



# NEWS LETTER

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*BETTER MANAGEMENT TO HELP BALANCE  
REDUCED BUDGETS*

*JULY MEETING*

*TREASURER'S REPORT*

*TURF WEEDS*

*HOW PLANTS GROW*

*CALL THEM DOWN — BUT KEEP  
THEIR FRIENDSHIP*

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**JULY**

**1933**

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GUY C. WEST ..... Editor  
312 Mt. Pleasant St., Fall River, Mass.

HOWARD D. FARRANT Business Mgr.  
132 Russert Rd., West Roxbury, Mass.

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### A FEW THOUGHTS ON THE PRACTICING OF BETTER MANAGEMENT, TO HELP BALANCE REDUCED BUDGETS.

By Arthur W. MacLean, Greenkeeper,  
Brattleboro C. C.

(paper read at Amherst Conference,  
1933)

With reduced budgets being talked of everywhere, not only talked of, but here in reality, I believe it is time for every Greenkeeper or Manager to do some serious thinking. No doubt most have. But I have in mind the thinking of just what our positions mean, then the carrying on from there.

I like to think of a greenkeeper as a Manager, for to me, that is actually what he is. I find a Manager defined as being a director, an economist. We all know what an economist is, and know that economy is the careful or judicious use of money. From that we can see that we, being managers, spending someone else's money, must at all times practice economy by being extremely cautious as to how we do that spending.

Being careful or cautious to me not only means that I have so many dollars to be spent judiciously, but also means that after spending it I must have a complete record of just where that money has been used, also a record of what has been accomplished by that spending.

As a Greenkeeper or Manager of a golf course I would have the first by keeping cost records showing the amount spent on each item of maintenance, and percent of total budget expended on areas such as greens, fairways, rough, etc. and the second could be had by having records showing at just what standard different areas, such

as greens, had been maintained, also a fair estimate of total course standard.

As soon as that budget has to be reduced, I believe it is then, more than ever, the duty of a Greenkeeper or Manager to realize what his position means, and in practicing economy by trying to maintain his course with less money, he should consider four things; namely, amount spent last year, standard of course last year, amount now to be spent, and standard now to be maintained. In doing this he should realize that he must try to balance this year's reduced budget and standard with last year's budget and standard. I say this, for if he only considers amount now to be spent and cuts here and there or anywhere with no thought of retaining his standard, I do not think he can strike a balance. True enough he may get by with just spending the smaller amount, but we should be after a balance, and if this year's standard is forgotten, one item will not balance the other.

There is certainly a limit as to how much any budget can be reduced and still have these items balance. But no Greenkeeper or Manager should say this limit has been reached until he has conscientiously searched his own and other managers' minds to see if it is not possible that previously during good times he may have been spending a little recklessly by not paying any too much attention to the fundamentals of the management side of his position.

I am of the opinion that if many of us will be honest with ourselves and those for whom we work by studying this problem of better management, we will in a good many cases be able to better it. And in every instance when we question ourselves to see if we can get this or that done more quickly and better by better management and find the answer to be yes, then we have definitely found a way to add dollars and cents to our reduced budget in a balancing way, and all that remains to be done to actually add them is to put the new and better way into operation.

I am now going to touch upon a few items about which I believe it will be worth while to question ourselves.

As the largest percent of any budget is paid out for labor, this should be considered first, not alone with the thought of reducing wages, but with the thought of—Have I as Manager of this labor been managing it to the best of my ability, thereby getting the most from it?

The main thing a manager should possess is executive ability. Quoting from the book, "Golf Course Commonsense" by G. Farley: "Getting things done in the management of any business demands executive ability. Green-keeping is far from being an exception to this rule. The greenkeeper may be a better mechanic than he is a carpenter, a better theorist than either, he may know most of the fine points of raising good turf and keeping good greens under trying conditions. However, if his executive ability is not greater than any single accomplishment he possesses he will not be a success as a greenkeeper."

I believe the author of that book has pretty thoroughly summed up the meaning and the necessity of a greenkeeper possessing executive ability and I know that for myself this would be where I would start my questioning as to my management.

Now it may be that in trying to balance our reduced budget by better management, and starting here to check, it will be found that we, having had quite a problem thinking of the condition of turf and other necessary factors around the course, have fallen down somewhat on the executive part of our position, and this can add up into big money more quickly than anything I know of in any business. There are so many things to be considered in getting things done that there may be an excellent chance here to save, and at the least retain the same standard.

To get work done at the least cost and best standard we must first make sure we have help that is capable of doing it. Experienced help around a course adds a great deal to keeping a high standard of maintenance at a lower cost than if frequent changes are made whereby new hands are employed.

Next, we must at all times retain the confidence of these men. We all know that two forces pulling in opposite directions on anything do not tend to move that object in the direction desired; the same holds true of a man working for another and pulling against him, and this will surely happen if that man has not confidence in his Manager.

This might be a good place for me to mention a few things I believe to be important in retaining a man's confidence.

A man to have confidence in me must know that I know my work, not by me

telling him but by showing him; and I know of no better way of showing him than to try and have my management at such a degree of faultlessness that he will have to admit it to himself. Again, he must know that if he plays square with me in his daily tasks I will also play square with him. By this I mean that when that man has done a job well for me it isn't going to hurt me to tell him once in a while that he has; this will not make him lie down, as a good many believe, but will be the means of his striving to please again.

I must also realize that if I have a man working well for me with not only the thought of work in mind but also the thought of advancement, I should help him achieve his goal if possible.

A lot might be said about this but it would take too long, and most of you know about handling men, so I will just say that with all my playing square with help, they must know who the boss is.

We may have slipped some on getting things done in that we haven't planned that work so that a man knows at all times what he is required to do next. This will cause an enormous waste of time in the run of any season, and by changes here we help balance also.

Next we must take into consideration the way we have this work done, this may be found to be faulty; if so, a correction should be immediately considered. There is one course of which I know, where for a number of years the tees were mowed three times a week by two men, each taking four hours a mowing; this meant 24 hours a week, or a cost of \$240 at 50 cents an hour for a season of twenty weeks. Recently the greenkeeper had one man take a tee machine around in a Ford runabout, and by cutting out the long walks between tees, he was able to mow the same area in five hours a mowing, or at a cost of \$150 for a season of 20 weeks. This saving of \$90 was solely accomplished by better management, and I believe a light machine as mentioned can be used to good advantage on a good many courses, for there are a number of operations where a saving may be effected with one.

When considering purchasing of supplies, especially at this time when so many changes in prices are taking place, a good deal may be saved by getting at least three prices from as many differ-



ent concerns. Very fine judgment should be used when purchasing, making sure that the item is absolutely essential, and that it will be adequate after buying.

Next I believe that if a manager of any course will spend some of his time testing his different soils or sending them to be tested, he will be well repaid.

I have in mind for one thing a soil that may not have been tested for a good many years. This soil has only been receiving a nitrogenous fertilizer which has kept the turf looking well, although requiring frequent doses to do so. After testing, it may be found that some other food necessary for plant life is low or lacking, and upon finding this out it may mean the changing of the fertilization program so that it will not be quite so expensive.

Watering greens here in New England proves some seasons to be a very costly operation, and a little checking here may not be in vain. If after a day or night's watering it is found that the soil isn't wet very deep, it surely would pay to spike roll these areas before a watering. The money spent for this will be more than made up for by getting water down where needed with less waterings. Here again, I believe the testing of soils to be very valuable. If, after testing, the soil is found to be a sandy loam containing approximately 60% sand, and is low in organic matter, then we know that this soil is not holding water long and by adding some organic matter it will eventually hold more water and thereby require less waterings.

It may be that some of us have been spending altogether too much money for the use of fungicides, and by giving this some thought while trying to better our management we will learn that by studying the fungus and its workings we will see where different cultural practices may tend to discourage it, and this will go a long way toward making up our reductions.

I could keep on naming places on a course where checking of management might be of benefit, but shall just say that when checking like this in order to balance budgets, no part of the system should be overlooked.

We should in trying to better our management be open-minded toward education. We should not say, "Well, I have had a good many years experience at this game, I guess I know it

all right." That is fine, but in any business, experience less theory, although maybe a little better than theory less experience, can in no way compete with experience plus theory. We here in Massachusetts, and other states as well, have an excellent chance to better our management by studying the theoretical as well as the practical side, and I believe that every man who is interested in his position should if possible avail himself of this reasonable opportunity.

In summing this up I would like to state again my belief in the keeping of accurate cost account records, for then we have some real data with which to make comparisons and an excellent chance by scanning these closely to see if maybe our management isn't a little lax in spots.

I compare members of a course where cost records are not kept with an army without discipline. It is truly said that an army without discipline ceases to become an army, and becomes a mob. I am very much afraid that members of a course without cost records will eventually cease to be just members and become a mob as far as that manager is concerned.

So let us all give this better management to balance idea some honest thought and perhaps accomplish a lot toward it, and toward making our own positions more secure.

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## TURF FIELD DAY AT THE NEW JERSEY AGRICULTURAL EXPERI- MENT STATION

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New Brunswick, New Jersey

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The annual Turf Field Day was held at the New Jersey Agricultural Experiment Station, New Brunswick, N. J. on June 19, 1933. The weather was favorable and a group of approximately 100 inspected the plots in the early afternoon. Each of the several hundred plots were fully labeled, providing visitors with an opportunity to draw their own conclusions regarding the effect of the various treatments. A discussion of the recent results was given on the turf plots by Dr. Howard B. Sprague during the course of the afternoon.

At 6:30 P. M. the group adjourned to the Elks Club in New Brunswick for



a dinner and evening program. Mr. Robert F. Arnott, Chairman of the Green Section of the New Jersey Golf Association and also of the Metropolitan Golf Association, was master of ceremonies. The first address of the evening was by Mr. L. P. Christenson, President of the New Jersey Golf Association, whose subject dealt with economy in golf course management. Other speakers of the evening included Dr. John Monteith, Jr., of the United States Golf Association Green Section, Dr. Edward E. Evaul of the New Jersey State Experiment Station, and Mr. Louis Weiland, representative of the New Jersey Greenkeepers Association. Dr. Howard B. Sprague, Agronomist, in charge of turf investigations at the New Jersey Agricultural Experiment Station, concluded the evening program with a discussion of the proper place of fairway watering in golf course management.

#### JULY MEETING

The July meeting was held at the Tatnuck Country Club, Worcester, Mass. on July 10th. Some fifty members and guests enjoyed the day's program there. The Entertainment Committee provided a demonstration of Locke power mowers, including the Power Putting Green Mower.

The regular 18 hole handicap tournament was held, with the following results:

- 1st gross, E. Masciocchi—75.
- 1st net, H. A. Mosher, 87-20-67.
- 2nd net, H. C. Darling, 86-18-68.
- 3rd net, E. Hansen, 92-24-68.
- 4th net, A. Anderson, 91-22-69.
- 5th net, T. Swanson, 79-9-70.
- Guest prize, Frank Malone, Riverside, 88-20-68.

At the business meeting, Edward Ohlson of the Segregansett Country Club, Taunton, Manuel Braga of the Bristol County Golf Club, Taunton, and John Hartwell of the Salem Country Club, Peabody, were elected to membership.

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The best ball of the day's play was 3-2-3-4-3-3-4-4-3—29, 4-3-3-4-3-3-4-4-4--32—61. The worst ball was 9-7-7-8-6-6-8-8-7-, 13-5-6-8-9-6-8-10-7. Add this up yourself!

We predict some harsh cutting of handicaps following some of these net scores.

A few minutes devoted every meeting to a discussion of the rules would save a lot of the arguments at the 19th hole.

The August meeting will be held at the Belmont Springs Country Club.

### TREASURER'S REPORT

As directed by XIII of the Constitution, I am hereby publishing a list of members in good standing:

R. W. Elder  
R. W. Peckham  
M. J. O'Grady  
J. W. Swanson  
H. D. Farrant  
L. G. Stott  
J. S. Latvis  
A. E. Anderson  
R. F. Robinson  
M. D. Maxwell  
John Shanahan  
T. J. Galvin  
Edwin Hansen  
Christian Hansen  
Alex Ohlsen  
Walter Howe  
E. J. Pyle  
C. E. Treat  
H. D. Hall  
Dennis Hannon  
H. C. Darling  
James McCormack  
James Lawson  
Stephen Hannon  
Patrick Tameo  
F. H. Wilson  
R. T. Granger  
George Vollmer  
Franklin Hammond  
Paul Wanberg  
G. T. Rommell  
Everett Capello

Dennis Crowley  
C. E. Sowerby  
Andrew Tiramani  
William Lindsey  
Simeone Braio  
E. B. Phinney  
Louis Marratto  
Geono Pettazoni  
G. C. West  
O. L. Wendell  
A. R. Wendell  
P. F. Hayden  
A. G. Clark  
E. H. Stevenson  
M. M. Green  
E. A. Masciocchi  
H. B. Cottelle  
J. Johnston  
T. T. Mattus  
P. I. Cassidy  
John Counsell  
E. B. Fuller  
William McBride  
E. B. Pierce  
Thomas O'Leary  
C. T. O'Keefe  
Oscar B. Chapman  
Harold Durkin  
J. R. Hartwell  
Manuel Braga  
Edward Ohlsen  
S. F. Vickery  
R. A. Mitchell  
C. W. Vickery  
A. M. Barney  
M. J. McDonough  
Harold Mosher  
Thomas Brennan  
Earl Polhamus  
James Sullivan

FRANK H. WILSON, JR.,  
Treasurer.

The August meeting will be held at the Belmont Spring Country Club. There will be a warm discussion on "Ants" before lunch, and you should be there to help keep this discussion warm. Charlie Parker's loam baker will also be running all morning, and this will give you all a fine opportunity to see this equipment.

Relative to ants, we understand that all who use thallium sulphate should exercise much care with its use, and try a little before going very far with this material. The Green Section advise, "Regarding the control of ants with thallium sulphate, the Department of Agriculture worked with this material some years ago and reported excellent control of ants in houses and buildings. If you wish to use it for control around the walks and roads at the clubhouse and in the club house it is highly recommended and is very effective, but keep it away from vegetation. When we received a report of this some years ago we immediately tried it for the control of ants on turf and have since had to warn against its use on turf. We have found that the thallium sulphate practically sterilized the soil wherever it came in contact. In the case of some areas where we placed it around ant hills the new seedlings would not germinate. We replanted for several seasons and had eventually to change the soil."

The fairway watering system now being installed on the first nine at the Charles River C. C. is nearing completion. We expect to have a story of this system soon!

The Board of Directors met at the Braeburn C. C. on July 14th.

Prices seem to be going up. It is wise to keep an eye on the prices, also on your needs for the balance of the season. Possibly something bought now might save some money from the price a month from now.

The Rhode Island Greenkeepers' Association met at the Gloucester Country Club, Harmony, R. I. on July 17th.

Arthur W. MacLean reports from Brattleboro, Vt. that things are going fine with him, and that he was married on June 24th, and that he and the new Mrs. are now living at 17 Cedar St., Brattleboro.

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## TURF WEEDS

from lecture of Dr. T. E. Odland at R. I. State Course

Common name	Scientific name	Class	Suggested control measures
Chickweed (Common)	Stellaria media	Annual	Rake
Chickweed (Mouse-ear)	Cerastium vulgatum	Perennial	Rake—lead arsenate
Crabgrass (Rough)	Digitaria sanguinalis	Annual	Rake—cut low—sul. ammonia
Crabgrass (Smooth)	Digitaria humifusa, Pers.	Annual	Rake—cut low—sul. ammonia
Dandelion (Common)	Taraxacum officinale	Perennial	Iron sulfate spray
Dandelion (Fall)	Leontodon autumnalis	Perennial	Iron sulfate spray
Plantain (Narrow-leaved)	Plantago lanceolata	Perennial	Iron sulfate spray
Plantain (Broad-leaved)	Plantago major	Perennial	Iron sulfate spray
Yarrow	Achillea millefolium	Perennial	Iron sulfate spray
Pearlwort	Sagina procumbens	Perennial	Iron sulfate spray drainage
Cinquefoil (Common)	Potentilla canadensis	Perennial	Raking—Sulfate ammonia
Heal-All	Prunella vulgaris	Perennial	Iron sulfate
Daisy (Ox-eye)	Chrysanthemum leucanthemum	Perennial	Iron sulfate

Bill Lindsay of the Manchester, (N. H.) C. C. received some weeks ago a fine "unsolicited" letter from Gene Sarazen, who defeated Jesse Guilford in an exhibition match on Bill's course this Summer.

The text of the letter, which speaks for itself, follows:

"It is so seldom that one has the pleasure of playing over a course

which is in perfect condition, that, having had that experience over the Manchester Country Club course, I want to write and let you know how much I enjoyed my game there. You have certainly done a great job from the first tee through to the 18th green. This would be a better world if there were more greenkeepers like you."

## HOW PLANTS GROW

by

L. A. Keegan, Agronomy Specialist

R. I. State College

Plant food as the farmer thinks of it is the food that every plant takes from the soil. This food is either in the soil itself or must be added to the soil in the form of fertilizer. Which-ever way it finds its way into the soil it must be dissolved in water before the plant can use it. Every bit of this food taken in by the plant goes through the roots in water. You see then why it is important to keep the water in a soil constant and also why some materials do not feed the plant quickly as they do not dissolve easily in water.

We think of fertilizer as a bag of stuff bought at the store. For instance a 5-8-7 fertilizer that is used by most farmers has in it plant food to the extent of 5% nitrates, 8% phosphates and 7% potash, all of which are soluble in water.

Just what does each of these materials do for the plant? The nitrates are the most evident to the eye. They make the plant greener and stimulate or make more leaves and tops. If there is too much nitrate the tops will become flabby and weak and more easily attacked by disease. Every soil does not need the same amount of nitrate, especially where manure is used the nitrate should be kept to small amounts.

Phosphate does not show up to the eye as does nitrate. It is very important however. Phosphate makes more vigorous roots especially at the start and it is very necessary for seed production. Therefore any crop which you grow for its fruits should be well supplied with phosphates, also any crop grown for its roots should be well supplied. There is little danger of applying too much phosphate.

Potash also helps make vigorous roots and fruits. It especially aids in the storing of sugar and starch which go to make up potatoes and other crops grown for sale. The legumes particularly like potash. All three materials perform different jobs to make a plant grow. They should all be considered separately for each different soil. Learn to know just what each will do for you. The only sure way is to try them your-

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self on the different crops that you grow.

If leafy crops such as lettuce, cabbage, spinach, etc., are grown, nitrogen is the important one with enough of the others to keep the crop from going soft and flabby too quickly.

Phosphates are particularly apt to be low where manure has been used for many years. Also as a general rule phosphates are low in this territory. While nitrogen is used up every year it is possible to build up a supply of phosphate in the soil.

Potash is most apt to be low in sandy soils. Heavy soils usually are fairly well supplied with this food. It is also important to remember that manure is deficient or very low in phosphate.

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### CALL 'EM DOWN—BUT KEEP THEIR FRIENDSHIP

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If we were asked to name the quality most needed by business executives, and most infrequently met with among them, we would, without a moment's hesitation, answer "sympathy".

Not the mushy kind that overlooks the faults of employees to spare their feelings. That, in the strict sense, isn't sympathy at all. It's muddle-headedness. True sympathy has one's subordinate's ultimate welfare in view and never overlooks a proven fault. But in correcting that fault it doesn't use brass knuckles. It follows a slap on the wrist with a pat on the back, so to speak.

"Your trouble is, old man, that you're always too anxious to be technically right and not nearly anxious enough to be anything more. In this case you did your own part of the job and took good care to have your records prove that fact. But the really good operator recognizes the additional fact that he must provide so far as possible against the slips of others, when others have a part in the job in hand, for there's always a fair chance that some of the others will slip if he doesn't, and that the company will suffer as a consequence.

"That sort of man thinks more of the company's interest than of his own and instead of being content to do his part and then cover himself against criticism, tries to put tactful safeguards right down the line so that everybody else will do his job as well. If you can learn

to do your work in that spirit you have a real future here. If not, you won't fit into our scheme of things for we know too well, from bitter experience, how much damage selfish individualists can do to an organization like ours. And though I say it in the friendliest possible spirit and strictly for your good, that's precisely what you are today. Snap out of it, Wilson, old man. You're too good stuff, fundamentally, to let your career be wrecked by a weakness like that".

The employee who listens to that sort of talk has no illusions as to what it means. "Broaden out or quit" is what it tells him in plain English, but it also tells him that the Company wants him to broaden out and stay, and proposes—by pointing out his weakness in clear language—to help him overcome it if he can. It puts down his boss as his friend and well wisher as well as his critic and sends him back to the job corrected but not humiliated, thoughtful but not sullen.

And if some six months later he is told "Wilson, old man, you've never shown a trace of that old one-man-band obsession since I jumped you about it last June. Fine work—and I appreciate it" his worth to the business is just about doubled. He has corrected his fault, improved his morale, become a hearty booster for his boss and learned a weighty lesson in the art of handling men.

Tragically enough it's almost never done. The average executive is either too lazy to labor with his men in that spirit or lacks the moral courage to face them with their faults as these develop. He lets them ride along until bad habits are so fixed that there's nothing left to do but turn them loose.

The damage is prodigious. Men poorly trained and without first class references are turned adrift to hunt up new connections. Organizations are disrupted by turnover and damaged in morale because each man let go has friends who think he's been ill-treated. And, because their personnel is thus neglected in its training most of the employees they keep are always below par as to efficiency.

Hiring men entails the obligation of helping them to grow. Employers who ignore it are the ones who suffer most from its neglect.

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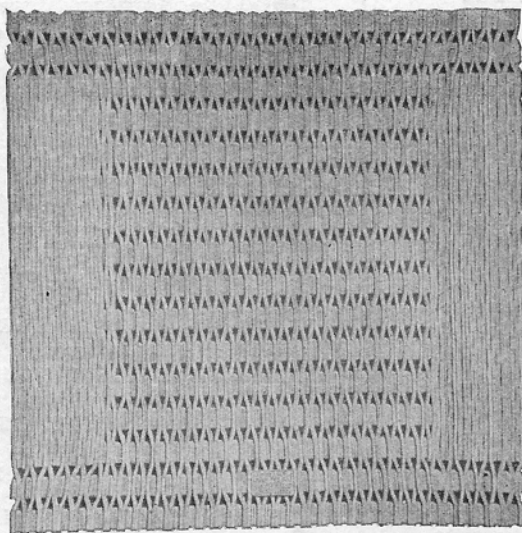
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# *A New and Better* GOLF MAT

**D**URABLE GOLF MATS are five feet square and one inch thick, built of long strips of laminated rubberized cotton fabric, which are woven on rust resisting spring steel wire rods. The strips are alternately spaced apart with shorter lengths of the same rubberized material.

The cotton fabric threads run vertically through the mat, thereby insuring a pleasant resiliency and an unusually long wearing quality. Rain or shine, DURABLE GOLF MATS retain those features.

On two side edges of the mat the strips are woven into more solid fields about 12 inches wide and 40 inches long, with appropriate spacers dividing the strips so tee-pins can easily be pushed into the mat. The two solid fields enable both right and left handed players to tee-off.



The firm yet resilient material is so woven as to prevent slipping, wet or dry, thus perfecting the stance.

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Mat is easily serviced and handled. Provides minimum upkeep and maximum wearing economy.

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Mat always lies flat. Will not creep nor crawl. Is weather proof—outwears all other mats. Never becomes glazed nor hard.

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The two solid fields permit both right and left handed driving.

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Mats are reversible, providing four different driving tees.

**Standard Size Mat:—5 feet square by 1 inch thick.**

Now used by: Brookline Municipal Golf Course, Brookline, Mass.  
Pinewood Country Club, Saxonville, Mass.  
Wellesley Country Club, Wellesley Hills, Mass.  
Wildwood Golf Club, Natick, Mass.  
Municipal Golf Course, Worcester, Mass.  
Morey Pearl's Famous Golf Grounds, Weymouth, Mass.

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**WEST NEWTON, MASS.**