

USGA®

Green Section RECORD



Green Section Award

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Cover Photo:

Dr. William H. Daniel,
USGA Green Section
1984 Award Recipient.

1984 GREEN SECTION EDUCATION CONFERENCE

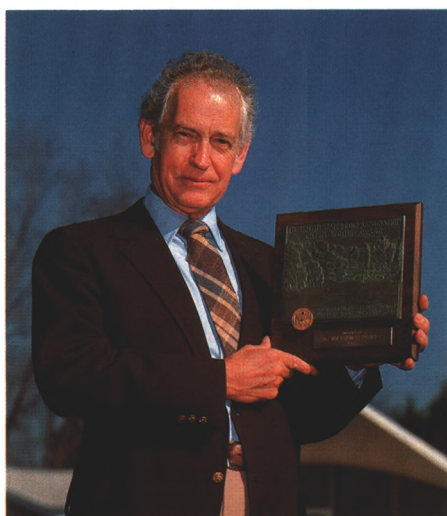
Dr. William H. Daniel, USGA Green Section 1984 Award Recipient

DR. WILLIAM H. DANIEL, Professor of Agronomy at Purdue University, received the 1984 USGA Green Section Award for service to golf through work with turfgrass.

"My career as a worker in turfgrass science has covered 34 exciting years, and I am honored to be the recipient of the Green Section's 1984 Award and to join the distinguished group of those who have received it before me."

Dr. Daniel received the Award from James R. Hand, President of the USGA, and George M. Bard, of Rolling Meadows, Illinois, Chairman of the Green Section Award Committee. The presentation was made on February 2, 1984, before 1,800 people attending the Golf Course Superintendents Association of America Annual Banquet Dinner, at the MGM Grand Hotel, in Las Vegas, Nevada. The Green Section's Educational Conference was conducted earlier in the day and also attracted a record number of over 800 superintendents and club officials. For the fourth consecutive year, the Green Section Program was held in conjunction with and at the invitation of the GCSAA's International Turfgrass Conference and Show.

Dr. Daniel has been responsible for the development or improvement of many agronomic practices, programs and products. His investigations into the use of calcium arsonate for the control of *Poa annua*, the use of electric soil warming devices, development of pre-emergent crabgrass controls, introduction of soil conditioners for porous rootzones, the introduction of Sodco bluegrass, Evansville bentgrass, and Midwest zoysiagrass are but a few of his



Dr. William H. Daniel

George M. Bard, Green Section Committee Chairman, opens the 1984 Education Program for the USGA Green Section, Las Vegas, Nevada.



contributions. He gained worldwide fame as the inventor of Prescription Athletic Turf (PAT) systems, which are widely used today on university and professional football and baseball fields.

Many believe, however, that he made his greatest contribution to turfgrass management as an educator. His agronomy courses at Purdue and his supervision of graduate students are legend. He has assisted more than 200 students to find employment in the turf management field. Equally important has been his long-time service as executive secretary of the Midwest Regional Turf Foundation and the coordinator of the annual Midwest Regional Turf Conference. He has even found time to write the book *Turf Management Handbook* and many extension leaflets on lawn care.

Born in Sparkman, Arkansas, Dr. Daniel earned a bachelor of arts degree from Ouchita College, in 1941. In 1947 he was awarded a bachelor of science degree in agriculture from the University of Arkansas. He then enrolled at Michigan State University and, by 1950, received both his master's and doctoral degrees in soil science. He began his turfgrass management career in 1950 as an assistant professor at Purdue University. Over the years he has been recognized by many organizations for his contributions and service to science. He has been a member of the USGA Green Section Committee since 1954.

In presenting the Green Section Award, the USGA wishes to identify, celebrate, and hold up for emulation individuals who exemplify outstanding dedication to golf through their work with turfgrass. Dr. Daniel greatly honors the Award.

Fresh from the Drawing Board

by **WILLIAM H. BENGEYFIELD**
National Director, USGA Green Section

IN THE ART of growing grass for golf courses, we're on the threshold of a new era! Within the next decade, scientists in turfgrass research are going to provide us with new tools and new implements and send the science, art, and business of turfgrass management into the 21st century.

To be successful in business, any individual or organization must believe in something larger than itself. To the golf course superintendent, this means a belief in the worthiness of his work, the social value of his profession, the GCSAA as his organization, and in his direct contribution to the game itself. To those in the Green Section, it means great satisfaction in learning, teaching, consulting, and field research and thereby also contributing to golf. We have a common bond between us. Together, we are contributing to the game and to the people who play it.

This common bond between the Golf Course Superintendents Association of America and the USGA Green Section has grown in recent years, perhaps

much more than ever before! The stature and deserved recognition of the Golf Course Superintendent is now established. As a true professional (many now hold Bachelor of Science or advanced university degrees), the golf superintendent directs the expenditure of hundreds of thousands of dollars yearly, and he is responsible for his golf club's major asset — the golf course itself. As a professional, the superintendent recognizes the need and value of an experienced and unbiased information source such as the USGA Green Section's representative in his area. In this highly diverse and ever-changing field, sound consultation is as important to his professional success as it is to engineers, lawyers, doctors, and other technical businessmen.

The Green Section has been a leader in turfgrass advances since 1921. From the beginning it has pioneered new eras in disease and weed controls (2,4-D is an example), early new grasses (Merion bluegrass, U-3 bermudagrass, and Meyer zoysiagrass are examples), the Turf

Advisory Service (the only one of its kind in the world), the Green Section Specifications, the Stimpmeter, and the golf shoe studies.

AND NOW another new era, the development of minimal maintenance turfgrasses for golf has arrived. Through the guidance and experience of the Green Section's Turfgrass Research Committee, a long-range research plan has evolved. Beginning this year, plans have been drawn for development of a computer base Turfgrass Research and Information Library; the breeding of improved and lower-maintenance zoysiagrasses, native grasses, bentgrasses, bermudagrasses, and even *Poa annua*, and cultural studies in lower-cost management practices. The research will be done at universities throughout the country. To begin the program, \$332,000 has been allocated by the USGA Executive Committee for 1984 alone. Overall, at least a 10-year commitment is anticipated for the study. Soon you will learn how you, the golf course superintendent,

The Turfgrass Research Committee: Dr. Paul Rieke, James Prusa, George M. Bard, Dr. James Watson, James Moncrief, Dr. Marvin H. Ferguson, William H. Bengeyfield and Charles Smith.





(Top) Row planting of zoysiagrass — to improve the state of the art.

(Above) The flowering seeds of Buffalograss.

may contribute and be a part of this essential undertaking. (See "Golf Keeps America Beautiful," by Bob Russell, in this issue.)

The intent of this program and the Green Section is to support research that will substantially reduce water use and maintenance costs on golf courses. It is our intent to encourage young turf scientists and superintendents to become leaders in their field. Historically, golf has maintained a leadership role in the development of improved turfgrasses and turf management practices. Many of these advances have been pioneered by the Green Section and have had a far-reaching impact on golf as well as on all other turfgrass uses — home lawns, parks, school grounds, highway shoulders, and many more. The entire industry has been advanced.

While other organizations in golf and in the turfgrass world will have their own interests to serve, representatives of those organizations and institutions are asked to embrace the spirit of cooperation that the USGA Green Section and the GCSAA are attempting to promote, and that, together, we will work cooperatively and understandingly.

Business Tips for the Golf Course Superintendent

A PANEL DISCUSSION

Budgeting and Purchasing

IMPORTANT FACTORS IN THE BUSINESS OF GOLF COURSE MANAGEMENT

by **BRUCE R. WILLIAMS**,
Superintendent,
Bob-O'Link Golf Club, Illinois

IBELIEVE WE CAN assume that the majority of American golf course superintendents share equal levels of agronomic skills. It is apparent that the number of highly qualified turf managers in this country is increasing each year with better education and training, but if we are all good turf managers, then what qualifies an individual to be an outstanding golf course superintendent? I believe the answer lies in greater competence in managerial and business skills. In every part of the United States, the most sought-after jobs, the best-maintained golf courses, and, naturally, the highest salaries are going to the superintendent who has skills above and beyond turfgrass management. These business skills include:

1. Personnel Management
2. Public/Labor Relations
3. Budgeting/Purchasing/Accounting
4. Basic Contract Law
5. Public Speaking
6. Business Management

Budgeting and purchasing are important elements in the business of golf course management. Each year as the superintendent prepares his budget for maintenance and improvement of the



Charles "Bud" White, Panel Moderator, looks on as Superintendent Bruce R. Williams opens the panel discussion.

golf course, four basic principles in budget preparation should be followed:

1. A Budget Should Be Based on Long-Range Plans

In long-range planning, look at the condition of the golf course, evaluate what you have, where you want to be, and what it will take to get there.

2. A Budget Should Be Based on a Stated Objective

A stated objective should be written in the foreword of a budget. It should define the level of excellence a club desires. If you want a top conditioned golf course, state that fact and prepare the budget accordingly. If you want an average golf course, state that fact and prepare a budget and maintenance program with moderation. It is important to realize that, on a scale of 1 to 10, playing conditions of 10 cannot be achieved with a budget rating of 6.

3. A Budget Should Fit into the Fiscal Guidelines of the Total Club Picture

In most cases, the golf course is only one part of the total club budget. Be aware of all the income and expenses of your club. All departments must work together to achieve the standards desired by the membership.

4. A Budget Should Be Consistent with Other Comparable Clubs in Your Area

It is difficult if not impossible to compare budgets, but club members try to do it all of the time. Open the lines of communication and discuss your golf course as a business.

Once the needs of your golf course are established and converted into a financial forecast of dollars and cents, the next step in the budgeting process is the presentation.

Hiring Practices

by JAMES T. SNOW

Director, Northeastern Region, USGA Green Section

1. Be Prepared

Know your budget so that you can answer any questions intelligently and confidently.

2. Neatness

Your budget should be typewritten so that it can be easily read. A copy should be sent to the necessary members for examination prior to the date of presentation. Use visual aids, slides, charts, graphs, blueprints, etc., to explain items in the budget.

3. Personal Appearance

When you are presenting a budget, show your members that you are a businessman in the way you dress.

A good golf course superintendent should be able to stay within 2 percent of his forecasted budget, weather conditions permitting. Labor continues to be the single largest expenditure in golf course maintenance, followed by the purchase of chemicals, materials, parts, and expendable supplies.

By prudent purchasing of these items, we can save our golf courses thousands of dollars each year. It is our job to get the proper materials, to do the proper job, for the best possible price.

The following guidelines will assist you in obtaining the best price:

1. Using past records and current research results, develop a program for the coming year and forecast the types and amounts of material you will need.

2. Be aware of early order and early payment discounts. Be sure that your payments fit into the cash flow of the club.

3. Compare prices. Buy only reputable products from reputable distributors. Send out a list of materials you need and let the distributors quote you a price. Prices for identical products may vary a great deal between distributors and you should be constantly alert to this fact.

Shop around! Spend your club's money as if it were your own! Add to your foundation of agronomic skills and manage your golf course like a business — it is one.

For further help in budget preparation, refer to *The Budget Process on A Golf Course*, available from the Golf Course Superintendents Association of America, Lawrence, Kansas.

HOW OFTEN the statement has been made, "a supervisor is only as good as the people he has working for him." How true it is! We all know of golf courses with small crews that seem to accomplish more than other courses with crews twice the size.

While much of the success of a maintenance program rests on the ability of the golf course superintendent to supervise and manage a crew of workers, it is his ability to hire people with ambition and dependability that ultimately makes the difference. Thus, it is to the advantage of the superintendent to develop a sound routine for hiring new workers for his course.

Establishing a Philosophy

One of the first moves is to establish a hiring philosophy. For example, are you looking for a smaller, better paid, more permanent crew, or do you want a

larger, lower paid, mostly seasonal staff? Will turfgrass or college students be a part of your program, or do you want to avoid seasonal turnover by hiring older, more dependable, and consistent workers? Do you want an assistant superintendent? If so, will he (or she) be a turfgrass student or graduate who will move on to a course of his own in a couple of years, or would you prefer a more permanent assistant who is less inclined to become a superintendent himself?

The answers to these questions depend on several factors. Certainly the background, experience and feelings of the superintendent will have much to do with the hiring philosophy. The needs of the club and its willingness and ability to pay a decent wage and provide some benefits will help determine what can be done. The availability of certain labor types, competition from nearby industries for good workers, and the climatic characteristics of a region are other factors that influence hiring practices.

Although there is no single recommended philosophy to take with regard to hiring workers, most superintendents would agree that they would like to be able to provide decent wages and benefits and thereby attract better-quality workers. With maintenance equipment becoming more sophisticated and expensive and with golfers increasing their demands for perfect turf, it is no wonder that superintendents want to hire more dependable people.

Developing a Recruitment Plan

Because wages paid to golf course workers are generally low, resulting in a fairly high turnover rate, many superintendents are always searching for replacements. Rather than starting from scratch each time a new worker must be found, the more successful superintendents have discovered that a well-developed recruitment plan can greatly increase their chances for finding good workers. In other words, they have a system.

The premise behind most plans is quite simple: find and cultivate a potential source of good workers. It is easy enough

The approach taken in hiring new workers...



to obtain job applicants by running an ad in a local newspaper. Obtaining a high percentage of good workers from this source, however, is not always possible. Instead, try to develop a personal working relationship with some individual at each employment source. For example, rather than phoning or sending a rather anonymous announcement to a local high school or college placement office, visit the office yourself and cultivate a friendship with someone there who will then be more interested in your business and more willing to help. Better yet, get to know some of the instructors at the schools. Having worked directly with the students, they will be better able to supply the names of workers with greater than average potential. If these contacts can be made with instructors at colleges with turf-grass management programs, so much the better.

Regardless of the source you are working with, be it a college, a local high school or an employment agency, establishing personal contacts with people who can help is a key to the long-term success of a recruitment plan. Realize that it takes time, and perhaps a little politicking, to develop trusted contacts. As they get to know you better, they become more sympathetic to your cause and more willing to help. If it is a college professor you are hoping to seek assistance from, get to know him as well as you can. Call him on the phone, invite him for lunch, visit with him at meetings, offer to help with his programs if you can. The better he knows you, the better your chances of obtaining good referrals.

Many employers have recruited friends or relatives of present employees on the presumption that they will be similarly motivated. This approach may work very well or turn out to be a disaster, but it is an option that superintendents might consider if the situation is right.

The Interview

As inquiries begin to come in, prospective employees should be asked to fill out an application form. The form should include the standard questions, along with others related to what the job entails on the golf course, such as mechanical ability and equipment operation. You might also ask whether or not the person plays golf. Request references and *check them*.

The face-to-face interview is the most widely accepted and most commonly used method of evaluating potential employees. After applications have been reviewed and references checked, invite



... Can make a big difference!

the several leading candidates for an interview.

The key to the success of any interview is knowing what you're looking for. This is determined by the specific requirements of the job itself, and by considering a less-tangible set of five characteristics which all good workers possess to some degree. They are: 1) a positive attitude, 2) a strong drive, 3) a steady persistence, 4) maturity, and 5) an aptitude for getting along with others. During the course of the interview, try to question the candidate in such a way as to get him to reveal how he measures up to these characteristics.

There are a number of topics that should be discussed during an interview. For example, ask the candidate why he is applying for the job. Discuss his work history, and inquire about the types of experience he has gained from previous

employment. Ask about the specifics of his formal education and training, and investigate his other qualifications. By asking leading questions and being a good listener, you should be able to learn of the candidate's character and potential.

Another objective of the interview is to be sure the applicant understands all that is involved with the job. Let him know the bad points as well as the good. Tell him about the bad weather, sand raking and rotary work, and weekend requirements. Providing an assessment of the negative aspects of the job will help ensure that only the hale and hearty remain for final consideration.

Give the applicant a full rundown of club policy and your own shop rules. Tell him that all new employees serve a probationary period, and that you reserve the right to terminate employment at any time during that period if you feel that things will not work out. Establishing the ground rules during the interview will provide a smoother transition and minimize problems after the person is hired.

After recruiting candidates for the job, reviewing their applications, checking references, and conducting well-planned interviews, you will be in a good position to hire the person who will contribute most to your program. The new employee is then likely to become an asset and contribute to your professional image and club operations.

Lead, Follow or Get Out of the Way

by DONALD E. HEARN

CGCS, Weston Golf Club, Massachusetts

ITHINK WE CAN compare golf course superintendents to the story of Paul Revere. After Paul Revere finished his ride through Lexington and Concord to warn of the approach of the British, everybody said what a great job he had done. But no one mentioned his horse. I'm sure you can imagine how that horse felt; if he could have talked, you can bet the horse would have told Revere just how important that unsung hero was.

So many times, just like Revere's horse, we feel that our efforts aren't appreciated. Most times they aren't. One of the reasons why is because people don't know what it is they're supposed to appreciate. How are people to appreciate something they don't know anything about?

Let them know what it is you do and what your responsibilities are. Tell them about your background and experience in agronomy, horticulture, entomology,



Donald E. Hearn

agrostology, plant pathology, soil science, landscape architecture, construction engineering, business management, public relations, arboriculture, labor relations, and irrigation and equipment management. Give them an idea of your commitment.

Tell them about your responsibilities associated with tennis courts, bowling alleys, squash courts, skeet ranges, ice skating rinks, paddle tennis courts, golf cars, power generating systems, and water supplies.

Let them know when you've represented them before various town or city officials, regulatory bodies and legislative assemblies, and of your efforts to stay abreast of what's happening in your field. Tell them about the educational meetings you've attended. Invite the person to whom you're responsible to come and see what you are all about. Some people on your governing boards think that all you do is water, fertilize, and mow grass. I'll guarantee that some club members think you go South for the winter, after the first snow arrives.

I believe this perception is gradually changing, but it is not changing by osmosis or by accident. It's changing because some superintendents are letting people know about some of the things they do. A lot of us just sit back and complain and hope someone else will carry the ball for us. Don't forget that ultimately you're the one who is responsible for you! Just as an idea has no value unless somebody does something about it, your thoughts and ideas will have no value if you don't do something about them.

LET ME SUGGEST one way of doing something about it. All of us are faced with the reality of constantly changing board members. In some cases new board members are elected for their particular experience in finance or law; in other cases they're elected because their uncle owns a restaurant, or their brother is a chef, or they have won the club championship a number of times, or they represent the senior members, the younger members, the women, etc. We've all heard many different reasons for placing people in policy-making positions. One thing I've noticed, though, is that very few, if any, know what the golf course superintendent really does. Their election to the board gives you an opportunity to educate and help them understand what you're all about.

Prepare a resume and send it to the new board members as they are elected every year. Make a list of your responsibilities. List also your involvement in areas not directly associated with your

day-to-day responsibilities of turfgrass maintenance. Add a brief biography of your key employees. Include their length of service, their hobbies, their involvement and achievements in other fields, such as politics, sports, and volunteer work. This goes a long way toward creating an appreciation of the talent your staff members possess.

Sell yourself! Be innovative! Don't sit back and watch things happen. Take the initiative and make things happen.

I know what I've said today isn't revolutionary. Some of you know it already. There are a lot of different ways to sell yourself, and I have listed only a few, but if only one of those ideas sets a spark, helps you in some way in your position as a golf course superintendent, then I've done my job.

I'm not an expert in personal promotion. Neither do I have anywhere near most of the answers. But I do suggest that, if you will lead by word and deed, others will follow, and those who choose to do neither will get out of the way.

Monitoring the Operations

by **WILLIAM G. BUCHANAN**

Director, Mid-Atlantic Region, USGA Green Section



William G. Buchanan

THE DICTIONARY DEFINES monitoring as "the act of watching, observing, or checking for a special purpose; or, keeping track of, regulating, or being in control of an operation or process." That sounds simple enough. We can all watch, observe, and check different operations. The important thing is for us to benefit from monitoring the operations, implementing what we learn from the monitoring process.

Maintenance of a golf course is a multifaceted operation. To properly monitor the operation, it is essential that the monitor be present. This is the key ingredient. The physical presence of the supervisor will help ensure efficiency in the maintenance operation.

All operations must be observed. How does a crew member get from point A to point B? Is it a circumvental route or a direct one? Is he walking or riding? The efficiency of golf course maintenance

Monitoring takes several forms; communications with staff members is one of them. We have discussed the physical presence of the supervisor. At no time is it more important than in making sure instructions are being carried out properly and efficiently. Radios can save a tremendous amount of time when

Another form of monitoring comes with the use of a daily diary. A number of superintendents record each operation accomplished each day, note any problems, and how the operation may be

Monitoring can take place in a number of ways, but the most important of all are watching, observing, checking, and rechecking. No matter how many computers are developed in the future or how many assistants or other people you have working on the job, the only true way to monitor a golf course maintenance operation is to be there physically and observe for yourself.

A. Industrial Accident
B. Vacation
C. Sick Leave
D. Holiday



The 18th Hole at Broadmoor Golf Club, Seattle, Washington.

Money is Not the Problem

by **JOHN MONSON**
CGCS, Seattle, Washington

FOR PRIVATELY run golf courses at least, the title "Money is Not the Problem" is a bit deceiving. Think about it for a moment; the more you do, the more examples of this phenomenon will come to mind. All too often, decisions are made and projects initiated by committees or directors at private clubs on the basis of a popularity contest rather than good overall planning.

The golf course superintendent, the man in the middle, is held responsible for an expenditure of several hundred thousand dollars annually to produce an attractive, enjoyable, playable surface, but he is not allowed to exercise any degree of control to prevent committees from spending monies on spur-of-the-moment or pet projects. Some superintendents are not even invited to attend committee meetings.

Has the time not come for club directors and committees to recognize that today's golf course superintendent is a

knowledgeable, valuable, and vital member of their team? Basically, he is the man who controls where the game is played. Unfortunately, because the superintendent does not always have exposure or constant contact with the members, club directors and committee members overlook him as a source of information and direction. There is no one else in the club organization with more direct knowledge or expertise in evaluating the mechanics of golf course projects. Money that is spent on the golf course should, therefore, be spent with the recommendation of the golf course superintendent.

Anyone who has been involved with club operations for a period of time will agree that as committees change, so does the direction of the club. Projects are conceived and completed under one regime only to be redone soon after to suit the new power structure. Costs are not given long-range benefit consideration because money is available

without strong guidelines. Money is not the problem! Too much money or the availability of money is the problem. This is especially true when it comes under the control of committees wanting to change the golf course to suit a particular game without considering the overall effect it will have on the game for others, or the golf course itself.

Far too many clubs totally change their green committees annually, if not every two years. There is no continuity in thought except for the golf course superintendent, and his views are seldom sought. Many superintendents take a subservient position when dealing with committees. In reality, they should take a leadership role. Not many corporations could exist with its directors (and department heads) changing every year or two as occurs at most private golf clubs. Because of this constant change, the following four recommendations are offered in regard to the structure of green committees:

1. A minimum 5-year appointment to the green committee. It often takes a year or two to become familiar enough with programs before an understanding and considered decision can be made.

2. Appoint people who are open-minded enough to view all sides of a situation.

3. Avoid having members who are all low- or all high-handicap golfers.

4. The board of directors should appoint a liaison person who also serves on the green committee. This should insure a proper flow of information in both directions.

MONEY IS NOT the problem. What we do with the available money is important. Hopefully, the superintendent's expertise will be recognized, along with his views in the decision-making process toward the most productive long-range goals. The superintendent must rely on the directors and committees to indicate the direction they want to go. When it comes to how to achieve these goals, the superintendent becomes the advisor and the committee becomes the advised. There is no need to reinvent the wheel each time a new committee is formed.

Directors are elected to operate the corporation efficiently. To me, that



John Monson

means hiring competent employees to accomplish established goals. Directors and committees should not get involved in the day-to-day operations of the club. That is exactly what the club is paying its supervisory personnel to do. If the club does not have faith in its department heads (personalities aside), then it would seem best for both parties to consider other arrangements.

One of the professional requirements of a golf course superintendent is to be an effective manager and leader. The superintendent cannot expect club officials to rely on his decisions if he does not continuously deserve their confidence and upgrade his knowledge. The GCSAA Conference, the GCSAA Certification Program, other seminars throughout the year, along with local universities and extension services offer us several opportunities to increase our knowledge. It is up to the professional golf course superintendent to take advantage of them.

I feel that money is usually available, but the direction for spending these funds is not controlled by the superintendent. Too often these monies are wasted on short-term, sometimes social projects and not on long-term golf course improvements. Golf course superintendents must never forget that we are employees of our clubs. But, I believe, we are hired because of our knowledge to direct and advise in the very specialized field of turfgrass management for golf. We are capable and experienced members of the green committee team. We want to fulfill our responsibilities to our committee, the club membership, and to the betterment of all of golf.

I Need A Secretary!

by **DR. DOUGLAS T. HAWES**

Director, Mid-Continent Region, USGA Green Section

I NEED A SECRETARY! I am away from my office 150 working days a year. I have 150 reports, 200 letters, and numerous monthly summaries to be typed.

Golf course superintendents and I, a traveling agronomist, have many things in common. For the most part we dislike being cooped up in an office for any length of time. We often do not give the same value to paper work as our bosses. We are likely to use the need to be out in the field as an excuse to postpone paper work that may be more necessary to the efficient running of our operation than we really appreciate.

A secretary can be helpful in getting that paper work done on time. A secre-

tary can make sure that you receive important telephone messages. A green committee chairman or club president expects to find us within an hour or two. Both of us must be reachable. A good secretary, combined with radio communication, can make that possible for you. A secretary quite often can calm the person on the other end of the line while making sure you get a readable message.

You are a busy man with a budget ranging from \$100,000 to \$500,000 or more. You have reports, letters, and records to keep along with budget calculations and prices to check. Indeed, a good secretary will save an amount of money equal to his or her annual salary

simply by comparative shopping for the best prices for parts, chemicals, fertilizers, and other golf course supplies. You cannot sit in the office all day and at the same time properly do your job. You must be in the field supervising.

I don't believe a secretary has to be a woman; the job could be filled quite nicely by a young student learning the golf course maintenance profession. The student could very easily fill in as a secretary three or four hours every day. This is an excellent way to learn from the paper work involved.

IT MAY BE difficult sometimes to justify hiring a full-time secretary. If this is the case, consider the possibility

that some women in your neighborhood have secretarial experience and would love part-time work. Some superintendents have taken a woman from the crew and used her as a secretary part of the time and as an outside worker the remainder of the time. Others have their wives fill the job part-time, or they use one of the secretaries from the clubhouse staff.

You are being required by the EPA, the IRS, the Water Department, the club accountant, the green committee chairman and many others to keep better records. A secretary can meet these requirements far better than you alone. Furthermore, the personal touch of a secretary in handling telephone calls cannot be overestimated.

Selling management on your needs for a secretary should not be difficult. Management people know the need for secretaries. A secretary will free you from routine tasks and allow you to do a better job of supervising men and making sure the golf course is in top condition at all times. A secretary will allow you more time for public relations work with your golfers, a job critical to your survival. I urge you to sell them on your need.



(Above) Some superintendents have asked a woman on the crew to serve as a part-time secretary and do outside work the rest of the time.

(Below, left) There is nothing like the personal touch of a secretary in handling telephone calls and comparative pricing.

(Below, right) A critical management tool in any operation is good communication.



Who Sets the Standards for Play on Your Golf Course?

by **ROBERT W. OSTERMAN**

CGCS, President GCSAA, Connecticut Golf Course, Connecticut

WHO SETS the standards for your golf course is a subject that evokes the attention, interest, or ire of every golf course superintendent who has been on a job for longer than a week. It causes conflict within the organizations of clubs and daily-fee courses alike. It threatens the future of the game. It is a basic business question of responsibility, authority, and power.

Ben Hogan was once asked by a member of the press what he felt was the most important aspect of his game. He pondered a moment and then responded simply, "The most important part of my game is control." Hogan's analysis is directly applicable to the effective management of a golf course. For, like Hogan's control of his game, the question of setting and maintaining the standards for play on your golf course becomes a question of control.

For the most aggressive amongst us, the question is irrelevant. There is no question about who is in control of the standards of play on our golf courses. Far too many of us loudly respond, "I AM!" But are you really? And if you are, is it really wise to project so obviously that you have this power? Perhaps the most successful superintendents among us go about maintaining the standards of play on their golf courses in a quiet and unassuming manner.

For the weaker golf course manager, the question is irrelevant, because this type of manager long ago gave up control.

Who influences the standards of play on your golf course? The answer is simple if you are the only owner, the only golfer, and the only employee. The more realistic answer is probably that a lot of people do. And because a lot of people become involved in influencing standards of play, the professional golf course manager must call upon all his knowledge, expertise, and people skills to control the standards of play and maintain the integrity of the golf course. Those successful at controlling the stan-

dards serve the game, the golf course, and themselves.

Before we proceed, let us brush up on our management knowledge and clarify our understanding of the three concepts mentioned earlier — responsibility, authority, and power. Are these three concepts synonymous? Clearly they are not, for as a manager, you can hold any one and not necessarily the other two.

Responsibility

You can be held responsible for something even though you have neither the authority nor the power. I'm sure every golf course superintendent can relate to this situation!

A major club tournament is about to take place. The course has been beautifully manicured and prepared. Two days before the tournament begins, the humidity rises sharply, along with the temperature. Then, late that night a hot rain falls.

Suddenly *Pythium* erupts and scars the greens before the superintendent has a chance to take action. Who's responsible? The golf course superintendent! Who had the authority and power to control this? Only God.

Robert W. Osterman, President, GCSAA.



To further amplify this concept of responsibility, let me tell you of another true story. A superintendent was playing the course with his pastor, Father O'Malley. As they played, the good father constantly remarked at what a beautiful day it was, what a lovely and tranquil scene God had provided them that day, the lovely rainfall God had sprinkled the course with the night before, and what vibrant green grass God had created on the golf course. As they finished putting out on the 18th green, the priest was overwhelmed by it all and, as he began to walk up to the clubhouse, he turned to the superintendent and exclaimed how blessed they both were that God had given them such a beautiful course. The superintendent smiled and, as he turned to the golf car, replied, "Beautiful it is, Father, but you should have seen it when God managed it by himself."

Authority

Yes, you can hold the authority for something but not be held responsible or have the power to enforce your authority. Many times this situation applies to a club official. The official is sometimes granted the authority to control the standards of a golf course, yet has no power to implement the standards (after all, the golf course superintendent controls the staff), nor the responsibility if the standards are not implemented (and the superintendent is the most likely one who will be replaced — not the club official).

Power

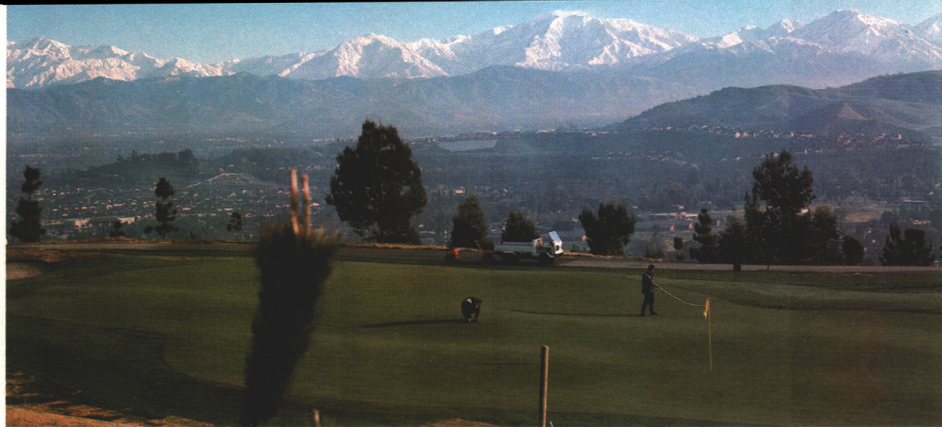
You all know people who have neither responsibility nor authority — but they hold *total* power. If you don't believe me — think about the power of the boss's secretary, or your wife. Try to get a telephone call through to the boss if his secretary doesn't want the call to go through.

Many people believe that knowledge is power. However, knowledge is only an important and necessary part of gaining power. Knowledge helps one



The playing standards found on a country course in the Scottish Highlands (above) . . . differ from those of a golf course on the Oregon coast (below).





If you love the game and care about the course . . .

gain control over the situation. In the case of maintaining the standards of play on a golf course, control is power. It is the golf course superintendent who properly educates himself and understands the intricacies of all the standards of golf play; it is he who is in the best position to assert that control.

What has all of this to do with the question of who sets the standards? It has everything to do with the problem.

All too often, mowing patterns become the product of lazy convenience because mower operators prefer ovals and circles to artful contours that require more work. Who is responsible for this? Who has the authority to change it and who holds the power here?

On some courses, greens become thatchy, slow, and full of grain. Who has the responsibility, authority, and power to change them?

Cup and tee placements become a boring routine for the golfer. What about responsibility, authority, and power here?

When bunkers are not properly raked and out-of-bounds markers are frequently neglected, who holds the responsibility, the authority, and the power?

Who has the responsibility, authority, and power to close the golf course to play or put the golf cars on the paths only?

To all these questions I would like to be able to assure you that the answer is the golf course superintendent. That would be easy and is probably what you were hoping I would say. But easy is not always the way things are in life, nor the way things ought to be.

How do we answer our original question about who sets the standards for play on the golf course? Let's begin by answering, "It is the person who cares." If you don't care, then move your ego aside and let someone else set the standards.

If you love the game and care about the course upon which it is played, the

rest will fall in place. You'll *assume* the responsibility and not wait for it!

The authority to set the standards would be nice. Ideally, the superintendent should have the authority, provided he cares enough to know what is needed.

Knowing what is needed goes beyond a simplistic ability to grow and maintain grass. Knowledge of the kind of golfers you have, their likes and dislikes, their abilities and skill levels is necessary. You also must know something of the Rules of Golf, an understanding of the game, as well as an understanding of golf course design concepts. Most importantly, you must know that you don't know everything — that others can contribute.

Although you may not always have the authority to set standards, you can develop the power to influence the standards: become better educated and more knowledgeable, improve yourself and your abilities, do studies and reports on the standards at your club, and you certainly have the power to lobby the chief authority at your club — the members. Do these things and you will gain greater control and power.

Too often golf courses allow their standards of play to slip. It is then that the golf course superintendent should assert himself. When is the last time you inspected the golf course for proper staking of out-of-bounds and hazards? This is an area of the standards of play that is frequently neglected. Improper marking, or the lack of marking, can lead to problems in playing the game by the Rules. In many cases the golf course superintendent has control of golf course marking.

Another area in setting standards is the location of pin and tee marker positions. Why does it seem that courses are so often set up to be punishingly difficult? Golf is not a game of punishment! It is a game to be enjoyed by people of all ages and abilities. I believe it was Alister MacKenzie who said, "Golf

is a game of pleasurable excitement." MacKenzie, and all the master architects, did not design golf courses to punish people or discourage them from playing. The great courses are designed to provide recreation and challenge. Please, let us give greater consideration and thought to how we regulate the daily setup of our golf courses. And clearly, it is the golf course superintendent who has control and power here.

Simple maintenance practices greatly affect the way a course will play. The golf course superintendent should research, study, and understand what the golf course architect intended. He should be familiar with the philosophies of the architect, because the superintendent can bring out the best of what the golf course architect designed.

Maintenance items as simple as pruning trees can affect the design of the course. For example, trees must be regularly and properly pruned to maintain their shape and impact on the course. The lack of a pruning program can allow the course to become overgrown and play differently. We've all seen examples of courses that have grown away from the design! It is the simple things that count and affect standards of play.

We must not overlook the effect our efforts have on the official rating of the golf course. Over a period of years, simple maintenance practices can make tremendous changes in the overall golf course. This will, of course, cause a change in the rating, and course rating is the key to everyone's handicap.

I feel one must play the game to be able to properly set and maintain the standards of the golf course. Although we may not all be scratch golfers, we must have the perspective of the golfer in mind at all times.

Once proper standards for play are set, only one person has the power to put them in place, the power to maintain the integrity of the golf course, and ultimately the integrity of the game itself. That person is the golf course superintendent. Let us hope that every golf course superintendent will come to recognize this responsibility.

The golf course is never finished! The architect began it and the golf course superintendent dynamically and perpetually carries on the process. It is this continuing process that determines the standards of play. The rewards are personal and the challenges are omnipresent. It is an endless and necessary task.

THE IMAGE GAME

by **BOBBIE GEE**, Speaker/Consultant,
Bobbie Gee Enterprises, Laguna Niguel, California

THERE ARE TWO areas in the business world and the business industry that are often forgotten. Persistence is one of them and personality is the other. You don't have to know very much if you have persistence and personality. You are going to make a killing!

Let me tell you a story that happened to me while I worked at Disneyland. When you are in charge of image development, you have to check on things, look around, and so I did a lot of walking around the Park. One day I noticed that, when I walked by a large group of visiting Japanese businessmen, the noise level would go way up. I looked around to see what it was that Disney had done that caused their excitement. It took me a while to find out that it was my walking by that had caused the particular problem.

On this one day — we all have those days when we wake up in the morning and just don't feel like being an attraction — I just felt like that and didn't want to be another attraction at Disneyland. I was walking around the Pirates of the Caribbean area. Quite a few of you have been there and know the narrow street in New Orleans Square. You also know I am over six feet tall and I saw coming toward me a group of about 60 of these wonderful little Japanese businessmen. They were all about 60 to 75 years old and following their guide with her little flag. I thought to myself, "Bobbie, it's just not that kind of day. I don't feel like being an attraction today." Then I decided to heck with it. Why not give them a thrill? I knew that I was going to have to walk through the very center of this group to get down the street. They were coming toward me and we passed one another and I walked right through the middle. They were looking up and smiling and just started talking, talking, talking. They didn't think I knew what they were talking about, but I knew because I had been there before.

When I got to the other side of the group, I had this overwhelming desire



Bobbie Gee

to see what they were doing. I wanted to know if they had turned around. I got to the other side and I turned around and looked — I must share with you the most wonderful day of my life. Not one single man in that group of people had turned around to look at me. But they all had their cameras up on their shoulders, pointing behind them, going click, click, click, click. True story! You can't make up something like that. It was one of the greatest days I ever had there!

IDO A LOT of consulting with companies that have forgotten about their corporate image. How does the public view them? Disney probably had and has one of the best corporate images of any industry in the world. I learned so much about image while I was there. The bottom line of image means money! I can teach corporations and individuals that there is no doubt they will make more money.

How many of you have sat down with yourselves and held a real good corporate image meeting? After all, you are in business for yourself. Too often I

find people saying, "I work for so-and-so." If any of you feel that you work for so-and-so, you are not going to make the same amount of money as those who say, "I am in business for myself." I don't care who you work for. I don't care if the person is in a salaried position. If you realize that you are working for yourself, you are going to make a lot more money. So you must have those meetings with yourself. How are you marketing yourself? How are you promoting yourself? And what image are you projecting to the people around you?

Disney is so smart. Before anyone goes out and ever flips a hamburger or pours a Coke, he goes through 16 hours of orientation. Sixteen hours of training on how he is expected to treat people. They are told exactly what is expected of them right down to the length of their fingernails. Believe it or not, when you go in there and ask for a job, you are given a notebook and inside there are all of the rules, facts, expectations, etc. You are instructed to go home and read the notebook. Then, if you still want to work there, you are to come back and take the next step. Right then and there they weed out all the people who do not want to work there. Those who do want to meet the standards of the company come back. They are then asked, "Have you read this little book? Have you read our rules, restrictions, our appearance standards and guidelines?" If the answer is yes, they are asked to sign a piece of pink paper to the effect that they understand what the company expects of them. Six months later, when that person is out there and not looking the part or producing what the company wants in one of the listed areas, a supervisor will tell the individual that they really don't want people that work for the company to look like that. "We don't want you to have hair down to your shoulders." And this fellow says, "That's the way I want to be." "Well," the reply goes, "that is not the policy and standards of this company. Do you

remember reading that little book?" "Well, yes, I guess so," comes the answer. "You had better believe it, because we have a piece of paper that you signed acknowledging you knew the standards and policies of this organization." It is almost shape up or ship out.

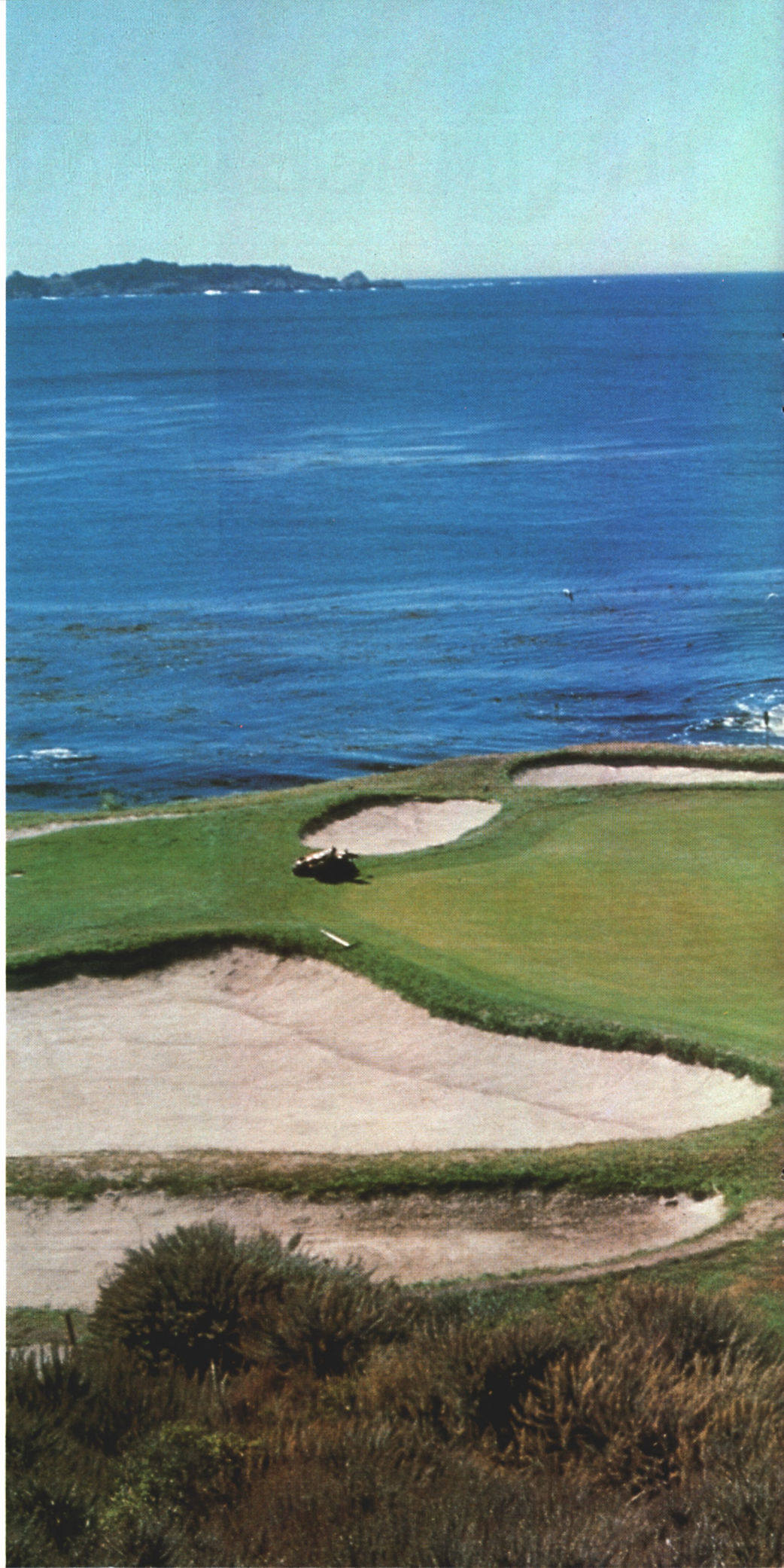
IBM has an incredible image — I have been in front of thousands of people all over America and I will ask them to name one corporation that has a great image and they invariably say IBM first. But the next interesting thing about this is, why is IBM so famous for its corporate image? Believe it or not, it is not because it makes great business machines. Surveys show it is most famous for white shirt and tie! Employees must conform. IBM's standards still stand today. What the employees put on their bodies became more famous than the business machines the company makes.

Another company with an incredible image is McDonald's hamburgers. Here is a company that understands image! The people who run McDonald's know how to project a good one. On the other hand, a company with a really bad image is the Postal Service. It has one of the worst images of any organization in the USA. You walk in there and you figure they could care less. The telephone company is another one with an image problem.

SO WE HAVE companies with very good images and some with very bad images. But if you want to develop a good image, you must treat yourself like a corporation. So often I find in industries everybody thinks it is the other guy's business to set the image. This company is you! Without you, you have nothing. You are the image and what you do with it makes the difference.

Selling is 15 percent knowledge and 85 percent enthusiasm. I figure I can sell just about anything if I get excited about it. I really do, and I don't need to know very many facts. So many people go to seminars, seminars, seminars. They fill their heads with facts, but they forget about the 85 percent emotional side of the brain, the personality side. Why is

Golf has no greater image.







Golf course workers — trying to improve their image!

selling 15 percent knowledge and 85 percent enthusiasm? Because the human brain is 15 percent fact and 85 percent emotion! Our emotions work on us much more effectively than facts. What is the single most important thing to every individual? *To feel important!* Every person has a tremendous need and desire to somehow feel important. You don't have to *be* important, you only have to *feel* important. Are you doing something very special to make yourself feel important? Do you have your strategy mapped out? What kind of marketing play have you set down to do that?

The image game is a game. So many people don't understand that. If we understand the game, if we know the rules, we can play to win! Absolutely!

So play the game. Have your own company philosophy? If you are not thinking of yourself as an individual company, you have already lost thousands of dollars. What is your company image? What is your own personal company philosophy? You should be able to just spit it out. Otherwise how are you to know what your objectives are? You have got to organize that point in your mind. Most people don't get where they want to go because they don't know where they are going.

The Disney organization gets thousands of letters a year from people saying two things: "This place is so clean! How can 60,000 people tramp through the park every day and I never step on a piece of gum?" The second thing they get letters about is, "Your

people treated us so nice." It is no accident that Disney's employees treat people that way. It is because the employees sit in class for 16 hours and someone tells them, "You will treat our customers this way and you are expected to do this and expected to do that." When they have the employee's head open, they also dump in the company philosophy, which is, "We create happiness." Every single person knows what his job is: to go out there and create a little happiness for the customer. Disney was on the verge of bankruptcy when he opened Disneyland. Nobody thought it would be a success. But he never forgot the image meaning and that corporate philosophy.

But what about a personal philosophy? You should have one. You should know

what it is. I'll share mine with you: "I will lead a guilt-free life." This took me quite a few years to develop. I kept looking around at people, and it seemed there were so many unhappy, sick people. They go to motivational seminars all the time. First, the motivation lasts about 10 minutes. They get out the door, look themselves in the mirror in the car and ask, "What happened? Ten minutes ago I was going to set the world on fire and now where am I?" In order to lead a guilt-free life, you really have to make some changes. I looked at what was causing people to get old. I looked at what was causing people to end up in hospitals, and it seemed to be guilt. Doctors say they are not there because they are sick. They are there because they feel guilty. To lead a guilt-free life, I sometimes have to go to people, friends, my children, and flat out say, "I'm sorry, I didn't mean to say it that way." If I don't, it will just eat me up.

NOW THAT WE have but briefly covered the corporate image and philosophy, I am going to move on to the visual image. By visual image, I want you to understand that elephants don't bite; mosquitoes do. I am going to tell you three personal stories about three different people who did not make the sale, and they will never know why.

First is a story about a dentist. My daughter needed a great deal of dental work done, and it meant a great amount of money to someone. This dentist was recommended, and although we had never seen him before and did not know anything about him, he had a nice office located in a fine building. That tells me something. We were ushered into a holding office and this young fellow started walking toward us. You and I know the five senses immediately take over. He was wearing yellow/green/orange plaid slacks, brown earth shoes with crepe soles and an orange shirt with a little alligator on it. He looked about 25 years old. Subconsciously, I immediately rejected him as a dentist. He started talking to us without introducing himself. He took out the x-rays, put them under the light and started using every big word he had ever learned in dental school. When it was all over, we walked right by the receptionist and right out the door. Later, I got to thinking about it. That fellow had all of his facts down;

why didn't I go to him? My subconscious mind simply could not imagine this golf caddy pulling out my daughter's teeth.

My second personal story is about a real estate person. My husband and I went to the West Indies to live for a couple of years, and when we returned, we needed a house. We walked into this beautiful real estate office and discussed our housing needs with a nice man. When he finished, he said a lady would show us some houses, and we followed her out to her car, a very dirty car. As we got closer to it I became concerned, because I don't like to ride around in dirty cars. That is not my image of myself. She opened the car door and I dusted the cigarette ashes off of my side of the seat. The car interior was littered with home brochures, listings, and papers and a sand-bottom ashtray overflowing with butts. We were with this lady all day long looking at houses because we really needed a house. She lit up a cigarette in a closed car with two non-smokers. That lady is never going to sell me anything, because I sat all day long and choked on her smoke. She had her facts down. She knew her territory and her houses, but that was not having as much of an effect on me as getting out of that car. It is the mosquitoes that get you sometimes, not the elephants.

My business partner and I went to see an attorney. We walked in and the office looked like it was a third-hand furniture store. He wore his double-knit polyester suit, ushered us into his office, crossed his legs and had a big hole in the sole of his shoe. From there on out I didn't hear another word. If this man is not making enough money to buy a new pair of shoes, obviously he is not a good attorney. See how the little things can get you and how people think?

JUST TO SHOW you how the human brain works, we are going to play a little game, and I am going to get you all involved. I am going to fire all of you and take away your jobs. But I am going to hire you back with a minimum salary of \$10,000 a week. Is that all right? Now your new position at \$10,000 a week is as follows:

You are a casting director in Hollywood and you are going to cast a movie for me. The first person in our movie is a conservative bank president. You tell me

what he looks like. Three-piece suit, white shirt, grey hair, dark socks, shiny shoes, clean shaven, glasses, manicured fingernails, gold watch. You did well.

Our next role is that of a shady used-car salesman. White shoes, plaid pants, pot belly, greasy hair, open-neck shirt, gold chains, sunglasses, a moustache, and smoking a cigar. You have pretty well destroyed him. Our last character will be a lady of the evening. I want you to describe for me what this lady looks like for our movie. Heavy makeup, long eyelashes, black stockings, red dress, cheap costume jewelry, big purse, slit skirt, real high heels, and chewing gum. Okay, we all have an image of this lady.

Now, you did that, I didn't. You picked out three people and described them. I have been all over the United States, and wherever I ask the same questions about the same three people, I get exactly the same answers. Our brain has been pre-programmed, and the instant we see people, we fit them into a slot. Every person fits into a pre-programmed slot in the brain. Every time you meet somebody, the instant he sets eyes on you, those five senses go to work, and they work harder than anything else we have going for us. Of the five senses, sight is the most important of all.

What do others see in you? Remember, the brain is 85 percent emotional, and we are talking about the emotional side of life, the side that is left out so often. People are 95 percent more self-conscious about their physical self than their mental self. Let me prove it.

Shopping one day in New York, my daughter and I walked into a beauty salon, and a saleslady walked up and said, "What a beautiful young girl, is there anything I can do for you?" What an opening line! She got right through to the emotions, and when you know how to do that, you really know how to affect people. Get to that emotional side of the individual.

WE HAVE COVERED corporate and visual images. Remember, your visual image can be changed overnight. I can put you in a new car, clothes, hairdo, etc., but I cannot change your self-image and self-esteem. That is up to you.

Why are we the way we are? Some people will never be millionaires; they are not comfortable that way, and they

never go out of their comfort zone. How did we get our self-image? When we were kids, we heard stories like Rudolph the Rednose Reindeer, The Ugly Duckling, Cinderella, etc. Analyze those stories. At 2 years of age, you heard about Cinderella being a beautiful girl who won, and three ugly sisters who lost. Rudolph is about a misformed reindeer nobody wanted to have anything to do with until he did something heroic. Cinderella is a story about the physical; Rudolph is a story about physical; The Ugly Duckling is a story about physical, and Snow White is a story about physical.

When you are 2 years old, you learn there is a difference between being beautiful and ugly. You begin thinking

about it, and by the time you get into kindergarten, you have figured it out that you had better look good in this world.

Then we go to school and start bringing papers home, and our parents go hysterical. We have another thing figured out: you had better be smart, because your parents expect you to be smart. Have good numbers and letters on that report card you bring home. We thought we had it figured out about the physical. Now somebody comes along and tells us something new. It gets us very confused.

At about 4 years of age, you want to do something really terrific, because Mom has had a bad day. You run into

your bedroom and spend the next two hours painting a picture. You are going to surprise Mom. You run into the kitchen and you say, "Mom, you know what? I just painted this nice, most fantastic picture for you!" You think that's okay. Mom takes the picture. "That's very nice." Then she says something else: "It would have been a little better if you had stayed within the lines." Mom is a teacher. Then she says, "Let me tell you something else, honey. It's not nice to go around saying nice things about yourself. Let other people do that."

So you go back in your bedroom and think, "Okay. Mom always tells the truth. I'm not supposed to go around

Some create an image with rough . . .



saying that I painted a fantastic, wonderful, incredible picture. I am supposed to listen to everybody else tell me that." And we start to wait, and we wait, and 25 years later, we are still waiting for everyone to say all those nice things about us. Nobody is saying them, because everybody else is waiting for everybody else to say them to them. Consequently, 70 percent of all of our conversation is to ourselves and 70 percent of that conversation is negative. Negative self-talk; 70 percent!

IF THERE IS ONE thing I want to teach you today, it is this: don't apologize for who or what you are! Simply be the best of you. Never apolo-

gize for being the best that you can be. Some of you are mixed up! You think it is conceit. It's not conceit. It is the nicest thing you can do for all those people who work around you, look at you and are with you all the time.

And here is something else I hope you will take home with you today. Do you know that the average parent spends 7½ minutes a week in communication with his or her children? That means some of you! Do you know that the average American couple spends 20 minutes a week in communication? That's average and that means some of you. And I am not talking about "pick up your socks and don't leave your shorts on the floor, etc." I'm talking

about communication — 7½ minutes a week; 20 minutes a week!

What are you saying to people when you get together? Not much. When you get together with your co-workers or employer 20 years from now, are they going to remember you because of something you said to them that changed their lives? Do you know a lot of people have never heard, "Gee, you're a handsome person — you're a lovely lady!" There are people who have never heard that. What if they heard it the first time from you? They would never forget you.

What are we really saying to people?

A number of years ago, a man died whom I had met just once. He died in all of your eyes a total failure. He was an

... *Some with wildflowers.*



artist; his life had disintegrated and he became an alcoholic. He died alone in a motel room. Any of you would have said the man died a failure. But that man left behind the most caring, the most loving, the most giving, one of the most respected sons I've ever met.

I went to the son one day and said, "I don't understand. You affect so many people and their lives and so many people respect you, and your father died such a failure. What was it?" And he looked at me and thought for a minute and said, "I will tell you what it was. That man, from the time I can remember until I left home at 18, walked into my bedroom every night, physically gave me a kiss on the cheek and said, "I love you, son." I thought about that and I thought about Howard Hughes. What a success he was. Yet nobody cared when Howard Hughes died. There was not one person on this earth who cared that he was gone.

What is the image that your family has of you? What are you saying to people? Are you free to express your emotions? I have watched that man's son, and I have watched him with his children, and I have watched the free flow of love between him and his children. "I love you, Daddy." "I love you, too." The hugs; the girls climbing all over him, sitting on his lap. Those girls have grown up now, but they're still sitting on his lap and they are still hanging on. And I have had the privilege of being married to that man for over 20 years, and I love his father. I never knew him. I only met him once, when I was a young bride. I hated the man because I didn't think he treated his son right. But now, the way I've seen the effect that he had on his son, I love that father.

You know there is a lot more to image than a Mercedes and a nice building. What are we saying to people?

We have been taught by a very good book that we are to love ourselves before we can love other people. But I still find so many people who are unhappy and so many people who are seminar junkies. They go from one motivational seminar to another, but they don't change. And that bothers me a great deal because they have never learned the principles of how to really love themselves first. When you get that down pat, you can really fly!



Bobbie Gee

About the Author:

Bobbie Gee is a speaker/consultant who has achieved national prominence as a specialist in the fields of corporate image and personal awareness.

She has consulted with such companies as Ice Capades, ITT, Bank of America, Allstate, Calgary Stampede, Century 21 and the Wrather Corporation.

For three years Bobbie was responsible for the image of Disneyland, where she held the position of appearance co-ordinator. Prior to Disneyland, she was in public relations and sales, lecturing to colleges and businesses throughout California.

She has hosted and produced two variety, talk, TV series and has made numerous television guest appearances, most recently on Hour Magazine and A.M. Los Angeles.

Bobbie is the founder and president of Orange County Speakers Bureau and is listed in *Who's Who in California* and *Who's Who in International Writers*. She is not only a successful businesswoman, but also the successful wife of a successful golf course superintendent.

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In One

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Texas A & M University

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Golf Keeps America Beautiful

AND HOW YOU CAN HELP



by **B. P. RUSSELL**
Chairman, Crum and Forster, Inc.

I'M A BUSINESSMAN and a golfer. I run an insurance holding company, but for several years I was president of Baltusrol Golf Club, in Springfield, New Jersey. You may recognize Baltusrol as the club has been host to six U.S. Open Championships. It is a terrific layout, and I admit to having seen every spot on all 36 holes. I am familiar with the product produced by the Golf Course Superintendents of America. In fact, I have been in good company with Joe Flaherty, the superintendent at Baltusrol, for many years.

I became involved with the USGA less than a year ago when I read a terrific article in *GOLF JOURNAL*, "The Search for Better Turfgrass" (January/February, 1983). I found I had an interest in turfgrass research, and I enjoyed reading about the progress being made. It seemed to me that turfgrass research has not received the kind of attention it should from the people who play on grass — the golfers themselves!

At this point, I must mention the fact that I'm not on the USGA Executive Committee. In fact, I have no association with the USGA at all except as the chairman of the USGA Capital Campaign. What this really means is that I am supposed to crew-chief the raising of \$10 million for the USGA and, by the way, well over \$2 million of that is for turfgrass research.

After reading the article "The Search for Better Turfgrass," it seemed to me that much more could be done on turfgrass research if, (a) substantial funds could be generated for a research budget, (b) if there was enough money to let long-term contracts, and (c) if the USGA Green Section and everybody else working on turfgrass research weren't constantly having to poor-boy it!

I wrote to Harry Easterly, then Senior Executive Director of the USGA, and suggested a simple plan. It would raise enough money to significantly move

turfgrass research ahead. Here is the plan. All golfers who are members of USGA Member Clubs would be asked to contribute \$2 a year, every single year, to the USGA Turfgrass Research Program. If this were done throughout the country, and on a consistent basis, the Green Section's turfgrass research budget worries would be over. When I mentioned the plan to some Baltusrol members, not one didn't feel that \$2 a year would be a fantastic bargain for what they are receiving from golf! Here was a way for every golfer to give something back to the game.

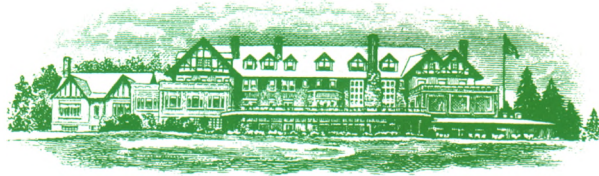
A few days later I had breakfast with Bob Potter, chairman of the grounds and green committee at Baltusrol, and superintendent Joe Flaherty to discuss what I had in mind. I asked if they

thought Baltusrol's board of governors would agree to the plan. Well, to make a long story short, these gentlemen carried the ball! The Baltusrol board passed a special resolution endorsing the concept. It said, in effect, that the club would contribute \$1,000 a year (\$2 each for 500 golfing members). Not only did the resolution pass, but the board wrote a letter to the USGA Senior Executive Director committing the club to the concept on a continuing basis.

THE PURPOSE of all this is to lay out for you, the nation's leading golf course superintendents and club officials, a simple program showing how together we can raise the kind of research money we really need. The USGA Turfgrass Research Committee will decide and



B. P. Russell



BALTUSROL GOLF CLUB

P. O. BOX 9
SPRINGFIELD, NEW JERSEY
07081

May 25, 1983

Mr. Harry W. Easterly, Jr.
Senior Executive Director
United States Golf Association
Golf House
Far Hills, New Jersey 07931

Dear Mr. Easterly:

The Board of Governors of Baltusrol Golf Club read with serious interest the article appearing in GOLF JOURNAL, "The Search for a Better Turfgrass". We feel strongly that the USGA's turfgrass research work as described in this article and your Turfgrass Research Case Statement will benefit our club, the game of golf, and, more generally, the quality of life in America.

We recognize that this research takes time and considerable funding. Baltusrol feels that as one of the beneficiaries of the USGA's research, we would like to lend our support. To this end, we are pleased to inform you that all Baltusrol golfing members have contributed \$2.00 each for a total contribution of \$1,000 to the USGA Foundation. These funds are to be used toward turfgrass research.

The enclosed donation is based on a formula of \$2.00 per golfing member. Supplemental contributions from individual club members are also being encouraged at Baltusrol, but the \$2.00 per golfing member will be received annually - as we realize the importance of a continuing program.

Baltusrol would like to be viewed as an active partner in the USGA mission to help preserve, protect, and promote the best interest of golf. We also look forward to receiving periodic reports about USGA turfgrass research activities and to continued participation in this worthwhile venture.

Sincerely,

Paul J. Hanna
President

Robert A. Potter
Vice President and
Green Committee Chairman

Joseph R. Flaherty
Golf Course
Superintendent

account for how it will be spent. As you know, the Golf Course Superintendents Association of America is represented on that committee by Jim Prusa, Assistant Executive Director of the GCSAA. When your club members and all golfers consider how important lower maintenance costs are, how important it will be in the future to reduce water use and still provide grasses that will look and play well and still hold the ball up nice and pretty, how fantastic the dividends of this program can be — the idea of \$2 per member per year will surely need little selling. But someone has to start the ball rolling!

I'm asking you, Mr. Superintendent, to talk with your green committee chairman and get him to do for you (and turfgrass research) what Bob Potter and Joe Flaherty did at Baltusrol. Ask him to carry the ball to your club's board of directors, to make the proposal and put it on an annual, ongoing basis. We don't want to have to pass the hat every year. What we need is for your club to send the USGA a check for the amount developed by \$2 per golfing member. That money will be clearly earmarked for turfgrass research **only**. It should be generated on a continuing basis so the USGA and the GCSAA, working together, can actually finance longer-term research and development projects.

Yes, it's a simple idea, but, realistically, we think it will raise the right amount of money. The USGA and GCSAA can

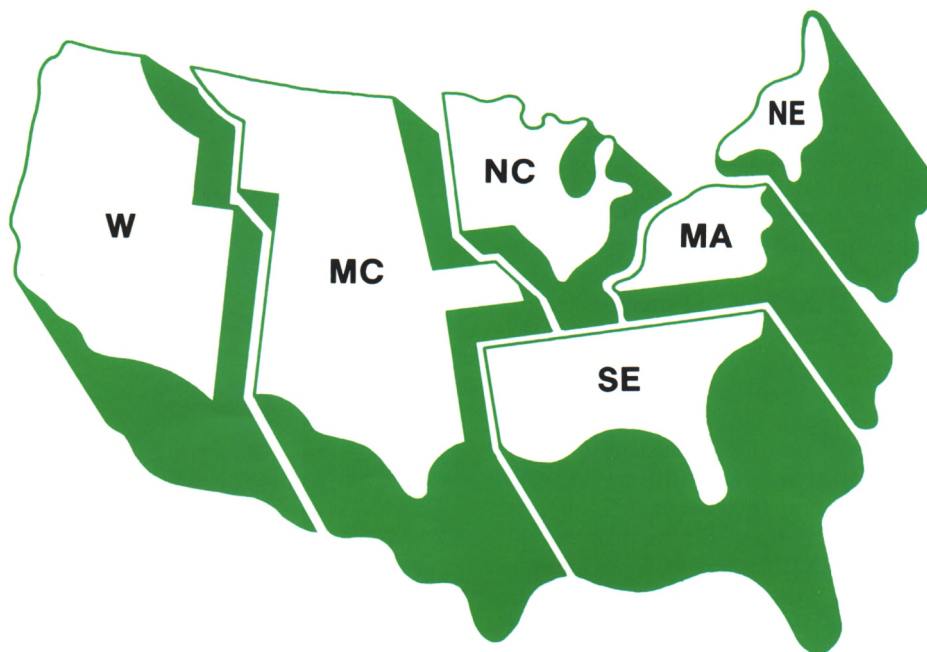
accelerate everything of value being done today in turfgrass research. Please take this idea. Show this article and material to the chairman of your green committee. Ask him for his help in gaining the support of this plan by the board of directors at your club. I don't know how else we are going to get the kind of research money that we need, and get it consistently so we can do some solid, long-range planning.

As I mentioned earlier, of the \$10 million that we're trying to raise for the USGA Capital Campaign, over \$2 million of it is earmarked for turfgrass research. So we are starting with a good chunk of seed money. But we've got to keep the money coming, and the only way I know we can do that is with a commitment on the part of all golf clubs — on a continuing basis — for support of the research and development of Minimal Maintenance Turfgrasses for Golf.

SELL THE IDEA! Ask the president of your club to write a letter to Frank Hannigan, Senior Executive Director, USGA, Far Hills, New Jersey (perhaps following the format of the Baltusrol letter) that the USGA Green Section and the GCSAA can count on your club's support for the betterment of turf. Mr. Superintendent, nothing will happen without your enthusiastic input. Give the ball a push! Let's get it rolling — for better turfgrass tomorrow.

New Address for the Western Green Section Office

Gearing up for the 1984 Turf Advisory Service visiting season, Western Director Larry W. Gilhuly has a new office address and phone number. The new address is P.O. Box 3375, Tustin, CA 92681. The new phone number is (714) 544-4411.



Some Qualities of Great Golf Course Superintendents

by JAMES R. HAND

President, United States Golf Association

I'M NO EXPERT in the field of golf course maintenance or in course preparation for championships, but I've been around for some time. I have served as chairman of my club's green committee for ten years and have had two two-year terms as club president. My work with the United States Golf Association began nine years ago, and I have been chairman of the championship committee for six years. You'll agree, I'm sure, I'm in a rut!

From this rut, however, I have had an unusual opportunity to observe some of the qualities most evident in the best golf course superintendents. As I visited around the country on behalf of the USGA and in my own district, I can say that golf course superintendents are a marvelous group of men. Seldom have I ever run into a group that demonstrates more dedication to their jobs and to their business. In preparing for these remarks, I asked myself, "What is the pattern and what are the qualities seen in the men who maintain the courses at championship sites which identify them for their special jobs?"

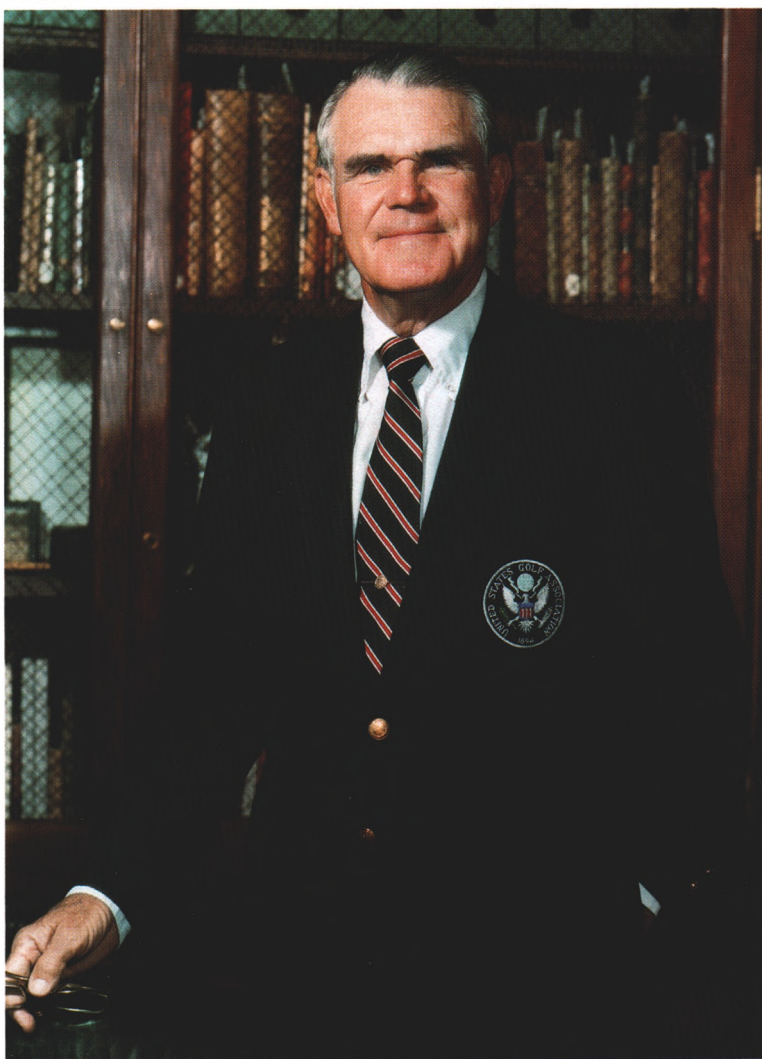
When selecting sites for championships, the USGA does not base the selection on who is in charge of maintaining that golf course. However, a number of other factors are involved in the selection. First, we have to have an invitation. Once invited, the total facilities of a club are considered and should be adequate for the championship. The membership should be eager to take on the task and prepared to do it in first-class fashion. Naturally, the course must present an appropriate test. It is in this requirement that the light of the superintendent often shines through. Assuming a basically sound and superior design, the difference from one golf course to another is frequently in the dedication of the superintendent to standards of excellence in maintenance. Of course, this is backed by a supportive membership with adequate operating and capital budgets.

I have noticed that most, but unfortunately not all, championship courses are maintained regularly, year in and year out, as championship courses. I suspect that this high state of excellence is no accident. Rather, it is the by-product of the standards set for himself by the superior superintendent and supported by his membership. These qualities, I've come to realize, are similar

to those needed for success in most professions. There is an additional factor, however, for the superintendent. He must also develop very special skills to cope with his unusual situation. He is the man in the middle, and that's not always an easy position from which to launch a successful career.

But what are some of the qualities that stand out in championship super-

James R. Hand





The Green Section Booth at the GCSAA Conference, Las Vegas, Nevada. Left to right: James T. Snow, Northeastern Director; Steve M. Batten, Southeastern Agronomist; and Larry W. Gilhuly, Western Director, USGA Green Section.

intendents? I hasten to add that not all possess all of these qualities to the same degree. You wouldn't expect it to be otherwise.

THE FIRST observation: the best superintendents are organized. Their work habits, and those they supervise, are organized and precise. Plans for work and program schedules are written and formalized. The work areas are clean and neat. Equipment is well-maintained with complete maintenance schedules and records. Supervisors reflect the same organizational style. Emergencies do occur in championships — rain and thunder storms, extensive heat, vandalism, etc. Knowing how to meet these emergencies is the norm for the well-organized superintendent.

I have found the effective superintendent to be a warm and friendly person, usually blunt, often a bit shy, one who wants to be appreciated, even praised, but at a minimum, to be understood. How have I seen this quality? I've seen it in the respect and appreciation of

fellow superintendents expressed toward him. They often come to his aid by sharing equipment, materials, and experiences. I see it in the effective and supportive relationship he has with the club manager and other club department heads. I see it in the support of his green committee chairman, with whom he has a close, friendly, and respectful working relationship. This means he and the chairman have completely agreed upon goals and standards for the course. Conversely, when such a relationship with the green committee chairman does not exist, I have detected a dissatisfaction on the part of the superintendent with his budget, oftentimes with his salary, a suspicion that he isn't appreciated and, even annoyance that his daily routine has been interrupted for a national championship. This is rare, but it does happen.

And then, I've noted dedication. The most frequent quality I see is his selfless dedication to the championship, to his club and to his golf course! Few people, certainly not club members,

have any idea of the length of the superintendent's day during the golf season.

Another quality I found, almost without exception, is that the championship superintendent is very knowledgeable about his job. This means to me that he has been educated, either by formal training or from experience on the job working with others. Usually, he is a combination of all these learning environments. I've become acutely aware of his knowledge of chemistry and botany and other related sciences and how to use them effectively in the practical application of presenting a golf course that can be played at a higher level because of its preparation. I've come away with another impression, too, unlike any in the business world. It is his willingness to share his experience and knowledge with his fellow superintendents.

FROM THIS sharing has developed a collective wisdom for the benefit of all. The Turf Advisory Service of the USGA Green Section is also the recipient

of this unselfish sharing of superintendents. May this sharing continue for the benefit of all. We at the USGA do not think of our agronomists as super superintendents. Qualified they are, but their task is simply as a consultant, to help the superintendent by passing on to him ideas and suggestions that will help him do a more effective job. We want to improve the superintendent's image at his club, elevate his professional status and thereby his economic status. When you stop to think about it, the success of our Green Section agronomists depends entirely on the success achieved by the golf course superintendent.

Another quality that's important and which I believe needs more attention from the superintendent himself is the need to communicate more effectively with his clients — club members, committee people, his own staff, etc. I realize the most effective among you have given attention to this in recent years in many ways, but I suspect that you'd agree you can do a lot more. The benefits to you are very real. Those of you who have sought the opportunity to report regularly to your membership on your programs, your problems, your successes and failures know that doing so has created a lot more understanding and even support when you need it. It really works!

ANOTHER AID to your job isn't necessarily a quality. It is my belief that every superintendent should spend some time playing the game. By so doing, and preferably walking the course, you can get a feel for what the player experiences on that field on which you work so hard. Only by playing can you truly experience the game. As you play, you'll notice things you'd not have seen otherwise: an overhanging limb that didn't seem to be there yesterday, a settling on a tee, a subtle change in the size of a green because of haphazard mowing — so many things. And there's no need for you to be a scratch golfer. However, by regularly playing your own course, you will have a better feel for how you are doing the job and how your course is shaping up. You may even see firsthand how you can do a better job.

While on the subject of playing the game, you might be interested in my views regarding the Stimp meter. I consider it a very useful tool, but only a tool. It should be used but not worshiped! I consider it a device to aid the superintendent in producing consistent speeds on greens as well as a measurement for



(Opposite page, top) Coping with conditions is a quality of great golf course superintendents.

(Opposite page, bottom) A golf course always in championship condition. The 15th at Cypress Point Club, Pebble Beach, California.

(Below) Eb Steiniger, former Superintendent of Pine Valley, and Stanley J. Zontek, North-Central Director, USGA Green Section, at the GCSAA Conference and Show, Las Vegas, Nevada.

determining the approximate roll appropriate for the contours, the quality of the players, and the type of turf under consideration. I believe that most greens can be safely maintained somewhat faster than is generally available at most courses. However, I decry the recent tendency of some club memberships to persist in trying to attain speeds ill suited to the green contours, the ability of the players, or to the conditioning of the grass. It's a mistake, in my judgement, for the average club to try to attain Stimp meter readings suitable only for championship play. Having said that, I still believe most superintendents should strive to make their greens play a bit faster than many of those I see. Remember, the game is played — not just looked at.

And finally, if there is one quality that every great superintendent has, it is the ability to look at a new and unexpected

problem and say, when asked if it can be handled, "No problem. We'll handle it." A few special memories come back to me as examples of this ability to cope — without getting flustered:

Remember the tree at Inverness Club, in Toledo, Ohio, during the 1979 U.S. Open? There we had an unusual and unexpected problem. From the tee of the newly designed eighth hole, players found they could shorten the hole, a dogleg par-5, by hitting through an opening in the trees to another fairway. Doing this during play was not only dangerous to players and spectators, but also slowed play tremendously. We considered moving the tee markers forward. The idea was abandoned. When we wondered how we could block the opening, the superintendent advised us he had a very large pine tree he could plant before play the following morning. And at sun-up (and before play), it was done.



Then at Merion, a thin, muddy back tee in the woods became unplayable from rain. Overnight the superintendent resodded it, tied in the sod strips with pegs, and with a little luck, we managed. The superintendent knew how to cope!

Last year at Oakmont when bunkers were flooded from a thunderstorm, rather than delay play and not be able to finish a round, the maintenance staff suggested we dig up sand and build a temporary sand elevation at the rear of the bunker where a ball could be

dropped, within the bunker, without penalty, under the casual-water Rule. They did — and we coped!

An outstanding job of improvising was done at the 1983 British Open, at Royal Birkdale, in Southport, England. Sometime after midnight, vandals caused very great damage to a green, carving messages in the turf with a shovel. When the security forces discovered it, the grounds staff worked through the rest of the night. They were able to establish one hole location adequate for the ground-under-repair Rule. A great job

was done in a short time and play went on as scheduled.

And so, my hat is off to these men who have a wonderful mix of qualities that makes them stand out. They are organized; they know how to get along; they are dedicated, knowledgeable and know how to communicate; they know how to play the game; and, finally, without being flustered, they know how to improvise and cope. Some may say this sounds like a litany of the saints. In the world of golf, it may very well be so!



TURF TWISTERS

NEWSPAPER REPORTERS

Question: What's the latest information on accidental deaths caused by pesticides in the United States? (Louisiana)

Answer: According to a survey done by *Scientific American* magazine, people in the trades and professions (not directly related to agriculture) thought pesticide deaths were one of the top ten causes of accidental death in this country, yet, apparently, it is not even in the top 100!

IN A TIGHT TURN

Question: When aerifying greens, I have seen two different techniques used; one, the aerifier is operated in a diminishing circular manner around the green; two, it is operated in straight runs across the green. The circular pattern saves time. Any comments? (Utah)

Answer: Yes, indeed! Put us down as "straight arrows." Although we know an aerifier hole is an aerifier hole, the straight line approach has a number of practical advantages. For one, the ever-diminishing circle technique means the aerifier must be turned in a tighter and tighter circle until it can be turned no longer (at which point several straight line passes are made). In making the tighter circles, the aerifier guide wheel (and its other wheels as well) frequently scuff and tear the turf. Not good! Furthermore, circular aerifying calls for extremely careful steering else an overlap or a skip occurs in the pattern of the holes. Also not good! And finally, golfers seem to read, adjust and accept straight line aerifier patterns more readily than those that look like a collander. Circle the perimeter of the green once or twice if you must, but straight-line-it the rest of the way. A quality putting surface is much more important to your reputation than saving time. Don't you agree?

UNDER OXYGEN STRESS

Question: At a recent turf conference, I heard about soil oxygen diffusion rate (ODR). Run that by me again, please. (Nevada)

Answer: Oxygen levels in the voids between soil particles vary over a wide range of concentrations. Flooding, high soil temperatures, incorporation of new organic matter, etc. can lower the soil oxygen concentration. Plant roots require adequate oxygen to respire and carry on metabolic activities. When the soil oxygen diffusion rate is *low*, plants develop a variety of stress symptoms. Unrelieved oxygen stress in the grass plant quickly damages it. Wilting, for example, commonly occurs soon after a low oxygen diffusion rate is reached. Interestingly enough, plants generally decrease water use when oxygen is excluded from the root zone — even if this oxygen exclusion is caused by flooding! In other words, avoid continually wet greens this summer. Do not contribute to a low ODR in your greens.

A Turf Twister in the January/February issue of the GREEN SECTION RECORD mentioned that the USGA publication "A Guide for Green Committee Members" is available free. This was an error. The Guide is available for a charge of 50 cents.