from its owners. The 15 year old club includes 100 acres, 18 hole course, swimming pool, and clubhouse.

Back from the wars this year come the Ryder Cup Matches for the first time since A. Hitler prevented the scheduled series from taking place in 1939. . . . Ed Dudley, president of the Professional Golfers' Association, says the Britishers have requested October as the date this year. . . . Dudley hopes to schedule it later or earlier, to avoid conflict of interest in football and the world series. . . . The Englishmen, used to North Atlantic weather, are asking for fall play to avoid American summer heat.

... A four-man committee is working out plans for selection of ten golfers to represent the U.S.... Ryder cup matches, played every two years from 1927 to 1937, are now led by the United States with a score of

4 to 2.

A shake-up in the operation of Brainerd Muny GC, Chattanooga, Tenn., boosts Pro Jack Jones to supervisor of the club's course maintenance. Previously grounds-keepers received their orders from the city commission, not too satisfactory an arrangement. Course water pump has been repaired and new power-driven mower purchased, the beginning, Jones says, of complete rehabilitation of the course.

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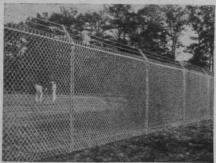
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A PRODUCT OF PAGE STEEL & WIRE DIVISION AMERICAN CHAIN & CABLE . BRIDGEPORT, CONN. Anders Johnson of the Swedish Golf Union writes from Gothenburg that the Swedish Open Amateur Championship of 1947 will be played August 20-24th on Halmstad GC at Tylosand on the country's west coast. Competition is open to amateur members of recognized clubs with a handicap of 6 or less.

Philip Morris & Co., New York, giving cigarettes as prizes for aces. . . . Willard Hutchison now assistant to Paul Scott at Griffith Park courses, Los Angeles. . . . Los Angeles Open in its 21 years has yielded \$193,000 in prize money. . . . The colorful D. Scott Chisholm has been announcer at each of the L.A. Opens. . . . Willie Hunter, pro at Riviera CC where the 1948 National Open will be played, says 284 will win that event. . . Lowest four rounds in major tournament is the 280 made this year by Ben Hogan in winning the L.A. Open . . . Nelson won the 1945 L.A. Open at Riviera with 284.

Father of the famed Dawson brothers is ailing. . . . He's a grand old gentleman and everybody's hoping he will soon recover. . . . Frank B. Dodson, 76, oldest pro in Southern California died Dec. 16. . . . Frank came to California in 1912 as asst. at Annandale. . . . He was at Midwick 16 years and went to Sunset Fields in 1927 where he continued until shortly prior to his death.

... He was warmly regarded as one of the cheerful and valuable builders in the game in the southwest.

More than 300 Los Angeles amateur and pro golfers tendered Maurie Luxford, vp, California GA, a testimonial dinner.... The affair honored Maurie as one of the finest of genial sportsmen, a tremendous factor in the promotion of Southern California golf, and a recent appointee to the Los Angeles Park board.... Greenkeepers in that part of the country who have been trying to get Southern California club officials and the UCLA to adopt a golf turf research project will find Luxford exceedingly helpful in getting action on the greatly needed scientific collaboration they desire.

Lloyd Mangrum in winning the 54 hole Montebello open got 19 birdies, 30 pars and slipped over par 5 times in getting his 70, 65, 67. . . . Dai Rees and Charley Ward, visiting British pros, are making many friends on their tour. . . They're two of the finest fellows in golf, by Yank tournament pros' judgment. . . Neither one of them can putt up to the American money circuit standard but they're improving. . . . Rees for a little guy, hits the ball a big distance but Hogan bats past him when Ben lets out.

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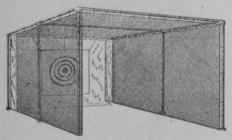
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#### HANDICAPPING FOR MEDAL AND MATCH PLAY IN NEW SYSTEM

Herbert A. Boss, chmn., handicap committee, Metacomet GC, Providence, R.I., devised the "Boss duo-system" of handicapping which has been given a year's test at Rhode Island clubs with satisfactory results.

Boss maintains that medal play handicapping should be used for medal play events and match play for match play competition instead of the present general practice of applying medal play handicapping to all classes of events. Boss based his conviction on his experience of 18 years as Rhode Island state handicapper.

The Boss system is based on medal play figures and on the number of pars the player has as an average. The system is worked as follows:

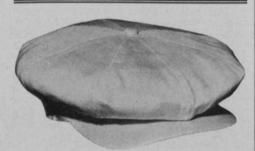
Handicap Method for Medal Play: Take the 7 best medal (gross) scores you have made for a month or more. Delete the high-



est and lowest of the 7 scores; average the remaining 5 scores and subtract the par of the course played. From this average take 4/5, or 80%, of this difference, and if a fraction exists, take advantage of it. Add 1 for liberal handicapping (this may be varied).

Handicap Method for Match Play: Use 18 (holes) as base for handicapping in match play. More than 18 may be used but for class B and C players. METHOD—use 7 scores on cards and eliminate the ones having the lowest and the highest number of pars, instead of gross scores as in medal play handicapping. Use the average number of pars for the remaining 5 cards, and subtract from 18 (holes). This will give a fair idea of what the handicap should be for playing in a match play tournament.

TOURNAMENT MINOR LEAGUE PROPOSED—W. J. Kiley, a Wilson Sporting Goods Co. vp and mgr. of the company's New York branch, suggests that supplementary "minor league" tournament circuits be established to provide high class golf competitive exhibitions to smaller cities and towns that can't afford large purses. Kiley believes such events would furnish great training grounds for the de-



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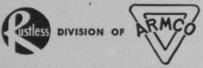
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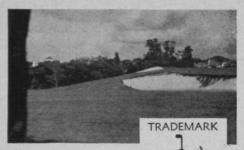
There's a "sweet" confident feel to an iron with a head of Armco Stainless. That's the verdict of pros in actual play.

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velopment of younger pro and amateur playing talent and would bring into competition home club pros who have excellent games and scoring skill but can't leave their clubs for the long jumps of the present tournament schedule. He thinks that mid-week 36 hole events would draw good fields and galleries sufficient to make the tournaments interesting, profitable and displays of hot competition. Kiley also points out that the smaller towns afford a great field for golf development that now isn't being attended to by pro competitions, exhibitions and demonstrations.

#### USGA CAUTIONS AMATEURS ON PRIZE AWARDS

In a strong warning to amateur golfers, Isaac B. Grainger, Chairman of the Amateur Status and Conduct Committee of the USGA, has cautioned that, while it was permissible during the war years for amateurs to accept war bonds and other government securities up to \$100 as prizes, they will sacrifice their amateur standing if they accept them now.

Grainger pointed out that, "We are now back on the full pre-war basis which denies to an amateur golfer the privilege of playing in a match, tournament, or exhibition with the intention or hope of accepting money or its equivalent as a prize or as

compensation."

#### 1947 WINTER TURF CONFERENCE

NATIONAL Feb. 10-14 G.S.A.—Hotel New Yorker, New York City. A. L. Brandon, P.O. Box 106, St. Charles, Ill.

PHILADELPHIA Feb. 19 Philadelphia Turf Conference, Llanerch CC, Westchester Pike, 7:30 p.m. Charles K. Hallowell, 303 Drexel Bldg., 5th & Chestnut Sts., Philadelphia, Pa.

MARYLAND Feb. 20 University of Maryland. E. N. Cory, College Park, Md.

NEW JERSEY Feb. 23-28 Rutgers University. T. C. Longnecker, New Brunswick, N. J.

PENN STATE Mar. 3-6 Pennsylvania State College. H. B. Musser, State College, Pa.

IOWA Mar. 10-11 Iowa State College. H. L. Lantz, Ames, Iowa

MINNESOTA Mar. 12-14 University of Minnesota. A. W. Anderson, 3540 24th Ave. S., Minneapolis, Minn.

PURDUE Mar. 17-19 Purdue University. G. O. Mott, West Lafayette, Ind.

MICHIGAN Mar. 20-21 Michigan State College. James Tyson, East Lansing, Mich.





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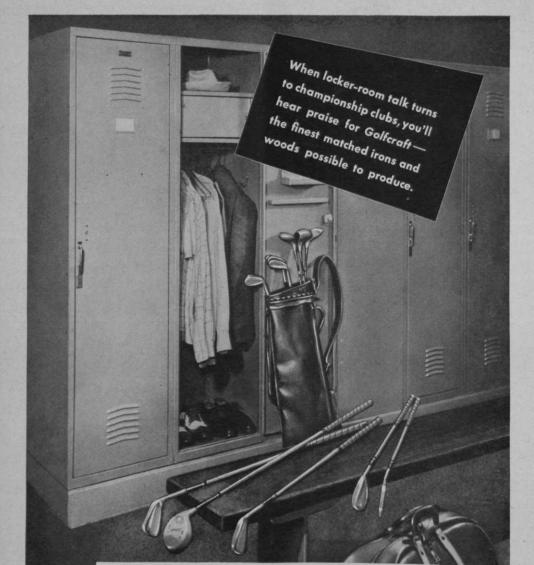
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THE BUSINESS JOURNAL OF GOL

FEBRUARY • 1947

## Management Foresight Solves Problems In Easy Stages

By HOWARD MEHLMAN

Manager, Denver (Colo.) Country Club.

When a manager and club officials view the prospects for club management cautious judgment is at a premium. Now many clubs find themselves with longer waiting lists and larger cash balances than they've ever had before. Certainly the experienced manager or officials aren't going to claim credit for this highly desirable state of affairs regardless of what diligence and resourcefulness the manager has exercised or what sound judgment the club administration has brought to the club. Conditions have favored the sound, established clubs.

What we have to consider now is the possibility of conditions not as favorable to country clubs as many factors have been in the past 5 years, notwithstanding the numerous problems of shortages with which we have had to contend.

There always is the threat of inflation in a postwar period. The club can do no more to meet it than the wise individual can. A club can do little except watch expenses against income, shun the marketing practices that promote inflation, and carefully watch orders placed for future delivery when prices are subject to the market prevailing at time of delivery.

The Denver Country club is out of debt. It has a waiting list of 150. Places were reserved on the regular roster for men who were in military service and have returned. So we took care of all members to whom the club had an obligation of honor but we have no plans and no space for caring for additional members.

#### Club Increases Dues

The necessary clubhouse alterations and improvements will be cared for by an increase in dues which went into effect Oct. 1, 1946. The matter of keeping dues and initiation fee income in proper balance with operating income is one thing that will require considerable study and judgment at many clubs. We do not think that the boom income of the war era and the immediate postwar period will continue and increase but we do believe that we will have more house income than during the

prewar times. Keeping that increase in balance with the increased costs calls for close vigilance and action. Our policy is to plan more for the comfort of members than for a great expansion of business.

Certainly the tax situation as it governs the spending of members must be carefully watched by club officials and managers at the metropolitan district clubs. We all have seen what an important element taxes are in determining club income. In the early days of the war managers at some clubs thought heavy taxes that sharply reduced members' net income would cause a slump in clubhouse revenue. However the shortage of domestic help and a transfer of considerable business entertainment funds to club spending accounted, in a large measure, for unexpectedly big increases of clubhouse revenue.

What may seem to complicate the problem of keeping a close and intelligent watch on club operating costs is the officials' inability to get financial statements of various clubs that can be compared with any great degree of accuracy and helpfulness. Conditions of size, facilities, locations, volume of business, and membership demands vary so much that even a classification of accounts as uniform as possible could not tell in figures the whole story to club officials. However such comparisons are made on a quite sound and practical basis by the club managers' organizations in each district. The managers compare notes and adjust for varying control factors. It certainly is to their primary interest to see that house operations are conducted with the utmost efficiency and at lowest cost compatible with conditions established by the desires of the membership and the possibilities or limitations of the clubhouse.

#### Interest the Younger Members

Now, possibly more than ever before, the club administration must consider the lesson that should have been learned in the early '30s when there was a decided exodus of many older members from a lot of first

class clubs. Then, to their dismay, club officials were reminded they had not looked forward to encouraging young members.

At the Denver CC we have maintained lively interest of younger members. Besides the golf there is tennis, a pool, skating rink, junior dances with a small orchestra and a milk bar. A junior Board of Directors certainly is an idea worth considering at many clubs. Our club's directors have been foresighted by going into the field of younger members for some new directors each year. It is the surest way to keep a club from becoming dangerously smug while the parade passes and there arises a new generation that knows not the old regime nor cares for the proud but dusty old tradition.

Definitely the administration of any virile club must eventually find that small committees are desirable. Large committees are too difficult to swing into action. Capable management and good managers tend to lessen the number of members on committees by doing the work which personnel of the larger committees is expected to do but rarely does.

A close understanding between department heads and elected officials is essential and is achieved only by supplying information on operations.

#### Committees Get Full Reports

At our club the manager issues a regular monthly letter to the house committee. This committee meets a week before the regular board meeting. The letter contains a beginning inventory, amount received, amount used and closing inventory of bourbon, scotch, gin and rum. This gives the house committee a complete picture of the liquor stock. All purchases over \$50 (other than foods and beverages) also are listed. A list of all work completed in the house during the past month is furnished and the work to be accomplished during the following month is set forth. During food rationing our house committee also was furnished with reports on rationed food.

Requests for raises and dismissal of employees are presented. Also reported in the letter are number of meals served, need for any large amount of buying such as futures on canned goods, meat and poultry to be put in storage, the time and price to purchase, and in general, a brief review of the manager's problems.

The same plan is worked by our Grounds supt., Jim Haines with his committee.

The result of this procedure is to develop a close and mutually helpful understanding between department heads and committees. The house committee gets a close insight into the manager's problems

and the manager gets specific help from the experience and information of the house committee members.

It is certain that managers, house committees and boards of country clubs will have in the very near future two matters to decide and act upon. One is that of accident-health-retirement insurance to attract and hold a desirable class of employees who know how to work and are willing to work. The other is a service fee arrangement in lieu of tips which will work out fairly and reward the capable worker. And at many clubs there also will be the problem of enlargement or improvement of help's quarters.

#### "Permanent" Committee Jobs

There has been a growing trend during the past few years to have major improvements come under the jurisdiction of committees that will continue in operation until the work is completed. Such committees should be apart from the regular standing committee for the department in which the work is being done. The committee should be composed of men who have complete knowledge of the work to be done. If all members of such committees cannot continue for the duration of the job at least half of them should be retained until the work is completed.

In the course of postwar major improvements at the golf and country club there again is bound to be considerable discussion about the sums to be allotted for the house and the course work. In the past allotment has been governed mainly by the aggressiveness of the committee that gets the lion's share of the money.

It is my observation that income in a representative golf and country club should be allotted 50% to grounds, 30% to club-house and 20% to general overhead, as a general thing. In the studied judgment of club officials and management these percentages can be wisely altered.

Our policy has been to hold back on improvements and purchases until merchandise of good competent construction again comes on the market. Now that period seems to be in sight and the foresighted club can buy and build with the future in mind instead of having to buy because of current needs or replacements and improvements that are desperately needed.

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SEE PAGE 70