



## New Westinghouse Marketeer Golf Car goes, and goes, and goes

Here at the famous Dunes course in Las Vegas, more than 80 Marketeer® golf cars are giving smooth, silent service that just won't quit. This bright new electric golf car from Westinghouse runs from sunup to sundown on a single charge. Then plug it in overnight, and it's ready for the first tee-off in the morning. Marketeer's exclusive

motor design and high-efficiency charger will stretch your battery life up to 18 months or more. Ladies, too, will appreciate the comfortable ride and easy-touch speed control. Join the championship clubs that now offer members and guests a wonderful Marketeer ride. Write to Westinghouse Marketeer, Box 868, Pittsburgh, Pa. 15230.

J-9500B-A

You can be sure if it's Westinghouse

For more information circle number 120 on card





## Personalized Titleists take the guesswork out of your selling

Remember last season? Remember all the trouble you had with deliveries?

Remember how your customers said, "I saw the same thing downtown.

And for a lot less"? Remember how you said, "I'll know better, next year"?

Well, it's next year. It's time to take the guesswork and worries out of your Christmas sales. It's time to get in step with Titleist.

Titleist gives you the game's best-selling golf ball. Personalized and packaged in a brilliantly designed gift case, at no extra charge. Minimum order for personalizing, one dozen Titleists for each name.

Titleist advertises widely, to your best customers. Titleist sells only through golf course pro shops. *And Titleist delivers when promised.* So why not give *yourself* a Christmas present this year: more profit and fewer worries, with Titleist.

**ACUSHNET**

Balls • Putters • Gloves • Head Covers  
Sold thru golf course pro shops only



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## Get a Better Grip

driving for par...  
...driving a car

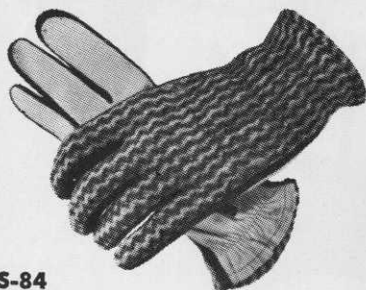
### PAR-MATE COLD WEATHER GLOVES



#### S-82

Superior quality all capeskin dress and sports glove. Backs lined with warm wool blend. Black or Pecan. Men's sizes S-M-ML-L-XL, also cadet sizes. Ladies' sizes S-M-L.

**\$9.25 pair**



#### S-84

Stretch glove with wool tweed back, tacky capeskin palm. Black or Pecan. Men's Medium Size fits S-M. Men's Large Size fits ML-L-XL. Ladies: One size fits all.

**\$6.00 pair**

RECOMMENDED FOR SKEET SHOOTING  
AND PADDLE TENNIS.

ORDER NOW FOR HOLIDAY SALES  
Write for Winter Folder  
AT PRO SHOPS ONLY

## PAR-MATE

10 West 33rd Street, New York, N. Y. 10001

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## Budgeting for the Clubhouse

*continued from page 70*

tination has been determined and your route for arriving there has been laid out.

The budget is a plan, not a law. It is an instruction to the several responsible operating and administrative heads as to the program to be executed and the results, in financial terms, which they are expected to produce.

Since you have had an active part in the formation of the initial projection for the new year, your position as club manager becomes easier as your predetermined goals are set for you.

### Budgetary Control—Follow-Up

Usually, the budget program will not effectively serve as a control or measuring stick for month-to-month operations. It is customary for the budget committee to review actual performance in income and expenses and departmental results on either a quarterly or seasonal period operation.

In either case, the annual budget is broken down into quarterly or seasonal periods, and a report is prepared comparing the actual results with the budget program.

As far as the club manager is concerned, the field for which he is responsible is clearly defined. His performance will be rated as he meets the policy objectives set up in the budget.

Over-performance is as open to criticism as under-performance. The aim is to adhere to the standards set.

Your club accountant will advise the status of their actual expenditures from time to time, as compared to budget authorizations, and will report to the budget committee any excess of actual commitments or actual expenditures over authorization as soon as the information comes to his knowledge.

Your club accountant has no control powers over expenditures, nor has the budget committee. Where control action is desired, it must be exercised through the Board or officers to whom power is delegated.

*continued on page 76*



## Grau's Answers

*continued from page 16*

Q.—In a national magazine just recently a professor from a respected mid-western university was quoted as saying that, if one uses slow-release fertilizers, one must use *more* than if he used ordinary materials because of the "rapid leaching." We have understood that one of the advantages of slow-release organics was the high resistance to leaching. This is confusing; can you help us?

(Indiana)

A.—Resistance to leaching truly is one of the advantages of slow-release organic fertilizers. This has been proved by several research workers. The statement "rapid leaching" as applied to slow-release organics is incomprehensible. Perhaps the professor was misquoted. Anyway, rest assured that "rapid leaching" is a feature of solubles, *not* of slow-release materials.

Q.—We have had soil tests run every year for five or six years. Consistently the phosphorus and potash readings are high to very high. Recommendations just as consistently advise the use (liberal) of a complex mixed fertilizer. Isn't there some point where we can use (temporarily, at least) straight nitrogen without endangering the quality of our turf? There would be a considerable monetary saving.

(Texas)

A.—You may proceed with confidence to use nitrogen alone in quantities suited to the needs of your turf. Continue to test your soils. When P and K (one or both) drop to levels that indicate "shortage," it will be time to make applications of the needed element(s). When you buy straight N materials you can be sure that you will get what you pay for. No one can hide behind the "60 per cent organic" facade in order to sell you urea in place of the kind of organic N you really wanted.

Q.—What size tine do you recommend for opening greens? Is there a possibility of overdoing this and making the greens too hard?

(Michigan)

A.—It depends upon the effect intended. For simply breaking a surface seal to let water and air in, the smallest tine available is OK. Where you expect to introduce soil amendments (replacement), the largest size is recommended. Large tines may roughen the surface more than the small ones but this must be accepted in the interests of soil improvement. Topdressing and rolling soon will restore a smooth surface.

Yes, cultivation can be overdone but the principal effect will be on the members who do not like to have the greens continually roughened. It is highly unlikely that it will make the greens hard.

Q.—In appreciation of turf improvement as symbolized by the Joseph Valentine Living Memorial we want to send a contribution. Please tell us where we can send our check.

(Ohio)

A.—Mail your check directly to Joseph Valentine Memorial Fund, Post Office Box 324, State College, Pennsylvania 16801.

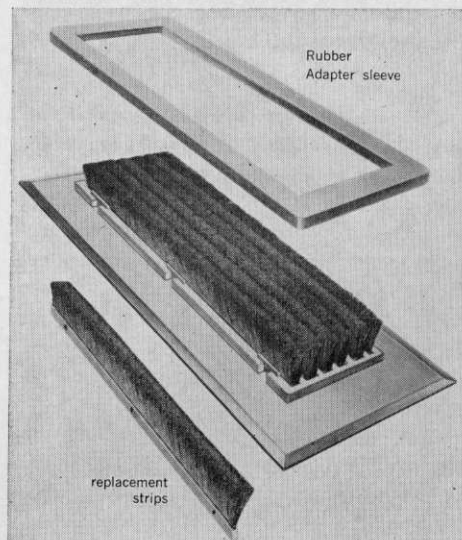
Q.—Where can one find out about the scope of the turfgrass industry in the United States? Are there any valid surveys available?

(Iowa)

A.—It has been said that the findings of any turfgrass survey would be out of date upon completion. This indicates the rapid growth of this phase of our constantly changing economy.

Published figures from California, New Jersey and Texas are several years old. Pennsylvania is completing the first truly comprehensive state-wide survey by way of the crop reporting service. Figures will be available soon through the Pennsylvania turfgrass council, sponsor of the turf grass industry survey. •

# SENSATIONAL! NEW!



## Flexi-Mat's DELUXE RUBBER BASE TURF KING GOLF MAT BRUSH

(With Hi-Impact Long lasting Polypropylene Bristles)

1. The new Deluxe Turf King rubber base polypropylene brush is designed for indoor and outdoor use (Pat. Pend.) Non-skid bottom surface prevents brush from slipping while in play and protects expensive floors from scratching and marring.
2. Weatherproof.
3. Designed to allow easy installation of replacement strips.
4. Sizes: 5" x 20" (to fit 5" x 20" mat opening).
5. Rubber Adapter Sleeve allows 5" x 20" brush to fit 6½" x 22" mat opening.

**DURABLE, RESILIENT REPLACEMENT STRIPS** to fit 5" x 20" or 6½" x 22" Deluxe rubber base brush. (ONE SIZE STRIP FITS BOTH BRUSHES).

See Your Favorite Distributor or write to:

**Flexi-Mat Corporation**

1440 W. 21st. Place, Chicago, Ill. 60608

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## Budgeting for the Clubhouse

continued from page 74

### Function and Value of the Budget Procedures

It would be well to point out that a budget is no positive restriction on expenditures, nor is it an instrument for actual control over management or committees. What then is the function and value of all these elaborate procedures in preparing and making the budget?

The function and value of budgeting procedures can be defined as follows:

(1) The budget is an instrument through which the increasingly diverse and complex operations of the modern club are brought into coordination and over-all planning in order to develop policies and a program for the club's operation on a sound business basis.

(2) It is the means of setting out the organization structure and the relationship of authority within that structure in assigning the conduct of various operations and departments to the club manager and to the various officers or committee chairmen.

(3) It defines the areas of responsibility for each of the three—the club manager, officers and committee chairmen.

(4) It is the principal medium for effective communication in an organized way, between the director body and the active operating personnel—particularly between the club manager and the Board.

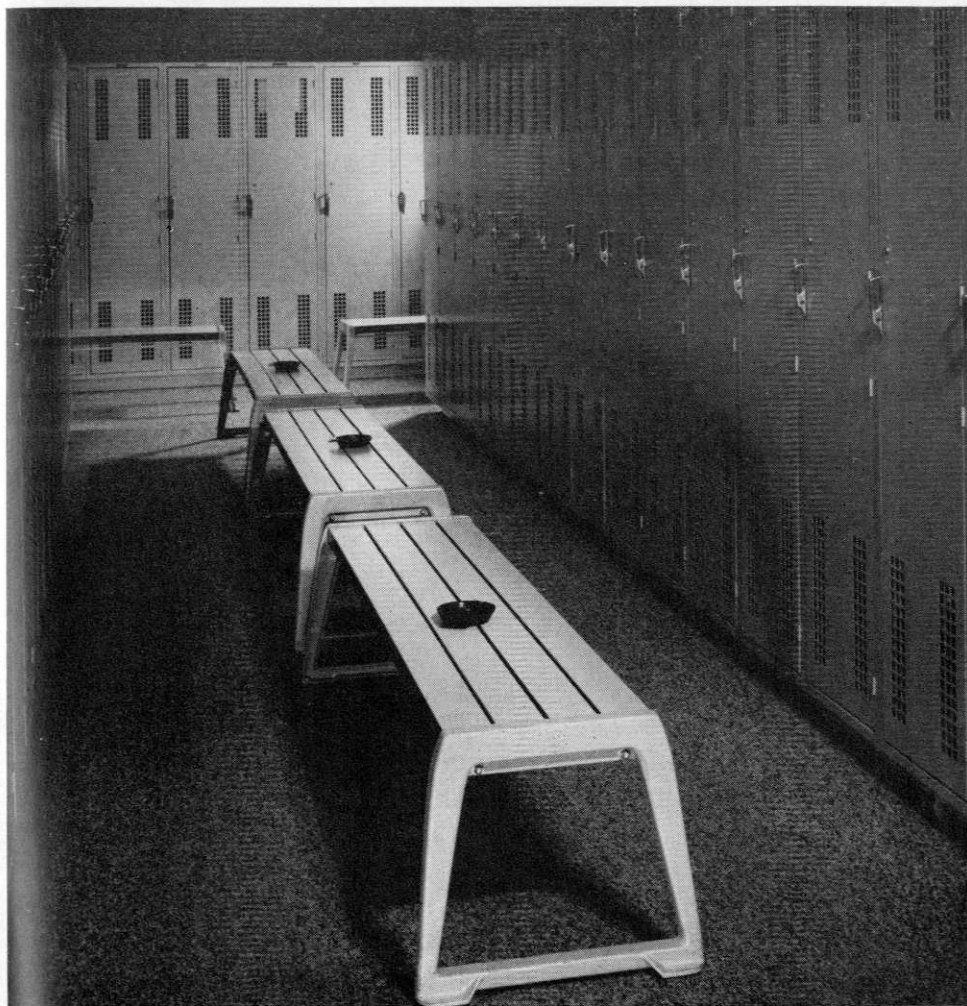
(5) It assumes an annual review and examination of all the activities and operations of the club and opens the way to the orderly, systematic consideration of changes, new ideas and improvements.

(6) It is the means of solving the recurring problem of educating the incoming new officers and directors into an understanding of the whole scope of the club's operations—it's purposes, organization, finances and the constantly rising new problems.

(7) It enforces planning—particularly long-range planning, as a necessity to in-

continued on page 78

GOLFDOM



*Wherever golf is played . . .*

Par Aide Utility Benches are ideal for locker room and golf course use. End frames are cast of high grade non-corrosive aluminum alloy. Wide choice of end frame colors. Seat boards are made of 1¼" x 3½" Grade "A" treated redwood. High impact—spike resistant plastic covering on boards is optional.



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AND TEES EQUIPMENT—WRITE FOR CATALOG

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## Budgeting for the Clubhouse

*continued from page 76*

telligent club management.

(8) It creates a bulwark of protection against unsound fiscal policies.

(9) It provides a measuring stick for period checkup of actual against desired performance.

(10) It brings to focus all the new problems which are rising and being created in the rapid expansion of the club and its wider ramification into new activities and fields.

There are, of course, many refinements which are necessary in an effectively functioning budgetary control system. However, the thought in this presentation is to review only the basic techniques or fundamentals inherent in club operations' budgetary control.

The changing role of the club manager requires him to play an important part in aiding equity management in forecasting, planning, controlling and

improving operating results. It is in these fields the manager meets his greatest challenge and the greatest opportunity for the exercise of his talents. •

## Merchandising Tools

*continued from page 55*

1) Wording on signs should be informative, yet concise and "alive."

2) Signs should look professional in their layout and lettering.

3) Signs should never look soiled or marred. This could quickly spoil the customer's image of the merchandise.

4) Change signs often to keep them up to date.

5) Make signs sell the customer benefits rather than merely "things." Signs for apparel should emphasize neat appearance, style and attractiveness.

### Lighting

Lighting primarily makes it possible for customers to see the merchandise, but it also should serve a dramatic function.

*continued on page 80*

*Let us show you why this golf car is your  
BEST FLEET BUY!*



# ELECTRIC CADDY®

TILT-BODY  
ON ALL  
MODELS



Distributorships available  
in some areas

We urge you to compare **ELECTRIC CADDY®**, feature-by-feature with any other golf car on the market. If you want tops in efficiency, comfort, economy of operation, and rugged, dependable service from dawn to dark without interruption... you want **ELECTRIC CADDY®**.

**FLEET PROFIT FEATURES:** • Moderate initial investment • Simple design-lower maintenance costs • Sealed transmission (2 year warranty) • 96% efficient • No solenoids or complicated circuitry • Golf bags vertical to protect club grips • Disc brakes • Automatic chargers.

**FLEET LEASE-PURCHASE PROGRAMS**

### ELECTRIC CARRIER CORPORATION

D207 Petroleum Center, San Antonio, Texas 78209

Please send me complete information on the entire **ELECTRIC-CADDY®** line of 3-wheel and 4-wheel golf cars — and turf and utility vehicles.

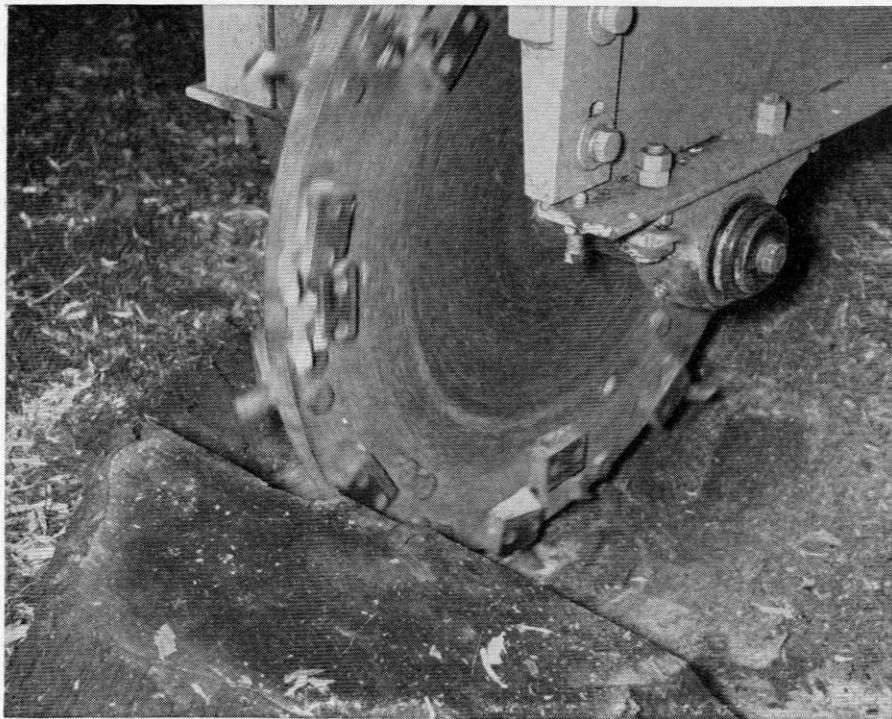
Name

Address

City  State

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## Thriftiest way to make stumps disappear

Davey's stump grinder service eats away the cost of removing big stumps. Grinds up any size stump and removes it below ground level for easy sodding over. Eliminates ownership and upkeep cost of equipment.

Removal of equipment ownership cost happens whenever Davey's experienced crews do any of your tree work.

Davey men are professionals, trained to avoid property damage and to promote your good public relations. Why risk trouble using untrained, often uninsured help?

Arrange now for expert, fast removal of unsightly stumps and hazardous trees.



*Write direct to J. W. Joy, Sales Manager*

**DAVEY TREE EXPERT CO.**

Dept. 40, Kent, Ohio 44240

*The Oldest and Largest Tree Saving Service in the World*

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## Merchandising Tools

*continued from page 78*

Stores reknowned for their outstanding displays use theatrical type lighting (spots, color filters, etc.) to set a mood.

However, lighting should not be obvious. It should serve to minimize distractions from the displayed merchandise.

1) Glaring lights draw the customer's attention away from the merchandise and also can cause discomfort.

2) Lighting in the shop generally should be non-uniform. Lights in the selling areas should make the merchandise stand out.

3) Bulbs should be selected with care and a purpose in mind. Incandescent bulbs tend to accent form, texture and polish of surfaces more effectively than diffused lighting, such as from fluorescent tubes. But incandescent bulbs also can create harsh shadows and more heat.

4) Lighting should reveal the true colors of the merchandise. Both incandes-

cent and deluxe warm white fluorescent lamps render true colors favorably. The light from cool white fluorescent comes closest to revealing colors as they are seen in natural daylight.

Most pro shops are not able to afford professional help for interior display. However, suppliers of golfing goods often offer assistance, display materials, props or fixtures.

Take full advantage of these aids, for they are the result of talented and costly engineering and design. And such display materials usually are available at limited or no cost to retailers.

Another source of assistance is your local supplier of display materials and fixtures. He can offer display ideas specifically suited to your merchandise. •

### New sprayer catalog

John Bean Division of FMC Corp. has new 4 page catalog describing their line of agricultural spray accessories.

## THE FINEST GREENS ARE PLANTED WITH *Warren'* STOLONS

Perfect even texture and color are maintained with clean, pure-strain WARREN' STOLONS. Greens planted with seed do not hold their uniformity of color and texture as well as greens planted with stolons. They are apt to develop a "patchwork" look after a few years.



The cost of STOLONS over the cost of seed is insignificant compared to the overall cost of the establishment of a golf course. Why be satisfied with anything less than perfect greens only obtainable from pure-strain STOLONS.

### *Warren's* TURF NURSERY

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