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## President's Message Leadership

by **Bruce R. Williams**  
**MAGCS President**

Several popular traits come to mind when we think of leadership. Most leaders are intelligent, honest, determined, socially alert, and dominant. While almost all leaders exhibit these attributes, this does not determine whether or not a leader will be weak or strong. There are four additional companion sets of key attributes that clearly separate strong leaders from weak ones.

The first set of positive attributes is defined as functional competence. Functional competence relates to the breadth and depth of knowledge and experience a leader has about his industry or business. A leader with a high functional competence has a strong reputation and track record and comprehensive knowledge of the industry in which the business competes. He knows the business inside and out — its strengths and weaknesses, its culture, and its key players. The strong leader knows what it takes to gain a competitive advantage and keep his business at the forefront of the industry. Strong leaders rate exceptionally high on functional competence; average and weak leaders rate much lower.

Direction setting is another set of positive attributes prominent among strong leaders. This includes a group of leadership behaviors that establish direction and move the business toward a predetermined strategic position. Leaders rating high in direction setting challenge the status quo. They inspire a shared vision by creating the vision and getting others enthusiastically involved. They enable others to act by encouraging collaboration and empowering people, and they lead by example. They also encourage others through recognition and rewards.

Another attribute prominent among strong leaders is a set of leadership skills. These skills include persuasiveness, speaking, self-planning, group planning, creativity, diplomacy, listening, analytical and conceptual skills, and decision-making. Strong leaders are rated as highly proficient in these areas.

Personality traits are commonly used as predictors of leadership success. Certain traits appear to positively influence leadership performances. The trait set consists of persistence, achievement, decisiveness, energy, self-confidence, and assertiveness, and being forward-looking, imaginative, and inspiring.

Many of the aforementioned attributes do not come naturally and need to be developed to be an effective leader. I have tried to develop and improve those skills over the past several years. It has been the most enjoyable and exciting time of my life. Leading the Midwest Association of Golf Course Superintendents has presented me the opportunity to develop personally, professionally, and as a leader, I want to thank the membership for their support and confidence over the years. I am extremely excited about the future of our great organization. I will offer my continued support to Ray Schmitz and our new Board of Directors.

## Director's Column



by Joel Purpur

Why do we make money off of our golf meetings? Actually, we don't. In fact, we budgeted for a small loss in revenue. So how do we decide what a meeting price tag should be?

We know that rarely are two clubs run the same way, but our first step is to get a commitment from the powers in charge. They want to know what we typically pay for. We usually pay for carts, lunch, dinner, appetizers, and beverage on the course and ask green fees be waived. Rarely are we charged green fees, but sometimes policies may not allow a club to do so. Occasionally, there is a charge for lockers, pro shop scoring, or other miscellaneous overhead. Let's figure it all up.

Assuming green fees are waived, we start off with around \$12 for carts, and lunch is usually about \$8 plus tax and tip. Next is the cost of beverages on the course which greatly varies from club to club. Pop is usually \$1 to \$2, and beer is usually \$2 to \$4. How many is an educated guess. Dinner varies just as much. We've paid from \$15 to \$25 plus tax and tip for the same entree. Hors d'oeuvres average \$6 to \$8 per person, and locker room fees are about \$2. We've paid up to \$12 a person for miscellaneous overhead; we've had no choice. This may sound expensive, but these are usually lower than normal rates.

Add it up: \$12 for carts, \$8 for lunch, \$8 for beverages, \$25 for dinner, \$8 for hors d'oeuvres and \$7 for prizes. Assuming the educational speaker is free, the lockers are free (always tip the attendants), and there are no additional miscellaneous charges, we're already at almost \$70. The reason we haven't even seen a \$60 meeting is because of our sponsors.

Every month our sponsors' contributions reduce the price of our meeting by at least \$10 a person. Our sponsors deserve our support and gratitude in return. Our 1991 golf meeting sponsors were as follows:

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Host Superintendents Tim Kelly (rained out), Jeff Nack, Dave Blomquist, Greg Johnson, Kerry Blatteau, Peter Hahn, and Bob Wilkins deserve a lot of credit for their hard work as well. It takes courage and confidence.

Once again, it is not our intent to make money on golf meetings. If we round up the price and make a few dollars, we'll be able to lower the price on a future meeting. So when you see the cost of the day, you'll know what goes into the figure; and when you look at what the average golfer would have to pay, you'll realize we get quite a bargain.

## The 1991 Season — At Least It Wasn't Boring

James M. Latham, Director  
Great Lakes Region USGA Green Section

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-an-hour winds with still air temperatures at 20 degrees below zero!

Crown hydration/winterkill of **Poa annua**, which has plagued northern latitudes of Wisconsin to Montana the last two years, 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 become 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 temperature 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  
(continued page 4)



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(USGA cont'd.)

played in the Mid-Lands these days? Medinah, Hazeltine, Oakland Hills, Crooked Stick, Cog Hill, Edinburg USA, SentryWorld, Crystal Downs, Kemper Lakes, Interlachen, 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. Boatright believed that play to firm, fast, fair greens demands firm, fast fairways.

## The Courts

Litigation or legislation? When the U.S. 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 golf course 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 polls, 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 with 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

(continued page 6)



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(USGA cont'd.)

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.

### 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 golf course 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 overwatered 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., Stimp meter 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 10.0 feet. So when your speed demons ask for more Stimp distance, ask them to play in mid-morning, not late afternoon.

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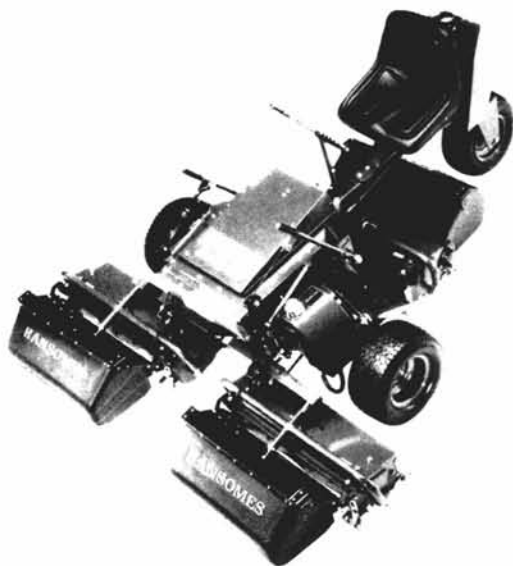
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# Plantings Showing Effects of Drought

by Chicagoland Hort Newsletter  
Fredric D. Miller, Jr. Area Adviser, Entomology

Though recent rains have greened up lawns, we know from '88 that the effects of the summer's drought will last for years. Already, we are seeing dieback and outright killing of trees and shrubs from dryness. Some plants, unable to cool themselves by transpiration, died from fatally high internal temperatures.

Fall has started early this year. Some drought-damaged plants colored up early and dropped their leaves. While early color often indicates root loss or girdling, some of these trees may recover nicely, at least they will be dormant for winter. Other plants have responded in a different manner. Heat-hardened and dormant throughout the summer, they have started to grow with the cooler moist weather. Lilacs and rhododendron in bloom, new growth on shrubs, blossoms on crabapples are all being reported. These plants may not be dormant by the time winter sets in, and could be seriously injured by the cold.

Not so easily observed are some other problems. Root systems are much less tolerant of extremes than are tops. Our trees and shrubs tend to produce roots in the upper foot or so of soil. Even in dry years there usually is sufficient moisture at that depth to keep them from dying. But, without any rain for many weeks, fine roots were killed by the dryness, or by excessive soil temperatures. Many of these plants will leaf out next spring, then suddenly dry up.

If the roots of these trees have not been completely killed, the recent moisture and a two inch mulch of wood chips over the entire root system may help them regenerate roots. **Caution — even though the grass is green and moist, do not take for granted that soils are thoroughly moistured.** We have found beneath 2 or 3 inches of moist soil, soils that are powder dry. Dig down and make sure.

There is an even more subtle change that occurs in some drought stressed plants. Plants that normally fend off insects and diseases become susceptible to insects and diseases that usually do not hurt them. Expect canker diseases to develop on crabapples, redbuds, viburnum, spruces, pines, willows, and hawthorns. Next summer seemingly healthy branches will suddenly dry up. Examination will reveal the canker that killed the bark and the branch. Sometimes cankers on trunks result in whole plants dying.

Bark beetles and borers are attracted to droughty plants. Bronze birch borer, ash borer, flat-headed borers in maple, oak, and apple are to be expected. Red pine, always a problem here, can be expected to suffer from Ips beetles (type of bark beetle) under the bark.

Drought-damaged plants will need attention this fall. If rains continue, be sure your plants do not go into winter with waterlogged soil. If it turns dry again, water. This is especially important in winter if there is no snow cover.

Wrap newly set and thin-barked trees with tree wrap to prevent winter scald and frost cracking. Protect evergreens from wind and sun with burlap screens or antidesiccant materials. Be prepared next summer to spray for borers where possible.

Assume that replacement plants will be needed in some cases, and tell your customers now so it will not be a surprise next spring.

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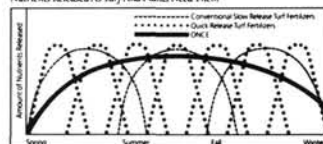
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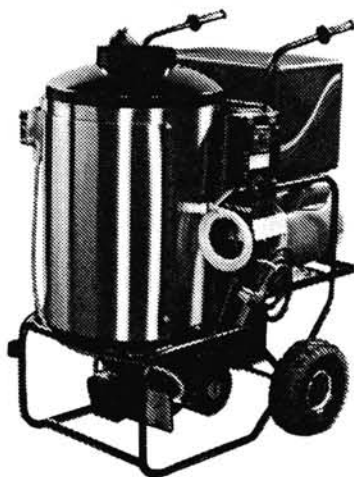
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by Tony Rzadzki, Supt.  
Cantigny Golf Club

Cantigny Golf Club is one of the few golf courses in the Midwest that uses effluent water as a source for irrigation water. The lowest and one of the largest lakes on our course is our reservoir lake that feeds our whole irrigation system. We have a pipeline connected to the nearby Wheaton sanitary district which feeds us all of the water that we need at a very nominal cost. But, effluent water does have some problems, the worst of which is the constant almost day to day infestation of algae.

For the past two years we have had an outside contractor monitor our lake on a weekly basis and apply aquatic herbicides as needed. Last year we also purchased white amur fish to help us combat the algae problem. But we felt that this was not enough so we decided to aerate our lake and try to cover all the bases.

What had been happening throughout the golf season is the algae would build up in our screens at the pump house. It would also start to coat the bottom screens in our sprinklers out in the field. This would cause the sprinklers to turn on but not shut down or not turn on at all. In 1988 we installed two bubbler type aerators near our pump house intake pipe. Dave Schlageter was our irrigation man at that time and he pulled the air lines out in a row boat. Boy, I felt sorry for him. It turned out to be quite a fiasco between the air lines, weights, ropes, and two guys crammed into a fourteen foot john boat. He eventually got the small system installed and it's been working flawlessly since.

Dave's work in 1988 helped to relieve our problem, but our reservoir lake is quite large and has many small bays and "dead" stagnant areas where the water does not move at all. These areas also happen to be near the island tee and island green of our eighth hole. So when an algae infestation would begin these locations were affected first and looked quite unattractive.

So last fall we decided to install four more bubblers and locate them at these dead zones. The one big problem that I could see was that our furthest bubbler location was about two hundred yards away from our compressor. To try to lay out this amount of air line on a par three golf hole during the golf season in a row boat would be a difficult proposition at best. Even to do it after we closed the course would be quite a chore with the cold water and air temperatures that we get in late fall.

So, who not wait until we get a deep freeze and the lake is frozen over! This way you can walk right out on the ice and place your air lines exactly where you want them. Sure, it's cold outside so walk up the lake bank and sit in the truck and warm up. Byron Ambrose is our assistant superintendent in charge of irrigation and that's exactly what he did. As he pulled the line out over the ice and attached the bubblers he tied his weights on to pull the line to bottom of the lake. He made a difficult project quite easy.

Last spring as the ice melted you could see the weights and air lines slowly settling in. Eventually the ice broke and the lines sank to the bottom. We turned the compressor on and the bubbles began rising.

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