

clubhouse destroyed by fire, that's a model of such presentations . . . Topeka (Kan.) CC out of debt for first time in 40 years and plans new clubhouse . . . Missouri Valley (Ia.) plans building postwar country club . . . Arie Hanenberg replaces Rocco Lemoncelli who is retiring after 45 years as Scarsdale (N. Y.) CC . . . Hanenberg has been greenkeeper at several eastern courses and returns to greenkeeping from Army Engineer airport work . . . In World War I Hanenberg was an infantry sgt. in the Dutch army.

Donald Ross in advising Daytona, Fla., on its proposed new public course recommends that muni golf be taken out of politics and put under supervision of committee of golf-wise citizens of "impeccable repute" . . . Ross also suggests the word "municipal" be dropped from course label and club be called "Dayona City CC" . . . He advises that clubhouse be enlarged to serve as community center.

Sgt. Dugan Ayecock, former Lexington (N. C.) CC pro, built a GI golf course near Naples, Italy . . . It gets a great play from Yank soldiers . . . LaGrange (Ill.) CC claims its junior boys and girls golf, tennis and swimming program for 1945 is one of most complete of any country club.

ALFRED H. TULL

Golf Course Architect

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Course Design for Cheaper Mowing

By ALFRED H. TULL

WE all hope that private golf clubs will expand after the war, and this happy state of affairs is more likely to be our lot if annual dues can be kept down to reasonable figures.

In the future, when new golf courses are built, advantage will have to be taken of new and cheaper methods of construction in order to lower the required capital investment, the mortgage or other funded indebtedness, and the annual interest charge which must necessarily be paid out of the club's income from dues. Design will have to be modified to bring about a greater use of large power equipment and a consequent saving in manpower, and the cost of course up-keep.

On a completely equipped course, the cost of the required machinery can be amortized over a ten-year period through the saving of less than one workman's labor during the summer months.

The cost of mowing turf accounts for by far the greater part of the cost of maintaining any golf course. Anything that reduces mowing expense lowers the total cost of course maintenance. The surest way to attain this saving is to utilize power mowing to the utmost. This means that not only must power machinery replace hand mowers, but the largest possible area of turf must be cut by the larger machines, leaving as little as possible to be cut by the smaller powered units.

Every golf course architect needs first-hand experience in course mowing in order to avoid those details of design which bring about the necessity of mowing, or scything, by hand.

Many clubs have reduced their budget by the removal of unnecessary sand-traps. A further great reduction can be made by so contouring the grassed banks and slopes outside of the sanded area that they can be cut with gang-mowers, or at worst, with rotary-type power mower. In many instances, sand-traps near the greens can be replaced with turfed hol-

lows and mounds contoured for gang-mowing. This type of bunkering serves to make a pitch shot mandatory, provides additional variety in play, and is considerably cheaper to maintain than sanded areas.

Open ditches through the playing area are another source of unnecessary hand work. Replacing them with tile-drains pays big dividends in saved labor, and speeded-up play. Where open streams or ponds are desirable as water hazards their banks can be so contoured that gang-mowers may be run close to the water's edge, reducing scythe work to a minimum. In fact, the odd corners and ribbons of turf adjacent to the water can be cut with a light rotary-type power mower in half the time it would take to trim these areas by hand.

In most cases, tees can be designed in such a manner that a five-gang fairway mower can be run over them leaving a minimum of edging and banks to be cut with a rotary power mower. The small teeing space actually in play can be re-mowed to a lower cut with a regular power mower.

There has been much discussion and controversy over the merits of power greens mowing, but it is a foregone conclusion that, more and more, some type of power greens will come into general acceptance and golf course architects will have to get away from the boldly contoured greens of the past. They can, and must, design greens that please and satisfy the players and that still can be mowed by power without "scalping."

Today, banks of greens and tees undoubtedly require too much hand-mowing. In the past, many greens were elevated for visibility, and left with steep banks which have had to be mowed or scythed by hand. They have been headaches to greenkeepers ever since. Present construction methods have so cut the cost of earth-moving that there is no longer excuse for not building up and

pulling out the slopes around the greens and tees to the point where they can be cut with gang-mowers.

The placement of bunkering and water-hazards around greens should be made with the over-all width of fairway mowers in mind, since borders and strips of fairway too narrow for the passage of such mowers must necessarily be mowed with smaller time-consuming machines.

Years ago, good "rough" usually consisted of hard fescue, "broom sedge" or other bunch grasses, and was mowed with a sickle-bar about twice a year. It was high enough, and sparse enough, to give a "cuppy" lie, penalizing players who strayed from the fairway, and it made for accurate shooting.

In an effort to cut the cost of rough mowing, and the time required, sickle-bar mowers have been replaced by fairway mowers on many courses. The standard fairway mower cuts bunch grasses too low, injuring the crowns, with the result that the turf-making species such as Kentucky bluegrass, have taken over. As this occurred, players complained of losing balls in the rough, and the mowers had to be set even lower, until they reached the height of cut which is about right for maximum turf production. As a result, the cost of mowing rough is rapidly approaching the cost of mowing fairways on these courses. Too often the rough presents a better lie than the fairway, and there is no longer any incentive to accurate play through the fair-reen.

No one wants to go back to slow sickle-bar mowing, and it is not necessary, since good bunch grass rough can be kept mowed at the proper height with fairway mowers that have been properly adapted for the purpose, or by the use of the new airport-type gang-mowers developed for the army. Hard fescue kept mowed to about three inches will not hide the ball, and will make it necessary to reach in the bag for a short iron, instead of a brassie. Unfortunately, although it is possible to transform bunch grass plantings to closely knit turf by closer mowing it is not feasible to reverse the process, or at least it cannot be done without a long period in which the rough would be unplayable. After the war, it might be possible to kill the present rough with sodium arsenite and re-seed to hard fescue. In new construction, at least, we can look forward to good "cuppy" rough, mowed economically with the new type mowers.

Mowing equipment can be divided into seven classes, according to its intended use: tractor-drawn fairway gang-mowers for fairways, tractor-drawn airport-type gang-mowers for rough, reel-type power mowers for tees, aprons and odd corners of closely cut, rotary-type mowers for

steep areas of rough or bunkering, power greens mowers for the putting surfaces, hand mowers for various uses, and scythes or sickles for trimming. Sickle-bar tractors are not on this list, as they can be economically used only on outlying areas which need trimming once or twice a year. Future golf course design should almost eliminate from this list the hand mowers, scythes and sickles, and reduce the use of power mowers, except on greens, to a minimum, and increase the proportion of the turfed area that can be mowed with gang-mowers.

It is axiomatic that the lowest mowing cost per acre results from the use of the largest possible unit of mowing equipment. Where power mowers are used on banks and fairways, where hand mowers are used for trimming and greens mowing, or scythes and sickles are in frequent use, it is certain that more thought given to the details of design could have materially reduced mowing costs.

Today, the golf course architect should so design his course that, without sacrificing the quality of his work from the player's point of view he can provide for the greatest possible use of the larger mowing units.

PGA Meet at Moraine, Dayton, July 9-15

★ MORAINE CC, DAYTON, O., will be venue of the 29th national championship of the PGA. The event will be held the week of July 9.

Moraine has an interesting testing course, which probably will measure about 7,000 yards for the pros' title event. It's a well conditioned course, and will be groomed to pro specifications for the championship.

The club has a small and very attractive clubhouse. Prominent Dayton industrialists, many of them National Cash Register officials, constitute the club's membership. The club is putting up \$20,000 for the event. This guarantee covers prize money, expense of those who get through sectional qualifying rounds for the tournament, and the PGA headquarters share.

Dayton's previous major golf event was in the 1931 Western Open, won by Dudley.

Club Buys Hospital Insurance for Help

★ Eric C. Koch, executive mgr., North Hills GC, Douglaston, N. Y., advises the club's Board of Governors has adopted a plan to protect regular employees of the club against hospitalization expenses. Every regular employee after three months' employment will be protected at the club's expense by hospital insurance.



WILLIE MAC FARLANE

MacFarlane Charts Pros' Future Course

By DON YOUNG

Pro-Mgr., the Mississinewa Club, Peru, Ind.

I SPENT A VERY INTERESTING hour with a very interesting personage discussing a very interesting subject. The hour was spent at Miami Shores CC, that beautifully architected layout at 100th Street and Biscayne Boulevard, Miami; the personage none other than the peerless Willie MacFarlane, the Shores' capable pro-manager; the subject—the future of pro golf.

My purpose in calling on Willie was purely a selfish one. During the past 24 months ideas had been banging around in the back of my head concerning the future of pro golf in general. In fact, they had been rattling around so long I was beginning to wonder if they might not be slightly wacky—a very logical conclusion. Hence my desire to seek a figure in the pro field whose abilities encompassed not only that of fine playing, teaching, and merchandising, but one whose past experience might be so wide and varied as to produce the ultimate in sound judgment.

In Willie MacFarlane I found that man.

I'll mince no words about my personal opinion of Willie. For my money he's a genius in the pro field. My conclusion is based on the fact that one can practically count on the fingers of one hand the pros of Willie's age who have found it possible to retain most of the fine playing touch they possessed in younger days, while at the same time continuing highly effective teaching. Combine these qualities with that of being one of America's keenest pro merchandisers, a past master of the difficult art of public relations, and one of the most pleasing personalities in the pro game, and you have Willie MacFarlane. There are all too few like him.

It was a pleasure to walk into Willie's well-arranged shop. The quality and amount of merchandise reflected not only solid confidence but had all the appearances of a prewar golf shop.

"So you're going back in pro golf," said Willie. "Well, I wish you luck."

Since the last few words seemed slightly tinged with a touch of gentle sarcasm, I pounced on them. After four years in a war job I was inadvertently looking for confirmation of my decision—and perhaps a spot of sympathy.

"Don't misunderstand me," explained Willie. "Pro golf is okay. But I'm just wondering. The situation doesn't look any too rosy at this point. But of course," he went on, "I'm thinking principally in terms of the critical ball situation and no clubs to sell.

The discussion went on from there—and on and on. Finally he gave me the opening I wanted.

"In your opinion," I asked, "what sort of a future is in store for golf?"

His reply was prompt and to the point. "Wonderful!" declared Willie. "There's no reason why golf shouldn't expand tremendously after the war. As to the future of pro golf—that's another question entirely."

"What do you think is most needed in the pro field?" I inquired.

"More good pros," replied Willie unhesitatingly. "And you can put that word 'good' in big, black capital letters. By good pros I mean capable ones. By capable ones I mean men who are not satisfied merely with a living out of a six or eight months' job in the summer and a sojourn to Florida in the winter.

"What we need are more men who will go on a job, work it for all it's worth, and stay there twelve months a year regardless of location. If the club isn't a twelve-months club, he should make it one.

"We're cursed with too many drifters, boys who work the 'cream' off a new job and move on to another. By the middle of the winter they're broke, or close to it. Their credit is always questionable. They think of teaching in terms of a quick \$2.00 lesson. They refuse to study merchandising because they have never given attention but to 'cream' business.

"As a consequence the pro field gener-

ally has lost too much of the good, solid business, the obtaining of which requires sound merchandising and business brains."

"What's the remedy?" I asked. "Do you think merchandising and teaching schools would help?"

"Most assuredly," he replied, "and I think the PGA is the logical body to sponsor it. However, even then we have the problem of getting the boys to attend. If we can get them to attend we must be very careful to not overdo the group lecture idea. Pros as a body just don't take to group instruction. We should have enough competent men on hand to take these boys individually, discuss their personal problems with them, and offer sound advice to fit their personal situation. In the pro field the group lecture idea is like the group instruction idea—it's good only up to a certain point.

"In my opinion some such program, carried out widely and in detail, will be one chance of the pro field keeping pace with the expansion of the game that is sure to come after the war. We don't need more top flight pro players. What we need are more competent teachers, merchandisers, and men with managerial ability. There are good incomes awaiting such men and the need of them is certain to be great in the future. The future of pro golf lies in our ability to supply them.

"I am firmly convinced," continued Willie, "that we pros as a class have been consistently passing up one of the most lucrative fields in our profession—the small and medium-size golf club. We continue to think too much in terms of 18 holes and big memberships—which means a certain amount of 'cream' business. As a consequence the small and medium-size field has suffered from a lack of compe-

tent pro attention, and as a result the manufacturing interests and the game itself have suffered also. Frankly, one of the best pro jobs I ever held, both financially and professionally, was a nine-hole suburban club.

"After the war there will be literally hundreds of these nine-hole clubs crying for men with ability to operate them. It is true these jobs require both pro and managerial ability, and quite often a good knowledge of greenkeeping. Nevertheless, they are worth five, six, seven, even ten thousand dollars a year to the man who can handle them properly.

"As a class we pros shy away from such jobs. We're inclined to be too individualistic and, perhaps, a little too much afraid of work, especially where responsibility is concerned. The combination proposition sounds like a lot of things to look after and very little time to play golf. As a matter of fact, however, I've never known a successful clothing merchant who knew everything about socks and nothing about shirts. That's something for us pros to think about."

"Well," finished Willie, "that in my opinion is the situation. And we have a job to do in correcting it. I hope we can. It would mean a lot to everyone concerned, the pros, the clubs, the manufacturers, and the game itself. And it is a job I believe can be done."

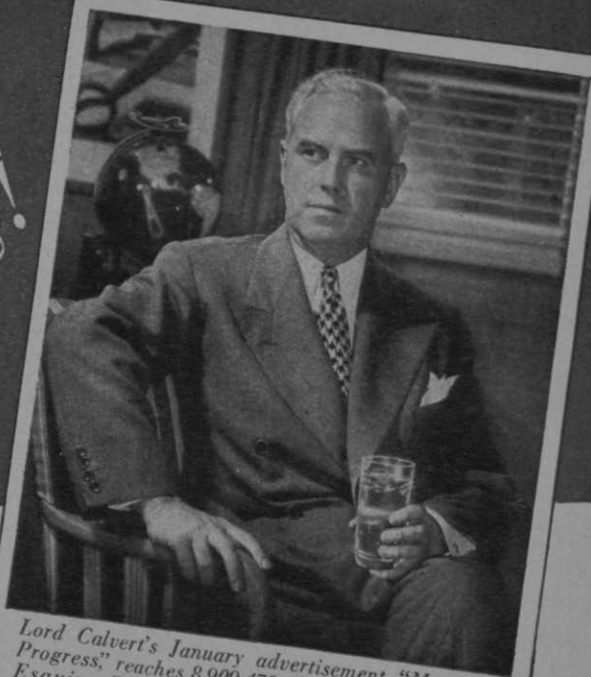
I shook hands with Willie with a good feeling way down deep, like a glass of ice water on a hot summer's day.

I'll end with a bit of advice to brother pros. If you've never talked to Willie MacFarlane, do so. He's a grand gentleman, a fine professional—and he knows what he's talking about.



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Training and Security to Attract A-1 Club Help

By FRED O. GREGORY
Sec.-Mgr. Los Angeles (Cal.) CC

AT the Los Angeles Country Club we are conducting a monthly restaurant and bar business 110% greater than our pre-war business with 74% of our pre-war staff and, believe it or not, we are still giving good service. Of course, it is not up to our pre-war service but it is service that we are not ashamed of and do not attempt to explain away by reminding our members that there is a war on.

It has been accomplished by assembling and training a crew that moves much faster than the greater percentage of our pre-war crew and does it more cheerfully. They are willing to move faster and do it cheerfully because they have been given every consideration by the officers and directors of the club.

This consideration includes a health and accident insurance policy and an old age retirement policy, both of which are entirely paid for by the club. There is also a fund for emergency loans without cost of any kind. The administrator of the insurance and loan funds also acts as personnel counselor and is always available to employees in time of difficulty.

The grounds crew numbers approximately half that of the pre-war crew and even so keep two 18-hole courses in very enviable condition. Through the efforts of our Supt. of Grounds, William Beresford, and with the cooperation of the Greens committee, working conditions on the golf courses have been improved to the extent that the men now do their work with enthusiasm.

When the war is over and our members are able to travel again, we anticipate that our volume of business and volume of play will have a tendency toward the pre-war levels. By retaining the employee benefits that have been instituted and by making full use of our personnel relationship program, we anticipate that our post-war pay roll cost will be less than the pre-war and the service will actually be improved.

Bar and restaurant costs have been brought into line and these departments are now operating on a break-even basis which has always been the intent of the policy of operation of the Club.

While menus are naturally much more restricted than formerly and certain social functions have been discontinued entirely,

the Board of Directors is so pleased with the results of our war time operation that I do not believe they will ever permit the lowering of prices to pre-war levels, except to the extent that prices can be lowered and still maintain our break-even basis of operation.

Our experience with the personnel problem suggests that one of the improvements the better types of clubs may receive as a result of changes made compulsory by the war is that of better-trained and more reliable help, with less turnover in employment.

The old days of the obsequious sort of club employee have passed, we might as well admit that. And the days of the catch-as-catch-can employee who fitted into the uncertain loads of country clubs and its frequently inadequate help quarters, we also hope have departed.

In the place of these obsolete factors the club must attract good help by providing attractive and steady jobs for employees who make the club their life's business. Even with the possibility of much more personnel of rather good standard being available after war industry lets down, the relationship of efficient help to operating efficiency and tone has been impressed on all of us too much during wartime to permit any casual hiring and training after the war.

Our training program at the Los Angeles CC is conducted as much as a matter of employee satisfaction as it is for the benefit of the club members and balance sheet.

It is based on periodic meetings, usually weekly, of employees and department heads. At these meetings problems of the moment are discussed and methods of service are discussed and demonstrated.

When we reach what we all believe is a degree of perfection that cannot be excelled in our club operation we intend to have a service manual printed for all departments and given to each employee.

It is very practical evidence that the employee training plan on this platform is succeeding, for we have not yet printed our manual. We have our weeks when we are confident that everything is running perfectly smoothly despite the varying conditions to which club operation must adjust itself in wartime.



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And then some new problem will arise, or some ingenious and thoughtful member of our force will have an idea of improving some time-honored method of club operation. Then we'll discuss the idea and subject it to discreet tests to see if it is worthy of inclusion in our manual.

I am certain that this degree of interest and cooperation could not have been attained were it not for the fact that our club officials decided to provide security and other inducements that identify the Los Angeles CC as a very good place for a very good worker.

And to be perfectly frank, I doubt that country club officials often have gone into this matter as thoroughly and as studiously as our club's men have. The house help problem, club officials generally consider is the exclusive headache of the manager—or, if he doesn't mind migraine, the house chairman can share the pain with the manager.

I believe that subconsciously many club officials are inclined to believe that the help should have a wonderful time and be grateful for working at a country club. The awful truth is that it doesn't work out that way.

Problems of clubhouse construction for service and help quarters, uncertain days and hours and volume of business, the delicate handling necessary in an establishment where each member considers himself owner, are headaches for the employees too. And to get and keep the right sort of help the club management

policy has to be one that takes due consideration of this fact.

The hell of it around a club—and it will be a sensational disclosure to some club officials—the member isn't always right. But part of the job of the competent club employee is to smooth out such situations tactfully, without sacrificing his self-respect as a free-born American citizen.

What we want, and insist on at our club, are self-respecting employees. Otherwise the work can't be correctly done.

Where I am positive our officials have set the sights that first-class country club operating must shoot to from this time on, is in this sort of protection for employees. It's a group policy that we worked out with the John Hancock Mutual Life Insurance Co. It is the sort of thing that better clubs are going to have to do to meet the competition for better employees.

There long has been a sharp realization of the necessity of a first class club attracting and holding the most desirable membership candidates. But I don't think we have placed nearly enough accent in club management on the equally important point of a club attracting and holding the most desirable job candidates.

That is something we have given a great deal of thought to at the Los Angeles CC, and it's cost us money, too. But it hasn't cost us money net, nor has it cost us nearly the worries that club management usually is heir to in the personnel problem.

When the todd rural school north of St. Joseph, Mo., burned last February, the St. Joseph Country Club offered its ballroom as a schoolroom for the youngsters. The kids also have use of space between the 10th and 18th fairways as their playground at recess. The youngsters are delighted with their temporary classroom, and the St. Joe club's members are getting a great kick out of providing this opportunity for the children.

