

about at mid-summer of 1950, '51, '52 and '53.

The section of the chart outlined shows the best selling lengths and widths. This chart reveals that 86 per cent of the total sales were confined to 37 sizes while 14 per cent of the sales were spread over 77 other sizes.

If a shoe manufacturer failed to keep such a record of how various sizes were moving his production, deliveries and inventories would be in ruinous confusion. The pro can and should keep a similar chart and by consulting such a chart on previous year's experience will have a safe guide for ordering to open and conduct his season's business.

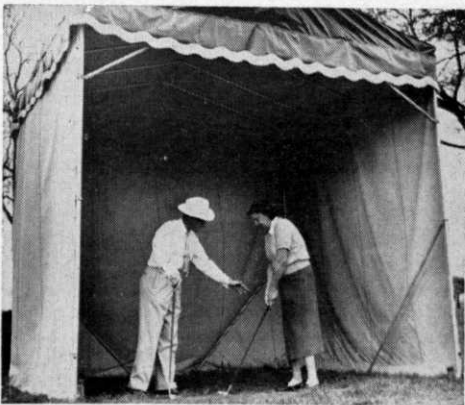
## Portable Square Tent Popular for Lessons and Practice

By FORREST R. KYLE

Charlie Grant, pro at South Side CC, Decatur, Ill., is one of the pioneers among professionals who has done something about counteracting bad weather which interferes with teaching.

Grant has a portable square tent erected on his practice tee, providing shelter from inclement weather and preventing cancellation of lessons because the skies are dripping or the wind is howling.

"It's the best thing we've ever done at South Side," says Charlie. "It not only enables us to give lessons when it's rain-



ing but it affords protection when the sun is blazing hot. I've found it's a popular place in perfect weather, too, because it affords privacy."

Grant thinks it is much easier to teach beginners and women within the protection of the tent.

"Women especially respond better because of the privacy," Grant says. "A lot

of women are self-conscious when taking lessons. With the tent shielding them from onlookers, more women are anxious to take lessons and they respond better to teaching."

Because the shelter is portable, when the turf becomes skinned off the ground in one particular spot it can be moved to a new location.

Grant carried the idea for such a shelter around in his head several years before going ahead with the project.

"One time when I was in service," explained Charlie, "I was in Washington and was visiting with Fred McLeod at the Columbia CC. There was an old gentleman who belonged to the club who took lessons and practiced all winter long. He would drive out to a rain shelter on the course and, under its protection, hit his shots."

At the time, Grant didn't think of such a shelter as an important piece of equipment for teaching. But now that he has carried through the idea, and found how popular it is with members, he is convinced every pro could increase the number of his lessons — especially in the spring when weather is unpredictable — and their effectiveness with a similar shelter.

## Tom Dougherty, 38 Years At Phila. Club, Dies

Thomas E. Dougherty, 51, for 38 years with the Springhaven Club (Philadelphia dist.) and for many years its supt., died suddenly in a Baltimore hotel, Feb. 8. Dougherty was attending the Mid Atlantic G. C. Supts.' Assn. meeting with his close friend, Joe Ryan, supt., Rolling Green GC. when he was stricken.

Tommy was one of the grandest, with a smile that would light up everybody's heart, and smart, diligent and loyal. The club had planned a testimonial dinner April 10 to him for "38 years of faithful service." The affair will be held. Tommy's memory will keep alive a long, long time.

He started with the club as a caddie when he was 13. Then he became caddiemaster, asst. pro, course supt., and for 15 years, until 5 years ago, he also was club mgr.

Tommy was a charter member of the GCSA and an early member of the PGA. He was president of the Philadelphia Assn. of Golf Course Supts.

He is survived by his widow; two sons, Thomas E., Jr., 23 and Joseph 17; four brothers, Rev. Joseph, Rev. John, George and James, and a sister, Mrs. James McCann.

# Responsibility, Respect, Rights; Supts.' 3 R's.

By JAMES A. REID

Supt., The Suburban Club of Baltimore County, Pikesville, Md.

**V**ERY FEW golfers are even faintly aware of the great responsibility of the golf course superintendent. But when a golfer does think about it he is inclined to say, as I heard a man remark recently, that the superintendent is the most important fellow in the golf business.

His judgment rather astonished me. I am a superintendent yet I'd never thought especially about the highly essential nature of my work.

But, come to think of it, without a good superintendent you do not have a good course; you do not have a good club. Without a good club there aren't the numbers or character of membership to finance maintenance of a good course. The clubhouse suffers, business in the pro shop is bad, the caddies and other employees are dissatisfied.

To do his job a superintendent must be a leader, tactfully but definitely. He must sell himself and his ideas to the members and always strive to improve everything about the course because when he improves the course he improves and benefits each element of the club.

## Departmental Friendship

This can't be done without genuinely and deeply friendly relations between the superintendent, the professional and the manager. The superintendent may be honestly aware of his basic value to the club but if he gets any delusions of grandeur he's a lost man. He needs the cooperation of the professional, particularly, in selling his ideas to the members.

The pro has most frequent and closest contact with the members. The members want to play golf under the best possible conditions. It is no concern of theirs if heavy rains fall on three or four consecutive days, if the greens are diseased, if a hot, dry spell or hot, humid weather, or anything else beyond the superintendent's control reduces pleasure of playing the course.

When a member comes out for his game and the course isn't as it normally is, then the pro's informed statement of the causes

will ease the situation. The pro can tell the members what to expect and why.

And in the matter of costs and the help situation the manager's understanding comment will help club officials appreciate the facts. Certainly if anybody around a club knows any better than the superintendent what a difficult task it is to maintain high operating standards with an uncertain quality of labor and high costs, it is the manager.

Fundamentally it is tough for the superintendent to get his story across to players because the average golfer is in a business removed from the effect of climatic conditions on his product. He knows that when it's hot he won't sell overcoats and when it's cold he won't do record business on ice cream cones, but he doesn't realize that growing grass involves not only weather but complex factors of diseases and insects and chemical treatments which, if they go wrong can do untold damage to a course.

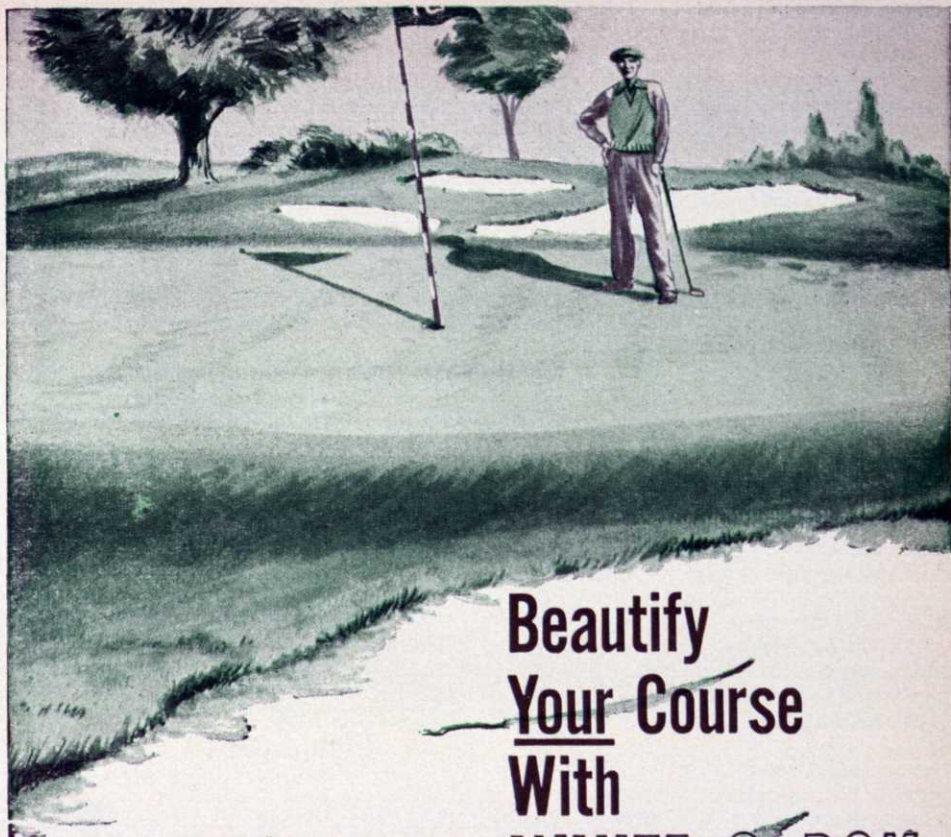
## Mysteries in Grass

Nor does the golfer who may be allergic to sugar or pepper ever think that equally mysterious factors determine what fertilizers grasses require, and how and when to apply them.

Beyond the scope of the golfers are the problems of what grass to use. We have to solve that as superintendents. And sometimes we don't get the right answer. I know of one man who buys hundreds of pounds of grass seed every year. In my judgment, he'd be much better off if he spent the same money on fertilizer. How to get the best results for the money is always the main responsibility of the superintendent. That's always a heavy responsibility. We in course maintenance have a lot of different ideas but we all are aiming at the same target; better golf courses.

We can go just so far by our individual efforts. We need all the help we can get in carrying our responsibilities.

The green-chairman should insist on his superintendent being a member of local and national course superintendents' organizations. The good derived from these associa-



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tions and personal contacts with other superintendents who have solved problems cannot be estimated in dollars and cents. It's well known that whenever two or three golf course superintendents are together they talk shop and that shop talk is profitable to the clubs for which those men work.

When we were kids we learned the three R's. Now as men in charge of golf courses we have three other R's to learn:

Respect of our members;

Rights of men in our profession;

Responsibilities entrusted to us by club officials and members whose enjoyment of golf is determined by the results of our work.

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## Managers' Largest Convention Elects McGuffey President

Thomas C. McGuffey, Missouri Athletic Club, St. Louis, was elected president of the Club Managers' Assn. of America at the organization's 27th annual meeting, held at Atlanta (Ga.) Biltmore hotel, Feb. 7-10.

The CMAA elected Howard M. Grenard of the University Club, Detroit, Mich., as its vp; and to the sec.-treas. position elected Clyde S. Mingleddorf of the Atlanta (Ga.) AC.

Directors elected: Ken Meisnest, Washington AC, Seattle; Corwin Gelwick, Gainesville (Fla.) G&CC; Royce Chaney, Northwood Club, Dallas, Tex.; Richard E. Daley, Army and Navy CC, Arlington, Va.; Edward Sandrow, LuLu Temple CC, North Hills, Pa.

Hold-over directors: Carl Jehlen, Baltustrol CC, Springfield, N. J.; Erich Kruger, University Club of Los Angeles; S. H. Sheets, Evanston GC, Skokie, Ill.; and Albert M. Deichler, Jr., City Midday Club, New York.

The convention was the largest the association ever held, with 717 being registered. Entertainment features which the managers put on at their annual meetings as demonstrations of the finest in club affairs, set another new high.

Atlanta managers gave visiting managers and their wives the Southern Hospitality full treatment.

Among the guest speakers were Horton Smith, PGA pres., who was introduced by Bob Jones, and Norman Johnson, pres., Golf Course Supts.' Assn. Jones was hailed by the managers as the ideal American club member.

The usual sectional meetings of country club and city club managers were held with the country club managers' education con-

ference being at the East Lake CC. John Pomeroy, Red Run GC, Royal Oak, Mich., and Don Edic of the Country Club of Detroit (Mich.) presented ideas that have been successful in club programs and facilities for getting additional revenue. Byrne Bauer of the Louisville (Ky.) CC spoke on club public relations, detailing how the publicity of a club discreetly and steadily handled by a manager did much for the club's prestige, business and membership desirability.

Edward C. Lyon, Elmira (N. Y.) CC, told of successfully handling the many problems that arise in operation of a smaller city's country club and how to keep some of these problems from coming up. The techniques of handling club employer-employee relations so a high standard of service may be maintained without costs getting out of line was treated by John Outland, Dallas (Tex.) CC.

The exceedingly practical round table discussion at which managers discussed their operating problems was conducted by J. Dave Anderson, advisor, curricula of club management, University of Florida.

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## Club Accounts Analysis Shows Income Need

WITH rising costs many golf clubs are wondering whether to increase dues and house charges or to increase revenue by establishing a monthly minimum charge system.

Although no nation-wide survey has been made the monthly minimum charge system for house accounts seems to be growing. Available testimony indicates the system works out O.K. after a brief period of re-adjustment and is a satisfactory answer to getting house volume to point that allows at least an even break on operating costs.

Echo Lake CC, Westfield, N. J., a representative NY Metropolitan district club, made an analysis of house accounts that disclosed the following figures:

Out of 325 members  
3 or 9.2% spent nothing per year  
10 or 3% spent less than \$25 per year  
30 or 9.2% spent more than \$25 but less than \$50 per year  
255 or 78% spent over \$50 per year  
Of the 100 Associate or Pool members  
48 or 48p% spent nothing per year  
14 or 14% spent less than \$25 per year  
20 or 20% spent \$25 but less than \$50 per year  
18 or 18% spent over \$50 per year.

# Better turf - the AERIFIER\*

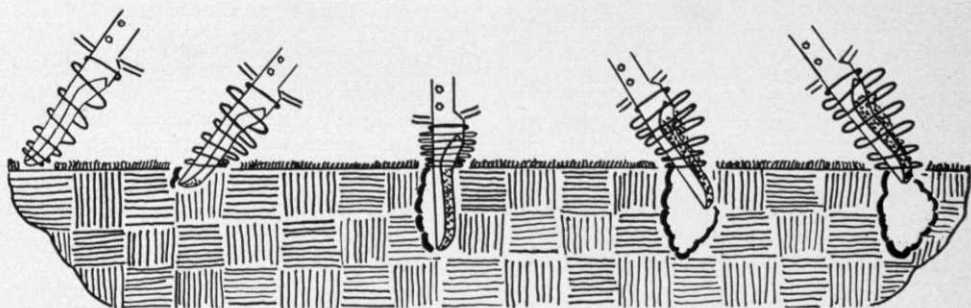
# Better turf surfaces - the VERTI-CUT\*

Improved grasses, equipment and chemicals have made better turf possible. But healthy turf in itself does not provide the exacting conditions demanded by the golfers. Use the Verti-cut to make an immediate improvement of all putting surfaces. Regular Verti-cutting will produce the tight, upright

growth that makes a putting surface of championship quality. The Verti-cut does not take the place of regular greens mowing. It is a specialized machine, designed to meet the specialized maintenance requirements for putting greens. Verti-cut greens please the players.



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# Why Managers Lose Jobs Is Told by Pro

(For obvious reasons of self-preservation the author doesn't want this article to carry his by-line)

**H**AVING SPENT the greater part of the past 15 years in promoting, organizing and developing country clubs I have often wondered why somebody has not come to the rescue of the club manager. I have also wondered why someone has not set down some handy rules on "how to keep a club manager long enough to unpack his suitcase".

Although I have chosen the golf pro's path toward financial success with ulcers I also have had the job of being a club manager thrown at me. You might say I was "between managers". I think over this 15 year period I have a pretty good idea on why there is such a high mortality rate of club managers.

In some cases and some clubs this rate of job death includes the pro too. However, from what I have seen regarding the life span of most managers they don't even unpack their suitcase for fear of being run off. One club in the midwest had so many new managers in one season that someone goofed and hired a guy they had fired before they knew it.

I have some pretty damn good ideas on why these nice guys leave so soon but, you can call me a coward but not a fool because I don't want my name attached to such a touchy subject. Too, I like to eat and enjoy the nicer things in life.

## Plenty of Bosses

It takes a lot of people to run a country club and they usually do. Just recently I happened to drop in on a pro for a visit and a round of golf. From all appearances his club looked healthy financially, lots of members, Cadillacs in the parking lot, etc. But, after a closer check I found this club to be very unhealthy: Course in bad shape, poor food in the clubhouse, poor pro shop facilities and poor everything.

When we got thru play I asked this pro just what the score was. He was looking for a friend to talk to so this is what he said: "We have a nice club here, 500 members, swimming pool, out of debt, but we are having troubles. You see, out of our 500 members we have 100 golf pros, 300

greenkeepers and 100 club managers. In other words, a lousy situation."

Not far from here we have a new country club about seven years old. It's a beautiful layout. Out of debt. Fine facilities and a big membership. This club in seven years has had: eight managers, five pros and one greenkeeper. The greenkeeper evidently is deaf and can't speak English otherwise he would have taken off too. Just why can't this club keep its top help? Answer, too many bosses who could not make five cents in the golf business.

Some clubs just can't seem to hold a good manager, or a good pro for that matter. These clubs need help.

The many little problems that confront a country club can be solved very simply with a little organization and work. These simple problems are: raising money, getting more members, beautifying the facilities, etc.

The big problems in a country club do not concern financing and building; they concern professional management. Professional management is carried out by the club manager and not the directors or their committee heads. The club manager must only know the policies of the club and in most cases he knows these policies prior to being hired. When club management is left to the directors or their committees there is really no need for a professional manager.

## Who Runs Clubhouse?

It often happens in many clubs when a member is elected to the board, he earnestly wants to help the club. If he feels that by an election he becomes an expert on club management he will aid greatly in running off the present manager. If he is to do his job well he must know what the members and the manager need. He will seek out his fellow club members and find out what they are thinking. If he is to be a very popular and successful director, he will sit down and ask the club manager his needs and the club's needs.

The manager knowing his responsibilities will do a great job. If the clubhouse em-

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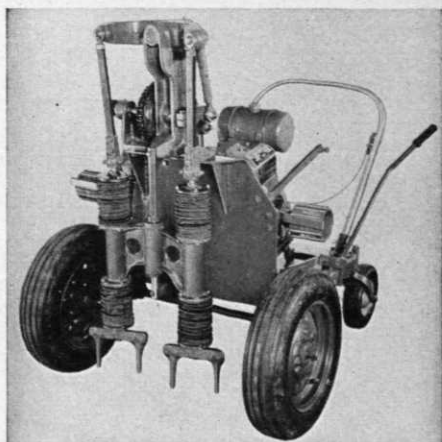
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**3-SECTION ROLLER**

An 80 inch roller with full oscillation for all sections. Water ballast 12 gauge welded steel rollers with rounded edges. Sand and dirt resistant alemite equipped hardwood bearings. Filled weight 600 lbs. per section. Frame of heavy welded steel construction complete with ball type hitch and mud scrapers. Painted rust resistant dark green.

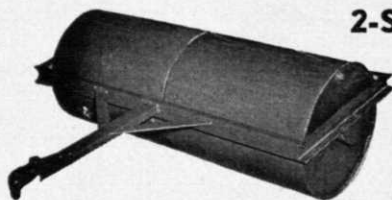


Shipping weight, 480 lbs.

**2-SECTION ROLLER**

A compact easily stored five foot water ballast roller of simple rugged construction. Welded and tested 12 gauge steel rolls with rounded edges.

Grease fitting equipped, replaceable hardwood bearings. Welded steel frame complete with ball type hitch and mud scrapers. Filled weight 1200 lbs. Painted rust resistant green. Shipping weight 325 lbs.



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### PAR-3 COURSE DELIGHTS AT KEY BISCAIYNE

A 9-hole course of par 3 holes of from 40 to 80 yds. long, and with well trapped undulating greens, at the Key Biscayne Hotel on Key Biscayne Island at Miami, Fla., is one of the most beautiful short courses in the world. It's on the Atlantic shore, shaded by coconut palms and surrounded by colorful hibiscus bushes. It draws many guests to the Mackle brothers' establishment. Mike Mahannah designed the course and built the greens to withstand heavy traffic. Emmett Mitchell is in charge of course maintenance. Salt spray from the sea provided a construction and maintenance problem. Bob Littler, who's at Athens (O.) CC in summer is Key Biscayne pro. He runs weekly tournaments and instructs many who begin golf on this course. Play averages 300 rounds a day. Guests get hole-in-one trophies at the rate of about 3 a week.

ployees come under his authority he is the ruling hand. It seems that the number one reason why club managers quit is the habit of directors going directly to the employees and giving them orders not known to the manager.

This undermining practice is common in all clubs that can't keep a manager. If the director wishes to correct an employee he should let the manager do it. It is amazing to know that I have never seen a manager tell one of the directors how to run his business, yet, a director, in many cases, having been in the banking business for 40 years, will tell the club manager how to run his kitchen.

The best club directors are those that are not too smart but willing to learn. The director needs only to look about his project and he can keep very busy adding to the beauty of his club.

The good club manager has a sense of pride based on many years of experience. He feels that to be managed himself is the worst way to insult him.

I have compiled a list of the real reasons

why club managers have left jobs. These are the basic reasons although they seem very foolish. Here are some:

1. Flies hovering around the front door.
2. Absence of toilet tissue in the ladies' john.
3. Slice of moldy bread.
4. Asked members to leave clubhouse at 4 o'clock in the morning.
5. Cobweb in pantry.
6. Cigarette butts at back door.
7. Club president's wife treated like a common member.

Any club manager could add several hundred more important reasons why they went down the road. Now the club director who notices all these things and does something about it is the guy who makes the club manager go on the weed. These are the small things that small people can see.

Many directors spend many hours at the club seeing that the manager is on the job. This type director is waiting to see the manager goof. He will order a cup of coffee and time the waiter. He will order a drink and test the whiskey content by vol-



ume. He comes up with more ideas on how to run a club than any other man known, yet he couldn't wait tables in a third rate beer joint on Skid Row.

### Why Managers Stick

Just what makes a club manager like his job and want to stay around? First of all he wants to manage his club. He can do wonders if his directors or bosses ask him what the score is. The directors that managers love are those who come to a manager and ask him what he or the club needs.

Now I ask you, who knows more about what a club needs than a man who makes his living managing a club? I have never met a club manager whom I disliked or thought was not capable if he was given the chance. If it were possible for the members to fire bosses bossing the manager, country clubs would have few problems.

The director may ask, well just what am I supposed to do now that I have been elected?

The answer is simple; find out what your club needs that will make the members en-

joy their facilities much more.

Does Ike go over and stick his nose in the mail carrier's business? If he did the good old U.S.A. would start going backward. He gets a good man to run the postal department and forgets it. Does a good club president stick his nose in the salad girl's dressing? No, he gets a club manager to do the job and forgets it. Does the manager propose a new clubhouse, new set of greens, new pro shop? No, he leaves this up to the club president and committee heads.

If every club member and director considered his country club as a business that is operated for pleasure, he would have the pleasure and let the manager do the work. Almost all club managers go to school for months or years, serve as assistants to club managers and work many hours to know the art of managing a club. Now, if all club directors underwent the same training program they would be smart enough to tell the manager what to do.

I for one would like to see a "Be Kind to Club Managers Week". These guys take more abuse than a pro on ladies day.

With a good situation the manager will work about 12 or 14 hours a day. He will have a cook who gets loaded and lands in jail. He will arrange a party for 200 and still take care of two members wanting hamburgers in the locker-room. If the average G.I. followed the manager around for one week he would drop flat on his face. Just take the job of a manager and then add the confusion created by 10 member-managers and you have the picture of "why club managers go crazy". Let's take our hats off to the unsung heroes, the club managers.

### SELLS MORE GOLF



The Golf Foundation of Britain, patterned after the National Golf Foundation of the U. S., is doing an excellent job of junior promotion in England and Scotland. Daily Mail, London, sponsored a "Beat Ben Hogan" contest which yielded \$5,250 for The Golf Foundation. The 15,000 entrants paid equivalent of 35 cents each. Of the 15,000 there were 1,500 playing their home courses at their handicaps who beat Hogan's 72 at Colonial CC, Ft. Worth, Texas, the same day.

Leading British amateurs and professionals and golf equipment manufacturers share in the work and financing of The Golf Foundation, which is ably managed by C. D. Gray, sec. The Golf Foundation acquainted the British golf public with its work and tactfully solicited stronger financial support by presenting an exhibit of its results in this tent alongside the practice putting green during the 1953 Ryder Cup matches at Wentworth.

### Shows U-3 Roots Deep After 106 Dry Days



Turf experts at Northern California Turfgrass conference watch Dr. Robert M. Hagan take soil sample that shows U-3 Bermuda roots growing 6 ft. deep after 106 days and nights without water.



by *Don Herold*

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cow pastures into paradises

## A GOLF COURSE IS AS GOOD AS ITS SUPERINTENDENT— ... AND HIS EQUIPMENT!

I'm in heaven when I play golf. And a good part of my fun is . . . *grass*. I'm one golfer who appreciates the work of you Golf Course Superintendents.

In fact, I'm writing a series of ads in *Golfing* to remind my fellow golfers that YOU make good golf possible for us . . . and asking them to help you keep the courses in good shape.

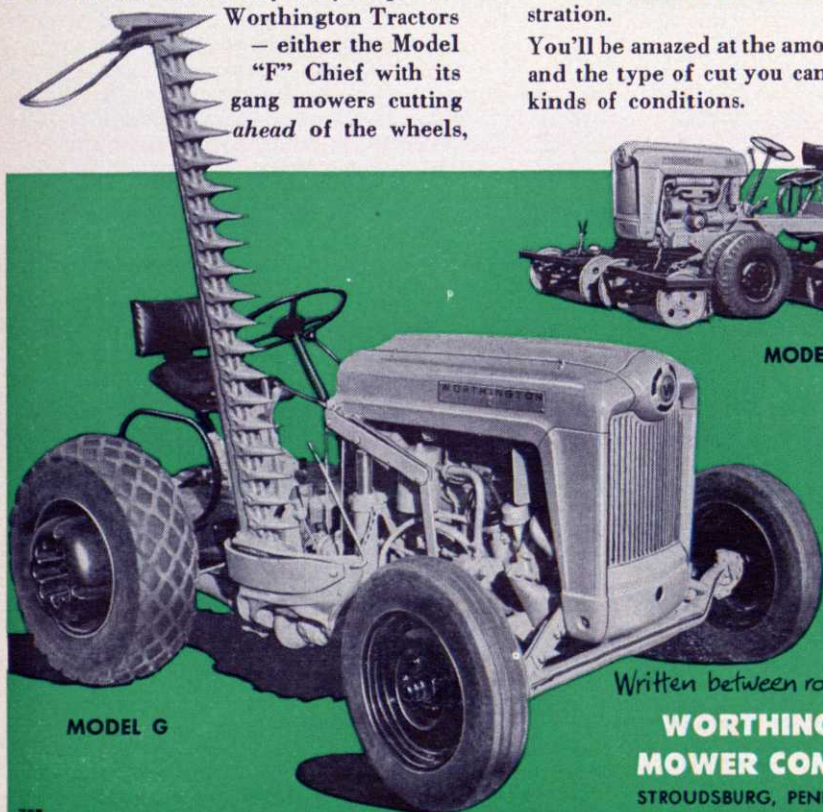
I've noticed that many of you prefer Worthington Tractors — either the Model "F" Chief with its gang mowers cutting ahead of the wheels,

or the Model "G" with tow-type gangs.

Both tractors are tops. Both have the new, more powerful Ford engine with overhead valves. Both have "steerability" for those hard-to-get-to places. Both have adjustable steering columns, extra-comfortable seats and big, low-pressure tires for maximum traction on hilly terrain.

If you don't have the 1954 Model "F" or "G" on your course, why not let your Worthington dealer give you a demonstration.

You'll be amazed at the amount of traction and the type of cut you can get under all kinds of conditions.



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