



**"Tersan" keeps greens really green** to attract steady business for this beautiful course. This view shows the approach to Number 4 green at the Fairfax Club.

### **"Tersan" 75 — New, improved formulation and package:**

- Higher concentration of active ingredient (75% instead of 50%) reduces bulk to be handled . . . makes transporting easier.
- New handy, 3-pound packages eliminate measuring from bulk . . . easier to handle, cleaner, more accurate. Two packages cover 9 average greens.
- "Tersan" 75 stays in suspension better to assure even application.
- New green color blends with grass.

**For exceptional control of dollar spot**, use Du Pont F-531 fungicide. This outstanding Du Pont cadmium fungicide controls copper spot and pink patch as well. Special "Semesan" is also available for those who prefer a mercurial fungicide.

"Tersan" and "Semesan" are registered trademarks of E. I. du Pont de Nemours & Co. (Inc.)

*Order "Tersan" 75 from your golf supply house today, and be prepared to head off brown patch before it starts.*



REG. U.S. PAT. OFF.

## *Turf Fungicides*



**Better Things for Better Living . . . through Chemistry**

March, 1951



Small size of Paul Hahn's shop is turned into asset by displaying stock where shoppers can get at it.

## Hahn's Shop Display Motto: "Keep It Clean and Neat"

Paul Hahn's shop at Kings County CC, Hanford, Calif., does a big volume considering the size of the club and the main reason is that Paul has his stock displayed where shoppers can get their hands on what's for sale. They can inspect it close-up without having to ask.

Only the balls and small accessories are in showcases.

This sort of display takes some time of Paul and his assistants in keeping stock clean and fresh-looking and in rearranging displays that might be messed around a bit by shoppers. But Hahn says time is one of the big things he has to sell and when he can convert it into cash, he makes no complaint.

Small size of the shop ruled Hahn out of display and storage space he'd like to have but he says a virtue has been made of a necessity and by having the appearance of a tremendous amount of stock in a small shop he gets across the idea that he can supply every need.

"Keep it neat and keep it light" are Hahn's main points of shop display. He

believes that there is a happy medium between the formal store-type display and the intimacy and haphazard arrangement of the old-time pro shop. He thinks that a compromise that encourages the visitors to do their own shopping rather than depend on salesmen having to push merchandise into the prospective buyers' hands is the best way for making golfers feel at home buying in the pro shop.

A comfortable spot where shoppers can sit down.



Paul also is strong for changing the location of the table displays so everything in the shop comes into view and has a fresh impact on the people who come into the shop.

Another feature that Hahn emphasizes is a few comfortable spots where the prospective buyers can sit down and relax in a golf atmosphere. He thinks that it's a good idea to keep changing location of the furniture so once in a while those who are resting may have the wandering gaze rest upon something they can buy for more enjoyment of their golf.

He strongly advocates pros making frequent changes in location of displays and closely studying the effect the various locations may have on sales. These switches also keep the customers from thinking the shop just shows the same things from the season's beginning until its end, Hahn observes.

### Hogan Makes Movie A Pro "Documentary"

Ben Hogan put good, interesting pro propaganda into his "Follow the Sun" movie 20th Century-Fox soon will release when he over-ruled suggestions to hoke-up the tournament locker-room scenes. There was a Hollywood hunch to make the circuit golfers more actors than golfers and Ben knocked that one out of bounds. Sid Lanfield, who got the director assignment for the film because of his extensive acquaintance with tournament golfers and his close-up knowledge of Ben's career backed up Ben in making the locker-room continuities legitimate but lively so back-stage of tournament golf would be shown in its best light.

"I wanted to be sure this was a build-up," said Ben, "and the pros use the good English and good businesslike manners that are true reflections of tournament circuit life, instead of flip talk and horse-play. I think it'll help the public get the right picture of the fellows."

Hogan also told GOLFDOM he had no idea a picture would take so long to make. "It takes forever," said Ben, "with so many people trying to do everything right. And it's all got to be fitted together." The picture took about four months and considerable time was spent because of Ben's insistence upon exact details, even to patching the tires of a car such as the one he and Valerie rode when they made their first tournament swing to the West Coast. The car had to be correctly dirtied too, before Ben would O.K. the shooting.

Ben said that Glenn Ford, who plays the Hogan part in "Follow the Sun" hadn't played before going to work on the picture but probably had batted balls on a range. Ben got Ford so the actor "swings

like a pro" but had a very tough time trying to teach Ford so he wouldn't look like a beginner addressing the ball. Ford, between Hogan lessons and working on the picture, kept practicing in a net. Ben believes Ford will become a good golfer if he keeps at it and takes his time



Glenn Ford who plays the part of Ben Hogan in the Twentieth Century-Fox production, "Follow the Sun," gets some expert advice from Ben and Sam Snead in preparation for filming of scenes on the outdoors location.

instead of trying to play at irregular intervals.

Hogan appears in many of the shots of the picture wearing a rubber mask that makes him look like Ford.

Ben weighed about 160 while the picture was being made; about 15 to 20 pounds over his weight during most of his competitive play. He suffered a stomach illness at the Phoenix Open and had to return to his home in Ft. Worth to recover. He lost about 20 pounds during that illness.

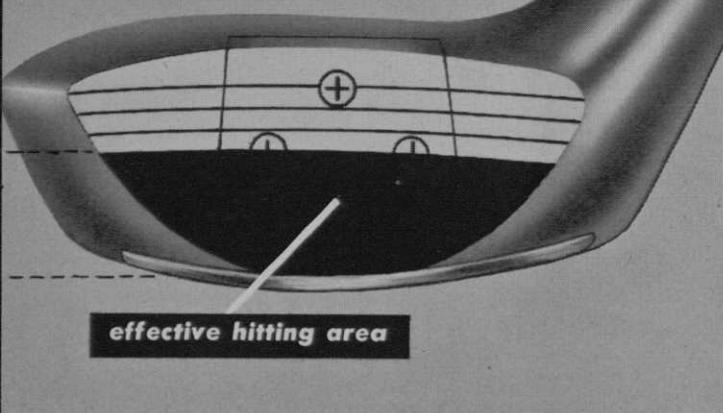
Hogan made a flying trip in February to New Orleans to be at an affair for the Ochsner Foundation of the New Orleans Medical Center. Ben is honorary chairman of the Foundation named in honor of the doctor who performed the successful operation on him when Hogan appeared to be on the way out after the automobile crash. Ben will return to competition in the Seminole CC pro-amateur at Palm Beach, Fla., March 12-14.

Maybe the fault-finder is a crank. And again, maybe he has put his finger on a flaw in the operation of the club.

\* \* \*

In the club business, those who move slowly, move so slowly to the top that they never get there.

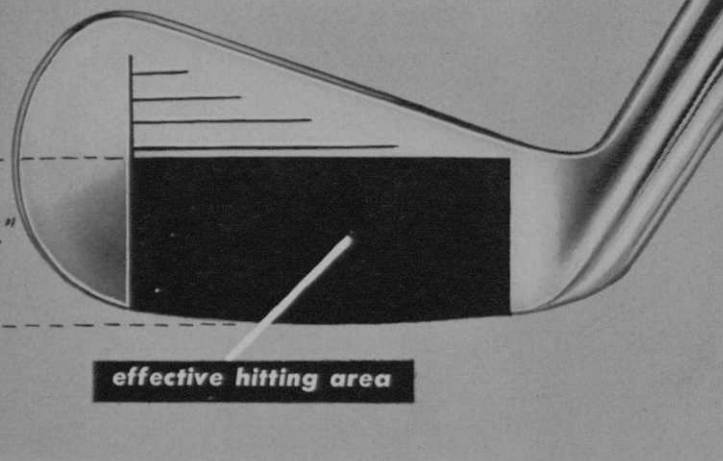
## NO. 4 WOOD



**effective hitting area**

The basic idea for the "MT" iron comes from the #4 wood. It's the favorite club of the average golfer, for this club affords greater consistent distance without sacrificing accuracy . . . yet *this popular club has less hitting surface than any other wood or iron.*

## "MT" TOURNEY NO. 2 IRON



**effective hitting area**

The hitting area on the "MT" #2 iron is  $\frac{3}{8}$ " , nearly  $\frac{1}{4}$ " more than on a conventional #2 iron! By concentrating the weight in the heart of the club, the overall dimension is reduced while the effective hitting area is increased in size . . . this spells **Power, Distance, Accuracy and Lower Scores.**

# Know why By making



**"MT" Tourney** irons play best . . .  
REG. U. S. PAT. OFF.  
in this comparison test!

**COMPARE!** Discover the secret  
behind the tremendous popularity  
of "MT" irons.

Compare a #4 wood and an "MT" #2 iron. You'll discover the reason why the club head of the "MT" iron appears smaller yet the hitting area is larger, means easier to play shots and leads to better golf.

**MacGregor TOURNEY** golf clubs and balls  
are sold through golf professionals exclusively.



"MT" TOURNEY irons are the world's most  
wanted golf clubs.

**MacGregor**  
**THE GREATEST NAME IN GOLF**  
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## 1951 TOURNAMENT SCHEDULE

### MARCH

1-4—St. Petersburg Open, Pasadena CC, St. Petersburg, Florida.

5-9—South Florida Amateur, Palm Beach GC.,

6—La Gorce Pro-Amateur, La Gorce CC, Miami Beach, Florida.

8-11—Miami Beach Open, Normandy Isle GC, Miami Beach, Florida.

12-14—Seminole Pro-Amateur, Seminole CC, Palm Beach, Florida.

12-18—Seniors' U. S. Match Play Championship, Kenilworth Lodge CC, Sebring, Fla.

16-19—Jacksonville Open, Hyde Park CC, Jacksonville, Florida.

17-17—Annual Amateur Four-Ball Inv., Miami (Fla.) CC.

21—Aiken Pro-Amateur, Palmetto GC, Aiken, S. C.

23-26—Greater Greensboro Open, Star-mount Forest CC, Greensboro, N. C.

March 29-April 1—Wilmington Azalea Open, Cape Fear CC, Wilmington, N. C.

### APRIL

5-8—Masters, Augusta National GC, Augusta, Georgia.

16-21—51st North and South Amateur, Pinehurst, N. C.

### MAY

11-12—Walker Cup Matches, Birkdale GC, Birkdale, Southport, England.

21—British Amateur Championship, R. Porthcawl, Glamorganshire, Wales.

### JUNE

14-16—USGA National Open, Oakland Hills CC, Birmingham, Mich.

18-24—Western Amateur Championship, South Bend, (Ind.) CC.

24-30—NCAA Championship, Ohio State University, Columbus.

June 27-July 3—National PGA Championship, Oakmont CC, Pittsburgh, Pa.

### JULY

2—British Open Championship, R. Port-rush, County Antrim, North Ireland.

9-14—USGA Amateur Public Links, Brown Deer Park CC, Milwaukee, Wis.

12-13—Western Seniors Championship, Edgewater GC, Chicago.

25-28—USGA Junior Amateur, University of Illinois GC, Champaign, Ill.

30-Aug. 1—National Lefthanders Championship, Tippecanoe CC, Youngstown, O.

31-Aug. 3—WGA Junior Championship, University of Iowa, Iowa City.

### AUGUST

2-12—All American and World's Championship, Tam O'Shanter CC, Chicago dist.

13-18—USJCC National Junior Amateur, Hope Valley CC, Durham, N. C.

20-25—USGA Women's Championship, Town & CC, St. Paul, Minn.

### SEPTEMBER

10-15—USGA National Amateur, Saucon Valley CC, Bethlehem, Pa.

### Women's Tournament Schedule

### MARCH

5-10—Twenty-third Women's Championship, St. Augustine (Fla.) Links.

15-18—Women's Titleholders Open, Augusta (Ga.) GC.

### APRIL

23-28—North & South Women's Championship, Pinehurst, N. C.

### JUNE

18—WWGA Open, Whitmarsh Valley CC, Philadelphia, Pa.

### JULY

13-17—USGA Girls' Junior, Onwentsia Club, Lake Forest, Ill.

20-25—USGA Women's Championship, Town & CC, St. Paul, Minn.

### SEPTEMBER

13-16—6th National Women's Open, Druid Hills CC, Atlanta, Ga.



## Weathervane Open Championship

144 Holes — Prize Money, \$17,000

*Babe Didrikson Zaharias, defending champion.  
Four tournaments --- 36 holes each*

April 14-15—Lakewood Golf Club, Dallas, Tex.—\$3,000

May 5-6—Pebble Beach Course, Pebble Beach, Cal.—\$3,000

May 18-19—Meridian Hills CC, Indianapolis, Ind.—\$3,000

May 26-27—Knollwood CC, White Plains, N. Y.—\$3,000

*Weathervane Trophy, donated by Alvin Handmacher, and \$5,000 for 144-hole low scorer. All proceeds to local charity. Low six scores qualify for a two-week tour in England and France, July 9-24.*

# Together we can make this a great Pro year!

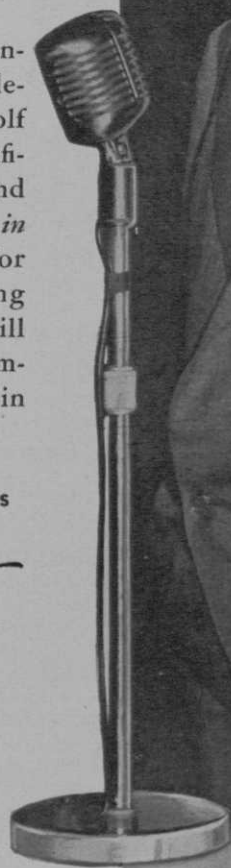
Everything points to a continuing and increasing demand for the finest in golf equipment. And I'm confident that "HAIG" clubs and "HAIG" balls—the *Ultra in Golf Equipment*—are in for another record-breaking year. More than ever it will pay you to give prominence to the "HAIGS" in your shop.

Yours for PRO ONLY sales

*Walter Hagen*



**WALTER HAGEN**  
Division of  
Wilson Sporting Goods Co.  
Grand Rapids 2, Mich.



# Study Shows Management Big Factor in Club Success\*

## A Study of 17 Clubs in Six Eastern and Midwestern States\*

In an attempt to provide country club managers with bases for comparison, we present on the next page data showing the 1949 operations as taken from audited reports of 17 country clubs. Four of the clubs are in New York, four are in Pennsylvania, three in Illinois, three in Ohio, and one each in Connecticut, New Jersey and Delaware. In addition to the figures for each club, we show the medians. A median is the middle figure in a series which is arranged in regular sequence from low to high or vice versa; that is, half the individual figures are below the median and half the figures are above the median. It should be emphasized that the medians are not presented as standards, but merely typical of this particular group of clubs.

### Clubs Ranked by Size

The 17 clubs are listed in the order of the size of their annual membership dues which range from \$26,000 for Club A to \$240,000 for Club Q. The median was \$90,000, for Club I.

Most of the operating figures are expressed as percentages of membership dues received from all classes of members. These percentages are used because of the balance which exists between costs and dues income.

### Net Income

The median net income, before depreciation, was 7.11% of the membership dues—a small margin for depreciation and surplus. This net income or expense item, before depreciation, varied radically among the 17 clubs; for Clubs A and Q the net expense amounted to about 80% of the membership dues and for Club C the net income was more than 48% of the membership dues. These figures illustrate the wide divergence among the clubs in the modus operandi, such as rates of dues, sources of income other than dues and operating efficiency.

From our study it is evident that the success of a club does not depend necessarily upon the number of members nor upon the total amount of dues. For example, Club C showed the highest ratio of net income to dues although it had the third lowest dues income. The major factor in this operation was an unusually high profit in the food and beverage department, reflecting high food and beverage sales

coupled with low payroll and low merchandise costs. We see, too, that Club Q had the highest membership dues but showed the next to the lowest result, before depreciation. This club had departmental operating costs 31.20% higher than the membership dues before providing for occupation costs and depreciation. In this case, large food and beverage sales with good merchandise costs were more than offset by high total payroll ratios and by high maintenance costs of the golf course and grounds.

### Food and Beverage Department

Food and beverage sales of most clubs were larger than the membership dues totals, the 1949 median ratio for these sales being 151.15% of the dues. In three clubs the food and beverage sales were well over three times the membership dues, while in one club these sales came to less than 47% of the dues. The food and beverage department median ratio of profit to sales was 12.64%, with a range from a loss of 11.96% to a profit of 42.57% for Club C.

The median food cost per dollar sale, before allowing for employees' meals, was 63.54 cents. These costs also reflected wide differences; in some clubs the cost per dollar sale was between 70c and 80c whereas in Club C it was as low as 46c.

The median beverage cost per dollar sale was 37.63 cents, with a range from 30.80 cents to 51.81 cents. Factors entering into this wide cost variance are the sale price per ounce and the relative amount of bulk sales of beverages.

The median ratio of food and beverage payroll to the combined sales was 27.74%, with the individual ratios ranging from 13.07% to 43.16%. Club K had a payroll ratio of 54.26% to food sales alone as no beverages are served there. The lowest payroll ratios may be accounted for in part by charging extra banquet wages directly to the member holding the party rather than to salaries and wages.

### Golf Course and Grounds Maintenance

Of the 17 clubs, 13 have 18-hole courses, one has two 18-hole courses, two have 9-hole courses and one has a 27-hole course.

The gross cost of the golf course and grounds maintenance last year ranged from \$12,000 (rounded) to \$58,000, the median being \$37,000. The size of the grounds,

\*Courtesy The Horwath Hotel Accountant, Nov., 1950.



## COMPARATIVE SUMMARY OF COUNTRY CLUB OPERATIONS FOR YEAR 1949

All ratios are to total membership dues, except food and beverage costs and payroll.

CLUBS	MEDIAN \$ 90M													P	Q			
	A	B	C	D	E	F	G	H	I	J	K	L	M			N	O	
Membership dues—amounts	\$ 26M	\$ 37M	\$ 52M	\$ 56M	\$ 66M	\$ 66M	\$ 74M	\$ 83M	\$ 90M	\$100M	\$108M	\$115M	\$118M	\$126M	\$130M	\$177M	\$240M	
<b>SUMMARY</b>																		
Income from membership dues	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	
Deduct cost of operations																		
Clubhouse (detail below)	41.51	114.92	52.64	63.17	30.73	34.52	64.55	23.55	28.51	39.25	55.50	49.10	48.94	41.51	34.29	45.08	32.60	103.24
Golf and grounds—net	36.54	52.29	44.88	76.08	33.70	36.60	38.77	50.16	37.09	36.54	42.97	32.23	25.37	33.08	28.31	20.96	29.90	21.38
Swimming pool—net	1.30	.93			3.03		.34		.59	.74	1.68	3.53	7.87	5.50	.25	.43		2.69
Tennis—net	2.42	2.33			2.02	.96	2.50		3.45	1.27	.10	5.39	2.70	2.02	.35	3.31	3.21	2.65
Other outside activities—net	.55								6.35						.51	.60		1.24
Total	76.32	170.47	97.52	12.91	69.48	72.08	106.16	*73.71	63.29	76.32	100.25	90.25	84.83	82.11	62.70	70.29	66.31	131.20
Gross operating income or cost	23.68	70.47	2.48	87.09	30.52	27.92	6.16	26.29	36.71	23.68	.25	9.75	15.12	17.89	37.30	29.71	33.69	37.20
Occupation cost																		
Rent	7.65			.19					28.93			11.92						3.39
Taxes and insurance	10.17	9.53	10.17	18.97	7.83	5.37	19.53	14.73	5.66	11.55	7.35	29.42	19.57	8.02	6.68	13.97	6.36	44.34
Interest	3.48		.14	19.56	1.45	5.93	19.88	2.44	2.42		5.20	4.15	3.46	.86	3.05	8.63	3.48	3.58
Total	13.23	9.53	10.31	38.72	9.28	11.30	39.41	17.17	37.01	11.55	12.55	45.49	23.03	8.88	9.73	22.60	13.23	47.92
Net income or expense before depreciation	7.11	80.00	7.83	48.37	21.24	16.62	45.57	9.12	.30	12.13	12.80	35.74	7.91	9.01	27.57	7.11	20.46	79.12
<b>CLUBHOUSE OPERATION</b>																		
Departmental profit or loss																		
Food and beverages	26.93%	30.26%	33.12%	136.82%	28.73%	17.18%	3.02%	14.58%	39.44%	33.95%	16.16%	.67%	2.28%	46.73%	28.46%	20.92%	10.62%	26.93%
Cigars and cigarettes	.73	.59		.55	.28		.95	.12	1.39	1.30	.83	1.65	.36	2.07	.73	.51	.43	1.18
Rooms	10.89						15.48	10.16	3.36	5.08	2.18	7.81	2.75	11.62	1.26	3.46	30.17	
Other income	1.72	4.05	.46	13.66	.80	18.73	.07	.13			2.18	11.34	.12	1.05	1.36			
Gross income or loss	33.58	34.90	33.58	151.03	29.53	36.19	13.48	14.83	54.35	40.33	13.15	20.13	1.80	52.60	29.19	34.31	14.51	58.66
Deductions from gross income																		
Clubhouse expenses	12.54	37.48	22.92	16.66	11.83	18.74	17.52	12.33	9.75	30.99	12.54	7.17	9.56	10.52	12.35	17.12	12.24	67.39
Administrative and general	28.06	61.39	36.07	33.78	24.86	33.27	31.93	14.10	45.17	22.62	26.97	32.76	24.37	42.11	27.51	28.06	17.64	22.25
Entertainment—net	3.50	25.82	5.17	.08	7.19	2.70	2.13	2.16	4.85	4.29	15.14	6.54	1.34	2.03	2.34	4.35	†	17.40
Locker rooms—net	2.51		2.51	3.92			1.71	1.51	1.27	1.98	2.06	5.59	1.19	4.49	4.51	4.53		2.83
Heat, light and power	9.59	13.20	9.77	12.13	11.52	9.09	12.70	6.08	13.43	9.59	7.65	8.47	5.77	8.20	6.52	10.78	5.10	19.65
Repairs and maintenance	10.11	11.93	9.78	21.29	4.86	6.91	13.04	5.02	10.93	10.11	8.27	8.71	6.22	26.76	10.25	14.50	9.30	35.21
Total	78.03	149.82	86.22	87.86	60.26	70.71	78.03	38.38	82.86	79.58	42.35	69.23	47.14	94.11	63.48	79.39	47.11	161.90
Net clubhouse cost or income	41.51	114.92	52.64	63.17	30.73	34.52	64.55	23.55	28.51	39.25	55.50	49.10	48.94	41.51	34.29	45.08	32.60	103.24
<b>FOOD AND BEVERAGE STATISTICS</b>																		
Food sales	92.62%	207.95%	94.93%	169.30%	64.90%	96.80%	65.84%	78.26%	141.36%	156.24%	81.96%	63.34%	29.52%	157.11%	92.62%	79.60%	86.53%	207.80%
Beverage sales	71.25	175.60	101.23	152.13	52.25	84.72	20.47	37.08	100.20	77.89	53.15	None	17.31	105.19	57.80	44.84	64.62	98.85
Total	151.15	383.55	196.16	321.43	117.15	181.52	86.31	115.34	241.56	234.13	135.11	63.34	46.83	262.30	150.42	124.44	151.15	306.65
Food cost* per dollar sale	63.54¢	74.46¢	69.18¢	45.94¢	65.11¢	67.34¢	66.52¢	54.98¢	63.78¢	63.54¢	72.95¢	53.59¢	79.97¢	62.61¢	57.65¢	58.66¢	59.12¢	48.78¢
Beverage cost per dollar sale	37.63	37.92	40.24	34.13	36.13	40.70	32.49	49.55	35.26	37.33	45.49	None	30.80	42.45	33.54	38.53	51.81	33.29
Food and beverage payroll—																		
Ratio to food and beverage sales	27.74%	25.45%	27.21%	13.07%	19.84%	30.21%	43.16%	27.74%	24.47%	26.20%	40.91%	54.26%	40.98%	24.40%	27.08%	28.07%	32.51%	42.04%
<b>GROSS MAINTENANCE COST OF GOLF COURSE AND GROUNDS (x)—</b>																		
Amount	\$37M	\$12M	\$20M	\$45M	\$19M	\$27M	\$26M	\$37M	\$40M	\$40M	\$49M	\$30M	\$27M	\$38M	\$40M	\$28M	\$58M	\$58M
Ratio to membership dues	39%	45%	54%	88%	34%	40%	39%	50%	48%	44%	49%	28%	24%	32%	32%	21%	33%	24%
<b>LOCKER FEES</b>																		
Ratio to membership dues	4.78%	.62%	7.23%	13.24%	3.07%	3.97%	11.29%	8.55%	3.56%	4.61%	5.97%	4.78%	6.99%	4.34%	5.87%	3.68%	4.36%	7.88%

Notes: M—thousands

\* Before deduction of cost of employees' meals.

(x) Excluding golf shop, caddy costs, etc. and greens fees income; all clubs have 18-hole golf courses except A (9 holes), N (27 holes), P (36 holes) and Q (9 holes).

† Included in clubhouse expenses.

the nature and extent of the landscaping and the local labor markets are the principal reasons for these cost variations.

In this study of clubs we obtained data from some of the clubs which are not shown. These additional facts are summarized in the following four paragraphs.

#### **Entrance Fees and Dues**

Entrance fees received in 1949 ranged from \$100 per new member to \$1,750 for the clubs reporting this item. Entrance fee ratios to annual membership dues varied from 2.40% to 23.50%.

The median rate of annual dues per regular member, according to information supplied by 11 clubs, was \$250, the rates ranging from \$160 to \$420.

Of the seven clubs reporting special classes of members, the median ratio of the amount of regular dues to total membership dues was 77% with two clubs showing roughly 95% of total dues received from regular members and the other five ranging between 71% and 80%.

#### **Number of Members**

Of the 11 clubs reporting the number of members, the median for total members was 496. Club G had 275 members, the smallest number, and Club Q had 2,442, the largest number. The median for regular members was 336, the range being from 168 to 2,000.

#### **How Figures Can Be Used**

The figures of the individual clubs provide comparative data for club managers and committees. By selecting the clubs which most nearly parallel his own club, each manager will be able to analyze his club's figures in relation to those of several other clubs.

### **Municipal Golf Featured in Recreation Conference**

Municipal golf business and promotion was featured in the Third Annual State Recreation conference held at San Diego, Feb. 13-16. Recreation managers got a close-up on municipal course business operations from Paul Scott, LA Griffith Park pro and Pat Markovich, Richmond (Calif.) GC pro.

Much frank discussion brought forth the pro and director angles of the problems. No recommendations were made but as the first extensive session on the subject considerable material was developed for all concerned, and it should result in doing the golfing public a lot of good. A wide range in public course pro contracts on duties, concessions and terms was brought to light. It was discovered that pro cost of doing business was considerably higher than recreation departments (and many pros) realize. The promotion activities of the pros were discussed at length. The conference slated

the golf session for 1½ hours but it lasted 4 hours and was going good when time ran out.

The agenda gives an idea of the ramifications of municipal golf business problems. Dudley Shumway, Director of municipal sports for Los Angeles, was especially active among the public officials in seeing that pros got to tell their observations and suggestions.

The agenda of the session:

1. Golf as an activity (over-all)
2. Policy regarding
  - a. Usage
  - b. Green fees
  - c. Hours of operation
  - d. Club house (over-all usage)
  - e. Club organization and operation
  - f. Locker room policies and fees
  - g. Caddies
3. Organization and conduct of public or semi-public clubs, sanctioned or sponsored — cooperation and value
4. Promotion of program
  - a. Youngsters — junior tournaments — age levels — instruction — organization of clubs
  - b. Men — group instruction — father and son events — men's club program
  - c. Women — group instruction — mother and daughter events — women's club program
  - d. Tournaments — industrial or house — city-wide — pro-amateur — club tournaments — championships
5. Public recreation agencies' part in golf course management
  - a. Development of policy
  - b. Responsibility for promotion
  - c. Maintenance
  - d. Acquisition of new courses
  - e. Finances
6. Golf professionals' relationship with management
  - a. Salary or commission, or concession (rent, percentage)
  - b. Handling caddies
  - c. Instruction
7. What facilities should the professional have?
  - a. Course management
  - b. Golf shop
  - c. Driving range
  - d. Caddies
  - e. Handling tournaments
  - f. Carts
8. What relationships should be established between:
  - a. Club members and officers
  - b. Greenskeeping and maintenance
  - c. Golf management
  - d. The professional
  - e. Other concessionaires