sinnissippi, the oldest of this trio of links, is located in Sinnissippi Park and serves golfers of the north and east sides. The course is 9 holes and the park has an area of 125

acres. Sandy Hollow is a 6,600 yard, 18-hole course in the southeastern part of Rockford. The park here has an area of 125 acres. Ingersoll, an 18-hole course, is on the west side of the town. Ingersoll Park, with 154 acres, is the city's largest recreation center.

"It is not by accident or chance that our courses have fine, fast greens and well turfed fairways," said Superintendent of Parks Elliot. "We maintain them carefully, in season and out, for with so many playing the courses really get a rough going over. Their splendid condition can be attributed in a large part to the soil conditioning they receive. During a year, the park system will use 350 tons of compost and 100 tons of sludge from our