

the National Association will not be built upon shifting sand, but upon the rock of Sincerity, the purpose which endures.

A CHAIRMAN of a Green committee asks us if we know of a greenkeeper who "doesn't know it all." We know of a lot of 'em. The best greenkeepers in the country admit they don't know it all. However, as the chairman in question was appointed last year, it might be a good idea for him to secure the services of a greenkeeper who knows considerable, at any rate. *Note: See "The Skipper of the Green," on preceding page.*

IN contrast, another Green committee chairman of several years' experience, claims that a really good greenkeeper is worth an extra salary paid out of his own (the chairman's) pocket. This is irregular, probably unknown, but at least is not unthought of by chairmen who realize how much of their own time and effort is saved through having on a golf course a man who knows his job. Page about four thousand such chairmen,

please! Not because of the extra salary, but because of their good common sense.

TWO new appointments on the Executive committee are before us, Mr. W. DuBie, to represent the Association in the Kansas City District, and Mr. H. Hawkins, representing the Association in Canada. Mr. DuBie is greenkeeper on a course privately owned by J. J. Lynn, in Kansas City, and Mr. Hawkins is in charge of the course of the Lakeview Country Club, Port Credit, Ontario.

#### FIRST EXECUTIVE COMMITTEE MEETING

The first meeting of the Executive committee of the Association will be held on Saturday, February 5, at the Hotel Winton, Cleveland, Ohio. This meeting is held for the purpose of preparing the program of the coming Annual Meeting at the Hotel Sherman, Chicago, on March 26. Suggestions from all members and prospective members are in order, and should be mailed *without delay* to the office of the Association, 407 Caxton Building, Cleveland, Ohio. Let's hear from you! Put on a Special Delivery stamp!

## The Club Manager and the Greenkeeper

Address by G. A. FARLEY

At Annual Meeting, National Association of Club Managers, Chicago, January 26, 1927

THERE are many words of fewer letters in the English language, but none that hold a stronger meaning in the world of business than "co-operation" and "organization."

Present day golf clubs are distinctly business organizations. No longer do members view with resignation red figures on the balance sheet. Assessments made on the membership are becoming more unpopular every year, and golf club officials are now applying in their management methods which have proved successful in their daily business life.

Without a carefully selected and smoothly working organization a golf club operates no more satisfactorily than does a manufacturing plant with a high percentage of labor turnover. The payroll represents the largest single item of expense on the books, and close co-operation between individuals and departments is necessary if this expense is to be justified by results. Where there are constant changes in the working personnel, this affects the management of a golf club much as wheel slippage affects fairway turf.

In the present day field of Golf, the club manager

means one of two things. He is either a clubhouse manager, or a general manager. If the manager of the clubhouse only, his relations with the greenkeeper are simply those of common courtesy, with occasional necessity for co-operation. Ordinarily this co-operation demands more of the greenkeeper than it does of the clubhouse manager, as it usually relates to the care of the clubhouse grounds. But if the club manager is a general manager, ordinarily he is expected to act for all committees, and his interest is just as much in the course itself as it is in the management of the clubhouse.

The value of a general manager to a golf club is enhanced by a good knowledge of practical greenkeeping. In developing himself for a position as general manager, the club manager should by all means include in his curriculum a study of the profession of greenkeeping. Without it, he is not in a position to make suggestions or criticisms for the chairman of the Green committee. Neither can he possibly understand and co-operate with the greenkeeper in the many emergencies which present themselves in golf course maintenance.

If the general manager is to meet the chairman of the



Green committee and the greenkeeper on their own ground, he must have a good knowledge of how to maintain a golf course. Otherwise he is always at a disadvantage with them, and no general manager should be at a disadvantage through ignorance of the matters involved in any department under his charge.

While the women members of a golf club offer a general manager opportunities to introduce innovations at the clubhouse when they entertain, (and his efforts on their behalf are fully appreciated) the manager should never forget that the man of the family pays the bills, and he is more interested in a good game of golf than he is in any social activity at the clubhouse.

Mutual respect between the general manager and the greenkeeper is inspired by a mutual knowledge of green-keeping problems. In order to give the members what they have every right to expect, a beautiful golf turf, maintained at a cost within reason, it naturally follows that an expert greenkeeper is an asset worthy of much respect in the working personnel of a golf club.

Standards of playing excellence vary to a certain extent with the demands of individual members and the appropriation allowed for the maintenance of the course. The general manager should bear in mind that no greenkeeper, however good, can maintain fine turf if he is too greatly hampered by lack of working capital. It has been my experience during the past four years to listen to a number of complaints made by golf club members to the effect that there is too much money spent on the clubhouse and too little on the course. In most cases, the cost of maintaining 18 holes in condition satisfactory to the club members is an individual problem. A good general manager should have this problem pretty well solved by the end of the second season. It is safe to say, however, that there is never much complaint if a little remains of the course maintenance appropriation at the end of the year—and the general manager and the greenkeeper usually feel somewhat better about it if this condition exists.

The fact is undeniable that co-operation between the manager and the greenkeeper strengthens the position of both, and creates an atmosphere of well being that is felt by every playing member. The success of a general manager depends upon the organization he builds up to support his efforts, and the greenkeeper who is expert and a good executive, is the most important member of his organization.

The field in general golf club management is practically new, and a newly appointed general manager will find it to his distinct advantage to gain a clear knowledge of the problems of the greenkeeper, and recognize him as a friend and fellow worker on the road to Success.

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