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as $\frac{1}{4}$ lb. of beef
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as a whole grapefruit

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as a pint of milk

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PLUS
all the vitamins
and minerals known
to be needed in a
well-balanced meal



The Instant Meal in the InstaCan For: Stamina, Strength and Energy

Hustle is a delicious, refreshing, balanced meal in the **InstaCan**... the perfect drink before your golfers charge the back nine. Developed specifically for athletes, Hustle gives the stamina, strength and energy needed to reduce golfers' fatigue. Why not give your golfers the benefit of the Hustle difference. Available in four delicious flavors, serve Hustle at every stop. You'll find it very profitable too!

For further information write:

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P. O. Box 5086

Dallas, Texas 75222

or Call: 214/TA 4-0331

For more information circle number 141 on card

Stop, Look and Buy

Continued from page 50

Day, Mother's Day, Valentine's Day, Memorial Day, June weddings and graduations are excellent opportunities to get those extra sales that mean so much profit-wise. (See GOLFDOM March '68). A "feel" for best timing locally is most important and can be developed if you try to keep attuned to your customers' buying habits.

2. *Drama.* Dramatic displays can be accomplished in many ways: unusual or imaginative use of over-size symbols such as hearts, flowers and ornaments; photo blow-ups of popular personalities in the club; spots in the clubhouse or the locker room all can be especially dramatic backgrounds or eye-catchers. Imaginative arrangements of varied colored wooden clothes hangers hung one from the other from ceiling to floor make attractive backgrounds or panels for a display. Hundreds of colored golf tees tied onto strings and hung from the ceiling with hundreds of others used to cover the floor will add a dramatic touch to a display of men's slacks and shirts with a sign reading, "Perfect off the tee."

3. *Color.* This is one of the most inexpensive elements which can be used in accomplishing selected moods or drama in displays. It can be achieved with paint, fabrics, papers, vinyls, decorative materials or light. Whatever the desired atmosphere or mood (calm, tranquil, exciting, luxurious, or startling), color can lend an important hand in attaining the desired results. Blues and greens are usually used to achieve quiet, calm, tranquil settings; reds, yellows for warmth, and excitement; purples, grays, gold for luxurious effects.

4. *Human interest.* The idea is directed toward the viewer. Anything in the display that encourages the viewer to associate or relate with the display will contribute to its success. E.g., locker room setting, using regular locker and bench with wearables hung and draped in the locker and over the bench will serve as a natural reminder to most golfers that its time to change into something new. The setting can be created by using tables and chairs from the lounge or dining room and

set up with proper drinks, etc. A suitable sign could proclaim, "Fashions to relax in."

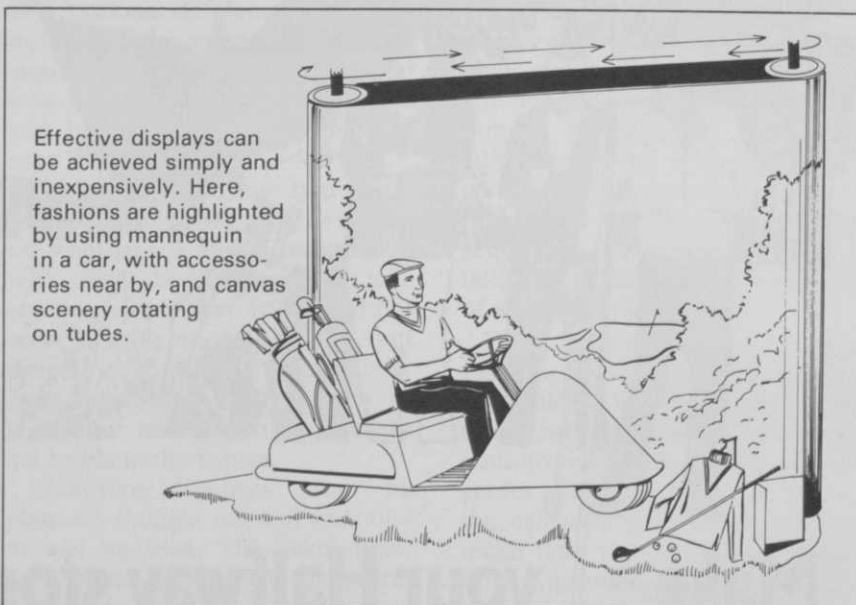
5. *Freshness.* This can best be described as that quality which makes the display appear sparkling, new, current, and desirable. Dust, unclean glass, fixtures, outdated or dog-eared signs, out-of-season properties make it impossible to achieve the fresh look. Be careful when arranging displays to check every detail and remove or discard anything that detracts in the slightest from the fresh appearance of the display. Faded fabrics, grass mats or decorative materials can destroy hours of effort and detract from the real value of the merchandise on display.

the single original idea or purpose of the display and a determination to stay with it.

The size, shape and location of the area, along with all the other factors—color, lights, signs, etc.,—must be used judiciously. Every element must be in balance for total effectiveness.

Background, color, finish, location, floor covering and lights—these elements must now be considered as the compatible composition that will provide the perfect setting for the message you wish to deliver.

Consideration must be based on the elements in the display—their shape, color and size—so that when you have completed preparation of



One of the most serious errors made by the non-professional in setting up a display is "narrow" or "limited" vision; seeing only segments or parts of a display rather than the whole picture. The display should be composed of units that are related to the single purpose of the display and so arranged or laid out that they direct the viewer's attention to that one purpose or idea. Otherwise, the results will be a display that does not "hang together." This may occur from the use of non-harmonious colors, non-compatible elements, materials or textures, or the random and unplanned arrangements of the elements in the display.

Successful and attractive composition is not difficult. It requires only that you keep in mind

the space, your display will appear "at home" in it. If your display has to fight for attention against drab flooring, dim lights, window reflections or inappropriate background, it will be much less effective.

If the shape of the space is not right, change its appearance with color. If the flooring is poor, cover it. If improvement of the setting is beyond the budget, obliterate it with material or paint and concentrate on dramatic lighting of the prepared display.

When all these guide lines have been utilized, you will have a visual center of interest for your display rather than a mechanical center. This can capture more viewer attention, make for easier viewing and make for a display that sells. □

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For more information circle number 221 on card

Manage or be managed

John R. Simmons, CCM
Manager, Hayden Lake CC, Idaho

Today's thoughtful club manager fully understands that, as never before, you can't do tomorrow's job with yesterday's skills. He appreciates the urgency of adapting his personal and professional skills to meet the growing complexity and sophistication of the business environment in which he must live. He takes seriously the threat "manage or be managed" and realizes that his job is different from what it was last year and suspects with some conviction that it is likely to be even more different next year.

His problem is where to find the answers, learn the new skills and develop an appreciation of the emerging concepts. His schedule is crowded and his time limited, for this is the nature of his job.

Among the more vital questions he must constantly ask himself are:

- | | | |
|--|--|--|
| • What do our members really want? | • Does our committee system work? | • Can automation and technology help me beat rising costs? |
| • Is our employee turnover excessive? | • What's our prudent debt load? | • What should the board know about changing value systems? |
| • What "convenience" foods are acceptable? | • Do we have the RIGHT product for the WRONG market? | • Can I avoid problems rather than solve them? |
| • Is my bar control effective? | • How good are our purchasing methods? | • Is our club progressing as well as it should? |
| • How can we get more appeal in our buffets? | • Are we getting real management information from the accounting department? | • HOW CAN I STAY ON TOP OF MY JOB? |
| • Is there a better way to train employees? | • Does our publicity have "punch"? | |

Club Management Institute offers classes on all aspects of running a club, concentrating on the theme 'solutions today for tomorrow's problems'

The Club Managers Association of America recognizes these problems and, through its educational arm, the Club Management Institute, offers a broad program of educational assistance for its twenty-five hundred members throughout the United States and Canada.

Perhaps the keystone of CMMA/CMI's educational effort is the Summer Workshop program which now reaches between 600-700 student-managers each year. Its worth and popularity is evidenced by the fact that since its inception in 1955 some 4,300 students have attended these sessions. First presented at one location with forty-three students in attendance, now between thirteen and sixteen locations are necessary to accomodate the rising student enrollment.

Considerable impetus and interest has been also evident in the professional certification program for club managers, introduced in 1965. Many of today's students are actively preparing themselves to qualify for the coveted C.C.M. (Certified Club Manager) designation.

At present, workshops fall into two classifications: "Principles" courses designed to round out and update the manager's basic skills and "Graduate" courses containing more advanced studies for the managers who have completed the principles courses or their equivalent. In 1971 a third level will be introduced offering symposium work for managers who have completed both levels now offered.

Continued on next page

Manage or be managed

Continued from preceding page

CMI's basic or "Principles" courses embrace four days instruction in five areas—twenty days in all—as follows:

1. Financial management.
2. Food & beverage management.
3. Personnel management.
4. Building & property management.
5. Executive development & program management.

Recognizing the vital importance of market analysis, merchandising and market management, CMI is currently developing a sixth principles course, "Marketing Management for Private Clubs," which will be introduced in 1969. A portion of this course will be a programmed text book which will enable the student manager to prepare himself for a more meaningful educational experience by home study prior to arrival at the workshop location.

A new "Graduate" course being introduced in 1968 is a three year course offering multi-stage

instruction in the areas of communications, administrations, economics, group dynamics, marketing, investments, insurance, computer technology as well as club and general commercial law.

All workshops, both principles and graduate, are of four days duration, located throughout the United States, and are open to non-CMAA members at a slightly higher registration fee. □

1968 WORKSHOP SCHEDULE

Personnel Management	Houston, Texas	July 15-18
Building & Property Management	Miami Beach, Fla.	July 22-25
Graduate I.	Houston, Texas	July 29-Aug. 1
Executive Development	Washington, D. C.	August 5-8
Graduate I.	Ithaca, New York	August 12-15
Financial Management	Hershey, Pa.	August 19-22
Food & Beverage Management	Kansas City, Mo.	August 19-22
Executive Development	E. Lansing, Mich.	Sept. 4-7
Food & Beverage Management	New York, N.Y.	Sept. 9-12
Building & Property Management	Pittsburgh, Pa.	Sept. 16-19
Financial Management	E. Lansing, Mich.	Sept. 23-26
Graduate I.	E. Lansing, Mich.	Sept. 23-26
Food & Beverage Management	Portland, Oregon	October 7-10
Building & Property Management	Des Moines, Iowa	October 21-24
Personnel Management	Los Angeles, Calif.	October 28-31
Graduate I.	Los Angeles, Calif.	October 28-31

For additional information, contact: Mr. R. M. Landmark, Director of Education, Club Managers Association of America, 1030 Fifteenth Street, N.W., Washington, D.C. 20005

MILLER GREEN

Miller green is almost the same shade as Kelly green. It comes "standard" with Miller irrigation systems. More than 40 years of service and installation of over 100 irrigation systems guarantee results! Miller uses Buckner sprinklers that produce a highly efficient water coverage pattern...not a drop is wasted. Put 40 years of irrigation experience to work for you...call Miller today!!

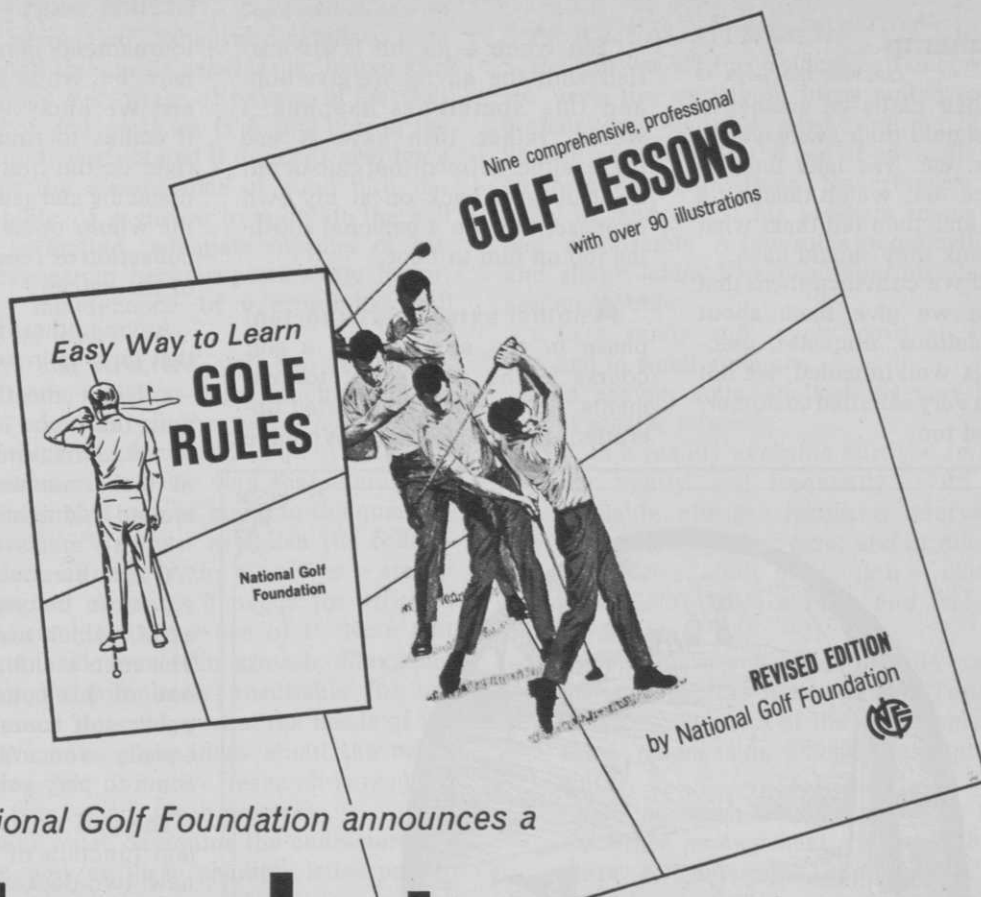
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National Golf Foundation announces a

Tough twosome

to beat

Tough all right, because they cover for one another. One shows you how to score, the other how to avoid the penalties. One's called *Golf Lessons*, the other *Easy Way to Learn Golf Rules*. Together they're called "tough to beat". Read their profiles and you'll see why.

Golf Lessons—an 8½ x 11-inch, 44-page 1968 revision of nine easily-understood lessons with over 90 illustrations by *Golf Magazine* artist Dom Lupo.

Easy Way to Learn Golf Rules—an 80-page, illustrated pocket-sized version of the rule situations most frequently encountered on the course. Based on the *Rules of Golf* as approved by the United States Golf Association, the drawings are by Dom Lupo.

Single copy prices: *Golf Lessons*, 45¢; and *Easy Rules*, 15¢. Order multiple copies at volume discounts as listed: *Golf Lessons*, 11-50 copies, 40¢ each; 51-100, 35¢; 101-150, 29¢; 151 and over, 25¢. And *Easy Rules*, 10-49 copies, 14¢ each; 50-99, 12¢; 100 and over, 10¢.

The National Golf Foundation will imprint the name and address of your golf course, school or company on *Golf Lessons* for an additional charge of \$5.50 for orders of 100 copies, and 50¢ for each additional 100.

Clip and mail to:

NATIONAL GOLF FOUNDATION
804 Merchandise Mart,
Chicago, Ill. 60654

Name _____

Address _____

_____ Zip Code _____

Quantities desired:

Golf Lessons _____ imprinted ☐

Easy Rules _____

Indicate below the name and address for the imprint of *Golf Lessons*.

Check enclosed ☐ or please bill ☐

For more information circle number 207 on card

Ex-pga champ

Continued from page 45

grips on their clubs be smaller or larger, or should their swingweight be heavier, etc. We take them to the practice tee, watch them hit a few balls and then tell them what club we think they should have.

"Also, if we convince them that the advice we give them about rules, regulations, etiquette, practice, etc, is well-intended, we not only have a very satisfied customer, but a friend too.

"But when a person is dissatisfied with the advice we give him, and this sometimes happens, I would, rather than have it end there; either refinish that club or put the club grip back on at my own expense, and do a personal soothing job on him to boot.

"**A**nother extremely important phase in the operation of a golf course is the running of tournaments. It is a very complicated operation, if done properly. We have

tournaments coming out of our ears here, but we're happy to have them and we know what's what when it comes to running one. We start right on the first tee, doing the announcing and generally helping with the whole operation, including the collection of fees and keeping track of the entries."

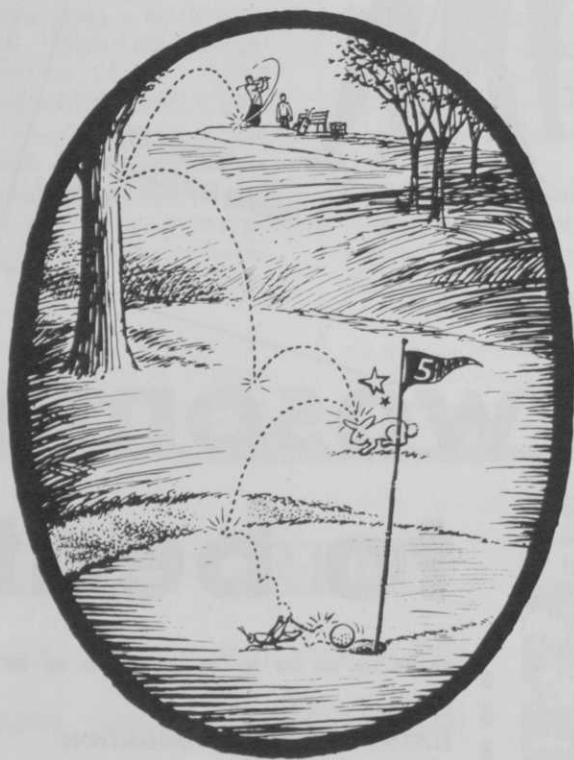
Among other things at the course that Jerry is involved with are:

1. Night meetings having to do with the club. They consume four to six hours, and on occasion, one of these meetings will run until around midnight.

2. The men's club. It has some 700 members who pay dues of \$20 a year to belong, with green fees extra, which are \$3 for everyone. The men's club, however, is just one of his concerns there; it's a public golf course and he has to be equally concerned with all who come to play golf.

The golf range is another important function of the course. "Our new two-decker practice range is tremendously well patronized," says Jerry, "which helps shoulder an ever increasing share of the expense. But, if you're a good range operator, you'll put a lot of that money back into better than average range balls and other range equipment. We certainly do, and we keep the brushes and mats, and the whole facility, slicked up, generally. We feel this will make them come and practice more and be better satisfied while doing it."

Turning to the personal side, Jerry feels "There's something about a golf professional's vocation that most golfers seldom consider. He ordinarily works six days a week, and from eight to twelve hours a day, and every weekend, the year round. (Like everyone else, he'd love to be off weekends). In fact, I remember when we first opened here, we were short-handed and were coming in at 6 a.m. and staying until about 6:30 or 7 p.m. And we did this seven days a week for about two months. I merely cite it to show that any golf professional worthy of his name always puts his responsibilities to his players first, whether they're members or pay a fee." □



When a "hole-in-one" was just as tough to get as now—

SKINNER *was there!*

An ace is one of the few things in golf that hasn't changed—it's still just about impossible to get. No one knows exactly what the chances are—but the World Almanac figured the odds at 8,606 to 1 based on 20 years of play in an annual tournament. However, there is hope. In 1962, Dr. Joe Boydstone sank three holes-in-one in a single nine-hole round at Bakersfield, California. Skinner won't do much for your back-swing—but it will for your course. We make quality irrigation products and have for over 70 years. Please write us, we'd like to tell you about them. The Skinner Irrigation Company, 415 Water Street, Troy, Ohio 45373.



**the oldest name in
irrigation equipment**

For more information circle number 134 on card

Fertilizer—how much? Continued from page 38

soil is well aggregated. When non-capillary pore space is limited then air is necessarily limited also and this implies a shortage of oxygen in the soil. Aggregation of soil particles is a function of the kinds of cations present and it depends also upon cultivation or the maintenance of good tilth. Because the ability of a grower to cultivate the soil under turf is limited, adequate supplies of calcium and magnesium become particularly important in the maintenance of a crumb-like soil structure under a turf cover.

Soil texture and structure, you can see, affect the answer to the question—How much fertilizer?

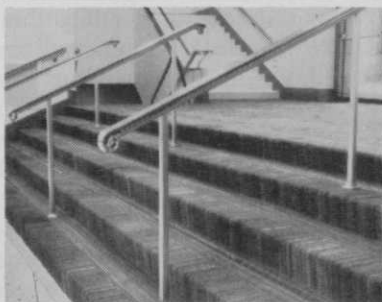
When we consider all the rather complicated interrelationships of plant needs, soil effects, and fertilizer characteristics, we find that there is no positive answer that can be given to the question of 'how much'. We must establish the following as our aim: to supply the plant, at a steady rate, the nutrient elements it needs for efficient growth consistent with our use of it. Note that we have not said maximum growth. Maximum growth may be completely unsuitable for our needs. We must determine what the needs of the plant are. We have some ideas about the needs of turf plants, but definitive research is required to establish these needs more precisely.

Each grower must determine the characteristics of his own soil as these characteristics pertain to the nutrient holding and supplying power.

A PRACTICAL APPROACH

The grower of turf seldom can choose his soil. He uses the variety of grass suited to his geographic area and his need, and he often finds himself restricted in the use of adequate fertilizer by budget considerations. Nevertheless, he must carry on and adjust his program to his needs as well as possible. A few rules stated rather briefly and simply should keep a superintendent out of serious trouble.

1. In a sandy soil, apply nutrients frequently and in small amounts.
2. In heavier soils, applications may be spaced at greater intervals.
3. With a readily available nitrogen fertilizer, apply lightly and frequently. With a slowly available nitrogen fertilizer, interval may be increased. In either case, and in rules one and two above, study production of clippings and turf quality. Adjust rates and frequency accordingly.
4. Depend upon soil tests to guide you in keeping soil reaction near neutral. Tests also are reliable indicators of the soil supply of potassium, magnesium, calcium, phosphorus, and sulfur.
5. Learn as much as possible about fertilizers. No other management tool available can do more to determine the quality of your turf. □



**GUARANTEED THREE YEARS AGAINST ALL TRAFFIC!
HANDSOME, LASTING FLOORCOVERING
ECONOMICAL TO INSTALL—MAINTAIN**

FUTURUS GOLF CLUB CARPETILE



Check FUTURUS with ALL others:

- ☐ Absolutely SAFE and SKIDPROOF—wet or dry.
- ☐ HIGHLY RESISTANT to heavy spike shoe traffic.
- ☐ Women's spiked heels DO NOT penetrate its surface.
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- ☐ STAIRWAYS—Safest, Most Durable of All.

Made from selected nylon cord heavy duty tires—buffed to chenille-like finish. Strips $\frac{3}{8}$ " thick are bound to glasscloth impervious to moisture... then cut to 12"x12" tiles. Used successfully throughout the country for other recreational and commercial purposes.

For further information, prices—and USER-PROOF of FUTURUS Carpetile service satisfaction—write:

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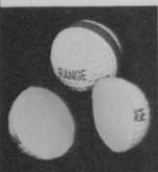
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WRITE IN FOR 1968 CATALOG

WITTEK GOLF RANGE



SUPPLY CO., INC.
3650 Avondale
Chicago, Ill. 60618

Color in the shop

Continued from page 41

trast, for example, may highlight one spot, but make observation of the whole difficult.

16 Background makes a difference in the appearance of color either pertaining to the merchandise itself or to the printed sales message on a colored card. Gray against black, for example, will have a seemingly different shade than when presented against a white background.

17 Bright colors always appear brighter on a dark background and dark colors appear still darker on a light background. This is important to keep in mind when creating display cards as well as other forms of advertising using color itself.

18 Also worth noting is the fact that the human eye cannot focus red and blue at the same time to form one image. This occurs because as blue rays of light enter the eye they bend sharply and are focused at a point in front of the retina. Red rays are bent less and focus at a point behind the blue.

19 Color is enjoyed by everyone. If the use of color involves a small extra cost, balance this added value against the expense. In most instances, the worth of using color will more than off-set the sum involved.

20 Tints, tones and shades of the same color work well together. Red, for example, harmonizes with pink, maroon and rose. Often, use of these tints, tones or shades can be more effective than settling on contrasting colors to create a merchandising effect.

21 Hundreds of tests have shown people like blue best of all the basic colors, and, therefore, its value to create the pleasant reaction should never be overlooked. Next, in order, are red, green, violet, orange and yellow.

22 Want excitement from the customer as a reaction to the merchandise or promotional effort? Most people see red and red-orange as supplying this emotion.

23 Does the merchandise call for a peaceful and subdued reaction on the part of the customer to make a purchase? Blue and blue-violet are the colors which supply this.

Finally, color can very much affect other senses. The "looks-good-enough-to-eat" colors are bright red, orange, a soft yellow and clear green and tans. Appealing to the sense of smell are pink, lavender, pale yellow and pale green. Relating to the sense of touch, red is hot and blue is cold.

Check your color merchandising now. A more effective setup could push you from "in the red" to "in the black" or hypo your sales volume many times over what it is. □

Trees do more

Continued from page 48

colored stakes, posts, ropes and chains? Add some brightly colored vines such as bougainvillea or Carolina jasmine to the fence, and you have a fine introduction to the course.

Some golf architects do an outstanding job of blending the traps into carefully contoured greens, and, yet, it seems without a frame.

To the back of the greens, such foliage as the evergreen pear, oleanders, bottlebush, Jerusalem thorn and Palo Verde could be planted to provide a beautiful backdrop.

Some public or semi-public course owners may criticize the pear or oleander as too dense and possibly slow playing, but private course players, familiar with their distances, would not complain. If a course looks forward to large galleries, however, other methods of framing should be investigated.

There is an old saying in horse racing, "There are horses for courses." The same can apply to the landscape architect and golf courses. Owners should seek the best architect and weigh his advice.

It doesn't make any difference how green the fairways, tees and greens are, or how white the sand traps are, or how blue the ponds or lakes are, if you don't have trees and shrubbery. If you have trees, which have color, then you have a better course and one much easier to sell to the members. □