



GCSAA AFFILIATE

Turf Times

Quarterly
January, 1992
Vol. 21, No. 1

The newsletter from the Northern Michigan Turf Managers Association

NMTMA EXECUTIVE COMMITTEE

President
Jeffrey Holmes

Vice-President
Michael Morris

Executive Secretary
Thomas J. Reed
3733 Apollo Dr.
Traverse City, MI 49684
Phone 616-943-8343

Directors
Kathy Antaya
Tom Brogger
Tom Heid
Brian Holmes
Paul Holmes
Jim Inman
David Little, CGCS
Jon Maddern
Michael Meindersma

Past Presidents
Ed Karcheski
C.E. "Tuck" Tate, CGCS
David Longfield, CGCS
Jonathon Scott, CGCS
Tom Brogger

MTF Liaison
Jon Maddern

GCSAA Liaison
Jon Maddern

Newsletter Editor
Michael Morris
P.O. Box 1575
Frankfort, MI 49635



RECYCLED PAPER

President's Message: Keeping up with the times

It is a fact that the green industry has never changed so rapidly as it has the past few years, and continues to do so. The technological advances are overwhelming, to say the least. This is why, as managers, we need to keep current with continued education.

Staying current and up to date have been talked about before, but I just can't stress enough how important they are. The industry is changing so rapidly that the people who don't attend educational updates are going to be parked, just like the obsolete equipment.



President Jeffrey Holmes

Through the year there are several seminars that one can attend. They range from free to very expensive, and from back to basics to very educational and detailed. These seminars are scattered through the twelve month calendar. There are also monthly golf outings where you can share information with your peers.

When I look around at the different meetings and seminars, it is usually the same group of people that attend. I hope that you individuals who are not attending meetings are doing a lot of reading and research.

The beauty of a seminar is that all the footwork of sorting through the information has been done. The speakers deliver their talks on the important facts and leave the rest out.

My final point is this: If you don't attend these educational seminars, the only person that is losing is yourself. It would be a good idea to start attending some seminars now instead of falling behind the times and becoming outdated.

See you at the Michigan Turfgrass Conference.

Local Regulations Can Control Pesticide Use: There's Help

Recent action by the United States Supreme Court allows local policy makers - cities and townships - to restrict pesticide use. It is vital that individuals in our industry stay abreast of any local regulation that comes along. Your community could be the next attempting to dictate your turf management practices.

Fortunately, we have State and National help in challenging local restrictive policies. If this type of political action begins to affect your business you can contact:

1) at the State level:

Dr. Frank Rossi
Department of Crop and Soil Sciences
Michigan State University
East Lansing, MI 48824
(517) 353-0860

2) at the National Level:

N.P.C.A. Govt. Affairs Dept.
8100 Oak Street
Duun Loring, VA 22027
FAX: (703) 204-2271

Inside This Issue:

	Page
Local Regulations	1
Elmbrook & A-Ga-Ming Receive Award	5
Summary of Environmental Issues	7
Management Self Test	15
USGA's Look at '91: Jim Latham	8
Tuck Tate honored by GCSAA	2
NMTMA Financial Report	10
Job Security	11
School of Turfgrass Management	4
Letter to the Editor	2

Importantly, be proactive. Act in an environmentally responsible manner in all of your turfgrass management practices, and demonstrate your environmental conscientiousness to the public.

- Letter to the Editor -

Dear fellow Turf Managers;

In these times, and rightfully so, of great concern over the environment, I want to share with you an experience that is positive and reassuring.

My wife, Barb, and I operate a nine hole executive golf course in Northwest Michigan, 20 miles east of Manistee. Construction began in 1982 and opened in 1985. Our home and golf course occupy about 37 acres. The soil in our area is light loam and very sandy. In addition, we have a fluctuating but high water table.

After 7 years of operation, I decided to find out what our course might be doing to contribute to ground water contamination. The importance of this knowledge is based on the community, our patrons, and ourselves. Our home is supplied with a 2" shallow well at a depth of no more than 25 feet.

The golf course consists of 19 acres of fairways, 1 acre of greens, and the rest is tree lined roughs. The fairways have received about 6 tons per year of agricultural grade fertilizer and the greens about 1 ton of Lebanon prills. When necessary, I have used herbicides, fungicides, and insecticides. The least used has been herbicides but I do apply once a year with 2-4D. There has been a serious red ant problem that I have actively pursued for the past three years with no success.

In October of 1991, I took water samples from my well to an independent laboratory near Traverse City, and when the results were in, I was extremely pleased. The tests informed me that there were **no detectable traces** of either fertilizer or pesticide contamination.

The positive results of the water tests tell me that my fertilization program is sound, the plants are obviously using the nutrients. Equally important, I feel confident that my chemical supplier, Tri Turf, and the pesticide manufacturers it represents, are indeed producing and recommending products that are friendly to our environment.

Barb and I send our wishes for blessed holidays and success in 1992.

Sincerely,

Ron Webber

Ronald J. Webber
Fawn Crest Golf Course
Wellston, Michigan

Editor's Note: Thank you, Ron, for your proactive efforts that will benefit all of us.

Tuck Tate and George Kozelnicky Honored by GCSAA

The Golf Course Superintendents Association of America's (GCSAA) board of directors has selected George M. Kozelnicky and C.E. "Tuck" Tate, CGCS, to receive the association's 1992 Distinguished Service Awards.

Kozelnicky and Tate's dedication and outstanding service to the golf community will be recognized at the Opening Session of the 63rd GCSAA International Golf Course Conference and Show on Thursday, February 13, 1992. The conference and show will be held February 10-17 in New Orleans, Louisiana.

Kozelnicky has served 25 years as executive secretary of the Georgia GCSA. He initiated the chapter's newsletter, *Georgia Turfgrass News*, and still serves as editor, staff writer, layout designer, and circulation manager for the publication.

Kozelnicky researched spring dead spot during his tenure as professor of plant pathology at the University of Georgia. After retiring from the university, Kozelnicky handled chapter business from his home until the association moved into a new office.

Kozelnicky is an Affiliate-Retired member of GCSAA.

Tate, a Class AA member of GCSAA, served as owner/operator of the Frankfort (Michigan) Golf Club until his retirement. He now resides in Florida and serves on committees at Crystal Downs Country Club in Frankfort and Sarabay Country Club in Sarasota, Florida.

As secretary, treasurer, and president of the Northern Michigan Turf Managers Association for many years, Tate was a driving force for the chapter.

A past president of the Michigan Turfgrass Foundation, Tate was on the board of directors during the acquisition and construction of the Hancock Turfgrass Research Center at Michigan State University. He endowed a scholarship fund, which now exceeds \$100,000, for turf students at Michigan State University.

GCSAA members and affiliated chapters submit nominations for the Distinguished Service Awards.

Editor's Note: All members of the NMTMA extend our congratulations to you, Tuck!

Letters to the Editor

You can communicate directly with the NMTMA and your fellow members by writing to:

Turf Times

c/o Mike Morris
PO Box 1575
Frankfort, MI 49635

Share your thoughts and feelings about our organization or the industry in general.

Mechanic's Corner

Grinding Stones

Selecting the proper hardness and grit for your reel sharpening equipment is very important. An extra hard stone with a fine grit will tend to "load" with metal and cause the stone to burn or over-heat the metal. A stone that is too soft may wear away faster than the metal, causing a change in the grinding angle. Both of these problems can cause continual stone dressing and adjustment to the grinding machine, making the grinding process even more laborious.

A good rule of thumb is to select a stone which removes as much metal as stone with each revolution. There are many different brands and grades of grinding stones, each with different coding systems. Some companies, such as Foley, market their own stones. Talk with your distributor, or go directly to the stone company or wholesaler to find the best stone for your application.

*Happy Grinding,
Dan Stratton
Crystal Downs Country Club*



CREATING SPECIALTY SANDS:

TOP DRESSING & BUNKER SAND CURRENTLY USED AT

Arnold Palmer Course - Shanty Creek, Bellaire
Jack Nicklaus Course - Atwood
Trent Jones Course - Sylvan Resort, Gaylord
Don Ross Memorial Course - Boyne Highlands

CONSTRUCTION SERVICES:

CLEARING, EXCAVATION, SHAPING, BUNKERS, CART PATHS

EXPERIENCE INCLUDES WORK AT:
Arnold Palmer Course - Shanty Creek, Bellaire
Antrim Dells - Atwood
Birchwood Farms - Harbor Springs
Boyne Highlands - Harbor Springs
Mackinac Island - Mackinac Island
Michaywe Golf Course - Gaylord
Trent Jones Course - Sylvan Resort, Gaylord

ROADBUILDINGPLUS Asphalt Paving • Concrete Paving
• Excavation • Airports • Golf Courses • Site Development • Tennis
Courts • Sand & Gravels • Underground Utilities • Plus, Plus,
H&D INC., 2081 W. CHARLEVOIX AVE., PETOSKEY, MI 49770
(616) 347-2547

How To Keep Things From Turning Ugly



From nutsedge to nightshade, fire ants to fungi, nobody works harder to protect your turf and ornamentals than Ciba-Geigy.

TURFGRASS, INC.

(313) 437-1427 (Office)

1 (800) 521-8873 (Michigan Only)

School of Turfgrass Management

By Brian Holmes

I hope that your holidays were everything that you hoped for, and now that the rush of the holiday season is over, it might be a good time to think about education. There are several good educational opportunities coming up in the near future, beginning with the M.T.F. annual conference on January 20-23. It will be held in Lansing at the Holiday Inn (formerly the Clarion). Next is the GCSAA National Conference in New Orleans, on February 9-16. The NMTMA will be sponsoring a meeting in March, and a mini-conference in April which should prove to be very worthwhile. So plan to take advantage of as many of them as possible.



Brian M. Holmes

I would really like to talk about the School of Turfgrass Management that I attended on December 2-6, at the Kellogg Biological Station near Battle Creek. The school was sponsored by MSU, and was coordinated by Dr.

Frank Rossi, environmental education specialist. This is scheduled to be an annual school, which is, I feel, well worth attending. Dr. Rossi did an excellent job coordinating the school, and he will no doubt only make it better in the future. I would recommend that you take the time to get to know Dr. Rossi. He has current information on many topics in the turf industry.

The school covered various topics such as: learning skills, turfgrass management, soils, pesticides, turfgrass pest management, and Turfgrass Environmental Management Programs (TEMP). Instructors included Drs. Bruce Banham, Jim Crum, Paul Rieke, John (Trey) Rogers, Joe Vargas, Dave Smitley, Bob Wilkinson, and Bob Vavrek. Also participating were instructors Mike Saffel, Gawen Dado, Greg Lyman, and several graduate students and technicians.

When I received the pamphlet on the turfgrass management class, I decided that this would be a good school for me because I did not have a formal education in turf management. I had been using turf management practices without really knowing the reasons behind some of them, and I needed more insight. I now have a better understanding of many practices after attending the school.

The amount of information generated from this class was hard to believe. Dr. Rossi had always used an instructional manual for his other classes, and this one was no exception. The three-ring binder I brought home could not have held one more piece of literature without falling apart. This will be a great addition to my small, but growing, library of turf information.

The professional interaction between the people in the class was something I never gave much thought to initially, but valued greatly. It was enjoyable to see the class get to know each other better and grow more comfortable by the day. New friendships were made that will always be remembered.

There were six labs that provided hands-on experience with equipment such as: microscopes, plant and insect specimens, calibration equipment, and even mud. I felt the labs were an excellent atmosphere in which to learn, with interaction between classmates, graduate students, technicians, and the instructors. It was easier to learn through hands-on experience instead of on a chalkboard or projection screen.

Overall, I thought this was an excellent school and well worth the time and effort. Even though I can't remember all of the information I learned, I now have the resources and know some of the people to contact who can provide specific information for me. I would be happy to discuss the school any time and feel we should all support the Turfgrass Management School any way that we can.

NORTHERN NOTES

MTF Conference Set for Jan. 20-22

Don't miss this season's Michigan Turfgrass Foundation Conference. The program is the region's best source of the latest research from M.S.U. and across the country, the latest in regulation and environmental policy... and more.

The conference is slated for January 20th through the 22nd at the Holiday Inn (formerly the Clarion) in Lansing. Special room rates are available.

For information and registration forms, contact:

Michael Saffel, Crop and Soil Science Department
Michigan State University, East Lansing, MI 48824-1325
(517) 353-9022

Joint Christmas Party Fun For All

This year's Christmas Party at Grand Traverse Resort was a sell out and a success. Members of the Northern Michigan Turf Managers Association and the Mid Michigan Turf Managers Association enjoyed a fine dinner, entertainment by a magician, and dancing at the Trillium Night Club.

Special thanks go to the Northern Michigan businesses who sponsored this event: Spartan Distributors, Miller West, Tri Turf, O.M. Scotts, Turfgrass Incorporated, TCI, J. Mollema and Sons, Isolite, Lebanon, UAP Products, and Century Rain Aid.

THANK YOU, Vendors!

The following businesses have made this publication possible with their generous support. Please give them your business.

Grayling Holiday Inn • Arthur Hills & Associates • Ideal Mower Sales, Inc. • Klooster Equipment • Miller West, Inc. • Spartan Distributors • The Andersons • Ciba-Geigy Corp. • J. Mollema and Sons, Inc. • Lebanon Fertilizer Co. • Naiad • Rhone Poulenc, Inc. • Scotts Pro Turf Sweeney Seed Co. • Tri Turf, Inc. • Turfgrass, Inc. • UAP Special Products • Boylan Sales • Cooper's Greenhouse • Englerth Gardens • C.J. Colein and Associates Century Rain Aid • Commercial Pump Services Distributors Group, Inc. • Theilen Turf Irrigation, Inc. • Alex Rohoza Turf Specialist • Beck-Sod Farm Bunting Sand and Gravel • Carter Excavating Classics Sod Farm • H & D, Inc. • Huggett Sod Farm, Inc. • Michigan Sand Co. • White Turf Services D & C Distributors • Liles & Tippit, Inc. • Tire Wholesalers Jennings • BaySide Printing Co.

NGF Recognizes Elmbrook and A-Ga-Ming Golf Courses for achievement in Public Golf

Elmbrook Golf Course and A-Ga-Ming Golf Club were two of 80 U.S. Golf facilities and municipalities recognized by the National Golf Foundation for promoting public golf in their communities.

As a result, each facility and municipality will receive the NGF's Public Golf Achievement Award for 1991. Created last year, the award program is part of an ongoing effort by the Foundation to underscore the importance of public golf to the growth and enjoyment of the game in the United States.

In announcing the award recipients, NGF President and CEO, Joe Beditz, said, "The quality of programs being conducted at public courses across the country, as reflected by this year's entries, is excellent. It's also very apparent that these facility operators take great pride in their accomplishments and the NGF is proud to recognize them."

The importance of public golf to the long-term growth of the game, Beditz added, is supported by the fact that upwards of 70 percent of all rounds played today are recorded by public facilities.

The NGF launched the 1991 awards program in June by inviting its member facilities to share their best educational and promotional programs in such areas as etiquette, speed-of-play and instruction. Efforts made by owners/operators to expand or upgrade the quality of their golf courses were recognized as well.

The 80 award recipients submitted entries on 127 different programs. NGF plans to share these programs by profiling selected programs in an upcoming publication which will contain examples of programs submitted over the past two years.

Editors Note: Vern Nelson of Elmbrook explained that Elmbrook has promoted golf by building leagues, organizing outings, and making time for junior golf programs. Elmbrook also advertised its unique "shape-of-Michigan" green bordered by Great Lakes shaped sand bunkers.

Congratulations to both of these golf courses. And thank you for promoting and strengthening the game and the entire industry.

PRESENTING..... A WAREHOUSE ON WHEELS



Suppliers of Quality Products To The Turfgrass Industry

- Chemicals
- Fertilizers
- Grass Seed
- Golf Supplies
- Parts & Accessories
- Soil Management Materials

A Total Turf Care Distributor

- Consulting
- Technical Information
- Fungicide Programs
- Fertilizer Programs
- Soil Management Programs
- Soil Testing

Call
Tom Reed Sr • Tom Reed Jr. • Eric Denoyer
(616) 943-8343

The
Spirit
of Competition

TORO

**YOUR COMPLETE LINE OF IRRIGATION
PRODUCTS AND SERVICES**

- Consulting - System Evaluation
- System Design - Computer Aided
- Certified Irrigation Designers
- Pump Station Design and Installation
- Toro Irrigation Products
- PVC Pipe, Fittings, Wire, Etc.
- Irrigation Service Department

Spartan Distributors, Inc.

487 W. DIVISION ST. • P.O. BOX 246 • SPARTA, MICHIGAN 49345

616-887-7301



CARTER
EXCAVATING & LANDSCAPING

- *Experienced Shapers and Finishers* •
- *Remodeling Specialists* •

Some of our jobs include:

- 9-Hole Remodel. . . Grand Hotel
- 18 Hole Construction. . . Timber Ridge
- 1 Green Remodel. . . Saginaw C.C.
- 1 Green Remodel. . . Charlotte C.C.
- 9 Hole Construction. . . Walloon Lake C.C.
- 18 Hole Construction. . . Michaywe Hills
- 3 Hole Construction. . . Swan Valley C.C.
- 9 Hole Construction. . . Heart-O-Lakes
- Repair and Remodel. . . Bay View C.C.

For Service & Estimates

Call Dick or George

616-539-8586

616-539-8210

Tire Wholesalers Co., Inc.

- As our name implies, we are a wholesaler of tires.
- We are an established business, having been in business for over 19 years.
- We deliver.
- We have UPS service daily.
- We guarantee what we sell.
- We want your business.
- We have a huge inventory of Passenger, High Performance Truck, Trailer, Motorcycle, Carlisle Lawn & Garden, Industrial Tires & Tubes, Shocks, Struts, Custom Mag Wheels, and Accessories, all in stock for immediate delivery.



19240 West 8 Mile Road
Southfield, MI 48075

303 1/2 Hawthorne St.
Cadillac, MI 49601

Phone: (313) 354-5644 Phone: (616) 775-6666

KLOOSTER

EQUIPMENT, INC.



J
O
H
N

DEERE
Turf Equipment



Nothing Runs Like a Deere®

RON HAGELSTON
SALES REPRESENTATIVE

ELLSWORTH
(616) 599-2541

Tech-bits:

Environmental Issues for Golf Course Owners and Operators

Environmental laws are now impacting all types of business, from automotive plants to the local bakery and dry cleaner. Golf courses are no exception to these far-reaching regulations, and the management of fuels, chemicals, and fertilizers can pose unique environmental challenges. Owners and operators of golf courses may also face tough questions about the use of wetlands, creeks, and other surface waters at their sites.

Golf course owners and operators will find three main activities affected by environmental regulations: maintenance and operation of underground storage tanks; management of wetlands and surface waters; and remediation of accidental releases of maintenance materials and other chemicals. In addition, operation of wash down areas may affect adjacent surface waters, and misapplication of fertilizers, pesticides or herbicides may lead to contamination of surface waters or soils, and therefore require remediation.

Underground storage tanks (USTs) are regulated by Michigan Acts 423 and 478, and the Federal Resource Conservation and Recovery Act (RCRA). These regulations define USTs as tanks and associated piping that are greater than 10% below grade. Of particular interest to golf courses are the portions of these regulations that apply to tanks containing gasoline. New gasoline tanks must be designed to current standards that include corrosion protection, spill and overflow equipment, and release detection equipment. Existing tanks must be upgraded to new tank specifications and must comply with strict maintenance and repair procedures. Compliance dates depend on the number of tanks at the site, and the size of each tank, but all USTs must comply by Dec. 22, 1998, or cease operation.

The most significant portion of the UST regulation concerns the notification and remediation of spills and tank leaks. Using the release detection equipment specified in the regulations, tank contents must be monitored at least monthly and any suspected release investigated and verified. When a spill or leak is confirmed, the owner and operator must report the release to the state, take action to prevent further releases, identify the extent of contamination, remove any free product, and complete and document remediation.

The spill requirements are particularly important when removing a tank from active service (closure). Tanks can either be removed from the ground for disposal, or filled with an inert substance and closed in place. The most common method of closure is removal of the tank, especially for upgrades of existing systems. During the closure, the soils surrounding the tank must be inspected to document that the tank has not leaked, and any detected contamination must be removed as described above. This process requires on-site instrumentation and the supervision of a geologist, and can be costly. The state of Michigan provides some insurance funds for portions of the remediation costs, but the approval procedures are complicated and require an approved contractor.

Wetlands are regulated under Michigan Act 203 and the federal FWPCA. In general, these regulations state that protected wetlands may not be altered by fill material, dumping, dredging, or draining. Since most golf courses include natural or man-made water features, wetlands management is necessary by design or default. The most important concepts in the regulations for the golf course operator are that the definition of a protected wetland may include seemingly dry soils, and that the definition is currently changing on both the state and federal level. Therefore, it is best to obtain an independent evaluation from a qualified wetland ecologist before develop-

ing or altering areas around water features.

Accidental releases of oils, paint, battery acids and other chemicals associated with vehicle and cart maintenance are also regulated, both directly and indirectly. In the State of Michigan, various acts, including Acts 307 and 245, prohibit the release of chemicals to the environment (including disposal in septic systems or sanitary sewers), and require remediation of any releases. Although these types of releases are generally too small to require reporting to the state, they must be contained and removed, along with any contaminated soils. Spills that are not remediated are subject to discovery during an environmental site investigation (usually required for mortgage or sale of the property) or as the result of citizen or employee reporting. Failure to remediate a spill could be considered intentional concealment and could result in corporate or personal fines, or imprisonment. Employees should be trained in spill prevention and remediation, and spills should be reported to the owner or operator for verification.

Finally, although not directly regulated by environmental laws, applications of fertilizers, pesticides, and herbicides may create contamination problems (note that application of these materials is regulated by the Federal Insecticide, Fungicide, and Rodenticide Act). Routine and heavy application of these materials may result in soil concentrations of chemicals that are significantly above local background levels. As such, any testing conducted during an environmental site investigation may detect contamination and affect a potential sale or remortgaging agreement. More importantly, rainfall may carry chemicals to lakes or streams, or adjacent properties. This may result in algae blooms on lakes, fish kills, or even allergic reactions from residents. To limit problems resulting from application of the chemicals, it is advisable to prepare and enforce written policies concerning the methods of application, specifically around surface water, adjacent properties, and areas with significant potential for run-off.

Environmental regulations, and good business practices, require that businesses not only identify and properly manage wastes, but properly manage all raw materials and products to avoid adverse impacts to employees and the environment. With recent changes to environmental regulations, specifically Michigan Act 307 and the Polluter's Pay Law, the risks associated with the improper management of materials take on new importance, possibly including personal liability. However, implementing basic management and audit practices can greatly reduce this liability by identifying and correcting potential sources of contamination, and determining specific compliance requirements for your facility.

For more information on environmental audits, underground storage tank management programs, or wetlands management programs for golf courses and other industries contact Mr. Thomas Wackerman, Managing Partner of Applied Science & Technology, Inc at (313) 663-3200.

Tech-bits is a publication of Applied Science & Technology, Inc. - P.O. Box 1328 - Ann Arbor, Michigan, 48106. Issues on other environmental topics are available upon request. Tech-bits is intended to provide information concerning current environmental issues, and is not intended to provide technical or legal advice regarding any particular situation. Questions about individual situations should be addressed to the environmental engineer of your choice. ©1991, ASTI

The 1991 Season - At

James M. Latham, Director • Great

The 1991 season has been a good news/bad news affair so far, with weather conditions determining the difference much of the time. Good news came to the West in the spring, with timely rains which have brought precipitation records up to par for the first time in 5 or 6 years, but they were preceded by winter desiccation damage to greens, tees and fairways on many courses. Desiccation? How about 80 mile-per-hour winds with still air temperatures at 20 degrees below zero?

Crown hydration/winterkill of *Poa annua*, which has plagued northern latitudes from Wisconsin to Montana for the last two years, has moved south to the Wisconsin-Illinois state line area and southward. Rather than general, across the board damage to all courses, it was a patchwork of turf loss. One course could be almost undamaged, while a neighbor was hurt severely. This provided an early season supply of grist for the mills of locker room agronomists. At the same time, though, it gave superintendents an opportunity to reintroduce bentgrass into weak spots and justify the formulation of pro-bent maintenance programs.

For other areas, the worst was yet to come. Southern Michigan and Chicagoland went through a most disquieting season. It was an accelerated growing season, according to one Michigan superintendent. July weather came in May, August in June, and a breath of September in late July. Not a very deep breath, though, because another spell of hot, humid weather finished off a lot of *Poa Annua* already weakened by disease and the hot, humid, but rainless weather earlier in the summer. Any time winterkill or Summer Patch becomes destructive is the time to present a plan for regeneration of bentgrass to the Powers so that a means of funding can be found. In this way, adversity might become a positive beginning to more reliable playing surfaces.

All of these woes were not shared democratically, however. Many courses have come through the hard times in fine condition. Those with a predominance of bentgrass and Kentucky bluegrass fared well. Naturally, *Poa annua* seedlings came on strong after winterkill, but the high temperatures in late spring applied some degree of stress.

Hopefully, the new poa plants got a lot of competition by inter- or over-seeding with more dependable species. In hot weather, the percentage of bentgrass or bluegrass seedling survival is low, but poa competition will not be as great as it is in either fall or spring. And what is wrong with aeration, slit-seeding, etc., weak or dead areas during the prime playing season? At least the golfers see something **positive** being done to their course rather than our usual moaning about that blankety-blank P.A.

Golf Courses in the Midwest

Have you noticed the number of golf championships being played in the Mid-Lands these days? Medinah, Hazeltine, Oakland Hills, Crooked Stick, Cog Hill, Edinburgh USA, SentryWorld, Crystal Downs, Kemper Lakes, Interlochen, Otter Creek, Golden Valley, Minikahda, Indianwood, and others have become better known to competitive golfers of all ages in the last few years because of the USGA and PGA championships conducted in these environs in recent years. Architecture and style are, of course, the primary reasons for the

associations to accept invitations to use these venues, but you can bet that course care comes next. The golf course superintendents at these courses, with backing by forward-looking Green Committees, have produced turf quality fit for champions as well as the non-handicapped.

The playing conditions at these courses did, at some time, favorably impress visiting golfers who communicate with The Powers who make decisions on competition sites. Potential hosts may not even be aware of this. That's why *playing quality* of the turf is usually as important as cosmetic greenness. Probably more. Thatchy, overwatered fairways are underwhelming, regardless of the shade of green. P.J. Boatwright believed that play to firm, fast, fair greens demands firm, fast fairways.

The Courts

Litigation or legislation? When the Supreme Court ruled that communities could indeed promulgate rules exceeding those of USEPA, the door was opened for the political intimidation of governing bodies of all sizes. Timid politicians and highly vocal Anti groups can legislate away all pesticide use unless someone *locally* speaks up in their favor. This means that individual superintendents, golfers, pros, club managers, as well as their organizations, will have to speak up.

We must talk to and inform our down-home folks in wards or precincts. Company lobbyists and pro-pesticide organizations cannot be of much help at community levels. If golf course managers *do* know more about pesticides than anyone in the neighborhood, they'd better begin speaking up. And *before* restrictions are proposed, not afterward, because the Anti's already have their ducks in a row. Remember that they know how to intimidate the pols, and scientific facts are of little concern. They deal in fear of the unknown and threaten law-givers with fear of being unseated. Golf courses in America are, *or should be*, prime examples of positive pesticide use, without distorting the population balance among 'harmless' bugs or beasts.

The Audubon Cooperative Sanctuary program has attracted a great deal of positive comment from both public and private golf operations in this initial year of operation. It is a first step in removing some of the unintended secrecy about golf course operations. This program does require an accountable performance of some projects, but if it didn't, it would mean nothing to anyone. It provides living proof that good golf course operations do not interfere with the natural scheme of things. It also provides a means of communicating to golfers and neighbors and politicians that golf courses exert a positive effect in their environment.

It will also be to the advantage of golf course superintendents to tell anyone, whether they are deeply interested or not, about the special environmental research being funded by the USGA. It is a Straight-Arrow evaluation of what happens to fertilizer and pesticides after they are applied and have done what they were supposed to do. They don't just disappear, so what does happen to them? The nationwide study is being conducted by outstanding researchers at a number of cooperating universities. Talk it up to show people that golf is a responsible member of a community.

least it wasn't boring

Lakes Region USGA Green Section

Green Section Greens

An inordinate amount of ink has been sloshed around this year about some imagined or contrived controversy about well-established procedures which have proven to be successful for over 30 years. **CONTROVERSY!** is a media cliché used to grab attention by creating doubt or fear, not unlike the words used by Anti groups. The Green Section is making use of Dr. Norm Hummel's expertise in soil laboratory technique to ensure that the physical tests on putting green mixtures are consistent with the procedures established early on and that their results are reproducible.

Anytime a single green building procedure is adopted on a national basis, some local problems arise. That leads to a lot of nickel and dime nit-picking by people who ought to know better, thus confusing the issue and distorting the purpose of this construction technique. Personalities, prejudices and pettiness get in the way of performance. And who suffers? The superintendent trying to do the best for his organization, who has learned that hip pocket soil mixes are hazardous to his employment longevity but is being misled by egotists or corner-cutters riding on short-term performance.

Green Section Greens are real and they perform according

to the construction procedures used. Maintenance is easy when one learns their characteristics. They are easily over-watered because they accept water easily. You might be surprised at the low water *requirement* when the perched water table is managed properly. And that, Virginia, is the reason we harp on having a sharp textural change just below the growing medium and feel that an intermediate sand layer is necessary between it and the gravel drainage bed below.

Green Speed

When the putts don't fall and approach shots don't hold, what's the matter? According to some competitors in the Senior Open at Oakland Hills, the greens became "crispy and faster" during the gorgeous weather they enjoyed during the Thursday-Sunday rounds. To answer that complaint, we measured the greens in the afternoon as well as in the morning. At 6:30 a.m., Stimpmeter readings were 10.5 feet and at 5:30 (or so) in the afternoon they were 9.5 feet, except near the holes where the distance was 10 feet. So when your speed-demons ask for more Stimp distance, ask them to play in mid-morning, not late afternoon.

TURFGRASS INC.



Serving you better with...

Technical information
Fungicide Programs
Free timely delivery

... Quality products

Fertilizers

The Andersons, Lebanon, Sustane, Country Club, Nitroform, Turfgrass

Chemicals

Dupont, Ampel, Ciba-Geigy, W.A. Cleary, Chipco, Daconil, Mobay, Elanco, NIAD, Dow, Monsanto, Expedite, Bio Groundskeeper, Agri Diagnostics, Reveal, Sierra Chemical, Nor-Am, Riverdale, PaneSea', Miller, Agri-Plex, Roots, BiosFe

Seeds

Northrup King, Medalist Turf Products

Spreaders & Sprayers

Cyclone, Spyker, Back Pack, Wheely, Spray Hawk

Golf Supplies

Lewisline, Par Aide, Standard Fore Par, Yankee, United Stockmen, Chix, Fox Valley

Safety Equipment

Mine Safety Equipment

Soil Management

Grid System, TerraFlow, Terrabond, TerraCover

Markers

Richway, Blazon

1-313-437-1427 - Kimberly Olson, Turfgrass Agronomy

1-800-521-8873 - Gene Johanningsmeir, Turfgrass Agronomy

NMTMA Financial Report
Cash Accounts
Year Ending October 31, 1991
and 91-92 Proposed Budgets

	'90-91 Budget	'90-91 Actual	over/ under	'91-92 Budget	%of Bud
Beginning					
Cash: General Fund Checking		\$11,573.26			
Special Checking: MTF		\$12,439.68			
Savings		\$128.03			
Res. & Schol. Fund		\$0.00			
Total Cash: November 1		\$24,140.97		\$25,000.00	
Income:					
Publications Advertising	\$12,500.00	\$11,182.75	(\$1,317.25)	\$12,000.00	22
Dues	\$7,000.00	\$6,652.50	(\$347.50)	\$7,000.00	13
Meetings (Gen. & Mini-conf.)	\$1,200.00	\$3,072.00	\$1,872.00	\$2,000.00	4
MTF Fund Raiser	\$20,000.00	\$23,938.00	\$3,938.00	\$24,000.00	44
NMTMA Fund Raiser	\$7,000.00	\$8,721.30	\$1,721.30	\$7,500.00	14
Soft Good Sales	\$0.00	\$0.00	\$0.00	\$1,500.00	3
Special Gifts	\$0.00	\$0.00	\$0.00	\$0.00	0
Interest Earned	\$800.00	\$939.48	\$139.48	\$900.00	2
Miscellaneous	\$0.00	\$302.00	\$302.00	\$0.00	0
Total Income:	\$48,500.00	\$54,808.03	\$6,308.03	\$54,900.00	100
Expenses:					
Secretarial	\$500.00	\$500.00	\$0.00	\$500.00	1
Speakers	\$1,500.00	\$325.00	\$1,175.00	\$1,000.00	2
Meetings: General	\$200.00	\$1,722.10	(\$1,522.10)	\$500.00	1
Mini-Conference	\$900.00	\$1,479.60	(\$579.60)	\$1,500.00	3
MTF Fund Raiser	\$10,500.00	\$13,915.28	(\$3,415.28)	\$15,000.00	27
NMTMA Fund Raiser	\$4,000.00	\$4,619.26	(\$619.26)	\$4,000.00	7
Christmas Party		\$1,395.42	(\$1,395.42)	\$500.00	1
Board Meetings	\$450.00	\$370.94	\$79.06	\$400.00	1
Research & Professional: Gen.	\$1,000.00	\$150.00	\$850.00	\$300.00	1
MTF Donation	\$10,000.00	\$10,000.00	\$0.00	\$12,000.00	21
GCSAA Donation	\$500.00	\$500.00	\$0.00	\$500.00	1
NMTMA Scholarship	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	2
Awards & Recognition	\$600.00	\$476.00	\$124.00	\$500.00	1
Office Supplies	\$1,000.00	\$1,925.87	(\$925.87)	\$1,000.00	2
Postage & Mailing	\$1,500.00	\$2,150.42	(\$650.42)	\$2,200.00	4
Membership Directory	\$4,000.00	\$3,691.70	\$308.30	\$4,000.00	7
Newsletter	\$5,000.00	\$7,851.00	(\$2,851.00)	\$8,000.00	14
Membership & Library Goods	\$2,000.00	\$791.48	\$1,208.52	\$1,000.00	2
Soft Goods	\$0.00	\$0.00	\$0.00	\$1,600.00	3
Insurance	\$2,000.00	\$458.00	\$1,542.00	\$500.00	1
Service Charges	\$200.00	\$186.46	\$13.54	\$200.00	1
Miscellaneous	\$400.00	\$20.92	\$379.08	\$100.00	1
Legal and Accounting	\$1,000.00	\$385.00	\$615.00	\$250.00	1
Total Expenses:	\$48,250.00	\$53,914.45	(\$5,664.45)	\$56,550.00	100
Year End Cash: October 31					
General Fund Checking		\$12,357.16			
Special Account: MTF		\$12,673.17			
Savings		\$0.00			
Res. & Schol. Fund		\$0.00		\$5,000.00	
Total Cash: Year End		\$25,030.33			

NMTMA Financial Report

By Michael Morris

Over the last two seasons, the NMTMA Finance Committee has assembled accounting journals and a general ledger which record the association's finances for the last five years. This project was undertaken in order to conform to our newly acquired tax exempt/incorporated status, and also to provide an accurate reporting of the association's finances to the membership.

The report on page 10 outlines our income and expenses beginning November 1, 1990, and continuing through October 31, 1991. The report also includes the proposed budget for November 1, 1991 through October 31, 1992.

The following items are worth explanation. Income from advertising nearly covers our printing expenses and postage: for this we thank our sponsors. The expenses for publications over budget reflect the new three-color format. We are planning to sell shirts again this season: watch for details. Our net income for the season was less than \$1000, and due to the fact that we are carrying a significant cash balance, we plan to establish a research and scholarship fund to insure our obligations to these accounts in the future.

It is the hope of the finance committee that this information is appreciated by you. . . it's **your** association.

Job Security, Politics, and Respect

By Michael Morris

After discussing some controversial changes in the maintenance practices at our golf course, a visitor to the club made the comment to me, "How does it feel to be an accomplice in a rape?" Translation: "You are one of a rotten few individuals who have violated and damaged the golf course." I was



appalled by this person's indictment, his disregard for the decision making process at the club, and the grotesque allusion to rape. Very undiplomatically I answered, "I wouldn't respond to such a disgusting comment." I then walked away from the group not giving the matter much further thought.

Shortly after this incident, the visitor appeared at my office door.

He apologized for his insensitivity, but felt it necessary to add a few 'pearls of wisdom'.

He told me I should be very careful with what I do and say in my position, because he has known and heard of superintendents who lose their jobs when they become involved with such political decisions and discussions.

I was again dumbfounded at this person's arrogance. I simply thanked him for his apology, for his 'wisdom', and I asked him to leave.

There are many people, some of whom may someday be your superiors, who believe that the golf course superintendent is some lower form of being whose job should and must be held in jeopardy to gain the desired performance. Perhaps this is the way these people look at everyone who holds a "lower" station in life than their own. Do you handle your employees this way? Far too often we hear of "job changes"

resulting from this very mentality. When situations such as this arise. . .

When someone's job is held over his head - I am instantly reminded of how much work golf course superintendents have yet to educate their clientele and promote themselves as professionals.

Without a clearly established understanding of job related roles between owner and superintendent, the superintendent's job becomes increasingly political in nature. What percentage of your job is political? What percentage technical? 50:50? 90:10? I read an article written by a Florida superintendent, writing from experience, who asserted that most superintendents lose their jobs for "political" reasons, i.e., for reasons unrelated to the superintendent's ability to manage people and care for the golf course. Superintendents may be judged by their ability to play golf, physical appearance, personal lifestyle, and so on. Any of these issues may be reflected in the superintendent's work, but when these superficial issues take precedence over performance, the proper perspective of the superintendent's role has been lost.

It seems that owners and club officials need some clear guidelines on the hiring, firing and employing of golf course superintendents. Indeed, every situation for a superintendent and owner may be unique. Yet if the superintendent's and owner's responsibilities are not clearly defined, any objectivity in evaluating performance can be lost in 'politics', and with it any sense of job security. One obvious solution to this problem is a contract with an arbitration clause. Many superintendents have negotiated such contracts with their clubs, and the results benefit both parties.

(Continued on next page)

Change of Address, Membership Application info available

Any member with a change of address should immediately contact

Thomas J. Reed at 3733 Apollo Drive, Traverse City, MI 49684.

He should also be contacted if any person would like to apply for membership in NMTMA.

Job Security, Politics, and Respect. . .

(Continued from previous page)

Basically, though, superintendents must earn more than a salary and perquisites.

We must earn respect from golfers, employers, and employees. Respect is not granted in a contract or with a job title.

As a group, let's put our technical and management skills - our education - to work for us. Do not accept or play the role of the underling or 'dumb farmer'. Keep lines of communication open in both directions with your superiors. Use organizational skills to expedite the necessary information through the management hierarchy. If we continue to educate ourselves, communicate, and manage our resources, we will be doing our profession a lot of good.

You can buy a man's time; you can buy his physical presence at a given place; you can even buy a measured number of his skilled muscular motions per hour. But you can not buy enthusiasm. . . you can not buy loyalty. . . you can not buy the devotion of hearts, minds, or souls. You must earn these.

Clarence Francis

HYDROTHERAPY FOR GRASS!

To keep your grass healthy and happy, count on Commercial Pump Service to solve any water problem. Whether it's a new, high-tech pumping system, a retrofit on existing equipment or on-the-spot repairs for any system, Commercial Pump has the experience, the parts and the people you'll learn to love.

After all, no one knows the water business better. Call (800) 426-0370 and let's talk about it. The worst you can get is a very pleasant conversation.



**Commercial Pump
Service Incorporated**

401 Broadway, Swanton OH 43558
Serving the Americas and the Caribbean

HUGGETT SOD FARM, INC.

• Top Quality Sod •



Nugget + II (bluegrass blend)
Grade A or Commercial on Peat or Top
Soil Base

Shade Mix (Bluegrass, Fescua, Rye Blend)
Good on Sandy Soils or in Shade

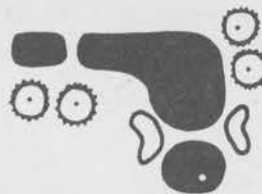
Penn Cross Bent
Grown on USGA Soil Mix

Delivery
Michigan • Ohio • Indiana

- BULK SPAGNUM PEAT •
- SHADE & ORNAMENTAL TREES •

Ph: 517-635-7482

4114 East Marlette Rd. • Marlette, MI 48453



ALEX ROHOZA

- 46 years experience growing Bent Grass Sod.
- We add new modified soil after each cropping, ensuring a better sod.
- Our Bent Grass sod is managed just as you manage your golf greens.
- For faster play on your greens call us for your sod installations.
- We specialize in green installations, tees and problem patchwork.
- Call to place your sod order or to arrange for installation of your greens. One green or your entire golf course.

**ROHOZA
TURF PROFESSIONALS**

SEWICKLEY, PA 15143
412/266-4138 -- 412/266-1140

NMTMA Want Ads

For Sale:

13 ParAide Benches; 17 Portable Universal Ballwasher Stands; 2 Redwood cooler stands (including 10 gallon coolers, cup dispensers, supply of cups). All in good condition. Call Jeff Dorrell, Cadillac C.C. - (616) 775-8586

Superintendent Position Open

Meceola Country Club in Big Rapids, MI. Contact Rick Williams - (616) 796-3116

For Sale:

3 Cushman Trucksters: 1988 with 800 hours; 2 '87s, 1000 and 2000 hours. \$3500 each. Call Doug or Mike at High Pointe G.C. - (616) 267-9900

For Sale:

Woods Brush Hog. Call Michael Morris, Crystal Downs C.C. - (616) 352-4241

Would you like to Host an NMTMA Golf Outing & Meeting? 1992 is full, but you can be on the list for next year. Call Program and Golf Chairman, Brian Holmes: Bus. - (517) 736-6493 or home - (517) 471-2454.

Two great ways to start your turf off right

Both methylene urea-based High Density 19-26-5 Starter[®] Fertilizer and SREF[®]*-based 16-24-12 Turf Starter[®] Fertilizer promote vigorous growth and root development of seedlings, sprigs and sod, and meet the needs of established turf.

Ask your Scott Tech Rep for details.

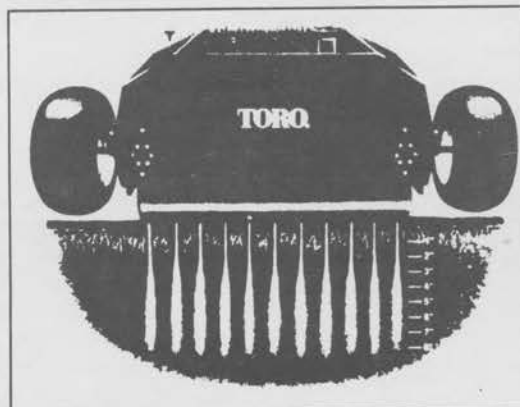
*Scotts[®] Slow Release Encapsulated Fertilizer

Tom Heid
(616) 922-0502



TORO

HydroJect™ 3000



A Revolutionary Turf Cultivation Tool

For More Information Call:

Spartan Distributors, Inc.

487 W. Division
Sparta, MI 49345
PHONE: (616) 887-7301

A Commitment to Quality Turf Care Products

**Tee Time[®]
Fertilizer/Pesticides
and Specialty Products
for the
Golf Course Professional**

Distributed by:



TURFGRASS, INC.
P. O. Box T
28064 Pontiac Trail
S. Lyon, MI 48178

Call Toll Free:
1-800-521-8873 or
313-437-1427
(call collect)

the professional's partner[®]



Lawn Fertilizer Division
P. O. Box 119
Maumee, Ohio 43537

Call Toll Free:
Customer Service:
1-800-251-LAWN (Ohio)
1-800-253-LAWN
(Outside Ohio)
Sales Office: 1-800-225-ANDY
(2639)

Watson to receive 1992 Old Tom Morris Award

Tom Watson, six-time PGA Player of the Year, has been selected to receive the Old Tom Morris Award from the Golf Course Superintendents Association of America (GCSAA). The award is the association's highest honor.

Watson will be honored during the closing banquet of the 63rd GCSAA International Golf Course Conference and Show on February 17 in New Orleans, La. Due to PGA Tour tournament conflicts, Watson will be unable to attend the banquet and will make his acceptance speech via videotape.

"Tom Watson embodies all that is great about the game of golf," said GCSAA President Stephen G. Cadenelli, CGCS. "Beyond his greatness as a player, Tom has demonstrated extraordinary commitment to his family and community. He has, and continues to make, significant contributions to others. GCSAA is honored to present this award to Mr. Watson".

GCSAA established the Old Tom Morris Award in 1982 to recognize individuals who have made outstanding lifetime contributions to the game. The award is named in memory of Old Tom Morris (1821-1908), greenkeeper and golf professional at the Royal and Ancient Golf Club of St. Andrews, Scotland.

Watson joins Arnold Palmer, Bob Hope, Gerald Ford, Patty Berg, Robert Trent Jones Sr., Gene Sarazen, Chi Chi Rodriguez, Sherwood Moore, CGCS, and William Campbell as recipients of the coveted Old Tom Morris honor.

In his nomination for the Old Tom Morris Award, Watson was cited for his charitable and community efforts. The Children's Mercy Hospital Golf Classic is an 18-hole exhibition team match hosted by Watson which raises money for the local Kansas City (Mo.) hospital. Every year since 1980, Watson has brought in golf's finest players for a one-day golf match. The Golf Classic has raised more than \$3.5 million for Children's Mercy Hospital.

Watson's other big event, "Clubs for Kids", gives boys and girls in the Greater Kansas City area an opportunity to learn about the game of golf as they ordinarily would not have. The biennial event was first held in 1981. Each child who participates receives a junior-size golf club, a golf ball, a

Tom Watson golf clinic and time on the driving range. Kansas City's "Clubs for Kids" was developed by Watson with the cooperation of the Kansas City Parks and Recreation Department, the PGA of America, Midwest Section, and the Ram Golf Corporation.

Watson has long expressed deep understanding and appreciation of the role superintendents play in golf. In 1987, Watson, along with professional golfers Palmer and Jan Stephenson, lent his time to GCSAA to take part in the making of "Golf At Its Best", a GCSAA-produced audio-visual presentation that pays tribute to the role of the golf course superintendent. In 1988, Watson appeared in GCSAA's "Follow Through" poster, which reminded golfers of their responsibilities for course etiquette and maintenance.

In 1982, at the ceremony to accept the United States Open trophy he had just won, Watson held up the trophy, said he felt like a million dollars, thanked his wife, and then immediately thanked the golf course superintendent for the fine conditions of the Pebble Beach course.

In addition to being a record six-time Player of the Year, (1977-80, 1982, 1984), Watson is a five-time winner of the British Open, three-time recipient of the Vardon Trophy, two-time Masters Tournament champion and winner of the 1982 U.S. Open. Overall, Watson has won 32 times on the PGA Tour.

Watson has represented the United States on four Ryder Cup teams. Last month, the PGA of America named Watson as captain of the U.S. Ryder Cup team when it defends the cup in 1993 at the Belfry in Sutton Coldfield, England.

Recognized as one of the all-time greats in the history of golf, Watson was honored by the USGA in 1986 with the Bob Jones Award for sportsmanship in golf. In 1990, the Golf Writers Association of America selected him for the William H. Richardson Award for contributions to golf. In 1988, Watson was elected to the PGA World Golf Hall of Fame, becoming the second-youngest inductee to the hall.

The Old Tom Morris recipient is nominated and selected by the GCSAA board of directors.

NMTMA Happenings

People & Places:

- C.E. 'Tuck' Tate wins GCSAA's Distinguished Service Award (see article this issue).
- A-Ga-Ming and Elmbrock recognized by National Golf Foundation (see article this issue).

Research:

- M.S.U. Snow Mold Trials at Boyne Highlands and Birchwood Golf and C.C.
- Grace Sierra Snow Mold Trials at Crystal Downs Country Club.

Building & Remodeling

- Crystal Downs C.C.: new maintenance building.
- The Legend: new driving range tee.

New Courses & Additions

- Matheson Green, in Northport: 9 holes in '91, 9 in '92 opening.
- Tree Tops II (Fazio) in Gaylord: opening '92.
- Pinecroft in Beulah: opening '92.
- The Grandview in Kalkaska: under construction.
- The Farm in Bellaire: under construction.
- Eagle Glen: under construction.
- County Clare G.C. in Clare: additional 9 holes.

If you have an item you would like listed in "NMTMA Happenings", please call Michael Morris at (616) 352-4241.

How do you rate as a manager?

Editor's Note: This article was printed in our 1990 Membership Directory. In case some of you may have overlooked it, we have reprinted it here. Now is a good time of year to evaluate last year's performance and establish goals for this one.

As a manager, you probably rarely evaluate your own progress and performance before your boss does – to your own misfortune. Why should you wait to be evaluated from above? Why should you delay thinking through ways you can improve your performance? The answer is that you shouldn't. Your career is at stake, and to succeed, you need to be aware of your level of competence in five areas of managerial proficiency: management style, planning, information and communication, time management, and delegation.

For each management characteristic, you need to know if it is a "definite strength" or a "serious weakness", or somewhere in between. Such knowledge will allow you to begin developing a personal improvement plan. You can change only when you are motivated from within and know where to begin.

These questions will enable you to begin this evaluation process. For each question listed in the five categories, rate yourself as follows:

- Definite strength – 10-9
- Moderately effective – 8-7
- Average performance – 4-3
- Definite weakness – 2-1

1. Management style

- ___ 1. Am I sensitive to the influence my actions have on my subordinates?
- ___ 2. Do I understand their reactions to my actions?
- ___ 3. Do I find an appropriate balance between encouragement and pressure?
- ___ 4. Do I allow subordinates to express ideas and opinions?
- ___ 5. Am I effective at motivating subordinates?
- ___ 6. Am I able to resolve conflicts in a constructive way?
- ___ 7. Have I developed a spirit of teamwork among my subordinates?
- ___ 8. Do I have a clear understanding of my role in the organization?
- ___ 9. Am I tactful in disciplining an employee?
- ___ 10. Do I have a personal plan for self-improvement?

___ Section Total

2. Planning

- ___ 1. Are the operations of my organization balanced so that the pace of change is neither too routine nor too disruptive?
- ___ 2. Do I sufficiently analyze the impact of particular changes on the future of my organization?
- ___ 3. Am I sufficiently well informed to pass judgment on the proposals that my employees make?
- ___ 4. Do I schedule my meetings appropriately?
- ___ 5. Are my meetings planned in advance?
- ___ 6. Do I have a clear vision of direction for my organization?
- ___ 7. Are these plans in written form to guide me as well as others?
- ___ 8. Do I make them explicit in order to better guide the decisions of others in the organization?
- ___ 9. Are they flexible enough to be changed, if necessary, to meet the changing needs of the organization?
- ___ 10. Does the day-to-day work in my organization run smoothly?

___ Section total

3. Information/communication

- ___ 1. Do I have good sources of information and methods for obtaining information?
- ___ 2. Is my information organized so that it is easy to locate and use?
- ___ 3. Do I have other people do some of my scanning for me?
- ___ 4. Do I make good use of my contacts to get information?
- ___ 5. Do I balance the collection of information with action?
- ___ 6. Do my people have the information they need?
- ___ 7. Do I put it in writing so that my employees are not at an informational disadvantage?
- ___ 8. Do I use interoffice communication media appropriately?
- ___ 9. Do I make the most of meetings which I am running?
- ___ 10. Do I spend enough time visiting other areas in the office to observe first hand the results accomplished?

___ Section total

4. Time management

- ___ 1. Do I have a time scheduling system?
- ___ 2. Do I avoid reacting to the pressures of the moment?
- ___ 3. Do I avoid concentrating on one particular function or one type of problem just because I find it uninteresting?
- ___ 4. Do I schedule particular kinds of work at special times of the day or week to take advantage of my own energy/effectiveness levels?
- ___ 5. Am I in control of the amount of fragmentation and interruption of my work?
- ___ 6. Do I balance current, tangible activities with time for reflection and planning?
- ___ 7. Do key problems/priorities get the attention they need?
- ___ 8. Do I make use of time-saving devices such as dictating machines and pcs?
- ___ 9. Do I have my priorities clearly in mind most of the time?
- ___ 10. Do I have the necessary information available to me at the right time to meet my deadlines?

___ Section total

5. Delegation

- ___ 1. Do my employees understand our objectives and know what is to be done, when and by whom?
- ___ 2. Do I know which of my responsibilities I must meet myself and which I can delegate?
- ___ 3. Do I encourage initiative in the people I supervise?
- ___ 4. Do I leave the final decision to employees often enough?
- ___ 5. Do I avoid doing my employees' work?
- ___ 6. Do I show genuine interest in my employees' work?
- ___ 7. Am I confident that my subordinates can handle the work I give them?
- ___ 8. Do I give employees the guidance, training and authority they need to make decisions independently?
- ___ 9. Do I regularly assess the quality of my work and that of my employees?
- ___ 10. Do I use delegation to help my employees gain new skills and grow in the organization?

___ Section total

(Continued on next page)

Calendar

January	20-22	Lansing	Michigan Turfgrass Conference Holiday Inn (Formerly the Clarion)
	23	East Lansing	Kellogg Center, MTF/MSU Environmental Workshop Think Tanks, Storage Tank Issues in the Turfgrass Industry
		Swanton, OH	Commercial Pump Service School - Call (800) 426-0370 for dates and information
February	8-11	Toronto, Canada	CGCS's 43rd Annual Canadian Turfgrass Conference & Show Contact (800) 387-1056
	10-17	New Orleans, LA	GCSAA's 63rd International Conference & Show
	25	Grayling	Dr. Frank Rossi presents: "Employee Relations: Recruitment, Training, Motivation, and Retention of Employees." This class is also offered in Novi on Feb. 24th and in Grand Rapids on February 27th.
March	Date and Location To Be Announced		NMTMA Educational Meeting
	Date and Location To Be Announced		Dr. Frank Rossi presents: "Is it Safe? Environmental Communication for Landscape and Lawn Care".
April	Date and Location To Be Announced		NMTMA/MSU Mini-Conference
	Grayling, Grand Rapids Dates To Be Announced		Dr. Frank Rossi presents: "Legislative issues of 1992".

Note: Dr. Frank Rossi will offer monthly seminars for Pesticide Core Manual and Category Specific Testing beginning in April.

Also, in July Dr. Frank Rossi will offer a clinic in Northern Michigan about integrated hands-on management schemes for diseases, insects and weeds in turf: ITM

Watch *Turf Times* for details

How do you rate as a manager?

(Continued from previous page)

Section	10	20	30	40	50	60	70	80	90	100
Management Style										
Planning										
Information/ Communication										
Time Management										
Delegation										
TOTALS										
Grand Total										

Now total your score. You may also want to mark the appropriate boxes in the adjacent chart. If the total score in any one section is 50 or less, a personal development plan is necessary. You may also want to draw a line connecting all the scores. The variations in the line will identify, too, where improvement effort should be concentrated. The composite score, which is the sum of each section total divided by five, will give a more general evaluation of your performance as a manager. If your composite score is 80 to 100, your strengths should serve you well *if exploited*. A score of 60 to 80 suggests unbalanced skills that may seriously retard your professional progress. A score of 50 or less may suggest some serious soul-searching about your future as a manager.

Credit: Rate Your Executive Potential, Roger Fritz, 1988.

(Grand Total) _____ +5= _____ (Composite Score)