

Teamwork!

A Jacobsen Power Greens Mower for the velvety greens and a Jacobsen Lawn King for the shoulders—that's the formula for the beautifully kept greens of the famous Tam O' Shanter course in Chicago, scene of the recent All-American Open, Amateur and Women's Open Tournaments.

It is significant that on fine courses all over the country Jacobsen mowers are key units.

Good equipment and vigilant maintenance is a combination that always pays off in superior, dependable performance. Now with extra demands imposed on equipment due to shortages and lack of experienced help, regular servicing attention is more important than ever. Take good care of your mowers—make sure that they will last until the new Jacobsens are available.



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Plants

● The efficient management of Tam O'Shanter believes in careful maintenance of its equipment as well as the course itself. Here Superintendent of Grounds Ray Didier watches a Jacobsen Lawn King and Power Greens Mower in action.

Jacobsen
MANUFACTURING COMPANY
RACINE, WISCONSIN



accompanied by cash in the bank, and that's what Baltusrol didn't have.

Finances Are Solid

But now, 22 years later, Baltusrol is debt-free. It even has an \$18,000 mortgage owed to it. The clubhouse was enlarged and improved in 1928 at a cost of \$180,000. Twenty-eight of the club's 36 holes have been rebuilt or improved. Land needed for protection from encroachment has been acquired and taxes on this (about 170 acres) are carried in operating expenses. Deep wells and water systems on both courses were installed in 1926-28. And Baltusrol has money in the bank!

Jones doesn't say he did all that. But he was the man who got it done on a sound financial basis.

It took debate and planning and sweat. The policy was firmly set early when Jones sold the Board on the idea that a committee-operated club would be about in the same fix as a bank operated by frequently changing committees drawn from its depositors. Baltusrol, like other clubs that were learning the hard way, observed that the annual changes of unpaid officials who come to the club to play and sacrifice that right for complex work, usually mean the same mistakes are repeated by succeeding administrations. Then, too, for each member who has a knowing interest in the sound financial structure of a club there are many who would spend even if the club had to borrow to the limit.

There often are private business or social relationships between Board members or other club officials, and members who have some pet notion they want put into the club's facilities or operation. All that, Baltusrol, as other noted clubs, had to contend with. Jones by being hired as a manager to manage, took that load off the officials.

It's one of the loads that club officials will have with increasing weight now that war's ended. Clubs are operating with a fraction of peacetime staffs, usually. If members insist that staffs be enlarged at present rates of pay, there'll be red ink appearing again. It's that sort of a situation that Jones has taken in stride.

The Baltusrol performance was not the full extent of Jones' influence on business management of clubs in New Jersey. Canoe Brook and Montclair had him as a consultant in reorganizations of operating policies and methods which reflected happily on their financial statements. He also was engaged to direct the rebuilding of the south course at Canoe Brook.

Beauty All Around

Jones is a great hand at beautifying. Baltusrol hasn't lost any of its charm by being run on a business basis; it's gained.

The planting began in 1923 when Jones got seedlings from the state nursery at less than a cent apiece. They're now trees 16 to 20 ft. high. He installed lakes and filled them with trout and got mallards on them. The combination of superb championship golf courses and clubhouse landscaping that looks like the prewar parks of the fine old English estates, is unique. From the clubhouse the spires of New York's skyscrapers can be seen.

But in the Baltusrol books there is beauty too, to the financial eye. Net income in the prewar years of Jones' management ranged from \$9,371 in 1935 to \$63,032 in 1930. No years showed a loss and the bookkeeping is super hard-boiled.

Of his successful experience in being a frank realist in country club management, Jones has said:

"There is no trick to it, no white rabbits are pulled out of a hat; it is simply the 'know-how' and day-to-day concentration on a set purpose—sound management with a price tag on every bright idea. There is nothing about management to love. Nobody likes budgets or restrictions which they must entail. But everybody enjoys the results of good management. Every member of Baltusrol has 1¼ acres of land back of his certificate of \$400 par, and a share in a golf plant which could not be duplicated today for less than two million dollars, and every employee is paid more liberally and has more security in his job.

"At least one hundred of the members of Baltusrol possess the worthless bonds or stock certificates of one or more of their former clubs. Some members have as many as five such documents. To the total par value of all that paper can be added assessments and voluntary contributions made in a vain attempt to keep the clubs operating. No one has taken the trouble to estimate the total that has been lost in mismanaged golf and country clubs and few realize that the loss to the members of such clubs is a mere fraction of the total loss. Golfers are apt to overlook the fact that their club is or was a very important asset in the local community.

"A big club holding up to 550 acres of improved property pays many times the taxes the land would yield as farm land. The tax assessments rise on much more land in the vicinity of the club. The club spends much of its income locally and the money spent on caddy fees is an important item in many homes. When a golf club closes, from 30 to 50 employees lose their jobs and not all of them can dispose of their homes and find suitable employment elsewhere. Some big clubs hold about one quarter of all the land in the township in which they are located and are by far the biggest tax payers. Therefore everybody in that township as well as the members and particu-



Dr. Herbert R. Albrecht of Purdue examines turf samples at Midwest experimental station on the university's agronomy farm. More than 150 samples of turf are in the breeding plots at the station.

larly the local politicians have a real interest in the welfare of the Club.

"Fortunately some clubs which fail to operate economically as private clubs can be operated commercially or as public clubs and fill a want but the failure of most private clubs is due to committee operation under which no commercial enterprise could hope to survive. A big golf or country club, which is a million dollar business, must have for its successful operation an organization similar to that which makes for success in any other business.

"Under sound business management Baltusrol's net income from operations in the last 22 years has amounted to over half a million dollars and is filling its membership now with members from other clubs which have changed their character or ceased to exist. The earnings through those 22 years have enabled the club to rebuild its golf courses and improve its facilities so that today it is the acknowledged leader in its field."

Now, with war-time income having put many a country club in the black because it couldn't spend money, a severe test of management is going to be canny protection of this solid position when needed improvements can be made. The Jones policy has been something to heed in that respect. He's been a spender for Baltusrol, but a spender who made the outlay pay dividends on a long-term plan of club betterment.

Green Section Offers Nursery Stolons

★ ESTABLISHMENT OF A stolon nursery should perhaps be the first move in anticipation of the rehabilitation of your greens. This will not only insure availability of stolons of superior strains of bent at a time when they are needed most but will be decidedly an economic move. The Green Section has increased its stock of C 1, C 7, C 15, C 17, C 19, C 28 and C 36 so that stolons will be available to any member clubs which are interested in establishing a stolon nursery this fall. One square foot of stolons should plant a row of 100 feet and each 100-foot row under good maintenance should produce sufficient stolons within a year to plant an average green. Late summer or early fall is an ideal time in which to start a stolon nursery. Directions for the establishment and maintenance of such nurseries was given in *Timely Turf Topics* for August, 1944.

Just as a stolon nursery is a sound move, so the establishment of a sod nursery is good insurance. Every course should have a sod nursery composed of the same grass used on the putting greens and maintained under putting green conditions. Such a sod nursery makes possible the replacement of bad scars on a green simply by the removal of the affected sod and the insertion of an identically shaped piece of turf from the sod nursery.

ONLY the ROSEMAN has the right answers to fairway mower questions

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How fast should they
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?

Besides fairways should
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tees, bunker tops, trap
lips, etc. to eliminate
hand labor

?

Should they cut taller,
tougher grass, whether
wet or dry, without
skidding or scalping.

?

Should they be designed
to help improve turf, or
just to cut the grass

?

Hundreds of Rosemans with well over 10 years of service behind them are performing efficiently, and their upkeep costs are amazingly low.

Rosemans not only are built to run at high speed but their distinctive, roller-drive design assures uniform cutting with safety to the turf.

Rosemans can be converted from fairway mowers to rough mowers in 15 seconds. Two-thirds of a Roseman end unit will suspend over traps when mowing, without gouging; they'll cut bunker tops without scalping.

The far greater traction of Roseman mowers permits early morning and heavy grass cutting, without skidding, scalping or wheel marks.

The light roller action of Rosemans definitely helps make your turf healthier and your fairways smoother.

Book your Roseman mower orders now! Postwar demand for Rosemans is increasing fast.

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EVANSTON, ILL.**

ROSEMAN HOLLOW MOWERS
ROLLER
THE LIGHT ROLLER ACTION HELPS IMPROVE TURF





Dave Bauer's daughter demonstrates her daddy's timing machine.

"Keep Your Heel Down"; Device Teaches

★ DAVE BAUER, golf pro and aircraft worker of Long Beach, Calif., thinks that much of the trouble in a faulty golf swing can be traced to the right heel — and has invented a golf "timing machine" to prove it.

That machine, for which a patent was listed recently, has received plaudits from leading pros of Southern California, many of whom have asked for immediate delivery for their lesson tees, while driving range managers visualize the "timing machine" as a postwar boon to their business.

The machine takes guesswork out of a troublesome golf stroke correction, for both the golfer and the instructor.

The secret is a small metal cylinder about the size of a three-inch lead pencil. It is placed in a hole on the tee-box (the holes being spaced to accommodate any sized golfer). When the golfer addresses the ball, he places his heel over the key, forcing it down into the hole. This key, in turn, through the simple levers inside the tee-box, discharges a ball from the automatic feeder. The ball rolls onto the automatic rubber tee.

The key is also the important factor in the timing.

As long as the key is down, the rubber tee remains up, and the golfer has a teed-up ball to shoot.

But, as soon as he raises that heel, the tee lowers into the box — and the golfer who has thus raised his heel too quickly on the downstroke because of shifting his hips into the shot too soon or for other reasons, finds either no ball to hit, or a ball which he can no more than top.

The machine weighs less than 75 pounds. It is controlled by a series of

SPALDING FEATURES "FIRSTS" IN ADS—A. G. Spalding & Bros. launch in September another new coast-to-coast newspaper campaign, to follow the successful "Spalding Sports Show" cartoon series.

This new campaign will also use the cartoon technique of Willard Mullin, the country's most publicized sports cartoonist, and will headline Spalding's position in the nation's major sports, as well as the fact that Spalding produced the first balls ever made in America for golf, tennis, major league baseball, football and basketball. One ad will remind the nation's golfers that Spalding golf balls have been used by more pro and amateur champions than any other ball. Another ad will point out the adoption by the U. S. Lawn Tennis Association of the Spalding-made "Wright & Ditson" tennis ball as the only Official ball in the National Tennis championships again in 1945, the 59th consecutive year, as well as the only ball used in all Davis Cup matches played in the United States. As part of the campaign a special broadside will be mailed to golf pros. A two-sheet affair, it will be die-cut in the shape of a golf ball . . . with an enlarged photographic reproduction of a Spalding golf ball forming the cover. This unique presentation, however, has its practical side, too . . . for, by cutting along a dotted line that separates the two sheets, the pro will have three counter pieces for alternate display. Spalding will also provide its golf pros with giant, eye-catching cards that punch over the major theme of the "First" campaign: "SPALDING! The name that's OFFICIAL with America! Look for it on all Sports Equipment!"

★ WALTER F. CONKLIN, Ederer's V.P. and Gen. Sales Mgr.—Walter F. Conklin has been appointed V.P. and Gen. Sales Mgr. of R. J. Ederer Co., Chicago, one of the leading manufacturers of sports nets. Mr. Conklin will have charge of all national sales for the company and its subsidiaries. Conklin came to the company in 1930 as a salesman in the Great Lakes Territory, and in 1936 was promoted to Sales Manager of the Great Lakes Division. In 1940 he was appointed General Manager of the Chicago Plant, and at the same time, was given complete charge of all advertising, in which capacity he will continue under the new appointment.

levers and springs, and contains, in addition to the timing key, an automatic ball feeder which can be manipulated both by the instructor and player.

Bauer has built only his original model, but hopes in the next few months to begin building the machine for public use.

Announcement . . .

The *Man-O-War Model* Balanced Golf Bag is now past history. We made the best bag we could, using the best materials which were available for our use during the war.

The *Victory Model* (illustrated) Balanced Golf Bag is now being shipped on all orders. It is made of good quality duck and will give excellent service.

The *Standard Model* Balanced Golf Bag will be available within the next few months and will be the outstanding value of inexpensive light weight golf bags. Watch for announcement.

The *DeLuxe Model* Balanced Golf Bag will be available at a later date. It will be higher priced, roomier, made of the finest materials available, attractive and of course lightweight and balanced.

All Balanced Golf Bags past present and future are guaranteed as to materials and workmanship. The patented hickory balancing rod is guaranteed not to break under any and all conditions.

THE LIGHTWEIGHT BALANCED GOLF BAG



**VICTORY
MODEL**
Retail \$5.00

Made of good quality duck. Full size, sturdy construction, zipper pocket, leather divided opening, magnesium frame, wide adjustable carrying strap.

\$36.00 per dozen delivered. Terms 2% 10 Days

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Ball Bearing wheels, grease reservoirs good for 2 to 5 years. Light durable construction capable of withstanding hard use, neglect and abuse. All parts interchangeable and easily repaired. Ideal for rental fleets. Long axles, 28½" wheel base for hilly courses and 22½" for flat courses. Feather tip patented balance. Proven invincible and the choice of nearly every golfer. Write for full details including price and state number you want.



NEW KARTS

Our engineers have been busy for two years perfecting our old model Kaddie Karts and developing new ideas for the future.

As fast as conversion is possible and sufficient supplies of these special materials are available, these new Karts will be put into production.

Every Kaddie Kart will embody the balance of weight principle in our patents to give exciting new Kaddie Karts.

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Manufacturers of Kaddie Kart Products

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PATENTS

Kaddie Kart patents cover the principal of balancing the weight of the clubs and bag over the axle. No other device can use this principal and you can get this balance that eliminates all weight carrying only in a genuine Kaddie Kart.

Patent suits are now pending in the Federal Courts to protect these principles.

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Here's another of the Army installations that have been making new golfers by the millions. It's the practice green at Ashburn General hospital, McKinney, Tex., of the PGA-financed project. A complete course is being constructed at Ashburn.

CAMP RUCKER BUILDS OWN COURSE

AT Camp Rucker, Ala., enlisted men and officers and their wives, Army nurses and civilian employees of the post are finding that a golf course is one of the most attractive recreation establishments an Army post can have.

There's a lot of work around an Army post and it'll continue until well after V-J Day, but when the work's done the soldier and civilian get the change of pace that peeps them up for the next round of work. To keep his outfit on its toes rather than to provide additional recreational facilities just to make the post look better, Camp Rucker's commanding officer, Col. Martin C. Shallenberger, conceived the golf course idea in August, 1944. The original layout was 9 holes. Par was 34. The course has Bermuda greens that usually are about 3600 sq. ft. in area. Tees are grass. The course is interestingly trapped. There's a good-looking little clubhouse near the first tee and a beautiful swimming pool nearby.

The initial installation drew so much play that the course has been extended to 18 holes and 5500 yds. The second 9 will be in play in August. Par for the extended and revised course will be 36-35-71. The course record made by playing the original 9 two consecutive rounds is 29-29-58, held by T/Sgt. Harry Pezzullo, California pro who showed considerable promise when he was on the tournament circuit before the war. There hasn't been much golf for Harry since

the war began, until the Camp Rucker course gave him a chance to play in the evenings and week-ends. But he did manage to tie for 11th money in the latest Pensacola Open. After he gets his military work done Harry is pro, manager and course supervisor at the Camp course.

The play at the course is remarkably heavy. On Sundays from 100 to more than 200 golfers are on the course. The record play for the 9-hole course was 243 one Sunday. Weekdays the play generally exceeds 60 players a day.

Sgt. Pezzullo teaches the men and women at the post and believes that he has some pretty good potential talent coming along. He also has fitted a compact and lively competitive golf program into the post's athletic schedule. The matches draw rather large crowds. Col. Shallenberger has been showing the men around the post that he is the boss golfer of the outfit. He won a sweepstakes event in February. In March he won a match play event from a field of 40, defeating Capt. C. J. Mallarno, 3 and 2 in the final match. There have been a number of Red Cross and other exhibition matches Sgt. Pezzullo has put on at the course after the initial exhibition in December, 1944, which presented Warrant Officer Frank Stranahan, well known amateur; Andy Byrd, Maxwell Field pro and brother of Sam; Johnnie Morris of the Beauvois CC, Montgomery, Ala.

Pezzullo says that the sporty course

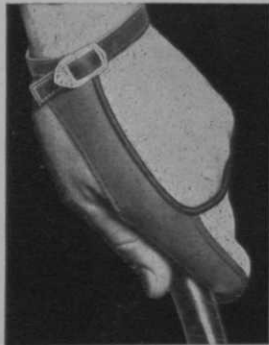
and the instruction have been boons to the GIs who have been bored in whatever spare time they have had around the post. Men and women who've thought they'd like to take up golf but never have had the opportunity are developing into keenly interested golfers and are much farther along in playing ability than a comparable group of civilians would be, according to Sgt. Pezzullo's observation.

He says that one of the unique features of the course is contrary to an almost holy rule of golf architecture. It is the 125 yard first hole. Possibly one of the reasons he is so fond of this hole is because he's made two aces on it. But for publication, he lauds Rucker's first as an ideal demonstration hole for attracting the interests and stirring the ambitions of possible golf recruits. GIs like to stand around and watch the golfers fire at the first's flag. Pezzullo says that he has seen no signs of play being delayed by the first being a one-shooter. But if play were delayed by the one shot initial hole, he adds, around the first tee is a better place to wait than at the tee of any other short hole on Rucker or any other course.

The course has plenty of clubs and balls for rental. That has been a great thing in bringing new players into the game, Pezzullo declares. That statement of his is confirmed by the wartime experience of free course owners who have made a strong play for business of war plant workers in their off hours.

A particularly interesting and helpful thing about the Rucker course construction and operation, according to the observation of the transplanted California pro, is the way that military methods got the course designed, built and operating with a minimum waste of time and money. Col. Arthur Brown, Col. Lee Dubar (ret.) Lt. Col. Arthur T. Smith, Maj. E. Elzea, the post engineer; and Maj. S. W. Eddy, the post pro officer, applied a combination of their army and golfing experience in making a record job of putting a new golf club into successful operation, says Pezzullo. It is his opinion, based on recollection of earlier days of private club ventures, that the Army job at Camp Rucker in many respects was a trail-blazer of methods that will be used in small course construction after the war.

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Special finger construction, assuring correct fit not only when the glove is new, but throughout its entire life. Exclusive with PARGLOV.

STUDY OF REPORTS MAKES BUDGETING MORE EXACT

WITH MANY CLUBS in better financial condition than they've ever been before and the accumulated needs of clubs great, budgeting for the next fiscal year is one of the most exacting jobs club administrations have faced for years. There'll be the old debate between those who want most of the money for the clubhouse and those who insist the course be remodeled, reconditioned, or both, and the maintenance machinery brought up to modern requirements.

Budgeting now, in numerous instances, is coming under the over-all supervision of committees that were appointed to study postwar plans. What effect the recommendations of these committees will have in introducing long-range plans into golf clubs is still to be seen. There have been committees that made good sound foresighted recommendations to direct operations of succeeding administrations, but administrations that came after didn't feel compelled to adhere to the plans. Hence the long-range planning was not always as effective as it should have been.

Clubhouse furnishings and repairs probably will come in for considerable budgeting attention, as will clubhouse equipment. Frequent changes of help and inability to get enough careful help has increased depreciation on clubhouse and equipment. From information GOLFDOM has been getting, it is certain that many locker-rooms and bath departments at numerous clubs are going to be modernized.

A lot of this work is going to give architects headaches. The problem of satisfying committee members' desires and of fitting the new layout into a clubhouse that already has been altered in an unsatisfactory manner, is a tough one for any architect.

Course budgeting will call for a careful examination of the equipment needs. These needs will be greater than normal in most cases, although it's remarkable how many greenkeepers and chairmen were able to look ahead and act in getting equipment before war cut off its production. However, there is certain to be more of a demand for the fine work that can be done only by hand. In this category comes the edging of traps, landscaping and the extra neatness that always is a sign of a distinguished course.

Records As Budget Base

What labor hours and costs will be for that sort of work will be determined only after plenty of study. Fortunately the records of clubs where this work is to

be done generally are in rather detailed form. Club officials and members—and even some green-chairmen—don't often have much idea of the extent to which greenkeepers go in course cost accounting and work records.

An excellent example of a summary of course work and of a budget is that prepared by Perley A. Hill, supt., The Country Club, Salt Lake City, Utah.

There was a time when GOLFDOM was reluctant to print budget or operating dollars-and-cents figures. In those days chairmen or other club officials would look at course maintenance costs of other clubs and if those costs were lower than costs at their own club, would put the greenkeeper on the pan.

It took some years of editorial campaigning to get across the idea that the sum of money wasn't the paramount factor involved, inasmuch as course design, soil and topography, and type of labor available figured in determining the maintenance expense.

Some correction of this error of judgment was made by the course upkeep detailed percentage studies made by Prof. Lawrence Dickinson of Massachusetts State college. Gradually, as green-chairmen learned more about operations at various clubs, it was discovered that one 18-hole course with an annual maintenance expense of \$7,500 might be operating less efficiently than another 18-hole course with an annual operating cost of \$35,000.

Hill's Report and Budget

Course maintenance budgets from now on probably will have weed control in them just as fertilizer now is a substantial annual item on the sound club's budget.

The Hill report and budget provide some interesting slants on how green-committees and other administrative officers of a well-run club are given the picture of business operations on the course. It follows, in part.

THE GREENS—We could not buy corrosive sublimate to use in the prevention of "Snow Mould" so in late October 1943 we used "Thiosan" as a substitute—4 ounces mixed with 35 lbs. of sand to cover 1,000 feet. This gave us fair protection.

The greens were open for play April 1st, cut 6/16 and as the whole month of April was wet, no rolling was done until May 1st. However, we treated the greens on April 12 with Sulphate of Ammonia—3 lbs. in solution to 1,000 feet. This gave the greens rapid growth and good color, and also the necessary slight acid con-