

I am, and give it to him, so that he can take it home, and let somebody else know it. (Continued laughter.)

CHAIRMAN ALEXANDER: That's a bargain! I just want to say to you, Mr. Marshall, that we do not ask you to spare anything or anybody. Go to it. (Laughter and applause.)

MR. MARSHALL: Thank you, Mr. Chairman.

ADDRESS OF MR. E. J. MARSHALL, INVERNESS CLUB, TOLEDO, OHIO
TOLEDO, OHIO

MR. MARSHALL: I really do not know what to say to you, gentlemen. There is one thing, though, that occurs to me before I start to try to say something, and that is this: When you come to play at Skokie this Summer, play just as the gentleman said, and you will come out all right. Make just so many shots, and you will get there. (Laughter.)

I am very proud to see the Green Section develop as it has, and I can not tell you how gratifying it is to find fifty or sixty men, or one hundred-odd, as there were this morning, who are willing to give up their time to sit down and talk about bugs, and worms, and worm exterminators, and beetles, and fungi, and everything else that goes to make up the work of green keeping.

There is one subject in connection with the work of the United States Golf Association that is engaging our attention, and I would like to talk with you a little while, if I may, on that subject. I refer to the cost of golf. You have read a great deal about it. You have read that no one but a rich man can afford to belong to one of the good golf clubs; that the ordinary fellow, the young fellow who really ought to belong, who really ought to make a player out of himself, can not do it, because he is working for a living, and it is beyond him. One of the aims of the Green Section this coming year, and beyond this year, will be to devise ways and means by which the cost of golf can be reduced. We do not know how we are going to do it. We just know that is what we are trying to do.

I want to talk with you briefly, if I may, as to the means by which that may be accomplished. I would like you all to think about it earnestly. I would like you all, when you do think about it, to contribute something that will be helpful in accomplishing that result. It must be done, because there is so much waste at this time, there is so much extravagance at this time, that common sense dictates that we must get down to earth again, and cut the maintenance of golf courses down where it belongs.

One of the things that we must agree upon among ourselves, and one of the things that we must get the players to agree upon, is what constitutes good maintenance. We must set a standard. What it shall be I do not know, but we must set a standard for maintenance.

Last year at Inverness we spent something like \$21,000 for maintenance alone. When we saw a weed in a bunker, we had a fit, and promptly cut it out. Then when my budget was getting low, and when I was fearful of results, and wanted to stop cutting weeds out of bunkers, and cleaning up, and trimming, Old Man Ross jumped on me and said, "No, you must keep your course up." (Laughter.) When we saw a weed in a green, we sounded a riot call, and cut it out, and we spent \$21,000 for straight maintenance, and nothing else.

I have in my pocket reports from two clubs, one in southern Michigan, and one in southern Ohio, two little nine-hole courses in two little towns, which were maintained, one for \$1,500 and one for \$1,800. Now, the standard lies somewhere between the \$1,500 course and the \$25,000 course, say. Just where it is, as I said before, I do not know.

At Inverness we kept a man busy a great deal of the time trimming up the approaches, running a power mower over the approaches, to keep them as slick and clean and dressy as the greens themselves.

Now, what constitutes proper maintenance? Where is the place to stop? When can you say that the course is right for the game? When is your rough right? That is the thing that we must decide. It may be that Inverness is on the right basis, and \$21,000 a year is the right standard. It may be that something short of that is the standard. I want you to think about it, and make up your minds, and talk among yourselves, and figure out where

the nonsense and extravagance come in; so that when the standard is once set the object of the green-keeper will be to come up to that standard, or as near to that standard as his finances will permit; and to go beyond that standard will be nothing short of wanton extravagance.

Now then, gentlemen, there is another thing I want you to think about in connection with the reduction of the cost of golf, and that is the standardization of accounts and method. As things go now, it is utterly impossible to compare my accounts with the accounts of Mr. Hood, or Mr. Alexander, or anyone else. The bookkeeping is entirely different. The method of reporting costs from the green-keeper to the accountant is entirely different. The accounts are not comparable at all. You pick up the accounts of two railroad companies, or two telephone companies, and you know what they mean, because they are kept according to a fixed standard and system. You know what their depreciation account means. You can translate it; you can see it; you can visualize it. But when you pick up the accounts of two golf clubs, and put them side by side, they do not mean anything.

So one thing that we must come to is a standard system of accounting. There is no reason in God's world why the accounts at Skokie, and at the Detroit Golf Club, and Inverness should not be kept on exactly the same basis, so far as the means are concerned. There is no reason why the whim of a bookkeeper at one place or the other should destroy the value of those figures. So here and there, wherever you can get together, at Chicago, Detroit, St. Louis, and different other centers, where you can get two or three or four clubs to go on a common basis, and compare accounts, I hope that you will consider that, and do it, because it is going to be productive of good results. If your accounts at the end of a year show that your labor figure was \$12,000, and the other fellow's accounts show that his labor cost was \$10,000, if you are on a standard basis, somebody has got to have an alibi, and you want it to be the other fellow. He has got to show the reason why. It may have been that he was afflicted with some sort of calamity, but whatever it was he will have to account for it. He may have gotten a dose of grubs, or brown patch, or God knows what may have been the trouble, but he must have his alibi already, and that performance will tell you who is the professional green-keeper that is worthy of his wages, and who is the amateur green-keeper, who is entitled to respect.

Mr. Hood has been challenged by me to put his accounts on the same basis as mine. I do not know whether he has the courage to do it or not. I do not think he has. (Laughter.)

MR. A. J. HOOD: Absolutely, and I will not be furnishing alibis, either. (Laughter and applause.)

MR. MARSHALL: Now, if the Detroit Golf Club and Inverness go on the same basis for 1922, the same basis of accounting, the figures are going to be interesting. The two courses are not unlike. On the contrary, they are very much alike in construction and in every other way. They are both in good shape, if we do blushing admit it. (Laughter.) On neither course is any great amount of work required, to get it in the very best shape. Mr. Hood is just as proud of his course as I am of Inverness, and anybody can look at either one of them any time he wants to look at them. Now, if we start out this year on the same basis of accounting, and I blow in \$12,000, say, for labor, as I did last year, and he blows in \$8,000 for labor, I will have to furnish an excuse for my showing, because there is not a nickel's worth of difference between the two courses as they stand today. And it does not make the least bit of difference in working out the problem how much money is available. He has available all the money he wants, and I have all I want. The membership can afford it. That has nothing to do with it. The fact that the members can afford it, and the fact that the money is available, is no very good reason why it should be wasted. The mere fact that we have the money to spend is no very good reason why we shou'd maintain our courses on a fancy or extravagant basis, or why we should go above the standard required for good golf.

Now, in conclusion, I simply want to say to you that we are all amateur green-keepers, in the Green Section. There is not one of us who pretends to know very much. If there is somebody who does think he knows something, there are always at least four fellows standing alongside of him, to convince him that he does not know anything. (Laughter.) But by association with each

other, and by the exchange of ideas, and the exposure of our faults, I think it is certain that we are going to achieve good results. We are going to bring down the cost of golf to a point that is sensible, where it will not be necessary for anyone to say that we are excluding the ordinary fellow, the fellow of ordinary means. Then, in our crude, amateurish way, we will be contributing something to the game, and something to the sportsmanship of the game.

Thank you. (Applause.)

CHAIRMAN ALEXANDER: Not very long ago a certain championship match was held at the Minikahda Country Club at Minneapolis. A certain young man, whom we are all proud of, who lives in Chicago, learned how to putt that year; and when we read the headlines the next morning, he was champion. He told me himself that one of the best courses that he ever played on was that particular course.

Now, the president of that club is present here today. He is a student of the game, and he is a student of the physical part of golf, which is the foundation of everything. The physical has got to get under the mental before there is any mentality, as those of you who have large families have no doubt observed. (Laughter.)

I want you to listen for a moment to Senator William F. Brooks, President of Minikahda. (Applause.)

REMARKS OF MR. WILLIAM F. BROOKS, PRESIDENT, MINIKAHDA CLUB, MINNEAPOLIS

MR. BROOKS: You all probably noticed the Chairman of the meeting come over and whisper to me a moment ago. What he said was, "Are you really a senator, or is it a joke?" I said, "It is somewhat of a joke; I am a state senator." (Laughter.)

Your Chairman alluded to the championship, the national open championship, which was played on the Minikahda course in 1906. As you probably remember, Mr. Evans won that year. At noon on Saturday, when he went out to play the last thirty-six holes, I said to him, "Chick, if you win today, I will go to Merion to see you play the national amateur"—and I did. In that same year he also won, as you know, the amateur championship of the United States.

Now, during the discussion this morning there was one matter that was touched on which I think is of great importance to the promotion of the work of the Green Section of the United States Golf Association. That is this: In every club there are a lot of good fellows. They are good golfers, and they are good companions, and the club membership feels like honoring them, and they elect them to the board of governors of the club, and they put them on committees. In many instances those men are busy with their business affairs, and when they come out to the golf course they want to spend their time having a good time playing golf. Now, I maintain that a golf club, as golf clubs exist today, is a business organization, doing a large amount of business, and serving a large number of men who want good service.

I think that every man who becomes an officer or director, or member of a committee, of any golf club, should understandingly and knowingly, before he accepts that position, decide that he is going to serve. The statement was made this morning by Mr. Piper that in many instances literature is sent out from the Washington office, and no reply is received. Now, the only manner in which the Green Section can serve the members is through the individual information which it receives from the members of the various clubs. That information is practical information. It is information on which all our decisions and recommendations must be based.

Now, I want to suggest that probably every man in this room is a chairman, or at least a member of a Green Committee. When he goes back home he should say to the official of the club who receives the mail matter for the club, be it the secretary, or whoever it may be, that he wants to see the mail matter; and then when a questionnaire comes in, or when any inquiry comes in, when anyone is asking for information, if the members of that club, and likewise the members of the various clubs, will just give the Green Section their unqualified support and assistance, it will do more to solve the problems that we are facing than anything else that can be done.

I have particularly in mind the questionnaire which was sent out here some time ago, in regard to power mowers. The great majority of clubs did not