

when the club has an election and a new directorate takes over the responsibilities of the club. These new directors do not like the way the club department heads have been performing their duties; so they hire a new man. All they know is that they want a change, and they have it.

They fail to consider the fact that these department heads have been carrying out the policies of the outgoing board, and that they are fully capable of carrying out the policies of the incoming board if given a chance.

Usually, however, the incoming board does not know what was wrong if anything, and does not have any concrete policies of its own. All they know is that the eyes of the membership are on them and they must make an impression.

The new board of directors will do well to more than to talk over the problems of each department with its head. They should struggle along with them, actually take a hand in the problems.

The board of directors has two primary functions: to set policies, and to act as a cushion between the membership and the department heads. It must know what the membership wants, and what it can reasonably have. It must tell the membership why this is being done, why this can't be done, and what the plans are for the future. It must share the problems of its department heads. It must be able to set reasonable policies for its department heads to follow, but only after determining that these policies are feasible. It must talk them over with the department heads.

The manager of the club knows that an attorney probably knows nothing about the selection of a choice cut of meat; the pro knows that the insurance man probably knows nothing of running a tournament, or what causes a slice; the course superintendent knows that a president of an oil company probably knows nothing about fungus diseases, soil compaction, etc.

These are details for specialists. Hiring a man to run a job then not letting him run it is the most frequent cause of faulty operation of golf clubs. The board may be inexperienced, so much so that it doesn't know how to hire. Then if it also carries inexperience into interference with operating details past the policy and general supervision point, the standard of operation is bound to be unsatisfactory.

Members' Responsibility

It's no easy job to be a golf club official. The selection of officials often is a function in which personalities and club politics figure rather than good business judgment. But when the members do get men to do the unpaid work of governing the club the members have more of a responsibility toward these men than generally is realized. We all know of cases of members criticizing club officials and directors but cases of the officials and directors, but cases of the officials and ing members for their members' irresponsibility are rare. There's need for balance.

One more point that makes golf club operation difficult sometimes is the fault of the department heads themselves. They don't work together or learn how departmental operations must be coordinated with understanding, confidence and mutual help.

When there's lack of that teamwork the officials had better discover it soon and replace the fellow who won't work in harmony. The fault is a delicate one to place precisely but it's one that can be disastrous in club operation.

The responsibilities of hiring and firing are among the heaviest tasks of getting a club on sound operating basis and after the right men are hired the job becomes that of encouraging them and protecting them in doing their best for the club.

Seymour Dunn Edits Golf Joke Book

The Complete Golf Joke Book. \$2. Published by Stravon Publishers, 113 W. 57th st. New York 19. Edited by Seymour Dunn. Illustrated by Al Ross. 128 pages. The veteran pro, Seymour Dunn, has collected most of the ancient and honorable jests of the game in this book and errors in proof-reading have added new amusement. Jock Hutchinson is referred to as "the late Jock Hutchinson," which will be funny to Jock now one of the sprightliest 69-year-old men you ever will see. Oakmont, in the Hutchison gag, is spelled Oakmount. Kirkaldy, the famous old player and caddy at St. Andrews, is mentioned as Kirkaldi, maybe as an accidental tip that old Andra might have been of stock that strayed from Caesar's legionsaires.

There are some interesting incidents from Dunn's golf career and golf quotations from Shakespeare in the book.

New!

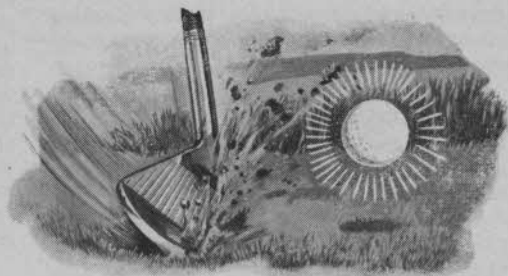
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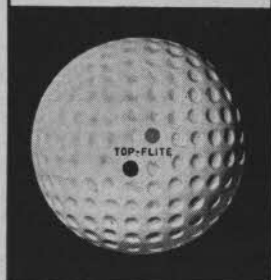
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An Assistant's View of An Important Job

By **DON SAYLOR**

Ass't Professional, Burning Tree CC, Bethesda, Md.

With the cost of living going skyward and the endless climbing of prices and wages, it is seemingly difficult today for the golf professional to employ and keep an assistant for any period of time. An assistant's position is probably the most unnoticed, endless, thankless, and often underpaid job that any young man interested in a profession can undertake. He has to be honest, dependable and polite, with a clean-cut appearance, be a merchant and have enough golfing ability to develop himself into a first class instructor and player. After he has made good and learned the assistant expects that by hard work and with a good opportunity he can become a full fledged professional with a club of his own.

On many occasions, throughout the country, we all have entered golf shops when the professional was out and have encountered a boy too young and incompetent to supply the information desired or unable to tell the prices of merchandise in the shop. This is not only a bad reflection on the professional in the eyes of the members, guests, and salesmen who call but also indicates that he is not working his job to its fullest capacity.

The days of the pro making clubs as a source of income are in the past, with few exceptions and with the great demand for golf clothing and accessories, the professional has become aware that he has to be a first rate merchant. The merchandising job that a pro does at his club can only be as good as the assistant he has working for him. Inasmuch as the professional is often out of the shop more than he realizes, giving lessons or playing with his members, the shop responsibility falls on the assistant. In many of the smaller clubs the assistant is the important man in the operation of a well run golf shop. With all the different types of golf accessories and current price changes an assistant has to be on his toes at all times to give immediate service and accommodate the members and guests and be a genuine assistant to the professional.

What Marks Good Asst?

What determines a good assistant, and when that long awaited pro job arrives, how does he know that he is qualified to undertake the job? To be an exceptionally good assistant you have to go out of your way to learn more about the job than is absolutely required and with the thought in mind of trying to learn all you can not only from your present employer but others in the profession as well. For example: Inquire as to the various methods of keeping records and book-keeping systems and adopt the one that you feel the simplest and the most accurate. With present day taxes, shipping difficulties and price changes, this is a very important phase of golf shop management.

Probably the most important job of an assistant is watching the cleanliness of his shop and the arrangement of merchandise. This point can not be stressed too strongly as members are quick to notice a dusty shop, also one that has too much merchandise not displayed properly. Merchandise should be moved around in the shop at least once a week to attract customers and to give the effect that new merchandise has been brought in. Golf salesmen are also quick to notice a well kept shop and can pick out a good assistant in a short time by the way he conducts himself and the conversation he carries on with the members. The salesmen may have information or can recommend you for a pro job. It is important to have an assistant who is qualified to meet these various salesmen and on numerous occasions do the buying.

When an assistant shows a great amount of interest in the business of the pro he is working for he will win the confidence and respect of his employer and they can work together as a team by consulting each other on different problems that arise and suggestions that each may have, and will soon produce a shop that can be run smoothly, harmoniously,

(Continued on page 109)

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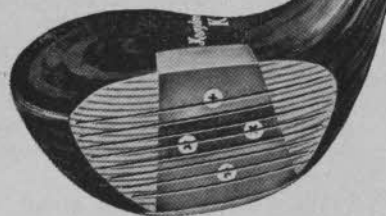
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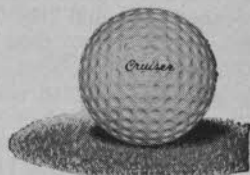


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Using Money The Best Way To Improve Courses

By **NORMAN C. JOHNSON**

Supt., San Jose CC, South Jacksonville, Fla.

In the Jacksonville, Fla., area as in all other localities, the root of most worries in golf course maintenance is money. Rarely is there a club that couldn't make effective use of more money in increasing the members' enjoyment of its course.

Despite the financial factor determining course condition there has been very little attention given to what amount should be available for course work, in comparison with club revenues, amount of play or any of the other elements that are associated with the appeal of good course condition. The usual budget policy seems to be for the wise chairman to ask for more than he and the superintendent expect, get less than they need and hope for the best.

We are always faced with a number of other problems but labor always will demand considerable attention. Some still are of the opinion that golf courses in general can be maintained with unskilled labor with satisfactory results. I have always believed that the desirable condition of a good golf course is dependable to a great extent on the quality of workmanship of its maintenance crew. A superintendent may have all the experience necessary, and be a super labor relations expert in the handling of workmen but there are other factors to be considered today.

The annual turnover in golf course labor has been exceedingly high during the past ten years. We are familiar with this condition. With greener pastures just over the hill it is quite normal for workmen to seek more lucrative employment elsewhere. When a superintendent is confronted with the problem of instructing inexperienced workmen throughout the season it makes course maintenance much more difficult. Considerable time and effort on the part of the superintendent is wasted on cheap labor and nothing is gained in budget saving nor in accomplishments. There might be some

exceptions to the rule but in most instances there is evidence of a general let-down in good grooming due to inexperience and morale of disinterested workmen.

Our aim is to make a sincere effort towards a higher wage level in order to encourage the type of labor that will be an asset to the club. Commonsense tells us that this policy is the best for all concerned and that the final analysis will indicate from experience of the past just why it is most essential to have a co-ordinated staff of able workmen.

Another problem closely related to labor concerns the young men who contemplate taking up the profession of course management. Again it becomes necessary to give this salary question considerable thought. We must keep abreast of what other clubs are doing about this problem in our respective districts. Living costs are constantly increasing consequently it is important that some of us consider the overall picture as it is today — not yesterday. Some of these young men have the added responsibility of families to care for therefore they are faced with the problem of either making a sacrifice, or going into another field of occupation not to their liking but because of the circumstances which prevail in some areas.

Just recently I happened to be present at a discussion concerning ways and means of establishing a "turf management course" at some state schools for young men interested in this type of work.

The results of this group discussion indicate that we have much to accomplish as a pressure group along with sound publicity covering the truth about our earning capacity as a "golf course superintendent." I mention this only for the benefit of those who are considering the occupation of golf course supervision in the future. If we are to make it look

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attractive without too much glamor and blowup attached to the basic part of turf management, let it be thoroughly understood by all just what should be done by both employer and employe to arrive at a satisfactory conclusion.

It is very important to strive for a smooth working machine which in the long run will inject much of that harmony and spirit of cooperation that is so necessary for successful and economical operation of our daily tasks.

We still have many turf problems to overcome in Florida but I believe the day is not too far away when some of these will be answered. A new turf experimental garden is now being established at the University of Florida under the supervision of Dr. Gene Nutter. With the sincere cooperation of golf course superintendents in Florida, I am sure that the turf research program will bear fruit that can be digested by all who have a healthy appetite for food of that nature. Dr. Nutter has been very active during the past year in surveying the various districts in the state for whatever problems require more intensive study and research. From these observations we will eventually have a better opportunity to obtain pertinent information as a guide to accomplish various projects with more accuracy and less worry.

District superintendents' associations within the state are becoming more active. We expect to get a short course under way at Gainesville, similar to the set-up at Purdue university. This will most certainly be of much value to all and will be a central meeting place to discuss our problems each year.

Tiffine (Tifton 127) Bermuda Is Developed at Tifton

B. P. Robinson and Glenn W. Burton
(Georgia Coastal Plain Experiment Station,
Tifton, Ga.)

Golf course superintendents have continually searched for a good fine textured Bermuda grass. The establishment of experimental turf plots at the Georgia Coastal Plain Experiment Station in 1947 marked the first milestone for the selection, breeding, and testing of Bermuda grass types for turf purposes. During this time over 136 types of Bermuda grasses have been tested under both golf green and fairway management. By 1949 and 1950 it was evident that a hybrid Bermuda, Tiflawn (Tifton 57 Bermuda

grass) produced at the experiment station, was superior to common seeded Bermuda grass and several selections from golf courses in the Southeast. Tiflawn, however, still fell short of the exacting requirements of the golfers for a very fine textured Bermuda. In an effort, therefore, to produce a finer textured Bermuda while still retaining desirable qualities, Tiflawn, *Cynodon dactylon*, and several other selections of common Bermuda were hybridized with a very fine-leaved disease susceptible Bermuda from South Africa—*Cynodon transvaalensis*.

Eighty-nine hybrid plants, obtained from the crosses, were planted in the field for observation in 1949. Several of the plants appeared to be inferior turf types and were discarded. The most promising hybrids, however, were planted in the experimental turf plots. Such comparative ratings as disease resistance, sod density, fineness, playing quality, weed resistance, aggressiveness, etc. over the past two years have indicated that the hybrid plant carrying the number 127 is a superior turf type. This Bermuda produced by crossing Tiflawn with South African Bermuda grass has become known as Tifton 127 turf Bermuda—Tiffine. Since it does not produce viable seed, it must be propagated vegetatively.

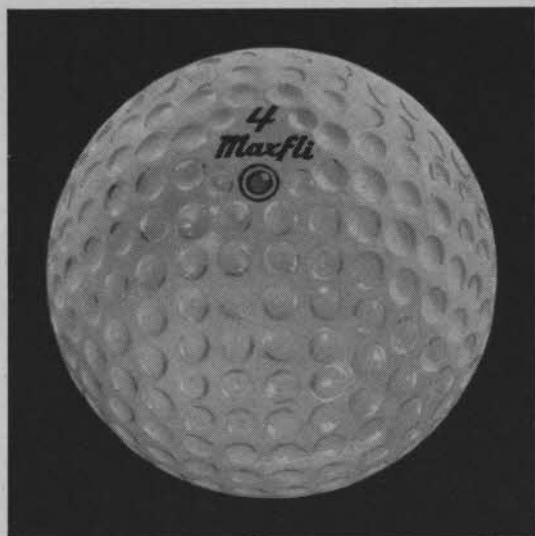
Tiffine has a distinctive medium green color, is aggressive, disease resistant, not injured by overseeding with ryegrass, and is much finer in texture than Tiflawn, common seeded Bermuda, or most other types of Bermuda grass used on putting greens. Small quantities of sprigs are available to golf clubs on request and have been mailed to many clubs in the Southeast. Commercial sources are also available. Observations to date indicate that Tiffine is well adapted throughout the Southeast. It is being grown satisfactorily on new greens in the coastal area and as far north as the Ohio River Valley.

Although Tiffine is a great improvement over common Bermuda for putting greens, the Bermuda grass breeding work is being continued in the hope that even better Bermudas may be found.

I dispose of some of my trade-ins by exchanging them for lost balls which the caddies have found. These balls I either sell to used ball buyers or have them re-conditioned and sell them myself.

—Chick Faltus,
Lake Hills G&CC, St. John, Ind.

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"Spring Training" Golf Is Plan the Game Could Use

By CHARLIE GRANT

Professional, South Side Country Club, Decatur, Ill.

AS another season opens in the central and north states the professional sees his members rush out to recover from a long winter of indoor living. Year after year we see these men and women with the same old bad golfing habits that we know we can cure and have yearned to treat.

But when the weather's good the members want to play and they don't have much time or inclination for lessons and practice. We in pro golf all know from experience that the better a member plays the more he plays. It's to our own interest and even more important than that, to our clubs' best interests, to have more and better golf played.

More members are going on winter vacations than ever before. They play in the sunland and come back with just about the same games they've always had. The story is the same; no teaching of the correct golfing habits and no practice. Contrasted with these observations are experiences many of us have had in teaching indoors during the winter and seeing some satisfactory development of golfers who have to stay north in the cold and snow.

As we always keep wondering how we can do better by golfers there may come to us the idea that our members have six months for play and about six months' golf inactivity so we can't expect much progress athletically among men and women who are not at the best years of muscular response.

Is there an answer to our puzzle about what we can do to improve our members' golf? I believe there is.

Simply expressed, the answer is "spring training trips" to the clubs.

Golfers' Situation Illogical

The baseball, football, hockey and basketball clubs, with professional or amateur athletes supposedly in fine physical condition consider pre-season training an essential, but the golfer who spends the winter indoors and generally in sedentary work comes out to play a game that calls for some physical conditioning and finesse and

goes to the first tee with no more than a few practice swings. The situation is illogical and merely because it's something to which golfers have been accustomed there's no reason why professionals should allow it to continue without exploring possibilities for greater service to our members and clubs.

Before our courses are open for play with caddies available, or when the spring thaws make use of the course unwise, the spring training camps could be set up with permanent or portable shelters and kerosene or electric heaters to make golfers comfortable.

The spring training may be a good way of getting our assistants trained too. Often assistants are not worked much until along in May then we have the job of training them so they will be most helpful to our members. We've got the assistants on the payroll but for weeks before the season gets under way they're not doing the members, the pros or the assistants themselves nearly as much good as is possible.

This spring training would be a good thing for the health of our members as well as for arousing more interest in club affairs. After a winter indoors a member generally needs some mild exercise to shake the winter lead out. And as far as training in better golf is concerned, we'd have the members close to us and not worried about getting off the tee and deep into the syndicate matches. How many times have pros watched a member shoot off the first tee and said to themselves "If I only could get that man for ten minutes and show him how to hold a club and stand up to the ball!" But you don't want to make any suggestions when the member has a match.

The courses where there are no practice ranges could greatly increase their value to members by having a spring training shelter put up by the first tee. A man in the clubhouse who could serve sandwiches, coffee and other drinks should far more than pay his way.

The idea, I believe, has great possibil-