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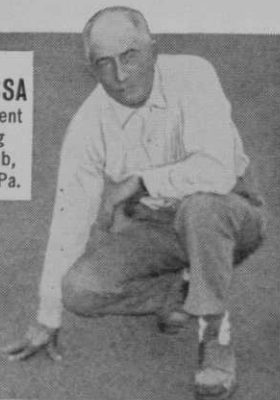


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Indian Bend Enterprises to build 18 hole course at Salt River Reservation near Phoenix, Ariz. . . . Begin building 18-hole course at St. George, Utah . . . Start construction on course and clubhouse for Bozeman (Mont.) CC . . . Planning Belle Mina CC 18 hole course at Huntsville, Ala. . . . Calhoun CC, St. Matthews, S. C., opens its 9-hole course and pool.

Peach Valley GC, Spartanburg, S. C., opens range for use of members while first 9 of course is being built . . . Selling home sites around the course . . . Jim Riggins is in charge of construction and will be pro-supt. . . . Westward HO CC building clubhouse and course at Sioux Falls, S. D.

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(Continued on page 70)

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# Don't Let The Bright Ideas Get Away from You

By **HERB GRAFFIS**

A SMART old pro once told me that the trouble with golf as a business is that by the time you find out what should be done it is too late in the season to do it.

There's a lot of truth in that comment, which was made humorously. The tendency in any seasonal business is to forget the bright ideas that come up during the rush of the season. Then, instead of these bright ideas being stored for use the next year, they too often are forgotten.

Since club pro business has become nearly a \$100 million operation annually there is too much at stake to take a chance with memory where making money is involved. And some of the old habits should be dusted off and revised.

The note book in which are written, for reference and planning, ideas to be worked out the following season, and definite market information also written and recorded where it can be found later, are modern tools that have made money for smart businessmen professionals.

From discussions and correspondence with many professionals this spring and summer, I have picked up the following notes which at least should serve as springboards for any businessman who wants to dive into an examination of his own business. From a review of his own season he can make a check list of points offering possibilities for increasing his income and giving better service to members.

A pro's overall look at his operations must start with a clear picture of the pro

department's financial operations.

Quite a few pro jobs are oversold by club officials when they hire pros. The officials think there is more to be made in the job than there actually is. The pro, especially if he is a young, eager fellow, lacking experience, may gear himself to the inflated notion of the job and go deeply and desperately into the red.

The pro has to know exactly where he stands. He must know:

- How much he is making (or losing);
- What his operating costs really are;

- If the club is paying a fair percentage of pro department wages and operating costs; or

If the pro is getting from club officials and members the purchasing support and other income opportunities required to finance his department's numerous services for the benefit of the club and its members;

If the pro were a member, what he would expect of the pro department that he isn't getting now.

### Learned Anything From Kicks?

What complaints have there been about pro department operations? If they were valid what are you going to do to prevent these complaints?

What sales and lesson income are you averaging per active male member?

What sales and lesson income are you averaging per active woman member?

If you are at a pay-play course what sales revenue do you average per round of play?

Do you think that your assistants are

well trained so that they properly and ably represent you?

What is there about your relations and work with various committees that could be improved to mutual advantage?

What have you been planning for many years to do about your shop or any other phase of your job that you haven't attended to yet?

Write down the answers to those questions and you'll probably have some surprising facts, figures and hunches that will point directly to a considerable improvement in your job and its profits.

### **Show Yourself Your Job**

This sort of written survey of the pro and his job, made by the fellow who knows best, may become the customary thing when college graduates are holding most of the club pro jobs. Right now the more successful professionals, regardless of the extent of formal schooling they've received, periodically examine every phase of their jobs.

The PGA assistants' schools have done a great deal in a short time to develop the procedure of looking at the job analytically and making notes to be used at work or in its planning.

One department of pro golf in which organized study has worked wonders is teaching. The best-known good teachers are better now than they were ten years ago and the average pro now is a better teacher than the average pro was ten years ago.

Teaching results are decidedly more effective, not because pupils are better qualified to be taught and to learn, but because the teachers know better how to teach.

### **Organizes Instruction**

Ask any of the older pros who is regarded as an effective teacher and he will tell you that he really began to teach well after he had organized his own study of instruction. Now you see a number of the foremost golf instructors watching men's and women's pro tournaments, studying what gets results for the playing stars and which of these methods can be adapted to the teaching professional's pupils.

Harry Pressler, one of the great teachers, takes a sabbatical leave every year and for several months goes on the tournament circuit, observing and studying and recording what makes the player tick — or slump. Around any big tournament you will see other club professionals who have developed men or women stars. These teachers never stop learning. In most cas-

## **"Christmas Shopping at Your Pro Shop" Campaign Starts**

The sixth year of the highly successful pro shop campaign of merchandising golf gifts for Christmas already is certain to set new sales records for professionals judging from advance orders of the 1959 edition, says Joe Graffis, GOLFDOM's business mgr.

Around the "Christmas Shopping At Your Pro Shop" plan was built golf gift sales at pro shops that passed the \$1,000,000 mark, according to reports from professionals who took part in the 1958 drive for Christmas business.

"Christmas shopping at other retail outlets often diverts money from pro shops when golf gifts would be more desirable from the viewpoint of givers and receivers," Graffis says. "The Christmas campaign converts stock into cash, promotes buying of golf equipment for winter vacations and sells substantial volumes of merchandise without cutting into spring sales."

Beginning early in Sept., "Christmas Shopping At Your Pro Shop" will be sent to pros who have placed orders.

In each of the previous five years of the Christmas gift plan's operation, professionals who delayed in ordering the pro shop sales promotion catalog couldn't be supplied. There are no late printings of the gift-buying guide!!!

*See Ad on page 71*

es they know more about how and why the players happen to be playing well or just mediocre than the players do.

### **Averages Will Improve**

Tommy Armour, who makes a study of coaching and performance in other sports in search of ideas that can be applied to golf instruction, forecasts that the next generation of average golfers is going to score much better than the average now. "They will be taught by professionals who have studied the job of teaching," Armour says.

Studying every part of the pro job may be even tougher than doing the actual work on the job. According to club pros who are top businessmen, studious examinations of what's doing in the pro department is the surest way of making more money out of the job.



## Jacobus Says Pros Need Psychological Training

Writing in the Newark (N. J.) Star-Ledger, Dan Lewis points out that George Jacobus, pro at Ridgewood CC, feels that men in his work would be better equipped if they took some courses in applied psychology.

Jacobus explains it this way:

"The pro should be able to diagnose the student's trouble when his thinking becomes confused. In golf, you deal so much with mental processes that a psychological approach is practically a necessity."

George is going to suggest to the New Jersey PGA section that it hire a qualified professor to give courses in psychology to members during the off season.

Going into his theory a little further, Jacobus says: "Most golfers have such an intense desire to play good golf that they develop mental blocks, strain and over-eagerness on the lesson tee and course. It can even affect their personal life. A properly trained pro," George continues, "could help these persons overcome all these mental hazards. They don't realize it, but in so many cases their faults are minor. Convincing them that they are is where the psychology comes in."

A pro for 45 years, George has spent his entire career at Ridgewood. He is the first American-born PGA pres., having served from 1932 to 1937. Before that he headed the New Jersey PGA for four years. Jacobus is one of the pioneers of Junior golf, having gotten his club's program for the youngsters started more than 40 years ago. He also started the annual baseball players' tournament 29 years ago.

Among his proteges as assistants at Ridgewood have been Byron Nelson and Wes Ellis, Jr.

## SBA Booklet Explains Golf Course Loan Policy

With the lifting of the lid on loans for recreation purposes, including the construction of golf courses, the Small Business Administration is receiving applications from persons interested in getting into the golf field. A booklet issued by the SBA, Washington 25, D.C., entitled "SBA Business Loans," explains the agency's loan policy and tells who can borrow and how to apply.

The agency, according to the booklet, makes either direct loans or participation loans, the latter being in conjunction with



A reconstruction program to make the Firestone CC course, Akron, O., a real tough challenge for the 1960 PGA Championship has been undertaken. Architect Robert Trent Jones (above, left) is directing the work. He is shown with Raymond C. Firestone, pres. of Firestone Tire & Rubber Co., inspecting a recently built water hazard on the 16th hole. Green on this hole will be enlarged by 50 per cent.

banks or other private lending institutions. Loans are made for the following purposes:

1. To finance business construction, conversion or expansion;
2. To finance purchase of equipment, facilities, supplies, materials, etc.
3. To supply working capital.

A rather detailed description of eligibility and credit requirements is included in the SBA booklet. Conditions under which loans will not be granted also are listed.

The agency's loan limit, either through direct means or as a participant, is \$350,000. Payment is by regular installments, usually monthly, including interest on the unpaid balance and all or part of a loan may be paid before due without penalty. Generally, the maximum maturity of an SBA loan is 10 years.

A section in the booklet describes collateral requirements and another discusses private financing aspects. Ordinarily, the agency can act more quickly on an application for a participation loan than a direct one, but in any event the SBA makes no charge for information and assistance in the preparation and filing of an application.



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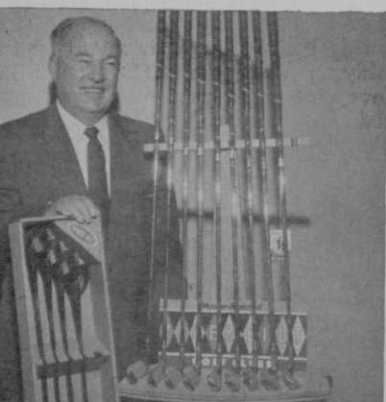
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# Robert White, Pro Pioneer, Dies in Myrtle Beach, S. C.

## Was First PGA President

Robert White, 85, who died at his home in Myrtle Beach, S. C., in mid-July, was first pres. of the PGA, having served from 1917 through 1919. Bob, as he was familiarly known to thousands of persons connected with golf, came to the U. S. from Scotland in 1894 and the following year, took a job as professional at Myopia CC, Hamilton, Mass., which at that time had a newly completed 9-hole course. There were about 12 or 15 other native Scots serving at various clubs in this country when Bob took the Myopia job.

He left this position to go to the Cincinnati CC where he enlarged the 9-hole course to 18. Thereafter, he went to Louisville where he laid out the first 9 of Louisville CC, supervised its construction and stayed on as pro. While at Myopia, Bob had doubled as an architect, taking time out on Sunday afternoons to go to neighboring cities where he supervised the planning of courses. His fee for laying out a course usually was \$25 plus expenses. He designed the first 9 of Salem (Mass.) CC for an unexplained, substandard fee of \$10.39 and several holes at this club remain almost exactly as he laid them out.

In 1902, Bob came to Ravisloe CC, near Chicago, where he was to remain for 12 years and it was here that the seeds of the professional golfers' organization were planted. In 1907, Bob was having lunch in downtown Chicago with a handful of pros in the area and a decision was made to organize a pro group. Meetings were held regularly thereafter and within a short time the organization was holding monthly tournaments between April and Sept.

## Studies at Wisconsin

Never a fellow to sit around, Bob decided to add to his knowledge as a golf instructor and course designer by attending the University of Wisconsin's "Farmers' School" where he could learn about grass. He pursued this knowledge from 1902 until 1913, possibly qualifying as U. S. golf's first turf student and certainly as its first pro-supt. Ravisloe, at

any rate, was kept in remarkably beautiful shape.

## Interested in Maintenance

In 1914, C. C. Worthington, one of the men who pioneered the mechanization of course maintenance, lured Bob to Shawnee-on-Delaware, Pa. to serve as pro-supt. The following year, Bob went to Wykagyl, where he stayed in a similar capacity until his retirement in 1932. However, at Wykagyl, he became interested in the maintenance aspect of the game, hiring assistants to run the pro shop so he could devote more time to supervising the upkeep of 11 other clubs in Westchester county.

More important to the thousands of men who, today, work as professionals is that while Bob White was at Wykagyl he was in on the founding of the national PGA. This, too, was the result of a lunch, now historic, in which Rodman Wanamaker, Herbert Strong and White got the organization started. Bob, as mentioned before, was its first pres., and Strong, then pro at Inwood and later a noted architect, was the first secy. Dues were \$10 a year. The PGA's early offices were located at 34th and 5th ave. in New York. Percy Pulver, New York sports writer and publicist, was a frequent visitor here and eventually launched a magazine for the organization.

## Full Time Architect and Builder

After resigning from Wykagyl, Bob White devoted all his time to designing, maintaining and building courses. In 1927, when he went to Myrtle Beach to lay out a course, he made his first investment in some land there. After this, he continued to buy properties and real estate in and around Myrtle Beach and at his death was considered one of the wealthier residents of that resort community.

Besides pioneering as a pro, supt. and architect, Bob indirectly had something to do with the establishment of MacGregor Golf Co. Like all early pros, he was a clubmaker. This work kept him so busy that he started to look around for a company that could fashion clubheads for him. Finally, he convinced the owners of the Dayton (O.) Last Works that they could handle this detail for him and other professionals. This led to the establishment of Crawford, MacGregor and Canby, which specialized in clubmaking, and eventually the MacGregor company.

Mr. White is survived by a son, Robert D., and two daughters, Mrs. Margaret Myers and Mrs. Donald Wallace.