tion and a down economy hurt them as well as the rest of us. We do so much that benefits the community economically. We have a wonderful caddy program, for example. That's a huge contribution to the community. I hope we get the ear of the politicians, and the golf industry can continue to thrive.

How do you balance your environmental reputation with the real world?
We often want to fantasize about being "organic," but for now it's a bit of a pipe dream. Some green things work, some don't. To go completely organic, managing a highly manicured monoculture such as turf, in a disease-prone area like Chicago isn't realistic. Snake oils and witches' brews are way too common. We've tried most of them, and it's discouraging. But, at least you learn what doesn't work. With some, their effectiveness relies on integration with other inputs and cultural practices supporting the holistic approach. But there are no silver bullets.

Your name comes up a lot when companies talk about who's testing their products.
When someone approaches me to test something, I ask who's already done the university research. We're not researchers, we conduct on-site evaluations. That's a different standard. We've learned to be cautious because we've learned the hard way about how people position what we do and say. Now, whenever I want to do a formal study, I try to pull in local researchers to be part of it. People like Derek Settle, Ph.D., at Chicago District Golf Association, Tom Voigt, Ph.D., and Bruce Branham, Ph.D., at University of Illinois and other professionals. It gives us a much higher comfort level.

How do you want to be remembered?
As someone who was approachable, helpful and hopefully open-minded but driven by science.

Final thoughts?
Despite everything, the environmental movement is alive and well. Water, climate change and energy will drive much public concern. As a society, we've been lulled to sleep for the past few years. It's like the energy crisis. We had an early warning in the 1970s and then kind of forgot when gas got cheap again. This is chapter two of the environmental movement, and golf will occupy some people's concerns. Our job is to get them to listen to science. It needs to be part of every superintendent's job. Short-term solutions are out. We need to think long term and about the big picture if we're going to sustain the great business we're in.