

ting the earth down around the edges with the back of a spade.

The cover should be raised by the supports about six inches from the turf. An asphalt-laminated paper which is impervious to gas was used in our tests for the covering material. Tobacco growers and others are using canvas covers treated to effect an impervious texture. Any material that is impervious to gas and resistant to rain and at the same time limp enough to



Close-up of dead Bermuda grass after fumigation. The dead stubble is left to protect the bent grass seed and topdressing during germination. In a few weeks bent grass will be re-established in the light-colored area.

conform to the irregularities of the ground surface will be found satisfactory.

After 24 hours exposure to the fumigant the covers were removed. Twenty-four hours later the bent grasses were planted. For conditions in Oklahoma the fumigation should be made some time in September as that is the best time to plant bent grasses. The Bermuda grass stubble should not be completely removed as it acts as an anchorage, but its most important role is to give a stable seedbed that can be played over immediately after seeding. It is more difficult to re-establish bent grass in areas where bent grass has been killed, than in Bermuda stubble. In the dead bent grass area it usually requires light raking and several disc spikings before and after seeding, followed by light top dressing.

Clean Soil as Weight

There is one precaution worth mentioning regarding the condition of the soil that is used to weight down the edges of the cover. Be sure that the top dressing used is fumigated so as to be free from weed seeds and harmful insects. It is impossible with average care to place top dressing around the edges of the cover without spilling some on the green. If the dressing is full of weed seeds and insects the greens may raise a new crop of weeds which will have to be removed. A little caution here to use clean soil will pay dividends.

In order to fumigate piles of top dressing, simply take a rake handle and force it into the piles at intervals about one foot apart. Then cover the pile with the paper and proceed to fumigate it in the manner just described, using two pounds methyl bromide per one hundred cubic feet of top dressing. Tests have shown that it can be thoroughly fumigated in this manner.

There are other ways to control Bermuda grass such as hand weeding, re-sodding and spraying with weed killers. However, considering everything, fumigation appears to be the best method we have found at this time for golf greens.

The outstanding advantage of this system of control is the speed with which Bermuda grass areas can be replaced with bent grasses. It requires less labor yet is comparatively inexpensive and readily available to anyone confronted with the problem of maintaining class "A" greens.

Kennedy, Muny Course Pro, Wants Women's Publinx

Joe Kennedy, professional at Knoxville, Tenn., Whittle Springs public course, is campaigning for a new national championship, a tournament for women public course players. Joe maintains that the great development of women's golf on public courses and the certainty of accelerated growth due to teaching of girls in high schools, colleges, employee recreation classes and at public courses establishes a need for women's national publinx event.

Kennedy makes a bid for the first tournament and has a local enthusiast, W. M. Vandergriff willing to underwrite the initial event. He says that the Whittle Springs hotel could be secured for use of contestants the latter part of July.

Indication of the merit of Kennedy's proposal is in the 2,483 entries in the 1949 men's amateur public links tournament of the USGA held at Rancho, Los Angeles. The 1948 Publinx at Atlanta drew 2,728 entries. Public and fee course play accounts for approximately 60% of the rounds played in the U.S. and although there are no statistics available on ratio of women's play at pay-as-you-play courses it is believed it is as high as at private clubs.

Pros at public and semi-public courses are requested by Kennedy to have their representative women golfers or women's organizations write him their views on establishing a national women public links championship so he can submit to the USGA a symposium covering this field for encouraging amateur competition. Kennedy's address is Whittle Springs Golf Club, Valley View Road, Knoxville, Tenn.

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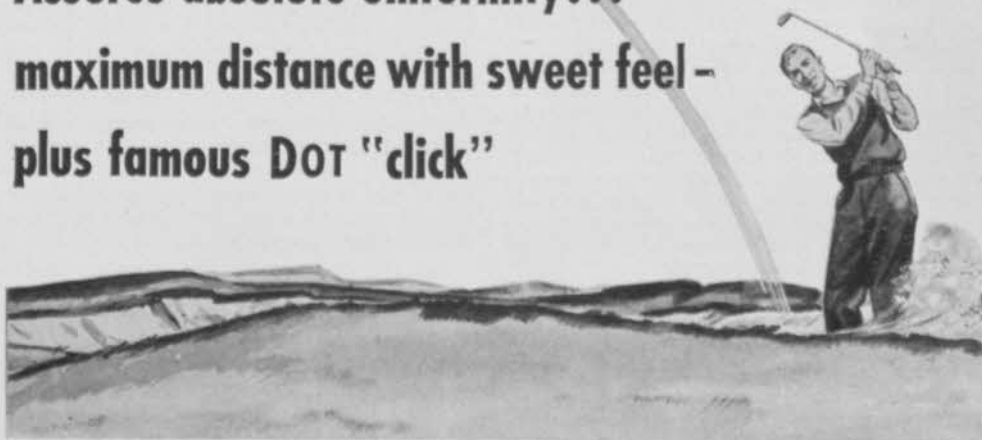


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Food Cost Controls Needed for Efficient Club Management

By HARRY FAWCETT

Mgr., Kansas City (Mo.) Club

Managing a club has its counterpart in no other industry, and when I say that, I do not exclude hotels.

How often in a board or committee meeting have you not heard a member say, "Why can't we run this club like a business?"

Well, the answer to that is also the explanation of why members can never be unanimous in their opinions about your food.

The answer is — no club is a business. It is an overgrown home. Picture a home as all of you can — adults, children, in-laws, ailing aged grandparents, irascible bachelor uncles, stern unbending maiden aunts with a Pilgrim's zeal for observance of the proprieties; throw in a few "Uncle Louies" with a propensity of overindulgence in wine, women and song.

There you have a club; your club, my club, anyone's club. Can you run such an institution as a business? Of course, the answer is NO.

Use business principles, yes, use business practices known to be safe, sane, honorable — yes, by all means, but is a club a business? No, and it never will be.

Some 35 years ago when I managed my first club, I brought to it some knowledge of cooking and a great love for it. France has long been accorded the premiere position in culinary accomplishment in the world. To do her justice, it must be admitted the French people know food and how to prepare it, but I have long contended there is not a dish that has ever been served in France that has not been served in certain cities in these United States as well or better than in France. This, in itself, is nothing to brag about. With the unlimited larder at the disposal of our chefs here in America, it is to our eternal shame that we have to take second place in the culinary world.

We ought to lead, but we don't. Why? Because the truth of the matter is, we are not natural born cooks and we prefer to fill our stomachs rather than to please them and nourish them correctly.

It has been said it is really hard to get a poor meal in any part of France. It can

be said with equal truth there are many parts of America where it is impossible to get any decently cooked meal. Food to fill your stomach, yes. I say that not from any theory but from actual experience and most of you have had the same experience in certain parts of the United States. Fire has been applied to it, so, they can say it is cooked, but that is all you can say for it, too.

Now, one of the reasons for this is the steady decline in the art of cooking in the American home. You have to love food and the creation of nourishing appetizing dishes to become a real cook. Since the pioneer days (when cooking was a necessity of life) have long since passed into history, how many women take pleasure in cooking? Isn't it a fact that most women look forward to eating as many meals out as possible?

In our clubs there has been a decline of food. There is no use denying it, our meals have changed and they are going to change more. They are going to be simpler. I look forward to the possibility that we may all have to go to women cooks.

The chefs of 1918-20 are today, for the most part, elderly men, if not just old men. Many retired shortly after World War II started. Some have died. There have been no replacements, or very few, because of immigration quotas. Your chefs and cooks from Europe learned their trade in a slow and hard school. At various places on the continent are such schools devoted to the culinary art alone. The youth graduating from the culinary school there already knows his business. And, since school there, at least culinary school, is a serious matter, and wastage of food is just something that is not tolerated, you may know his lessons are well learned and are seldom, if ever, forgotten.

But, all that was in the good old days; the days before World Wars One and Two. Today, hardly a man of the chef class comes here; and while our cities and some of our state universities recognizing our sore need are trying to induce the American youth to take up culinary work, the results so far have been far from satisfying.

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Now there is the change in eating habits and on that count there are several marked changes which affect you all. First, of course, the reduced menu. Lack of cooks had their hand in that, but most of all it is due to a change in eating habits, and there is no doubt the old, long many-course meal is definitely a thing of the past. Few menus today of the table d'hôtel variety offer appetizers and soups. Mostly you have the choice of one or the other. Relishes seldom go beyond celery and olives, except on party menus. Few menus offer a fish course as well as a meat entree. Usually your choice of vegetables is limited to two; in some clubs one vegetable and a potato suffices.

Another of the great changes is the ingestion of almost a full meal from a buffet of appetizers, hot and cold, liberally washed down by two or four scotches or bourbons, as the prelude to a party dinner, and this, too, has a great effect on:

The trend to later dinners. Now, this has certainly been a serious concern to all of you, for in the last 20 years dinners have been starting later and later. At one club I managed, they sat down as late as 10:30 and 11:00 P.M. Your kitchen crew, following good old tradition, still returns for their evening meal at 5:30 P.M. Now, I know you all have that to a greater or less degree. It certainly affects your crew, their tempers, their ability to work the next day and, of course, your payroll.

The increase of male amateur chefs in the home. Nearly half of the club member class become chefs in their own kitchens or backyards by donning the caps and aprons now sold in all sporting goods houses, and most department stores.

And, while seriously I think this pastime is a laudable one and healthy too, some of these boys can really tell you just what is wrong with your club's cooking after they have cooked a few steaks encased in honey mustard and what-all, and had some of their hapless or helpless guests tell them, "Gee, this is wonderful; don't see how you do it." The sad part of this change is they will want you to put some of their specialties on the menu.

Seasonings. There seems to be a well-planned campaign to sell you people that cooks are not necessary any more because of the magic seasonings which take anything cooked and really make it taste like something else. Believe me, there is no magic which will make a piece of cow beef taste like prime steer, and what goes for steer meat goes all along the line.

I, of course, know that the problems presented by rising food and labor costs rest heavily on you all. I have no magic seasoning to offer, no formula to help you on labor costs, which are up as much as

200 per cent of pre-war levels, but on food costs, you are the master of your fate. Food costs can be controlled, and in our kindred industry, the hotel business, today as never before, management is concerning itself with these costs; adjusting selling prices so they will get a fair return on their costs, and you can do it too.

If your volume of business permits, I would counsel the engagement of a food control system from Horwath & Horwath, or Harris Kerr Foster. It will pay for itself not only in money but in hours of worry and headaches saved for you, for they will furnish you the facts and figures to show you and your House Committee how much to get for your food. Then, if your committee won't face the facts and raise your menu prices to the level desired to make the percentage you need, your committee has the blame on their shoulders, not yours. If your club won't authorize outside help for this purpose, put in your own food costs control. Make tests and make them often, as experience has taught me a price established by a test on loins or ribs from one butcher may be out of line with another. The fact remains I have in my portfolio here 12 or 15 tests made on ribs and loins. Some of them were made within a day of each other, one set of ribs from one house and another set from another house. The costs of them vary on a slice of roast beef as much as ten cents per portion.

I was asked how that was possible. It was possible because critters don't all grow in one mold. They are all different. Have your specifications and make your butchers stick to them. Keep on making tests in your kitchen on entrees, on whole meals, as well as steaks and chops. It is the only way you can price right and thus keep your food costs in line. Control of food costs is the one factor in club restaurant operation you can absolutely deal with. Know your costs. It may help you hold your job.

I am going to digress for one minute here for the reason there are many people that really want to know these things. We strive in the Kansas City Club for 45 per cent food costs because we have determined with 45 per cent food costs on our volume we can make money in our restaurant. We have kept it low enough to make a profit on it in the last 15 months. The 12 months before that we lost our shirts and then we started putting in the food cost control. Soon we began going to the house committee and saying, "Here is the price of this piece of steak. If you want to sell it for the price we are selling it we will lose money in the restaurant, and we are losing it. It is up to you. You

(Continued on page 94)

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Tips for Architects in Pro Shop Planning

By AL ZIMMERMAN

Professional, Alderwood CC, Portland, Ore.

The pro shop location generally is an architectural afterthought although functionally it is one of the highly important elements of design of golf club facilities. It often has seemed to be the notion that the pro shop can be put in almost anywhere inasmuch as it is merely a place at which the pro has golf goods for sale and where he stores members' clubs. Greatly increased development of pro shop merchandising as an expert service that gives members a return on their initiation fees and dues, and a concentration of many phases of members' playing activity in the pro shop, such as handicap records and club competition pairings, have made the pro shop a vital point in club operations.

For members' convenience and service the pro shop should be located on a route that is most logical and shortest from the locker-rooms to the first tee. Formerly it was quite satisfactory if the pro shop was convenient only to the men's locker-room but the rapidly growing play of women, and their demands to have high rating in club planning and operations, now makes it wise to consider location of the pro shop with respect to the women's locker-room.

Two-Door Planning

Ideally the pro shop should be located and designed so the easiest possible way to the first tee would be in one door, then through the entire length of pro shop display and out another door to the first tee. I cannot emphasize this two-door planning any too strongly because it is the only way in which player traffic en route to the first tee can be exposed to pro shop services and merchandise that are there for one main purpose—to make the round of golf more enjoyable to every player. The pro's volume of business is secondary to the players' pleasure, although every pro knows that his business is directly proportionate to how much his members enjoy their golf.

Pro shop selling at the better clubs must be done on a basis of exposing the merchandise attractively to the customer—and as a service proposition. The pro knows, but the architect or club officials don't realize, that even on such an item of pro shop merchandise as a hat or cap, display can be a very valuable service at the right time. Along comes a blistering hot day and

a fellow who is bald—or whose thatch is very thin—races hatless out to the first tee to join others of his foursome. About the twelfth hole his scalp is blistered and for several days he's suffering. The pro knows this is going to happen each and every summer, but could he say to the unsuspecting victim, "You ought to wear one of these caps or hats out there today"? Not many of us could; it would be just our luck to make the suggestion in all kindness to some member or guest who is very sensitive about being nude on top. We have to depend on display of merchandise protecting our customers.

Another thing about the pro shop, which influences shop location and layout, is the fact that seldom can more than one man be in attendance at the shop. At the rush times, the pro or his assistant, may be on the first tee starting events, giving a lesson to some member who insists on that particular time at the lesson tee, back at the bag racks on some errand a member wanted done immediately, or trying his best to help a member select one single ball of a half dozen brands while another member is showing signs of being interested in the purchase of a \$100 outfit of clubs.

The pro and his assistants want to—and must—be of cheerful, helpful and impartial service to each of the members, their wives, children and guests. Shop location and design must help the pro achieve this ambition.

Plenty of Display Space

In the modern pro shops at the better clubs you now are seeing plenty of wall space for allowing display of merchandise at eye level. Many pros can tell of having a \$5,000 to \$15,000 investment in stock for service to their members without having display facilities adequate to let the members see what is available for them.

Another thing that is getting to be an essential at the well designed pro shop is some space for a shoe department, with a comfortable chair where the player can take his—or her—time in ease while the desired style of shoe is being perfectly fitted.

It's also necessary that there be room for table display of merchandise; particu-

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larly wearing apparel. Women always want to shop around, feel and examine golf apparel, whether or not they buy. Men are less inclined to be careful, but you have to get the men by displaying the merchandise so prominently they can't miss it.

This open display, changed for ladies' days, and for weather, especially on days that are wet underfoot or threaten rain, should be in the center of the pro sales room.

Stock storage space should be provided convenient to the merchandise displayed so if the size desired isn't on display it can be almost immediately brought forth. That's the kind of service a first class club member has the right to expect for what he's paying to belong to the club. He may be on his way to spend three or four hours leisurely playing golf but when he's on his way to the first tee he wants action lighting fast in the pro shop.

Often the architects have seemed to forget entirely that the pro is in a business and must handle a lot of paperwork, such as tournament scores, business records and correspondence, to do a thoroughly good job for the club. This calls for some sort of office space, located where the pro could see the shop, the first tee, and if possible the doors of the shop, but still have some privacy.

Light is Important

Light is a very important factor in the pro shop. Golf goods are for outdoor use and the bright outdoor appearance should be maintained as far as possible in the pro shop, preferably by large windows but, as a substitute, with well designed artificial lighting. The windows must have burglar-proof screening on the inside.

The location of the ball case, the sales counter, the club racks, the caddy department, the caddy quarters and now the cart storage space, all have to be carefully considered in planning the pro shop. Another thing that I believe could have much more thought is the location of the handicap card rack where members will be encouraged to post their scores and see the scores and handicaps of other members. This rack has great possibilities for increasing the number of lessons the pro and his assistant give and bettering the standard of play by all members.

When the architect understands the functions of the pro department and its problems in trying to be of utmost service and satisfaction to members, he should be very helpful in coming up with something much nearer to the perfect pro shop than any of us ever have seen. However, the case usually is that the architect never gets full information on what the pro shop is supposed to be until it's too late and about the best that can be expected in most cases is a remodeling job which is bound to be an improvement.

Wm. Johnson Heads S. Calif. Supts.

By ED ROACH

The scene was the dining room of the fashionable Los Angeles CC. The green-keeping supts. had finished a morning round of golf over the tailored and tough north course, had enjoyed a sumptuous lunch, and were about to elect their officers for the new year. Bill Stewart, the association's first president from way back in 1926, then pulled out yellowed newspaper clippings reporting the contrasting first meeting of the local supts. The accounts told that the meeting had been held in the barn of the Brentwood CC. One report related that the eight men in working clothes gathered in that barn would accomplish great things for the future of golf in Southern California. How correct that reporter was is indicated by the high perfection of local courses and by present scope of association activities.

Following officers were elected for 1950:

Wm. Johnson (Supt., L. A. Muny courses), Pres.

Wm. Malcolm (Supt., Annandale), VP.

Alan MacDonald (Supt., Rancho), Sec.-Treas.

In taking office Bill Johnson reviewed some of the accomplishments of the association during the last three years under the presidency of Bill Beresford. Beresford was highly praised for his cooperative work with C. C. Simpson of the Southern Calif. Golfers Ass'n, in promoting and financing the Turf Research Foundation at U.C.L.A. which is already showing valuable results under the direction of Dr. V. T. Stoutemyer. Bill was also commended highly for his part in bringing the National Conference to Los Angeles in 1949 and for running a ship shape organization during his tenure of office.

At the meeting, Dr. Miller, U.C.L.A. plant pathologist, discussed turf fungicide trials, and Dr. Hallowell, Penn. State turf specialist, spoke on his continuing survey of Calif. golf courses.

Wm. P. Bell, golf architect, was present and accepted an honorary life membership in the association.

Park Executives' Annual Meet in Dallas, Sept. 25-28

The annual convention of the American Institute of Park Executives will be held at the Baker Hotel, Dallas, Texas, Sept. 25-28, inclusive. In conjunction will be held annual sessions of the Institute's affiliate, the American Association of Zoological Parks and Aquariums. For details, write Frank L. Brunckhorst, Executive Secretary, American Institute of Park Exec., 30 North LaSalle St., Chicago 2, Ill.