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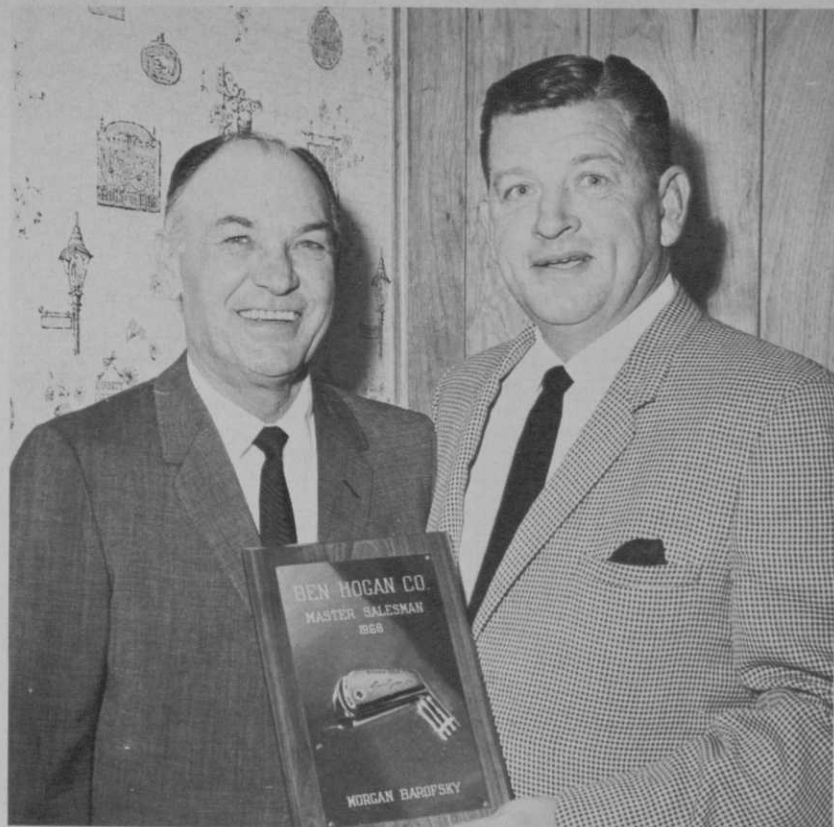
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Ben Hogan (left), chairman of the board of the AMF/Ben Hogan Company, presents the company's fifth annual Master Salesman Award to Morgan Barofsky, Walnut Creek, Calif. It is the second time in a row that Mr. Barofsky has won the trophy.

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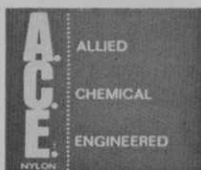
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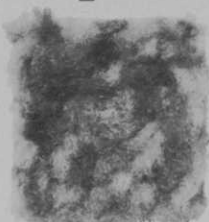
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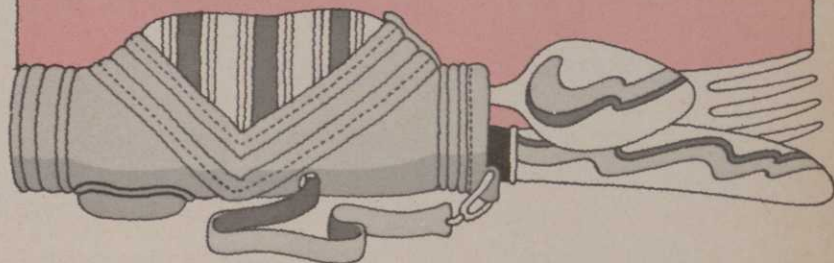
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For more information circle number 217 on card

Julius Boros' favorite dish ...



By Armand Boros

This recipe makes 20 cabbages and will serve eight to 10 people, though Mrs. Boros says Julius will eat about eight by himself. Can be served alone, with breaded veal cutlet or fried chicken.

HUNGARIAN STUFFED CABBAGE

- 1 pound ground beef
- 1 pound ground pork
- Hungarian paprika (regular paprika will do)
- 5 medium-size onions
- 2 green peppers
- Salt
- Pepper
- 1/4 pound butter
- 1 cup uncooked rice
- Large can sauerkraut (1 pound, 12 ounce size)
- Large can whole tomatoes (1 pound, 12 ounce size)

In frying pan, saute in the butter onions and peppers which have been finely chopped. Add 4 to 5 heaping tablespoons Hungarian paprika; salt and pepper to taste (average, 2 teaspoons salt and 3 teaspoons pepper).

While mixture is simmering, cut the center from a large head of cabbage and simmer in boiling water five minutes. Cut off leaves.

Mix in meat and rice into saute mixture.

Take small handful of meat and roll in cabbage leaf. Roll from large end down to soft end, poking in loose ends with fingers.

In a large pot, gently mix sauerkraut and whole tomatoes. Add one cup water, mix and simmer.

Place cabbage leaves on top, add 2 cups water or enough to cover tops of cabbages. Simmer 4 to 5 hours.

Serve with gravy on top.

This is the beginning of a series of recipes which will highlight well-known pros' favorite dishes. You can give additional push to your menus and you may want to offer it as a special or select menu at a special price.

CMAA: Highlights of the conference

This year's 42nd annual Club Managers' conference was marked by education, technology and hospitality

By Jerry Marlatt

The 42nd Annual Conference of the Club Managers Assn. of America is now history. Just as past conferences that have been hosted by the Texas Lone Star Chapter have become memorable, so too has the recent one in Dallas. Activities began as early as Sunday, February 9th and continued until the following Sunday.

Sunday, February 9th, marked the CMAA board of directors meeting and luncheon, and the staggering attendance which was to mark this year's affair began. Although the snowstorm delayed travelers from New England, New York and the Eastern seaboard, the delay was only temporary; before the week was over the attendance had approached that of Los Angeles and Philadelphia in recent years.

Following the day-long board meeting on Sunday, the board of directors and their wives attended a mini-dinner, hosted by Helen Corbitt, food director of the Nieman-Marcus Company. The dinner, not very mini, began with a unique and refreshing yogurt and cucumber cold soup and continued with a delightful array of hors d'oeuvres. It was climaxed by an assortment of calorie-laden pastries and flambé peaches. Long before the conference was sched-

uled to begin, this writer had reached his climactic point, for I have been a long-time admirer and devotee of the Corbitt writings and recipes.

February 10 was dedicated to the golfers at the Brookhaven CC, but registration continued at its record pace and many disappointed golfers attended such events as the National Club Assn. board of directors breakfast meeting, the club management institute committee meeting, the NCA annual meeting, the C.M.I. committee luncheon, the NCA membership luncheon and the NCA board of directors meeting. The day was pleasant on the golf course and, reportedly, some 200 persons enjoyed the delightful weather and beautiful surroundings of Brookhaven. In the evening the entire group was welcomed by the Texas Lone Star Chapter at a "Howdy" reception.

Tuesday, the 11th, was another fun and activity-filled day and the conference had not even begun! Registration continued as delayed planes arrived from the East and late-comers jammed the registration areas. On this day the CMAA certification committee meeting was held and presided over by Thomas McGuffey, CCM chairman. That morning, the Idea Fair

opened and contained well over 100 entries. Entries had been swelled by the Southern California chapters holding their own Idea Fair within the chapter and sending the ideas onto the conference. Also, with the added incentive of becoming a member of the S.A.C. Judging Team on their 10,000-mile jet junket, many managers had taken the time and effort to present the best possible entries. (Editor's note: The 1969 Idea Fair was won by the author.)

In the evening, a delightful treat for both husbands and wives was attending a preview of the Nieman-Marcus annual fashion award show. During this entertaining and enlightening evening some of the latest fashions were presented. Also, we met the designers who were to receive the N-M awards. A bevy of beautiful models presented the fashions and among them were some of the socially prominent women of the Dallas community. Most of the women sat in awed rapture, while the men held onto their wallets until the moment when one of the most famous fashion personalities was shown in a \$25 outfit. Only then did the men breathe a sigh of relief.

On Wednesday, February 12,

Continued on page 68



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PARDON ME, BUT YOUR MENU IS SHOWING

*"With mere good intentions,
hell is proverbially paved."*

By Jerry Marlatt

Manager, The Northmoor CC
Highland Park, Illinois

The busy manager often realizes that he should create a change in his menu, but often something prevents him from doing so at the time he is made most aware of the problem. During a lull in your operations, take a long, hard, analytical look at your menu. After doing this, why not do something about it. (We are only talking now about the printed—breakfast, luncheon, sandwich list, a la carte or wine selection menu—not the daily menu, insert or flyer, which will be discussed later.)

First, look at your club's statement of dining room policy, which is better known as the menu. Your menu might be regarded as your as well as the club's calling card. How often does a guest request a souvenir menu to take back to his club or manager? What is the first thing a visiting manager asks for when he makes a visit to your club? How often do you think menus from your club are discussed at board meetings at other clubs?

Like a calling card, a menu should be neat, clean and easy to read. It must in some way reflect the personality of the club and its food service. Even if you want to get an extra month's use from the menu cover, even if the breakfast waitress forgot to wipe it off, even if that new girl in the office cannot spell, you should

still prevent this problem because the menu could fall into the hands of the persons we have previously mentioned. I do not think it is necessary to dwell on this point to any greater degree, but do check this area as you analyze the other factors.

Next, note how old the menu is. It could have been printed that morning and still be 10 years

old. Have you just been reprinting it year after year with only a change in the color of the stock or ink? Try to determine when the menu was created. With the rapid rise in food costs, you might find it economical to throw out these 5,000 menus you have in the storage cabinet and print up new ones, if only to change the price structure to better reflect



today's restaurant prices.

If you can pinpoint when your menu was created, you will then know the length of time your members have had to look at the same items, wording and prices. Just as you may grow tired of seeing the same billboard on the expressway, the unchanging commercials on television or that old housecoat your wife has been wearing since you came back from your honeymoon, your members may have grown tired of your menu. If those billboards, commercials or that housecoat irk you, then think of how a member feels each time he gets your menu thrust in front of him.

I once visited a manager, noted the excellent variety of luncheon items he presented on his menu and complimented him. His reply was to the effect, "Hell, my members order in the parking lot!" He explained that regard-

less of how much variety he presented, how often he changed and the efforts he placed into the menu, his members still ordered the same items day after day. In fact, he went on to explain, in spite of his excellent menu, most of his lunch diners ordered, "A hamburger, medium."

If this presents a problem at your club, first place yourself in the position of the member and try to understand why this happens.

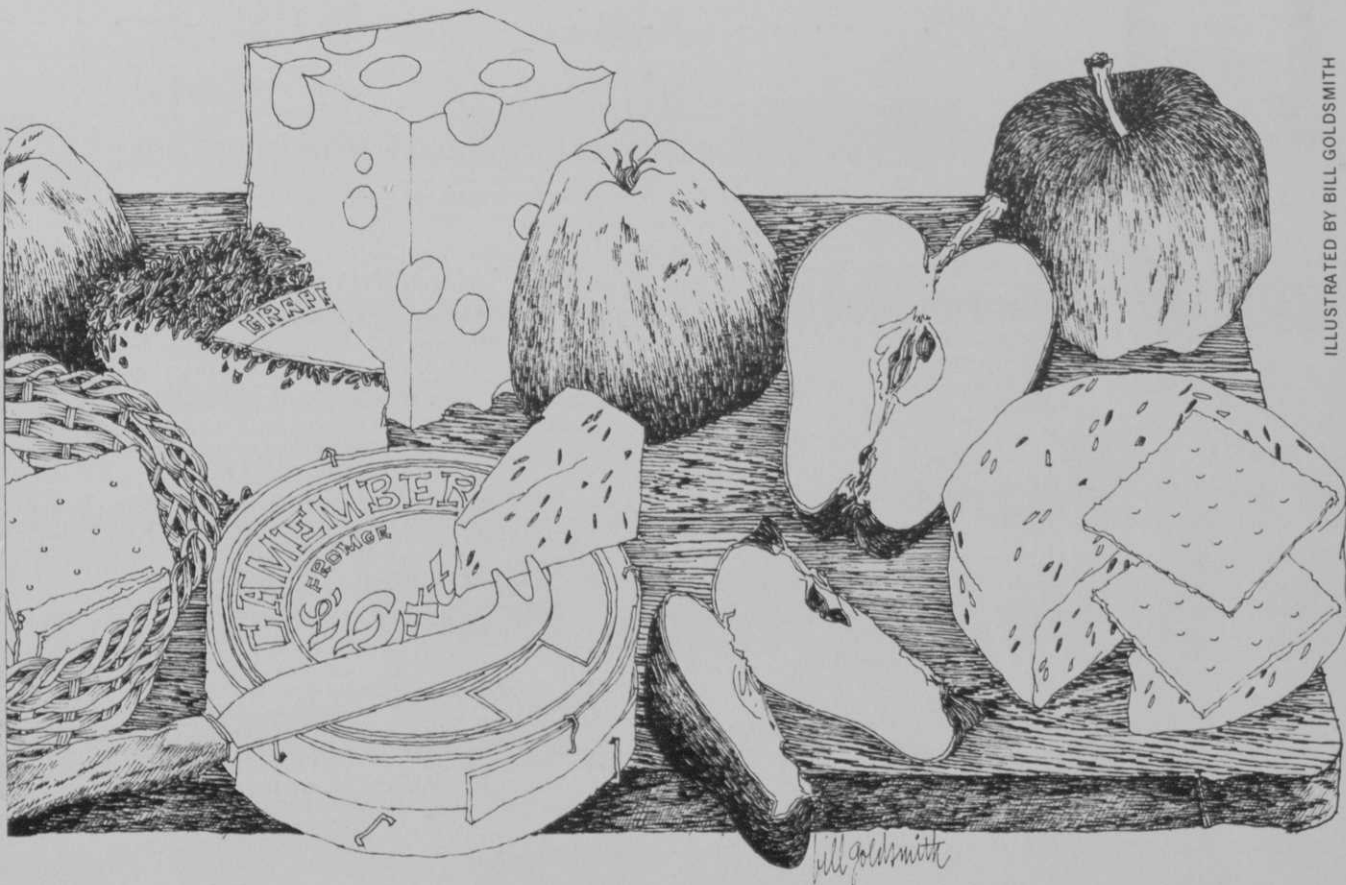
1. *Confidence.* The member must first have confidence in the items you put on the menu, before he will try new or varied dishes. If he has been burned once, don't expect him to want to be burned again. If you do not make a dish well, with excellent ingredients, and present it in an attractive way, then don't put it on the menu.

2. *Tried and true.* If your kitchen staff can prepare well: fried

chicken, baked ham, roast beef and broiled steaks, you would be better off to list only those than to attempt emulating the Four Seasons, Imperial House or Ondines in your menu presentation. Some menus show only that you possess adequate funds in your printing budget, a French dictionary and the ability to run an adding machine.

3. *Food warranty.* Your members desire more than a menu. At today's prices your members are making an investment in the selection of menu items you present to them. Your menu becomes an implied warranty, stating in effect: "Careful thought has gone into the selection of these items. We use only the best ingredients that pricing will allow and we utilize the best skills and talents of our kitchen staff. And a most careful inspection has been made

Continued



ILLUSTRATED BY BILL GOLDSMITH

Your menu is showing

Continued

before these items were delivered to you. If after receiving this merchandise our products are not all that we have expressed them to be, you are invited to return them and we will either make the necessary repairs or refund the purchase price." You would expect a warranty from an appliance, but think in terms of a \$6.95 sirloin steak! Many good food operators don't give a written warranty to their customers, but every reputable food establishment lives up to this unwritten guarantee.

4. *Truthful advertising.* Most food manufacturers maintain rigid labeling standards of their products. Ingredients must be listed, and more agencies than the Food and Drug Administration have an interest in the sale and promotion of food products. Rigid rules and regulations govern not only the labels, the ingredients, the method

of presentation, but even how and what can be said in the advertising of these products. What would happen if truth in advertising became a law in menu making?

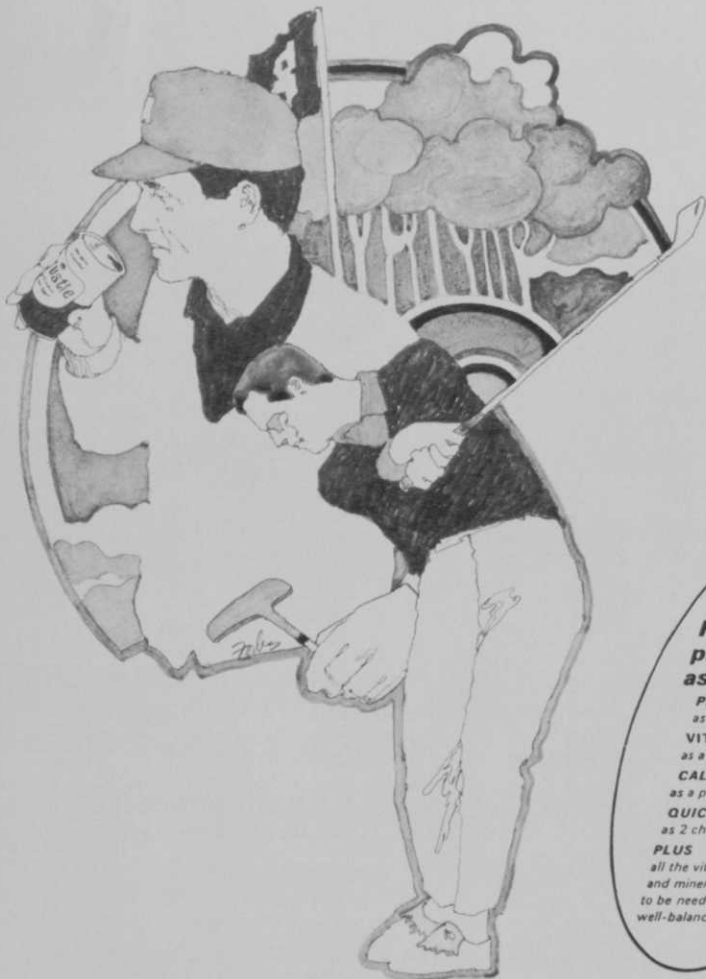
No longer could Bleu cheese, for which some persons charge extra, be passed off as Roquefort dressing. The 16-ounce U.S. prime steaks would have to have grading stamps visible to the diner, and that stuff, which is labeled whipped cream, just might have to be called "chilled, vegetable topping." Therefore, when making up your menu, be truthful with your members.

For example, if you serve a special dressing, associated only with your club, label it: Our Chef's Dressing or the XYZ Club Dressing. Should you secure a special cut of meat from your local butcher, which your members enjoy, label it: the ABC Club Steak. But unless it is, never indicate it as New York cut, strip sirloin steak. I must also

caution some of you that just because you have a copy of Larousse's "Gastronomique" or an Escoffier cookbook, do not attempt to place these dishes on your menu unless you have the culinary staff to back them up. Try them, test them, and if you can produce them, then use them on flyers rather than on your printed menu. While today's chef or baker may be able to prepare such items, who knows what can happen tomorrow.

Time Magazine recently carried an excellent article on menus and how some establishments have gone to great lengths to add descriptive phrasing to menu construction. Some clubs, attempting to imitate competitors, have tried this approach.

When I hear phrases such as Finger Lickin' chicken; Tenderloin; beef, a la Emile Swinford or Red Eye gravy, I just do not know what the menu maker might be saying. Although Rock Salt Encrusted standing ribs or native Colorado beef, Fin Herbers



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For more information circle number 236 on card

and Au Jus sound beautiful, I always wonder if there is any roast beef on the menu.

In a club menu, these kinds of adjectives should be kept to a minimum. However, you can still present a fine menu if a uniform system such as the following is used.

1. *Preparation method*: roasted, baked, sauteed, deep fried, broiled, stewed; in short, "How did you cook it?"

2. *Major ingredients*: prime ribs of beef, breast of chicken, Rocky Mountain trout, Chincoteague oysters, tenderloin of beef, pot roast; or to be brief, "What was it made from?"

3. *Additions*: bernaise sauce, poached egg, rasher of bacon, melted butter or julienne of vegetables. Again, "What is added to it after you have cooked it?"

4. *Garnishes*: au jus, orange glac'e, almondine, tartar sauce, mushroom cap or broiled tomato should be added, if they are important. I think here you are actually saying: "How is it going to look?"

5. *Other*: You should give more information to the member, if important. Dis-jointed, en casserole, sliced, creamed or marinated will inform your diners of something that is necessary.

Even though I stress simplicity in descriptions, if a menu carries an item such as: breast of chicken, en casserole Embassy Club, a short explanation below it is in order. This will give your member some idea of the dish, how it was prepared, what ingredients and what cooking methods were used.

Keep the language and verbiage to a minimum; it will eliminate confusion, misunderstanding and disappointments.

MENU CONSTRUCTION

We are not going to go into great detail about constructing a menu, what kind of items should be included or the rules of menu making. I would like to stimulate your imagination about your menu by asking a question or two.

1. *Breakfast menu*. Does your menu have a complete breakfast at a set price? Having a complete breakfast will result in higher

check averages and eliminate the "Gimme a sweet roll and cup of coffee" member. You have to stimulate his interest or you will attract the ordering-in-the-parking-lot member.

Do you have a hot cereal breakfast during the colder months? Is coffee (all they can drink) contained in your menu price? Nothing is more irritating to a member than finding an extra charge for a second or third cup of coffee. Include it in your price, and if they drink less, aren't you ahead?

Do you have a men's grill-type potato on your breakfast menu? Do you have hash brown or cottage fried or some other type of hearty potato for the early morning golfer who wants to skip lunch?

2. *Luncheon menu*. Does it contain eggs in some manner? Breakfast is not being served, yet your guest may have risen late. What about those dishes a man may never get at home: braised ox tails, corned beef and cabbage, roladen of beef, home-made chili, liver and onions and fricasse of chicken? We mention some hearty men's grill-type food, but do you have something for the dieter? My club has a "Fat Boy Special," consisting of eight ounces of prime, lean chopped steak; four ounces of large curd cottage cheese; half a can of peaches, plus three pieces of Rye Krisp. A daily special of one diet item has proven successful with my members. Why not try it?

Desserts at luncheon can be successful if they are aimed at the calorie conscious member. Try fresh berries, grapefruit baked Alaska, prune whip and low calorie ice creams and sauces.

3. *Dinner menu*. What about the man or woman who has been to a large luncheon and now accompanies his respective mate to the club for dinner? Do you have something interesting for the light eater? Try this one: Hamburger Henry VIII, consisting of eight ounces of prime, chopped beef to which one ounce of red wine has been added. Broil, and when almost done, put crumbled Roquefort or Bleu cheese on top. Garnish with juli-

Continued

Menu ideas

Here are simple menu ideas which I have seen in various clubs during my travels.

COSMOS CLUB Washington, D.C.

On the menu was listed a cheese board. Four or five types of cheeses were presented on a large wooden cutting board. It was accompanied by apple wedges and an assortment of Bents water, Euphrates and various type crackers. Who could resist such an item?

EVANSTON GOLF CLUB Skokie, Ill.

A sandwich Smorgasbord was presented on a large silver tray at luncheon. Ready-to-serve, one selected from six types of sandwiches. If two persons wanted the same kind of sandwich, it took only a minute to bring another one from the kitchen.

SOANGETAHA CC Decatur, Ill.

Frank Kern, the manager, presented a delightful substitute for potatoes, which also combated the high cost of wild rice. He uses brown rice, to which he adds pecan halves which have been sauteed in butter and a little salt. Delicious!

NORTHMOOR CC Highland Park, Ill.

I mentioned grapefruit baked Alaska previously. Segment a juicy grapefruit half; chill, add a small scoop of lime sherbet in the center and top with meringue. Brown in a hot broiler and serve immediately.

If you have any ideas similar to the ones in this article, send them to GOLFDOM Magazine, 235 East 45th Street, New York, N.Y. 10017, and we will reprint them. Write them on your club stationery or send us a copy of your menu.

Your menu is showing

Continued

enne style onion rings which have been french fried.

Again, at dinner try those dishes that the wife doesn't make any more as specials. But also try to have a club special on the same night of the week, each week. If a member wants Hungarian beef

goulash, the way you make it at the club, he knows he can get it any Thursday night. If you like New England boiled dinners, however, a member has to be there on Tuesday night to get it.

Desserts can include the ice creams, sherberts, sundaes and those items you carry every day. Flyers can contain such items as cinnamon baked apple, old-fashioned rice or bread pudding and

apple pie with Parmesan cheese in the crust. More dessert sales will occur, however, and more will power can be fought by using a dessert table. Put the desserts where members can see them as they enter the dining room. Let guests cut their own portions and then sit back and see how many desserts you can sell.

We have dwelt on some segments of the menu in this article which are intended only as a stimulant to you if you are thinking of changing your menu. Excellent books on menu making are available through your trade associations, university publishers and local book stores. □



A Bally Walk-In... center of the growing change in the modern kitchen. Today's mass-feeding techniques emphasize the need for more food prepared faster... better use of available space... greater operating efficiency. Bally has pioneered a new design concept of prefab walk-ins that fully meets these urgent requirements.

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There's an evolution in the kitchen



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Waste compactor

Tubar Waste Systems makes the Tubar Pak waste compactor, available in a one-half cubic yard capacity unit. The unit automatically compacts refuse with a pressure of 23,000 pounds and is driven by a 3hp engine. It is 88 inches long, 56½ inches wide and 31 inches wide. It weighs 1,200 pounds. Also available are the Tubartainer, a reuseable haul-away metal container which can hold up to 45 cubic yards of compacted refuse, and trashcards and dumpers.

Circle No. 116 on reader service card

Display case



The Columbus Show Case Company has a decorated cake display case, model C-9630, which features a silver-colored frame made of aluminum. The case is 5-feet high and has an unobstructed display section 28 inches square and 40½ inches high. The front, top and sides are clear glass, as are the frameless sliding rear doors.

Circle No. 117 on reader service card

MAY IS NATIONAL MENTAL HEALTH MONTH



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CMAA: Highlights

Continued from page 66

registration continued right up until the noon hour, but at 9:00 a.m. president Joseph Donoghue was on hand to officially open the 42nd Annual Conference. Perhaps the highlight of the morning session was the speech by Don Fuller, whose "Transitions in Management" held the audience to a point of hearing the proverbial pin drop. Mr. Fuller, the author of "Manage or Be Managed," gave a penetrating review of proven management techniques.

Mr. Fuller's talk was followed by a reception for the men, while the women dined at the famous old Adolphus Hotel and enjoyed a musical program. At 12:30 the Traditional Opening Luncheon was held and it featured Dr. Robert Beck, dean of the Hotel School at Cornell University, who spoke on "Operation Break-through."

In the afternoon, Don Fuller returned again, for a "shirtsleeve session" in which he explored and explained "How to Reduce the Risk in Decision Making." Mr. Fuller gave a most thorough and complete lesson in the essentials for making a decision and how their effects can be plotted on a curve. At this "shirtsleeve session," we individually analyzed previously-made decisions. Correct decisions were confirmed; while poor ones had their errors pinpointed. Through all this, a most valuable and much needed decision-making tool became available to the managers.

In the evening, we were treated to a progressive party at the Colonial and Ridglea country clubs in Fort Worth. Traveling by bus, we were then hosted by Gino Marazzi at Ridglea and Vergal Bourland at Colonial for a cocktails at one and dinner at the others.

Thursday, February 13, was another day of education and activity. Beginning at 8:00 a.m. with the Cornell Hotel School breakfast, the morning also contained the first and second educational seminars. Later, a reception was held followed at 12:30 p.m. by the Allied Associations lun-

cheon. Here the Professional Golfers' Assn. and Golf Course Superintendents Assn. were honored, as well as the winners of the awards for the best-run officers and NCO clubs in the Strategic Air Command. Luncheon was followed by the third and fourth educational seminars.

At 5:30 p.m. buses began departing for the Northpark Shopping Center and attendees departed for Ye Hosts Square Club and the Ex-Club Meetings. Later in the evening, many of the famed dining places of Dallas were filled with the conferees as they searched out cuisine of their choice.

Friday, February 14th was marked by the country club roundtable in the morning, which was moderated by George Wetmore, CCM, and co-moderated by Ken Emerson of the NCA.

From the morning until early evening, one of the highlights of the conference was presented at the Training Aids Center. L.T. "Bud" Hall, CCM, and G.V. "Jerry" Marlatt, CCM, were in charge. Here were to be found samples of some of the best staff training aids available. Here are some of the things which were on hand for perusal by the attending managers.

First was the Sight and Sound Program. Contained within this were a "Travelogue of Menu Ideas" which consisted of many slides from many clubs featuring ideas for buffets, entrees, salads and desserts. All were contained within a travel type presentation and attendees went from "coast to coast" in their pursuits of menu ideas. Slides and the recipes of the foods shown are available from the Club Managers Assn. of America at a nominal price.

A Theatre of Films with sound color films of such subjects as: "Curling" from the Exmoor CC, Highland Park, Ill.; "King of Clubs" depicting the Pinehurst CC, Denver, Colo.; "The Commodore Cruise" at the Los Angeles Yacht Club, and films from the National Aeronautical and Space Administration concerning the "Returns From Space" and two outstanding Peter Drucker management films.

An exhibit of phonograph records was also presented in this section and included such items as: "Speak Well," "How to Prepare a Perfect Dinner Party," "Wines" and "Effective Communications." They reflected the available recorded training aids, which the "do-it-yourself manager" can utilize in his training programs.

Employee Training Aids were effectively displayed with the Fairchild 400 and Technicolor 1000 machines utilizing materials from National Educational Media, Inc., in cooperation with the Culinary Arts Department of the Los Angeles Trade-Technical College. These short films, (approximately six to eight minutes) can be used at any time and in practically any location. This Professional Food Preparation and Service program series is unique in the culinary field and encompasses on cartridge-type film many subjects. Some 22 films are now available through the Club Managers Assn. of America's national office and 30 more are being prepared as of this moment.

Included in the Educational and Technology Exhibit was the Success Motivation Program. This was a cassette tape series covering several areas of the club executive field. It utilizes the repetitive learning process and has been designed by experts in the motivational sciences. Topics include: "Executive Motivation," "Dynamics of Personal Motivation," "Dynamics of Supervision," "Blueprint for Success" and "Motivation and Sales Training" and are now available through the CMAA and its Educational Services Department. Here, too, can be purchased at a special price the cassette tape recorder, which is the newest in communication and learning devices for the club manager.

Additional educational and technological materials were on hand and the conference attendees were able to see the Mid-Management Workshop display with available materials for planning a seminar for mid-management employees.

Always of interest, and espec-

Continued on page 92



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LITERATURE

"The New 1969 Golfer's Almanac" by Charlie Bartlett, edited by Michael Bartlett, Bantam Books, is the book that the late Charlie Bartlett, brilliant and beloved golf writer, had been planning and working on for years. Any golfer, amateur or pro, who can read books without a lot of pictures and who wants to know what the score is for golf up through 1968 will like this book.

Bartlett was the secretary-treasurer of the Golf Writers Assn. of America since its establishment, and was a good reason why the writers won the respect of players and promoters of tournaments, pro and amateur. He reflected brightly the character of golf writers which has made them the sports writers most intimately and trustingly associated with their readers. For many years Bartlett was golf writer for the Chicago Tribune under sports editors who directed and supported him into becoming the world's most active and best informed golf writer.

This Bartlett book, which will become an annual, has a round-up of main pro and amateur events of the previous year, records of major tournaments back further than any locker-room argument goes, some of the most informative interviews that ever let golfers know what's been going on, features about distinctive golf courses and golf architecture, women's aspects of golf, the greatest calendar-almanac of golf history ever published, classics of golf writing, selections from the printed lessons of Tommy Armour, king of the instructors; and other contemporaneous and reference material of lively interest.

Mike Bartlett did a swell job in packing together this entertaining collection of his father's material.

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