

# Managers Find Lessons In Wartime Operations

★ **O**NE MARVEL of golf club operation in wartime has been the apparent smoothness with which house operations have been conducted. Labor, food and liquor shortages and inability to repair or replace equipment and supplies have made managers prematurely gray, but adjustments have been made so expertly that in numerous instances members and officials have commented that clubhouse operations have been notably satisfactory.

One explanation, according to Donald H. Rapelye, mgr., Wampanoag CC, West Hartford, Conn., is "in these days members are willing to overlook a great deal and are far less demanding. Nevertheless, the managers are carrying a terrific load." Wampanoag house operations, typical of those of the better clubs, were conducted at a loss for many years prior to the war, but for the past 15 months have been in the black. Many of the revisions of operations necessitated by wartime conditions and acceptable to members because of the prevailing conditions, probably will be retained after the war, Rapelye believes.

The main economy idea that may hold over after the war is the change from the old policy of keeping open virtually at all hours, says Wayne D. Miller, mgr., Cincinnati CC, and pres., Club Managers' Assn.

Miller remarks:

"Club presidents are quite right that their club managers have done a fine job during wartime. Why? They were faced with problems that called for solution. A club manager worthy of the name must first of all be foresighted and resourceful to the extreme or he could not be successful. The "great manipulator" should be the term and that not only applies to war time but to normal times too.

"How does the manager handle the wartime job successfully? Clubs as a general rule were extravagantly operated.

If Mr. Member wanted his dinner on the 18th green at an unusual hour, he got it that way. Mr. Member was served the choicest of the choicest of any type of dish he desired and at a modest price, but that service cost money, more help, more of everything. This was one manipulation the club manager had to do, centralize operation and service.

"The choicest of foods were no longer to be had because rationing took care of that. The next best thing was to make beans taste better than sirloin steaks. With this sleight-of-hand trick accomplished it became necessary to regulate the hours of service. Now with a smooth job of selling Mr. Member to cooperate with him. The stage was set for operation on a modest scale with a simplified menu and curtailed service. The results have been extremely good. The club manager has been able to keep up to nearly standard all his operations, the demand has doubled, the membership roster full. Result . . . profit.

"Profit can be misleading. We must keep in mind that the club's equipment is shot to pieces and not being able to keep up these needs, means false profits.

"Supply and demand will govern Post War operation and 'Mr. Manipulator' will again serve Mr. Member on the 18th green at an unusual hour with the choicest of the choicest dish at a modest price.

"I can see nothing in the Post War era that can be used or salvaged from the war period unless it might be hours of club operation. That alone depends on the labor market which will be governed by supply and demand. 'Mr. Manipulator' is going to be faced with complete reorganization and training of club personnel and it will not be easy, but do it he will."

One of the toughest of the pre-war problems of managers was getting reservations in advance for meals. Now, at many clubs, if reservations aren't made,

meals are unavailable. Another problem was that of getting the members and guests to haul themselves away from the beverages and get into the party food service at the appointed time. Now if they don't come in, the help quits at the time set for finishing, and the tardy members simply don't get served. Overtime labor charges, in case the help is willing to work overtime, are so stiff the tardy members are rebuked, and in some instances, made to pay the charges.

In view of his many added duties the manager himself cannot administer the personal petting to each member as in the days of yore. Then the manager was expected, in the words of one veteran, "to stay up until the last drunk was kissed good night; then be on the job at day-break to be in personal attendance on two fussy old members who wanted breakfast at the club prior to playing an early-round."

Victor Elliott, mgr. and asst. sec.-treas., of the excellently conducted Pittsburgh Field club, points out that wartime inability to make needed capital expenditures should not mislead club officials as they consider the current profits of clubhouse operations.

Elliott's view of the prevailing situation:

"Club managers throughout the country should be and are very grateful to receive the comments of the number of club presidents who think that clubhouse operations are running smoother under existing conditions.

"At whatever club this condition exists, you may rest assured that the entire membership is taking into consideration the difficulties, trials and tribulations the manager is confronted with in his daily routine. Aside from the numerous reports and details in respect to food and gasoline rationing, the liquor and food situation,

there is the help problem. Under normal conditions we operated during the season, with a staff of 50 to 60 employes, at present we have 18 employes in our clubhouse. The question is how long it will be possible to operate under these conditions.

"In order to alleviate overworking our staff, we adopted Monday closing, also designated hours of service in the dining room. Before the war it was possible to give dining room service from 8 A. M. until midnight. At present we serve luncheons from 11:30 to 2:30, sandwiches only from 2:30 until 5 and dinner from 5:30 until 8:30. If the Monday closing and present dining room service can be continued after the war, there is no question as to its desirability as a great economic step in club operations.

"Last year, despite curtailed activities, was a very successful financial year and from the looks of the first 6 months of 1944, our net results will exceed most of the flush years of the twenty's.

"We must however, take into consideration the fact that very few clubs are making capital expenditures due to the scarcity of materials. It should behoove the clubs to set aside a cash reserve, on a monthly basis, to cover replacements and repairs after the war.

"There is no question in my mind that present conditions has taught the club manager economical operations and it will be fine experience in years to come. It has taught us that it is possible to operate a club successfully without a lot of things we thought essential; simplification of menus; a much closer contact with the operating staff; the finer details of club management and also what a great help your Board of Directors and members can be under these trying times.

"Clubs are being operated today on a more business-like basis and the net financial results in most clubs prove this fact."

## Memories of the Golden Days at Edinburgh

**E**D FITZJOHN, veteran pro at the Albany (N.Y.) CC, comments in a nostalgic vein on the Honourable Company of Edinburgh Golfers article that appeared in June *GOLFDOM*:

"That club was my home for 23 years. There my father was clubmaster or manager, going with them from Musselburgh in 1879 and removing to Muirfield in 1890 where he died in 1895.

"I got my experience in golf while there. I went through every department of the business, such as club management, club and ball making, greenkeeping and learning the fundamentals of golf in developing my game and acquiring the art

and science of instruction. I played my first championship over Muirfield in 1895, the year Harry Vardon won his first British championship, beating J. H. Taylor in the playoff after a tie.

"The gentlemen mentioned in your article, Maxwell, Laidlay, and Balfour-Melville were all fine golfers. I played many a time with them in matches. They were all medalists of the Company.

"Those were the days of Freddie Tait, Johnny Ball, Harold Hilton and many other prominent amateur golfers. The prominent pros of those days were Kirkcaldy, Willie Fernie, Willie and Hughie Avchterlonie, Archie Simpson, Ben Sayers, Willie Park, Jr. and others; from all of them I got much valuable instruction and much experience in competition."

# Greenkeepers KNOW THEIR STUFF

By EDWARD B. DEARIE, Jr.

★ There are a number of things that have impressed me at the various greenkeepers' association meetings. In my mind there is no question of the value of this work to the clubs we work for.

The one outstanding development of the courses and meetings has been the greenkeeper himself. The greenkeeper of today knows more about turf problems, course management and upkeep of the entire property than anyone else employed today in club work. The time has passed when the green chairman or the Board of Directors should give inexpert orders as to what should be done for the proper maintenance of turf. After twenty years of organized scientific investigation of the problems of course care and upkeep the greenkeeper is today a man qualified for his position and competent to make the correct decisions in maintenance matters, due to his constant effort and study of the problems at hand.

There will be many changes in the near future of greenkeeping. The club that accepts the greenkeeper's advice will profit from his years of experience in turf development and maintenance and his knowledge of sound trends.

There have been a number of golf clubs that have considered the greenkeeper just a foreman to supervise the workman. Well, any club member who attends any of the short courses will decide there and then that greenkeeping is a science and not just a job.

Greenkeepers know very well that each golf course is an individual problem and one that calls for considerable study and understanding of the local conditions before the greenkeeper is able to pass judgment on what action to take in an emergency. The greenkeeper is the only man able to make such analysis, for he is the only one who clearly understands his club's course problem. Any attempt to solve turf problems otherwise is purely guess work. There are many factors involved in the operation of a golf course that must be considered. No generalities will explain except in a vague and unhelpful way the loss of any green or fairway in a season unfavorable to turf growth.

Also there are many factors that as yet are not apparent or fully understood but which undoubtedly play an important part in all turf losses, and certainly

the layman is not familiar with such factors. There again I say the greenkeeper today has become a highly skilled and trained man, an individual who is compelled to solve his own problem and decide what to do. The future greenkeeper will be required to make changes in the present greenkeeping methods to meet new conditions and change quickly to new ideas developed by a number of the short course schools and universities throughout the country. The representative greenkeeper today is constantly at work on a sound plan for improvement to his course and himself.

Some golf club members may ask what benefit has been derived from the educational programs and greenkeeping associations to advance scientific improvement in greenkeeping. The courses still have diseases and pests, despite expert vigilance. In their demands for turf perfection a great number of club members fail to recognize the difference between progress and perfection. Progress in greenkeeping methods in the past ten years has been clearly demonstrated by the large number of cases where courses are maintained with little or no loss of turf and no help in very trying weather conditions. The day of perfection in greenkeeping has not dawned yet. It is something for golf players to hope for, and for greenkeepers to look forward to, although the greenkeeper knows that he never can expect to control nature.

The future holds great promise for the alert greenkeeper. The use of the educational short course work and greenkeeper association meetings will help develop some of the finest turf cultures in the country. Greenkeepers are coming into their own. I would like to see the country clubs of America interest themselves more in the greenkeeper and his problems. After all, it's the golf club that benefits from his achievements and good work.

Greenkeeping success has been won the hard way but the future holds bright promise of somewhat easier work, more certain results and deserved recognition for the greenkeeper who will associate himself with the educational facilities available to him. Today greenkeepers must begin to plan now with all their foresight and energy for a professional and business career of greater reward in golf's great future.

# Steering Tomorrow's Course for Golf Business

By DON YOUNG

**G**OLF IS a cockeyed business!

Such a statement, although expressed rather frequently and vigorously by pros, greenkeepers, manufacturers, and players alike, is hardly an accurate one. However, sober perusal of the game's history since its inception in America uncovers plenty of evidence on which to base such an opinion.

Golf is a business, a profession, a sport, or a social excuse, depending entirely on one's contact with the game. As a business it is one of the most remarkable America has ever known. In spite of, until recent years, untrained administration, lack of planning, under-and-over-financing, and a host of other "don'ts" that are usually quick death to any ordinary business undertaking, golf has not only grown by leaps and bounds but today ranks, for all ages from 8 to 80, as America's leading sport.

Most assuredly there can't be too much "cock-eyed" with any activity that has attained such a remarkable expansion under so many severe handicaps.

A snap summing-up of golf's history in America shows it passing through its growing pains during the teens, suffering a severe adolescent period through the '20's, and finally emerging in the '30's, following the depression, with a sobered front and enough wild experience behind it to impress upon its devotees that there might possibly be something to the game other than beating a ball through eighteen fairways as an excuse for finally arriving at the 19th hole. Happily, this opinion has steadily gained momentum, and through the help of such bodies as the USGA, the PGA, the GSA, and various sectional organizations, much has been done the past ten years to establish golf on a business basis.

That much more is desirable goes without saying. Recently another organization, the American Golf Foundation, has entered the field as business counsel for America's golf clubs.

Unfortunately, golf has suffered from the personal complex. All of us, pros, greenkeepers, manufacturers, club officials,

and players have been far too inclined, as groups, to take what we could get out of the game personally—and to hell with the rest of it. Quite surprisingly, in spite of this selfish attitude, golf has produced no great fortunes or monopolies. It has, however, produced great personal honors; all of them, happily, well deserved.

Nevertheless, players as a group have been much inclined to take as a matter of course finer and more elaborate clubhouses and clubhouse services; thick, beautifully-manicured fairways, well-nigh perfect putting surfaces, improved playing equipment, and many other features that cost real time, money, and ingenuity. Quite often these improvements have appeared gradually with very little actual rap at the player's pocketbook, an item he fails to consider. At any rate, the average player never falters in his demand for improvement in any department. He seldom gives thought to whether the man making such improvements possible is being suitably rewarded financially for his effort. He is, though, unstinting in his praise when occasion demands—and he is on his game.

Some manufacturers do a bang-up job, with the good of the game at heart—and manage a yearly financial statement in black while doing so. Others, with too little thought of either the past or future, follow the lines of least resistance. Most any vendor of racket specialties can obtain a price list of their product, and it is of little concern to them whether the guy in the corner bookstore knows a No. 2 iron from a stymie. As long as he can sell some stuff, regardless of the deal, he's okay by them. In their defense, however, it must be recognized that these manufacturers as a group face the necessity of marketing a seasonal product in a field with distribution channels not too clearly defined. It also must be recognized that many of them have crimson financial statements at the end of the year.

Club officials, in the past, have as a group been greatly inclined toward disregarding the soundness or unsoundness of any financial venture the club might

# Speaking of Sweaters



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be considering. Fortunately this situation is of necessity correcting itself. However, club officials as a group today fail to recognize that a capable club manager, pro, greenkeeper, even though costing somewhat more than the club budget seemingly allows, very often is the means of foregoing additional financing. They fail to recognize the necessity of rewarding ability in their golf club in the same manner they do in their own business.

The fault of course is easily understood. The average club official lacks inclination to apply sound business principles to his relaxation after having spent the entire day applying them to his own business—a perfectly human frailty. Which leads one to wonder if the average golf club would not, perhaps, be much better counselled by a capable three-man Board that could spare the time for such a job—instead of the unwieldy Boards of eight to 18 men who quite often spend the monthly meetings in argument and bickering, small clique against small clique, actually accomplishing little or nothing—and finally ending in a session of poker.

Pros and greenkeepers can in some ways be classed as a group; certainly so in their petty grievances. Each is far too inclined to view the other askance and with distrust—usually with a sour mental reservation as to the other's ancestry. One feels the other might not only be undermining him to the Board of Directors but is actually after his job. The result is a lack of departmental cooperation—the life-blood of a golf club. Everyone suffers in the final analysis.

Pros, to their everlasting credit, have probably done as much or more than any single group to advance the game—and at the same time have done surprisingly little to advance themselves. The playing pro, as a group, has done a whale of a job acquiring national and international recognition for himself, but in doing so has failed to secure a compensation equivalent with such recognition.

The club pro has likewise missed the bus. While laboring diligently on the home front he has, as a group, failed to realize that although he may be a howling success as a pro to his members, if he is to be as successful financially he must first, last, and always be a business man to himself—and to his club. As a result his crown as king of the golf market has slipped slightly askew. Instead of taking definite steps to correct the situation he has, often, become soured on the whole situation and adopted an injured air of persecution—an attitude that certainly corrects nothing. Far too many pros, who in the past have assumed the professional attitude that they could do

no wrong, are suddenly beginning to realize that very little of what they have done has been right. The general awakening, when it comes, should prove refreshingly beneficial.

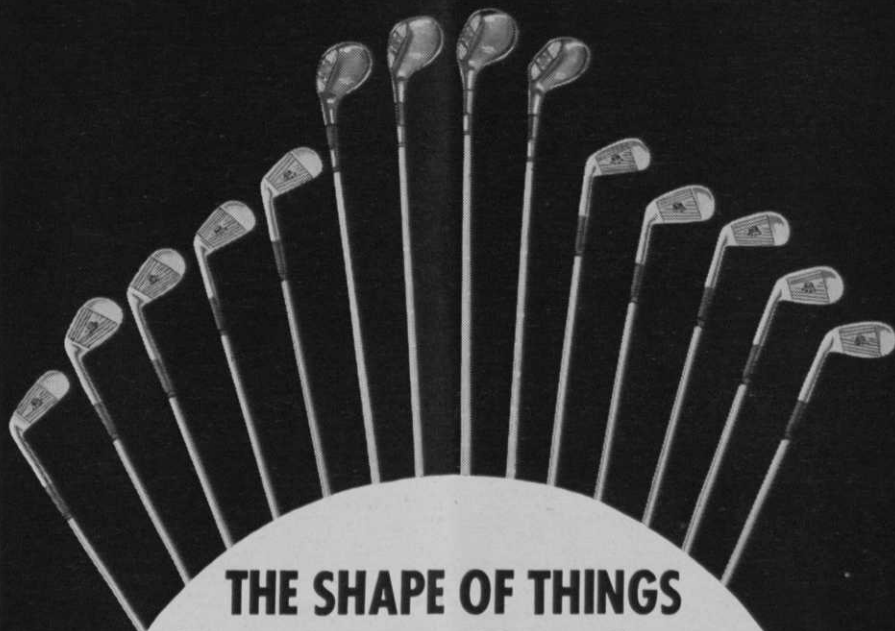
The pro field in general allowed itself, through a lack of aggressiveness and application of sound business sense, to acquire an undeserved reputation as both an unsound distribution channel and credit risk. The correction of this trouble lies entirely within the pros themselves, and is a job that cannot be accomplished by merely taking a fatalistic view of the situation and hoping for the best. The war has given them a splendid opportunity to again gain merchandising domination in the golf market, and the pros should grasp this opportunity with every intelligent professional and business means in their power.

This unsoundness in the pro field is particularly evident throughout suburban and rural areas, where the small and medium-size clubs abound, and the pros themselves cannot be too severely criticized for the situation.

Too often the club is under-financed, stays open only part of the year, pays quite a small salary, and its marketing opportunities naturally are limited. The pro manages a fair living during the active season and does a swell job of loafing the rest of the year. Such a situation is not conducive to good club administration, good professionalism, good pro merchandising, nor the establishment and maintenance of good pro credit. Neither, by the way, is it good for the game of golf.

Pros in such situations have the answer to that problem running up and down their backbones. The small-club pro is a good promoter—if he isn't he will not long be a pro. If he will, and the word "will" is used advisedly, he can lead his Board of Directors and club into a year-round program that will provide him a steady job and income, and make his club an institution of real value—not only to his community but to the entire golf field as well.

Greenkeepers, "the forgotten men of golf", have truly in the past been just that. For years they labored diligently behind the scenes doing a splendid job without recognition, even Webster for years refusing them occupational rating in the dictionary. Fortunately this situation has changed to some degree. The Greenskeeping Superintendents' Assn. has awakened greenskeepers to the fact that their job requires not only a great deal of technical skill but is capable of supporting a professional rating as well. The result has been a decisive and progressive step in course maintenance, and a splendid



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job of promoting public recognition of the greenkeeping profession. All of this is good for golf.

The modern greenkeeper of today has learned, through bitter experience, to temper abundantly available professional and lay advice with good common sense when he applies such advice to his local conditions. His importance in the future golf picture probably rests in his ability to raise his professional standing to the level of his technical and administrative skill. The necessity of his being in close touch at all times with club finances and activities is unquestioned, but more impressive evidence of executive ability in his field is urgently needed.

Another great need in his field is the broader education of club officials, as well as the golfing public, to the fact that the maintenance of fine grasses for golfing purposes is a somewhat forced and unnatural operation, and in doing so it is necessary to some extent to take obvious exceptions with the edicts of old Dame Nature. As a result the old girl can, and very often does, take a violent revenge under adverse weather conditions. Also that often some maintenance practice, although approved by authorities, proves eventually to be a basically fundamental mistake and often requires a considerable time to correct.

The day of the lawn mower, scythe, rake, and hunk of baling wire type of maintenance is gone. Today's and tomorrow's greenkeeper is an executive-technician and one of the most important figures in the whole setup. His club should be forced to realize that fact—by their greenkeeper.

Both the greenkeeper and the pro can do themselves and their professions, as well as the entire golf field, a great deal of good by shedding the cloak of mutual distrust both wear, forgetting their petty differences, (because they really have none) and putting this wasted energy of cordial dislike into their own jobs. There are, believe it or not, few golf clubs in America today that cannot support both a pro and a greenkeeper if each will properly look after his job.

Summing up then we find a peculiar condition in golf—a game that has grown and expanded tremendously in spite of many critical handicaps. Surely for it to have done so has required some martyrs. That these martyrs exist there can be no doubt—men who have unselfishly given time and money to the cause and received little but personal satisfaction in return. Very few have become well-known public figures.

The question is, what can be done? Unfortunately, no single answer will suffice.

However, were we all to take definite steps toward stabilizing golf as a business as well as a sport, the resulting improvement in all related activities would probably be amazing.

In examining the over-all situation we again find the weak spot in the suburban and rural areas. Metropolitan clubs today, as a whole, are well financed, well managed, and are a distinct asset to the entire golf field. Such clubs as prove otherwise, are being, and will continue to be, replaced by organizations of sound financial standing and business administration.

Again unfortunately, the metropolitan market is not great enough in itself to make a business venture in related lines attractive, profitable, and safe. Therefore, if we are to make the golf market a more attractive one, we must make it a larger market. Obviously our only hope to do so is to make our smaller clubs a sounder outlet for golf merchandise, supplies, equipment, and pro and greenkeeping services.

The job to do this would be a tremendous one—but it can be done. In fact, some definite steps, separately, have already been taken in that direction.

It is foolish for us to assume, as we have in the past, that this potential and tremendous small-club market cannot be made self-supporting and become an important part of the entire golf scheme. Each community where any small club exists supports many activities that are considered community assets. It is our job to make their golf club as much of a community asset as their high school gymnasium.

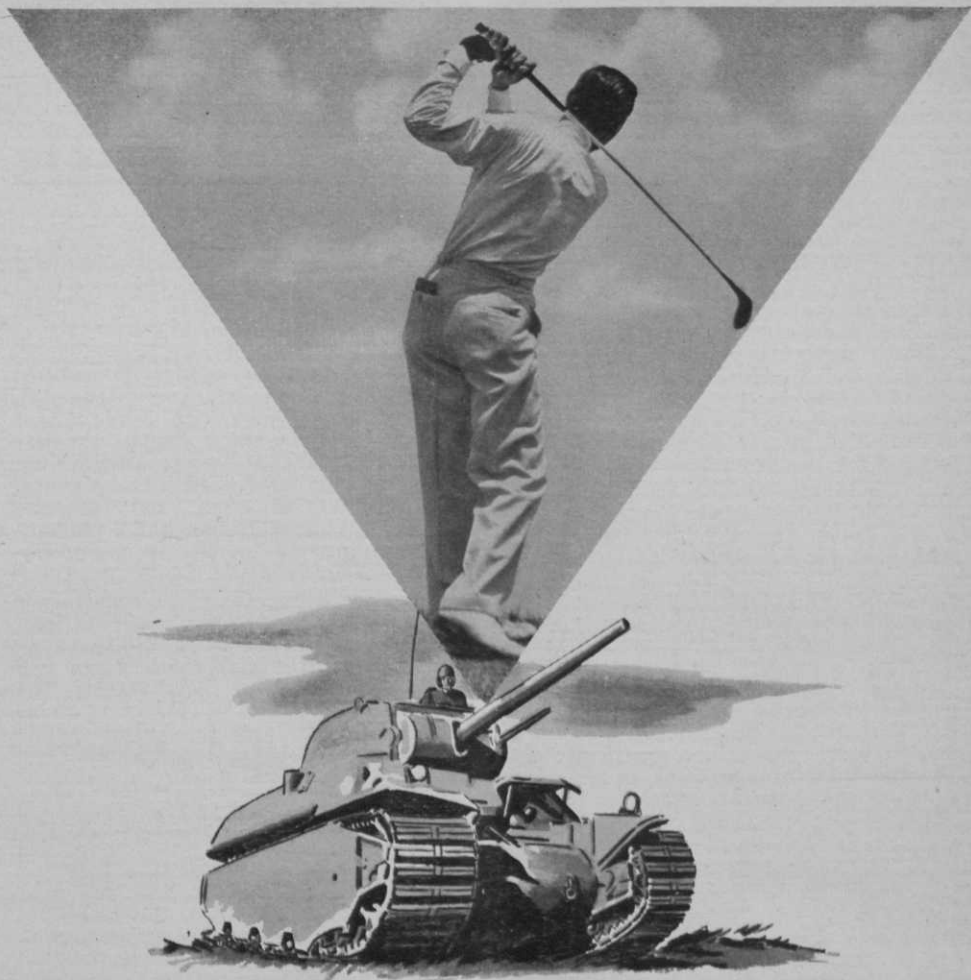
This will require a great deal of effort by all of us individually and a great deal of planning and administration by, let us say, a central body composed of a cross section of associations related to golf, manufacturers, and distributors. Its prime requisite should be education and actual definite assistance—not theory.

There is no logical reason why a golf club in a rural community cannot be maintained in as sound a condition as a metropolitan club. In fact, some favorable conditions exist at small clubs that are almost impossible to achieve in a metropolitan organization, such as close social contacts throughout the entire membership, community spirit, and strong, personal friendships. These are distant assets. The liabilities consist of great bewilderment as to how a golf club should be organized, built, and conducted.

Small clubs have seldom been organized originally strong enough financially and

*(Continued on Page 41)*





## *When a Yank of the Tanks Dreams of Fun . . .*

Between the crash and thunder of battles, a Yank tank crew member may upon occasion wing his memory back home to the fun-filled fairways of his favorite golf course.

What a contrast! Yet a contrast that has significance . . . a significance that will be made crystal clear to all golfers in new and improved BRISTOL Golf Clubs immediately the war is won. Here's the explanation:—

Quickly, after the war's outbreak, the pioneering experience that had made BRISTOL steel shaft golf clubs famous was turned into the

fabrication of battle materials among which are radio antennae for our fighting tanks.

Today, from this tank antennae manufacture, BRISTOL is acquiring in turn new skills, new abilities for the postwar production of even better golf clubs . . . BRISTOL Golf Clubs that will set brand new standards of perfection to help lower your scores and add to your golfing fun after victory.

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# May Puts Tournament On Big Business Basis

★ **TAM O'SHANTER CC** plans for golf's top money event to be played at the course on Chicago's northwest boundary Aug. 21-27 give evidence that George S. May is applying to the fullest extent in tournament promotion the same basic business principles he recommends in golf club operation. A vigorous sales promotion campaign by newspaper and radio is scheduled for the event.

Possible tangles in the amateur situation which loomed when May first announced bond prizes higher than the USGA limit have been avoided by a revision in accord with the association's amateur ruling. The amicable agreement was whimsically regretted by some sports writers who were counting on the energetic May to provide lively copy with a controversy on the amateur situation. However, on the pro end, the \$30,100 maturity value in war bonds out of a \$42,500 maturity value total, left practically no room for differences of opinion between May and the hopeful commercial contestants.

May's 1944 All-American tournaments will be bigger and better than his previous events, he declares. To spectators, players, and the working press entrepreneur May solemnly promises more entertainment, more comfort, more conveniences. His views on these and related topics are set forth in substance below:

That all-time richest prize purse of \$42,500 in War Bonds insures the presence of the finest available field of players and sets the stage for drama in the competition for the \$13,462 first prize.

The Tam O'Shanter course is an excellent test of golf. Its yardage (6,753) is practically the same as the average (6,775) for the ten most famous championship courses in Great Britain. As proof of toughness, the lowest 72-hole tournament score made at "Tam" since the course was lengthened was that Nelson-Heafner 280 in the All-American Open of 1942. The layout is ideal for both players and galleries—just rolling enough to be beautiful and interesting but with no steep hills to climb. Only steep hill is on the sixteenth hole and there you go down, not up. Layout of seven water holes and width of bridges is such that there is little bottleneaking.

To enhance the beauty of an already

picturesque course and provide additional shade, 227 mammoth elm, chestnut, and maple trees were removed to Tam O'Shanter from Des Plaines and Morton Grove since the 1943 All-American tournaments. These giant trees, averaging 25 years in age, 30 feet in height, and 10 tons in weight, were lowered with high cranes into holes of bomb-crater dimensions. Experts called it the largest tree-moving project in the history of Cook County. Other recent improvements at "Tam" include replanking of bridges and a red-and-white repaint job on the rambling Colonial clubhouse and the "halfway house."

*New Grandstand.* For the convenience of foot-weary spectators, a commodious, roofed grandstand is being built around three sides of the eighteenth green and new bleachers back of the first tee. The grandstand's roof will be railed and otherwise designed to provide vantage points for cameramen, radio broadcasters, and operators of the public address system.

*Refreshments.* Four large concession tents amply stocked will be placed at strategic spots around the course—one south of the clubhouse, one near the first tee, one near the fifth green and one near the sixteenth green. Too, the clubhouse with its four bars and spacious dining room will be open to the public as will the "halfway house" near the tenth tee, with its bar and porch-table setup. A sufficiency of comfort stations will be provided, probably one at every other hole, and public telephones to the limit of availability will be scattered around the course. Parking space for 20,000 cars will be provided.

Improvements in the communication setup are also in the cards. By installing bigger and better scoreboards, using walkie-talkies to supplement the telephone hookup of last year, and utilizing the public-address system, May hopes to insure that all present will know what's happening all over the course at all times. And for those not present he's planning a half-hour nationwide broadcast of the Sunday finish over a major network.

May promises an expert marshaling job by the same well-trained, experienced crew that has so ably handled the ropes in previous years. If the crowd stays back everyone can see; if they push in close nobody can see," he explains. "True,