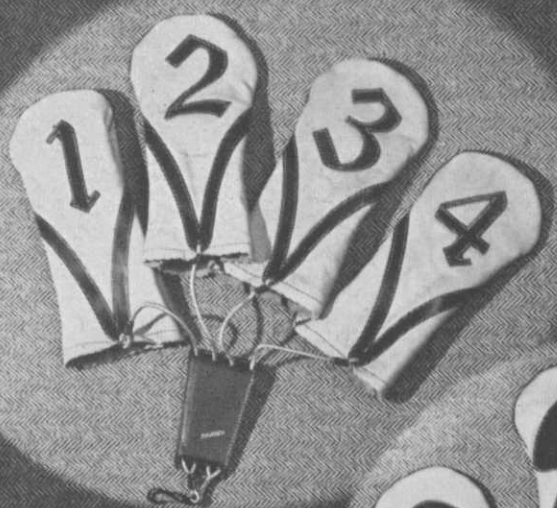


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Nevertheless, there will be young men missing the boat on postwar opportunities in the pro-golf business because they may think that there is something unique about this business in having customers eager to do business with a man because he happens to be in a pro job. It just simply doesn't work that way.

Veterans Can Advise

It would be worth millions to the younger pros and to the golf business in general if the newcomers could have good head-to-head talks with the fine old-timers such as Donald Ross, Bertie Way, Willie Maguire, Johnny Inglis, George Aubach, Joe Novak, Willie Hoare, Jock Hutchison, George Sargent, Willie Ogg, Howard Beckett, Eugene Wogan, Leo Diegel, Jack Mackie and scores of others I can name. I know the good judgment of these men because I've had the benefit of it in solving many of our mutual problems. It is no secret to the good businessman pro that the manufacturer has the pro's problems multiplied many, many times.

One of the soundest businessmen I ever knew was the late Tom Macnamara who was with our company for many years. Tom was one of the fine representative characters of the old pro school that did such a grand job in helping build American golf.

Let's recall what Tom and his contemporaries did.

They took genuine personal interest in their members and in the caddies and their shop boys. The clubs they sold were expertly fitted to the players. They not only were astute teachers but they kept an eye on their pupils' games and were free with helpful suggestions. They implanted a strong interest in golf technique and playing equipment.

Competition Makes Players

They saw to it that programs of competitions were presented and conducted so every member felt he had a chance to win a prize. Because of these competitive opportunities members played more and took more lessons and wanted the best in golf equipment. Tom and the rest of these very successful trail-blazers in American pro golf had that magnificent knack of master salesmanship which makes the customer want to buy. That's much more effective than any of the permissible high-pressure selling that can be done at a golf club.

Fellows who came into pro golf in the 20's and patterned their business performance on these fine predecessors of the Macnamara period learned that success in the pro golf business wasn't primarily a matter of genius. They were willing to work hard for what they hoped to get.

There seems to be a belief that the playing stars of recent years worked

harder on their games than those who preceded them. I don't see how anybody could work harder or more effectively than Gene Sarazen. Young fellows who are getting pro jobs in this postwar era might well consider Sarazen as an outstanding example of the successful pro.

Gene has been in the high-income brackets for years. I've watched him with practically paternal care since the time when he became a dark-colt winner of the National Open.

I've seen that among his other gifts and developed talents he has the finest judgment in applying his time effectively. He taught himself what the young pro must learn to succeed, and that is, that the main item the pro has to sell is his own time. When brains are used in budgeting the pro's time, and there is the minimum of time wasted on matters that won't advance the pro's business and personal interests, then the pro is on his way to success. That looks coldly selfish in print, but the way it works out is that the member, in one way or another, eventually pays for the pro's wise use of time in serving the club.

Study the Job

Personal relations between the pro and his members are one of the most delicate elements. The pros who've lost out by gambling and night-clubbing with members are, unfortunately, fairly numerous. These fellows were good, pleasant young men but they made the mistake of not bearing in mind that the pro's most lasting and valuable business friendships are formed by his competent and gracious performance on the job.

There isn't much room for errors in the pro business. It's often a 6- or 8-month business with a limited number of members as customers. Those conditions put a premium on sound business methods. The young pro today will learn before he gets himself firmly established that he must:

1. Have a simple and careful method of bookkeeping, because he's in business to make and save money;
2. Make a careful study of merchandise and merchandising;
3. Increase his knowledge of the golf stroke;
4. Study the most resultful methods of instruction;
5. Keep on the alert to improve member, committee and fellow-employee relations;
6. Study to improve the caddie situation for benefit to the youngsters, the members and the club;
7. Become increasingly familiar with course construction and maintenance methods;
8. Acquire a broad, sound knowledge of all the business factors connected with operating a golf club.

Rarin' to go



• Tufhorse Products are worth waiting for, soon they will be "RARIN' TO GO". Further deliveries on leather models have been delayed until February and later. MacGregor is receiving daily shipments of our entire production on Canvas Golfpax G-10H to retail at \$25.00 and G-8 to sell at \$10.00. You will get prompter service by ordering from them quick as they will ship orders in sequence as received.



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Showmen's Club Gets Right Committee Applicants

Variety Club of Illinois, an organization of men in the amusement business, has an excellent way of getting well qualified candidates for committee jobs. The club sends to all its members a form in which the committees and chairmen are listed, the functions of the committees (usually named in show business vernacular), and qualifications suggesting

membership on the various committees.

Circulation of the form has been effective in getting men to do excellent work on committees instead of hanging back and voicing the usual complaint—"the same bunch keeps running things."

Golf clubs can get ideas for forming their own committees by a survey of membership from the Variety Club form below.

GET A DIVIDEND OUT OF LIFE. Invest a little time and effort in our committees. Fill out and mail this form today to Jack Rose, Chief Barker. Your interest in your friends will be repaid with interest.

COMMITTEES & CHAIRMAN	FUNCTIONS OF COMMITTEES	JOIN THIS COMMITTEE IF YOU—
<i>Pay Off</i> (Budget & Finance) Ed Brunell	Plan the annual budget, allocate income for various activities.	—like to spend other people's money —are a financial genius.
<i>Bookers</i> (Membership) Irving Mack	Get new members for our club.	—have any friends. —can sell a bargain.
<i>Conservation</i> (Delinquents) Ben Eisenberg	Collect dues from the slow or forgetful.	—are in training for Community & Fund Drives. —want to learn how not to take no for an answer.
<i>Privilege Men</i> (House Comm.) Lester Simansky	See that everything is in good physical order.	—around club a lot. —like responsibility.
<i>Decoration</i> (New Fronts) Fred Mindlin	Dress up club rooms and banquet halls in keeping with particular affairs.	—like showmanship angle. —have the artistic eye.
<i>Gum Show</i> (Auditing) Nathan Goldstein	Check the books, records, reports, money and tickets.	—want to know where the money is—who bought what and why.
<i>Side Show</i> (Entertainment) Jack Irving	Arrange programs and entertainment for meetings and special events. Plan all social affairs.	—ever get any good ideas— —have any connections for talent.
<i>Back Slappers</i> (Reception & Fellowship) Ben Lourie	Official greeters at meeting.	—make friends easily. —don't make friends easily but want to improve your personality.
<i>Banquet</i> (The Feed Bag) Tom Flannery	Arrange feed bag menus and prices.	—like to eat—like to see others eat.
<i>Billers</i> (Publicity) Bill Hunt	Publicize Tent Activities. Collaborate with side show committee.	—know printing. —are creative and would like to learn to write.
<i>Ducat Peddlars</i> (Tickets) Will Baker	Order tickets to be printed, distribute with zeal, collect with speed, turn in all money and unused tickets.	—want an important part in the success of any affair—are good at leg work.
<i>The Shillers</i> (Get 'Em In) A. Bartelstein	Keep attendance records, Register guests.	—want to know our members. —can attend all functions regularly.
<i>Ceremonial Parkers</i> (Invitation) Irving Mack	Induct new members of Tent under proper procedure.	—have good memory—like this kind of work.
<i>Windjammers</i> (Speakers) Jack Barnett	Get important people to deliver their message at luncheons, dinners and banquets.	—have contacts with right people—can get them to meet a bunch of swell fellows informally.
<i>Playboys</i> (Sports & Pastimes) Jack Schumow	Arrange tournaments. Organize outside sports activities.	—enjoy competitive sport. —have red blood in your veins.
<i>The Law</i> Morris Leonard	Protective and preventive arm to keep Club from going wrong.	—have legal knowledge. —have ethics.
<i>Celebrities</i> Isreal Slavin	Bring up well known figures of stage, screen, radio or any other form of amusement world to meet with us.	—know everybody and if everybody knows you.
<i>The Heart</i> (LaRabida) Edwin Silverman	Distribute special funds to worthy causes. Sponsors Main Drive.	—have a wise heart—want to do a really worthwhile job.
<i>Promotion</i> (Ways & Means) James E. Coston	Planning department of all worthwhile affairs.	—have right contacts. —have experience—want to get experience.
<i>Hey Rubes</i> (Welfare & Henri Elman)	Be close to our members in times of joy and sorrow.	—have a kindly nature. —ever need a friend.

Count me in on the committees checked above.

Your Name..... Address..... Phone No.....

Boom in Tourist Trade to Increase Golf, Experts Say

PROSPECTS of expansion in country clubs far larger than is envisioned by most optimists in the golf field were presented in the address made by Don Thomas, pres., National Association of Travel Officials, at that organization's recent national convention in Chicago. Thomas, for years has been managing director of the All-Year Club of Southern California. In that capacity he made highly effective use of Southern California's golf facilities in attracting travel to that section.

Thomas quoted Dr. Gerald Wendt, science adviser of Time, Life and Fortune, as saying "whether we like it or not, we are going to have to get used to the greater leisure that will be made possible by the new science of atomic energy and electronics.

Expansion and revival of tourist business, he declared, is a quick means at the nation's disposal for stimulating employment during the postwar reconversion—and one requiring no U. S. government subsidy.

Thomas quoted an American Express estimate that as soon as transportation permits, the pent-up travel desire will burst forth in an approximate doubling of the five billion dollar prewar tourist business.

"Step up travel to ten billion dollars a year, as predicted, and the impact on jobs will be felt from border to border and ocean to ocean," Thomas declared. He said an economic survey indicates that a ten billion dollar tourist year will make jobs for 2,412,000.

"Where will these jobs come from? Most of them will be in transportation and in the trades and services, which are still capable of substantial expansion and which, in 1940, employed 51 per cent of all persons holding jobs in the United States."

Asserting that the travel business "is still the ugly duckling of our national planners," largely because the industry itself has failed to stress its own economic importance, Thomas likened the vacationer with his golf bags and fishing tackle to the belching factory smokestack as a symbol of national prosperity.

"Travel," he said, "is no longer a past-time for the rich. Money spent in tourist travel in 1939 represented seven percent of the national income—more than Americans spent for motor vehicles that year. It was twice our exports. Recreational travel equalled the combined output of

the meat-packing industry, petroleum refining, printing and publishing, and the products of our iron and steel furnaces."

The speaker likened recreational spending to "Vitamin B in the life stream of trade" because it distributes cash throughout the country and spreads buying power. He said:

"The tourist, the man with the golf bag, the fishing tackle, the riding boots, the man who leaves his job for two weeks to become a loafer, the man who stops being a producer to become a spender, to demand services he doesn't usually get at home, to buy things he usually doesn't buy or in the quantities that he buys them, the man who takes money made in Peoria to spend in Maine, Florida, Georgia, Michigan or New Mexico . . . is a highly essential and vital factor in the distribution of buying power."

"We have been bowing to smokestacks for so long in this country—and I don't mean to disparage industry—that we have failed to take notice of the fields in which most of our people are being employed," Thomas pointed out.

He quoted U. S. Census Bureau figures showing that from 1920 to 1940 agriculture dropped from 28 to 21 percent of our total of employed people and manufacturing dropped from 33 to 28 percent. Meantime, trades and services jumped from 39 to 51 percent. This trend, he said, will continue.

Trades and service industries benefit very heavily by tourist spending, and this offers an important source of postwar employment expansion, Thomas explained. In addition, he said, those employed in manufacturing have a vital stake in a revived travel industry.

Thomas chided his colleagues for a share of blame in "the failure of business and the public to comprehend the tremendous importance of travel to our national well-being."

"In the past," he explained, "we measured our results by the number of tourists who visited a given place, rode our trains, buses, steamships, and our airplanes, rather than by the number of jobs created by this travel. We counted the noses of our fares and our visitors and NOT the time-cards of our workers. We totaled tourist expenditures, but neglected to total the paychecks resulting from those expenditures."

"Tourist dollars are job-creating dollars. Let's get that fact over to the nation and to our communities."



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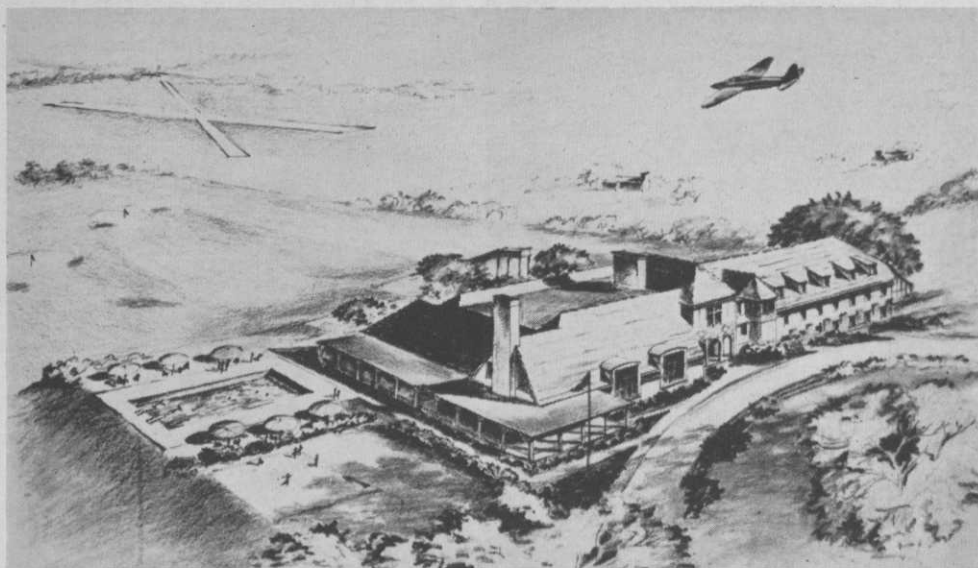
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PACE IN SPORTS



Radio Magnate Reviews Club as an Investment

By HERB GRAFFIS

IN ROLLING country northwest of Chicago the Skycrest Club is rapidly taking form along interesting new lines. Skycrest formerly was the Kildeer Country club with two excellent 18-hole courses and a large and attractive clubhouse, constructed during the boom days of the 20's. When the depression hit, Kildeer, being one of the later private clubs of the Chicago district, naturally was one of the first to feel the pressure. With gasoline rationing and the necessity of quickly converting into cash some estate holdings that included Kildeer paper, the club disbanded.

Thus ended the life of a well-appointed club that had begun with bright promise and enthusiasm and which had suffered financial vicissitudes not uncommon to prewar golf clubs.

It appeared that Kildeer was doomed to its previous status as farmland when along came Gene Dyer, one of the nation's most successful independent radio station owners. Dyer bought the property as an investment and contemplated making it his country home. The club is situated on the highest land between Chicago and Milwaukee. As altitude is rated in some parts of the United States this club property doesn't qualify for the Skycrest title it now bears, but in the

prairieland around Chicago it sticks up and commands lovely vistas of well-maintained investments of gentlemen farmers.

Club As An Investment

As Dyer considered his buy he continued to be intrigued by the thought that as a wisely operated private club it would be a better investment for him than it would be a farm. Therein lies the basic element of the Skycrest enterprise; it must operate on the same sort of a platform that makes a success of a private business despite keen competition. Dyer should have a pretty fair idea of how to go about that, inasmuch as he's done exceedingly well bucking powerful and smart competition in the broadcasting business.

Dyer is a genius at marketing and a canny man with figures. His market analysis disclosed that in Chicago's north and northwest suburban territory many highly desirable private club potential members were virtually excluded from membership by the prevailing initiation and due costs. He found that approximately 60 percent of representative private club memberships in the Chicago district were older than 45 years. Wartime conditions in the type of private country clubs a younger man with a growing family would like to join had

been freezing out this class of candidate for membership.

Whether this class of potential members had returned from war service or had been in industry during the war, these younger people had financial leeway for recreation that would assure lively patronage of a country club built and operated along advanced lines, investigations revealed.

Dyer is a man who looks at financial figures with the gift of being able to see them in terms of human beings. The figures on remodeling the clubhouse, on restoring the course, on making innumerable improvements and additions, meant to Dyer that an organization would have to be secured to plan, supervise and conduct the job. So the figures were converted into an operation pleasing and care-free for the members, and into a profit for Dyer.

Hires Club Executives

Dyer engaged Barney O'Grady as manager, Jerry Glynn as pro, and Ray Davis as greenkeeper. All three are widely known in golf as highly successful men in their departments of the business. O'Grady was manager of Olympia Fields before joining the Marines. Glynn had made himself noted as a businessman pro by his work at Olympia Fields, Barrington, Park Ridge, and Knollwood in the Chicago District. Davis had been greenkeeper at Kildeer for 14 years and had maintained the 36 holes and grounds in fine condition.

Jules Marling, nationally known for outstanding architectural jobs, was engaged to remodel the clubhouse. Clifton Crow, Ltd., was set to work on interior decoration.

This clubhouse remodeling job is a major operation and one of the far too few in which the men who'll have to do the operating have had fullest latitude in presenting their observations and ideas to the architect. Dyer has gone all out on this phase, too, in authorizing ample initial expense to make certain of charm and utility for the members and efficient operation by the staff.

One part of the reconstruction that members won't realize will have strong effect in providing superior service at the club, is helps' quarters on the third floor. These are about as good as exist at any country club.

Fine use has been made of large "picture" windows to brighten the inside of the clubhouse and to bring indoors the beautiful panoramas of the course and surrounding territory. Special efforts have been made to make the men's and women's locker-rooms striking examples of social and service sections of a golf club. Even the entrances have been redesigned. They are far from being like the usual country

club entrances, which have no more atmosphere of welcome than any other doors to basements or storage rooms of buildings.

Special shower and locker-rooms are provided for youngsters of members who'll be using the pool. The members' children's angle also is cared for by a spacious and well-equipped playground. That's fenced in and will be supervised by trained personnel.

Small Plane Airfield

At one end of the men's locker-room is a large "picture" window overlooking part of the courses, lakes that make exciting waterholes, and a section of the airfield which has been built to care for the small plane use that's inevitable at a club with younger members.

Interesting and attractive use is made of glass blocks in remodeling the women's locker-room. Much expert attention also has been given to the lighting in the women's as well as the men's locker-rooms.

The lobby of the clubhouse has been completely redesigned to give a warmer atmosphere of welcome than generally is reflected in the architecture and furnishing of larger clubhouse entrances.

Major changes have been made to facilitate food and beverage service with minimum demands on time and labor by the employees.

The grill has been given particularly ingenious treatment to make it a place that really fits a country club instead of looking as many country club grills do; as a transplanted down-town saloon or a roadhouse room.

Further evidence of the cooperative planning of the architect, pro and manager, prior to beginning construction, is seen in arrangements made for directing traffic of men and women to the pro shop which is in a building detached from the clubhouse. Glynn and O'Grady maintain, and Dyer agrees with them, that a smartly conducted pro shop performs a definitely valuable function in giving members a return on their club initiation fee and dues.

Clubhouse layout and heating has been arranged to provide unusually good facilities for winter sports, and Skycrest intends to make the most of its natural advantages for skating, skiing, tobogganing and trap- and skeet-shooting.

Membership Classifications

Notwithstanding the extensive alterations and improvements at current prices, the fact remains that the Kildeer property was acquired at a forced sale figure keeps the investment at a figure allowing low prices for good private club membership in the Chicago district. There'll be the full membership privileges at an

initiation fee of \$100 and annual dues of \$180, paid in eight installments. Then there'll be a membership class calling for initiation of \$100, with clubhouse-use fees ranging from \$25 for the head of a family to \$10 annually for a child from 10 to 16. Greens fees and swimming pool fees also are on an as-used basis under this plan.

Skycrest also plans to receive a limited number of trade tournaments. Play of these tournaments will be restricted to one of the club's two courses. A locker-room and bar, with grill food service, is provided in a separate section of the clubhouse for these affairs so they'll not conflict with the members' enjoyment of privacy in clubhouse and on the course.

The smooth segregation of trade tournaments appears to be a logical handling for this factor of revenue necessary to keep the cost down for Skycrest's private members. In the Chicago district quite a few of the trade, social and service organization tournaments have fields that are about 75 percent members of private golf clubs. But with the play the Chicago district clubs got the past two years, and rationing difficulties, these tournaments which previously had been welcomed at private clubs, got turned down.

The Skycrest club's plan promises to be something for business interests in golf to watch as a carefully thought-out procedure for making good private club golf a good private investment.

Chicago DGA's War Events Raise \$123,322

Chicago District GA believes that the Chicago area golfers raised more money for servicemen activities than any golfers of any other district in the world. Events fostered by the CDGA raised \$123,322.21. In 1942 there was \$22,522 raised by the Hale America tournament, in 1943 there was \$15,600 raised; in 1944 the total was \$32,400; and in 1945, various events the CDGA fostered, raised \$51,500. These sums are in addition to the servicemen's benefits from the Tam O'Shanter tournaments put on by George S. May.

The CDGA at its 1945 annual meeting presented a round-up of its wartime operations. Retiring pres., Lowell D. Rutherford said:

"Wide-spread publicity has been given to the veterans rehabilitation program whereby athletic equipment, sports contests and entertainment is provided by funds raised through golf and other sports. The idea originated through the CDGA and has been successfully carried on by that organization.

"1942 saw the Hale America National Open golf championship at Ridgemoor

CC, the only major golf event of the year, which split \$22,522.38 between the Navy Relief Society and the United Service Organizations. The Hale America was replaced by the Victory National golf championships in 1943-44 and -45 for funds to be used to provide recreation facilities not provided for in government budgets, for Hospitalized service men. During the same three years the CDGA fostered the Dime-A-Round plan to secure monies for the world renown Chicago Service Men's Centers where in excess of 100,000 service personnel weekly were given food, shelter and many of the niceties of life without charge. The fund, including 1945, has amounted to \$42,457.94.

"Nine-hole golf courses have been built and are now open for play at both Hines Memorial Hospital and the Great Lakes Naval Hospital. Two 18-hole putting clocks were built at Hines and two 9-hole clocks at Downey Hospital through the co-operation of the Mid-West Greens-keepers Assn. Equipment to play and to maintain the courses has also been given to Hines, Downey and Great Lakes.

"Thousands of service people have enjoyed the use of the District clubs through the USO, the Service Men's Centers and special parties staged by the clubs.

Harry Turpie, Pro Pioneer, Dies at New Orleans

Harry S. Turpie, 71, died Dec. 18, of a heart attack, at the driving range in New Orleans where he was instructing. He was one of the few remaining pioneer pros in the U. S. He came from St. Andrews, Scotland, in 1897 to be pro at the old Washington Park course in Chicago. In 1898 he was pro at Glenview (Ill.) GC and in 1899 he went to the Edgewater GC. Among other caddies in whom Harry Turpie aroused and directed ambition to be fine golfers was Chick Evans, who was one of Turpie's lads at Edgewater. Harry laid out the present Edgewater course.

In 1900 Turpie went to New Orleans to develop the Audubon GC, which was the first course in that city. From 1900 to 1912 he spent his summers in Chicago and his winters in New Orleans at Audubon. From 1912 on he resided the year around in New Orleans.

He designed and supervised building of many courses in the south, and developed many youngsters into excellent golfers. Among them were his daughter, Marian and his son, Harry, jr. Harry Turpie often was referred to as "the Daddy of Southern golf," and throughout the nation was warmly regarded by amateurs and pros.