



Robert Porter (l.), club president, discusses installation with Hal Dance, past president. Note copper mill in background.

## *What's par for this course?*

Sometimes there's so much moisture at the Copper Golf Course in Magna, Utah, that the water table is within 2 inches of the surface. Sometimes there's so little moisture that the clay-gumbo ground bakes hard as rock. Another difficulty at this unique course, located near the Great Salt Lake, comes from corrosive fluids seeping out of the "tailing pond" of a nearby copper mill. To keep the course up to par all season long, the management and superintendent chose Certain-teed FLUID-TITE® Asbestos-Cement Pipe for their new irrigation system. They needed (and got): Quick, secure installation even below water level (see photo). Pipelines unaffected by salty, alkaline ground water. Resistance against "hot" soil. Send for new brochure and full details on this durable, economical pipe!



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## THE BEST OF GOLFDOM

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# Keep the house accounts live

*There are many ways to  
attract members back to your  
club that spell the difference  
between profit and loss.*

**F**ew clubs can boast of such substantial and active patronage of the clubhouse and a resulting goodly volume of monthly billing to the extent that a constant campaign to build business is not necessary.

Some of the larger metropolitan district clubs estimate that inactive house accounts mean a loss of gross business averaging several hundred dollars per inactive member each season, and are constantly engaged in a drive to get these inactive members to patronize the club more. Their membership committees give preference in admission to those whose house accounts will be alive.

With the smaller clubs the loss of possible profit resulting from lack of house patronage often reaches the point where "sleeping sickness" seems to attack the entire enterprise. Members lose interest, the course deteriorates, and the club runs into assessments that are almost ruinous.

The observant president, house chairman and manager get a danger signal when they note that members' luncheon and dinner business is going to commercial establishments when it really belongs to the club. In finding the reasons for this loss there are two fields for investigation. The first question that arises concerns the quality and service of the

club meals. Correct buying, proper kitchen operation and careful training of the dining room staff keep every manager "on his toes" but even when this work is done it is futile unless there is complete and energetic cooperation from the house committee in "selling" the club to its members.

The usual meal service, the dinner dances and holiday parties, constitute the regular run of house business with a few Rotary, Kiwanis or other club luncheons thrown in when the club policy and the action of a few club members combine to get this additional revenue. During the last couple of years there has been an increasing amount of bridge luncheon business that has aroused club officials to the possibilities of making more of a "play" for women's patronage of the club.

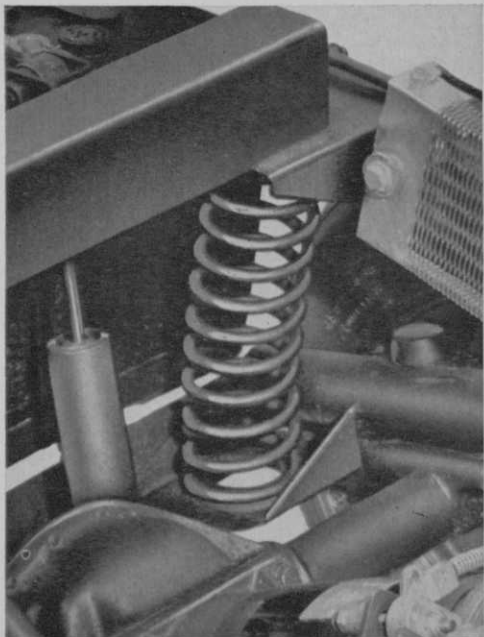
### How Charlotte Does It

At Charlotte, N. C., the country club impresses the visitor as having far more than the usual number of members as active patrons of the club's house service. Some of the plans that Charlotte employs in creating this lively interest are described by H. M. Wade, president of the Charlotte Country Club:

"We have a committee of women from the families belonging to the Charlotte Country Club, that is known as the Ladies' Entertainment Committee. We budget to this committee a certain sum of money to be spent by them in order to increase interest on the part of the women members of the club that they may use the club for their events. On each Tuesday there is a ladies' luncheon, bridge parties in the morning and afternoon. The ladies' committee, under their budget, employs an expert bridge teacher

*Continued on page 72*

Managers today face the problem of what to do about club members who rarely ever visit, much less run up active accounts for food, beverages and other services. This article from the June, 1927 issue of GOLFDOM shows how managers in several major clubs planned special features, and encouraged visits by lady members through promotion of bridge parties and other special events.



New comfort suspension system features individual coil springs, plus a hydraulic damper and balanced front forks.

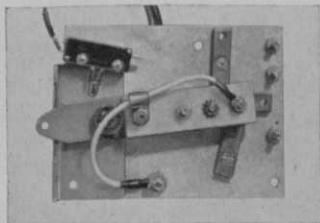


New, exclusive torsional stabilizer not only furnishes a comfortable, bounce-free ride, but actually increases stability.

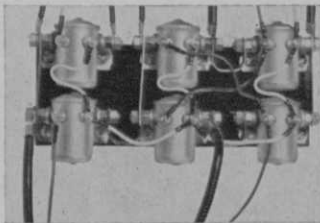
## NEW COMFORT

## NEW STABILITY

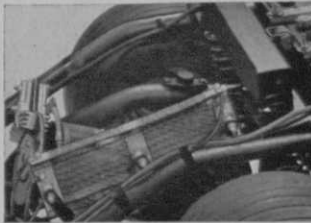
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Frank Hungate (left), National operations manager and Roy Teters, superintendent at San Geronimo, inspect soil for practice putting green immediately in front of new clubhouse.

## Managing from the ground up

*California entrepreneurs pick all team members  
when they "National-ize" golf courses.*

By DON CURLEE

Can golf courses be mass-managed profitably the way the Hilton and Western International chains manage hotels?

William W. Saunders, a successful Honolulu attorney and former President of Oahu Country Club, believes they can—and he's doing it. His National Golf Courses, Inc. is not yet in the same league with the major hotel chains, or even most of the smaller ones, but it is operating five championship courses on the West Coast (two in Portland, Oregon and three in California) and is gearing up to take on more.

Like hotel management firms, NGC

takes advantage of volume buying, standardizes on efficient operations, and heads off costly maintenance by anticipating it or detecting it early.

To attract NGC interest, an existing or planned golf course must meet three basic location requirements: draw on a population of at least 50,000 per 18-hole golf course; be near a metropolitan center, and have the services of a jet airport in the general area. The golf course population level avoids locales that are overbuilt with courses. The metropolitan area insures a steady demand for golf and means that land costs are high enough to keep

competing courses from springing up at the drop of a handicap. The air service is another indicator of the community potential and eases the commuting problems of Saunders and his staff.

"Too many people go off half-cocked in choosing a golf course site," Saunders says. "They look for a beautiful spot and nothing more."

Saunders and his associates have turned thumbs down on courses that fail to meet their criteria because they don't expect to perform miracles. But they do expect to make a paying proposition out of some courses that are long on potential but short on management know-how. In doing so they may establish some practices that many individually managed courses can adopt.

The courses they operate now are Colwood and Meriwether in Portland; Sonoma, about 50 miles north of San Francisco; San Geronimo, about 25 miles northwest of San Francisco, and the former Peppertree Country Club, Corona, Cal., now known as Corona National Golf Course. All of them include National

Golf Course as part of the name.

It takes more than rules of thumb to make paying propositions out of golf course operations. As Saunders sees it, one of the most important areas is personnel. "Most golf courses operated for profit are the first experience for the owners" he says "and they have no yardstick for measuring performance or qualification of their key employees.

"We strive to attract experienced personnel and then to assist in shaping their decisions by pointing to the success or failure of similar policies at our other courses. Efficient utilization of labor is of paramount importance," Saunders says. As an example, NGC clubhouse managers will operate with much smaller staffs than normal. Each one must be a competent bartender or chef in his own right, and willing to apply his skills.

Is it difficult to find this kind of versatility in a clubhouse manager? Some might think so. However, when a newspaper ad was placed to fill the San Geronimo clubhouse manager's job early this year, more than 90 replies were re-

*Continued on next page*

*Attractive furnishings of pro shop at San Geronimo complement arched windows and other architectural features of clubhouse. Car storage and repair is located below pro shop.*



## MANAGING

Continued from previous page

ceived. Saunders found that the difficulty came in having to turn away 89-well qualified men.

Surprisingly, the reason cited by most for wanting to make a change was their dissatisfaction working for unprofitable clubs, where services were provided for the pleasure of members but not necessarily for profit.

NGC takes advantage of this profit orientation by offering its clubhouse managers a percentage of the food and beverage business. This way they are more interested in serving food and drink, or both, than in asking for additional help. It's a big step toward keeping overhead costs under control.

Professionals in the NGC organization have a similar profit motive through operating the pro shop for their own account. The pros own their inventories and keep revenues from lessons, club and pull cart rentals, and a percentage of electric cart revenues. They give a small percentage of sales to National in ex-

change for the parent company's furnishing a handsomely fixtured golf shop. The pros receive modest salaries, and handle starting chores plus daily maintenance of electric carts. Thus, a prosperous golf course and a high volume of pro shop sales, rentals and lessons go hand in hand.

A profit-oriented policy club managers like at NGC is elimination of dinner menus, except for banquets and other special occasions. "As a tax-paying entity, we can take all the banquets we can get," Saunders says. He explains that most clubs operate the dinner menu at a loss, and he thinks most of the NGC courses can avoid it.

First opportunity to reduce the size of the operating staff comes at the design stage, one reason that Saunders prefers to have NGC in the deal before any plans are drawn.

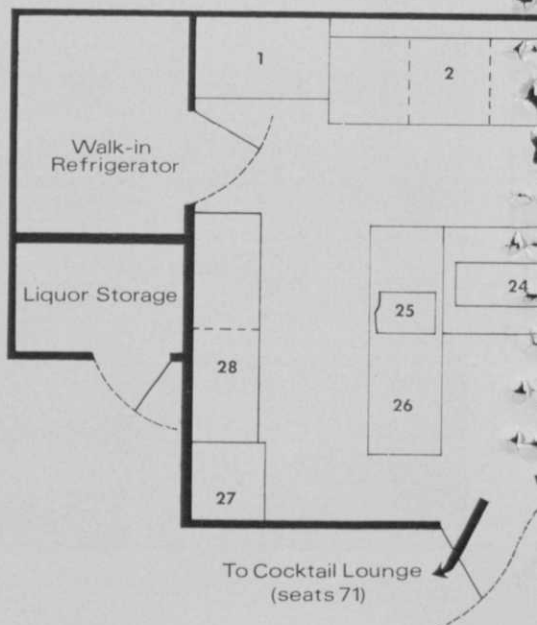
One existing course failed to measure up on this count, and although the club met most of the other requirements, NGC turned it down.

Saunders cites the building layout at San Geronimo National clubhouse as an



*Don Caseldine, club manager at San Geronimo, inspects steaks to be cooked for one of the banquets which club encourages.*

- |                 |                  |
|-----------------|------------------|
| 1. Freezer      | 8. Dish Washer   |
| 2. Ranges       | 9. Disposal      |
| 3. Fryers       | 10. Scrap Table  |
| 4. Broiler      | 11. Soiled Table |
| 5. Refrigerator | 12. Cart Space   |
| 6. Pot Sinks    | 13. Water & Ice  |
| 7. Clean Table  | 14. Sink         |



To Cocktail Lounge  
(seats 71)

example. "The kitchen is laid out for fast mass feeding," he says, pointing to the freedom of movement allowed by the floor plan which was calculated to avoid conflicting traffic patterns by workers in the kitchen and those going to and fro.

The third major personnel area is golf course superintendents and their staffs. Frank Hungate, Meriwether's golf course manager since 1962, selects and indoctrinates golf course superintendents at new courses. He finds that a sound knowledge of the fundamentals of turf grass management instills pride among the workers. He urges them to diagnose and solve turf difficulties in the nursery whenever possible.

Where most courses operate with 11 or more maintenance employees, Hungate expects the typical NGC operation to function smoothly with the superintendent and a year-round average of six well-trained men. Obviously, this plays a big part in reducing the part of the operating budget devoted to labor.

Proper course design can do a lot to minimize maintenance time and cost and

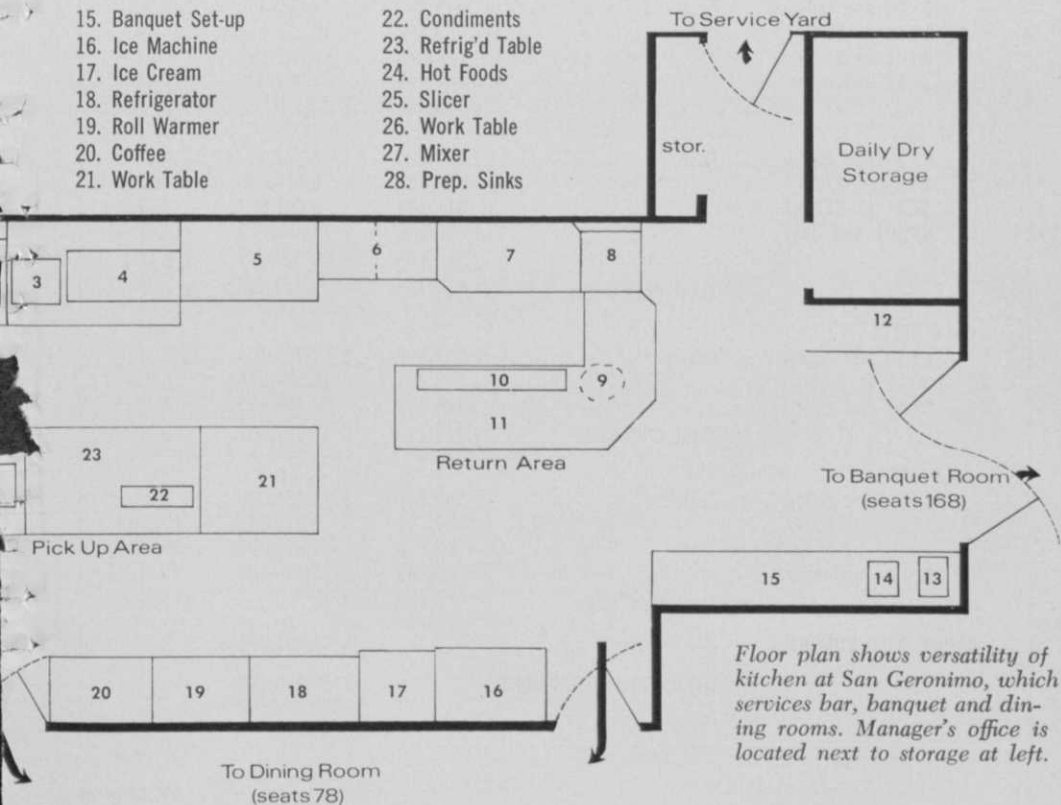
Hungate's golf course construction background is especially valuable at this point. He was assistant to Fred Federspiel who designed and constructed Meriwether, and was employed in the construction of Las Posas Country Club, built by the Janss Brothers north of Los Angeles.

"Many courses are built without taking advantage of many of the techniques developed by the universities and governmental agencies," he says. Hungate specifies for greens, mechanical prescription for the soil mix in the seed bed, subsurface drainage, selection of grass to match the climatic conditions, chemical analysis of the water supply, proper traffic tolerance, overall size, and the cup placement potential.

Another aspect of course design that National looks for is accommodation of traffic flow. For example, the logical opening hole is a moderately easy par 4 to allow players to reach the green in two without undue delay. Long par 4s can become bottlenecks because mediocre players may not reach the green even after they wait for it to clear, hold-

Continued on page 75

- |                    |                    |
|--------------------|--------------------|
| 15. Banquet Set-up | 22. Condiments     |
| 16. Ice Machine    | 23. Refrig'd Table |
| 17. Ice Cream      | 24. Hot Foods      |
| 18. Refrigerator   | 25. Slicer         |
| 19. Roll Warmer    | 26. Work Table     |
| 20. Coffee         | 27. Mixer          |
| 21. Work Table     | 28. Prep. Sinks    |



Floor plan shows versatility of kitchen at San Geronimo, which services bar, banquet and dining rooms. Manager's office is located next to storage at left.

# Equipment sales hit record

*1965 purchases of golfing necessities totaled nearly \$140 million, AGMA survey shows.*

**G**olf equipment sales (excluding golf cars) totaled nearly \$140 million in 1965, according to a survey by the Athletic Goods Manufacturers Association, Chicago. Golf car information was withheld to avoid disclosure of individual company sales, but should push total golf equipment sales near \$150 million for the year.

Golf equipment manufacturers participating in the survey included Acushnet Products, Allied Golf, Allis Chalmers Sports Products, Brunswick Sports, Bur-

ton Manufacturing, Champion Glove, Dunlop Tire & Rubber, First Flight Golf, Gorman Golf Products, Hillerich & Bradshy, Hinson Manufacturing, Ben Hogan, Northwestern Golf, Arnold Palmer, Pedersen Sales, Plymouth Golf Ball, Shakespear, Kenneth Smith, A. G. Spalding & Bros., Sportsmen's Golf, United States Rubber, Victor Golf Equipment, and Wilson Sporting Goods.

The accompanying chart shows the breakdown of golf equipment sales by category and average value per item. •

## SALES OF GOLF EQUIPMENT

GOLF CLUBS	Unit of Measure	Quantity	Value	Average Value
<b>Irons:</b>				
\$3.50 and below	Each	2,645,249	\$ 7,903,339	\$ 2.99
\$3.51 to \$5.00		2,283,240	10,193,211	4.46
\$5.01 to \$7.50		734,675	4,641,298	6.32
\$7.51 and over		2,560,472	26,681,223	10.42
		8,223,636	\$ 49,419,071	6.01
<b>Woods:</b>				
\$5.20 and below	Each	1,030,028	\$ 4,377,807	\$ 4.25
\$5.21 to \$7.50		944,765	6,214,740	6.58
\$7.51 to \$11.00		311,189	2,841,617	9.13
\$11.01 and over		1,032,126	15,093,813	14.62
		3,318,108	\$ 28,527,977	\$ 8.60
	Total Golf Clubs	11,541,744	\$ 77,947,048	\$ 6.75
<b>GOLF BALLS</b>				
\$5.10 and below	Dozen	2,007,598	\$ 7,756,104	\$ 3.86
\$5.11 to \$7.50		1,676,461	10,107,038	6.03
\$7.51 and over		3,588,061	31,768,709	8.85
	Total Golf Balls	7,272,120	\$ 49,631,851	6.82
<b>GOLF BAGS</b>				
\$6.00 and below	Each	342,809	\$ 1,483,000	\$ 4.33
\$6.01 to \$15.00		424,744	4,314,688	10.16
\$15.01 to \$24.00		87,178	1,816,028	20.83
\$24.01 and over		86,703	3,104,883	35.81
	Total Golf Bags	941,434	\$ 10,718,599	\$11.39
<b>OTHER GOLF SUNDRIES</b>				
			\$ 1,701,054	
<b>TOTAL GOLF EQUIPMENT</b>			<b>\$139,998,552</b>	





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armor!

# Meet Mr. ANALYST

#### DICTIONARY DESCRIPTION OF ANALYST

*One who is skilled or specially occupied in making analyses; one who resolves elements and constituent parts; one who analyzes scientifically.*

A robot, the only machine of its kind who swings a golf club with the arm, wrist, and hand action of a perfect golf swing. He can be adjusted to hit a golf ball any distance from 75 yds. to 300 yds. carry. His mission is to scientifically test and analyze new club designs, shafts, and materials, therefore enabling Golfcraft to manufacture the finest golf clubs for you and your swing.

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\*The winning name in Golfcraft's "Name the Mechanical Golfer" contest, submitted by Mr. Allen T. Cadman, Denver, Colorado.

For more information circle number 146 on card

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## Two tributes to O. J. Noer

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By FRED V. GRAU

When the brave Norwegian heart of O. J. Noer stopped beating, there came to an abrupt end a unique and fascinating legend. In the history of turf there has been nothing like it anywhere. Revered by golf course superintendents across the land, he also commanded the respect of the scientific world concerned with soils, plant nutrition and grass ills.

Photography was almost a way of life with O. J. His color slides are known wherever turfgrass meetings and conferences have been held. He seemed to have an uncanny knack of being there when the action took place.

To many golf course superintendents he was their counselor in good times and bad. A buddy in trouble might mean a flying trip across the country to soothe the spirit and to cool things off.

The familiar term "Doc" Noer testifies eloquently to the reverence in which he was held. Many times over he had earned a doctorate degree without having it conferred. Once started on his illustrious career, there simply was no time for the details of an advanced college degree.

Words cannot restore him to the turfgrass world but they give some solace and help to recall the indomitable spirit which carried him and his colleagues across a desert of doubt and helped to satisfy the thirst for knowledge. The Foundation which bears his name will continue the Noer tradition for the ultimate benefit of future generations.

He passed this way but once—we are glad that we were here to see and work with him. He has earned his Rest.

By HERB GRAFFIS

O. J. Noer, 75, died July 12 in Milwaukee, of cancer, after 13 weeks hospitalization. Noer, for years agronomist with the Milwaukee Sewerage Commission, was the most widely known turf expert. He visited the majority of courses in the U. S. and worked in a consulting capacity with their superintendents and officials.

After his retirement from the Milorganite organization he was associated with the late Dick Wilson as turf advisor then went with Robert Trent Jones, doing the turf experting on Jones' architectural jobs in the U. S. and abroad. He was active in the Jones organization until his terminal illness.

Oyvind Juul Noer was born in Stoughton, Wis. His father was a physician. He attended schools in Wisconsin and Germany prior to entering the University of Wisconsin where he graduated in 1912 with a B.S. in soils. He later taught general and analytical chemistry at the University of Wisconsin. He was overseas in World War I as a Captain in Chemical Warfare Service. He also taught chemistry in service schools in France and England.

He was soil chemist for the Great Northern Railroad, State Soil Chemist for Wisconsin and sales manager of the truck division of the Stoughton Wagon Co. before he returned to the university to do graduate work, helped in part by a fellowship created by the Milwaukee Sewerage Commission for research in Milorganite.

Noer spoke at far more turf confer-

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