



# ***THE SOUTH FLORIDA GREEN***

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IN THIS ISSUE

## **GCSAA's Golden Anniversary**





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Editor



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### ON OUR COVER

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## President's Message



As an organization becomes larger and more sophisticated it will usually suffer from "Growing Pains." Any association will go through these periods and ours is no exception. It is difficult to meet the needs of everyone and to keep the entire membership happy.

I feel that through periods of unrest a good organization grows and matures more rapidly. We are joined together for one common cause — to grow better turf and provide the best possible playing conditions for our golfers.

These goals cannot possibly be achieved by any one individual or even a few. Only when an organization has sufficient numbers can it attract top notch speakers. Only a grown organization can support legislation that will benefit the membership — and our clubs. Only in numbers can we develop good fellowship and increase our ability to freely exchange ideas with each other.

If it were not for those farsighted superintendents who formed this great Association of ours many years ago, our professionalism would not exist today. The superb turf and playing quality of our golf courses would not have attained their present degree of excellence. We owe it to our clubs to keep our Association strong and forever moving forward.

*Tom Burt*



## Editorial ...

By TOM MASCARO

I am constantly amazed by club officials and their lack of knowledge about the organizational structure of their club's "Operating Team." This Operating Team is of course, the club manager, the club golf professional and the club superintendent. Each man in this three man operating team is a permanent operating employee. Each has his own areas of responsibility. Each is an expert in his own field. In my opinion, each has almost more than he can efficiently handle in the modern club organization of today.

The greatest increase in responsibility in the last decade has been that of the club superintendent. Through the years, he has evolved from "groundskeeper" to "greenkeeper" to "golf course superintendent" to the present day "club superintendent." On the average, the modern club superintendent's responsibilities run about 60% of his time in agronomic problems, and 40% of his time in total property responsibilities. No longer is he, "that guy somewhere out on the golf course," he is instead one of the operating executives of the club. He helps make far reaching decisions that affect the overall operations of the club.

New federal regulations and laws, enforced by such agencies as EPA and OSHA can, in the future, conceivably determine whether a club will be allowed to continue to operate. The club superintendent keeps abreast of these new regulations, and makes decisions. This of course is only one area where the club superintendent has been shouldering more and more responsibility. Club officials would do well to examine and appreciate the present day position of their club superintendent.

---

### "IDEA PICKS UP"

A member of the Iowa GCSA recently held an unusual contest. Each couple playing the course was given a paper bag to fill with broken tees and flip tops from cans. The heaviest bag won the prize. The idea seems to have worked, the winning bag held nearly two pounds of the litter. The motto for the day could have been "pick up or lose out."

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# Golden Anniversary Now History

## "STARTING WITH 50"

From the National Association of Greenskeepers of America (1926) to the Greenkeeping Superintendents Association of America, the name has changed to keep in step with the changes in our field. From a job to a profession.

The GCSAA has in its first 50 years been the central force in upgrading our profession. By collecting and disseminating practical knowledge, drawing attention to our needs for more efficient and economical maintenance; we and The Game have prospered.

Throughout these first 50 years, members have gathered annually to support, strengthen and main-

tain their organization. The only interruption in this policy was World War II; even then President Harold Stodola held the group together by corresponding with the members. Adversities such as the bank failure in the 1930's have been overcome and the official magazine, "The Golf Superintendent" continues to bring news of our industry, because of a determined membership.

From 29 members who chartered the organization at Sylvania Country Club to over 4200 in 18 countries; we have grown to meet the demands of our constantly changing profession. This is only a starting place, the best is yet to come . . .

## "GCSAA CELEBRATES"

Sylvania Country Club, site of the first meeting of the National Association of Greenskeepers of America was revisited by the Golf Course Superintendents Association of America to celebrate the organization's 50th anniversary September 13.

Following the plaque unveiling and dedication, equipment from all over the country was demonstrated in front of the clubhouse. Attendees saw greensmowers from 1912, 1924 and 1941 in action. Tractors with gang mowers vintage 1923 and 1927 were demonstrated as well as a 1928 forerunner of the triplex mower. The conclusion of each demonstration featured a horsedrawn fairway mower that moved from the clubhouse to the fairway. Station-

ary displays included "Old Hand Tools", "Old and New Equipment", photographs, slides and films which captured the 50 years of history that started at Sylvania. Associate editor, Tom Mascaro, produced two slide presentations with soundtracks covering the progress made in our industry through research and equipment. The presentations, "The Evolution of Turfgrass Research" and "The Evolution of Turfgrass Maintenance Equipment" will be available from the GCSAA library.

The highlight of the meeting was the banquet speaker who was Arnold Palmer. Those in attendance and had never heard him before can appreciate why he has "Arnie's Army." A dynamic speaker, sincere and thoughtful in his remarks, he traced his own history working under his father who was superintendent at Latrobe Country Club. He spoke with feeling and true appreciation for the work that the superintendent does. He provided the celebration with the golden touch for a golden anniversary.



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*Newly unveiled plaque, as pictured by attending member, Tom Mascaro, permanently marks the site where our history began.*

# GCSAA's FIRST FIFTY YEARS

In 1926, a small group of greenkeepers banded together at the Sylvania Country Club near Toledo to form the National Association of Greenkeepers of America. Their first president was Col. John Morley, Youngstown, Ohio, and charter members numbered 29. Today the Association is known as the Golf Course Superintendents Association of America, and its president, Richard W. Malpass, CGCS, presides over some 4,200 members in 18 countries.

The purposes of GCSAA are to advance the art and science of greenkeeping, to cement the greenkeepers of the United States and Canada into a closer relationship with each other; to collect and disseminate practical knowledge of the problems of greenkeeping with a view of more efficient and economical maintenance of golf courses; to provide direct financial benefits to greenkeepers who are disabled or their families and to the families of greenkeepers who die.

To further these goals, GCSAA has taken many steps, including designing the Certified Golf Course Superintendent (CGCS) program, which has become a hallmark of excellence. The Association also has acquired a competent staff with numerous responsibilities and a full complement of committees, including the newly formed Educational and Industrial Advisory Councils, which provide liaison and forums for sharing information.

The Association's first official headquarters was in St. Charles, Ill., beginning in 1934. After moving to Jacksonville, Fla., in June 1959, and then to Des Plaines, Ill., in July 1965, the permanent headquarters was dedicated in Lawrence, Kan., in January 1974.

The Association's name has been changed twice to reflect the members' growing professional status. It was changed in 1938 to the Greenkeeping Superintendents Association, and in 1951 to the Golf Course Superintendents Association of America.

The official magazine was begun in 1927 as THE NATIONAL GREENKEEPER, but it had to be abandoned in 1933 when the Association's funds were lost in a bank closure during the Depression. The magazine was published as THE GREENKEEPERS REPORTER from 1934 to 1951, as THE GOLF COURSE REPORTER until 1966, and since then as THE GOLF SUPERINTENDENT.

GCSAA members always have supported their organization. Personal loans from local and district greenkeeping groups made recovery possible after the bank failure in the 1930s' and correspondence with members, particularly by President Harold Stodola, kept the organization viable during World War II, when meetings couldn't be held.

The horizons are boundless as the Association begins its next 50 Years of Progress.

## 1977 GCSAA Conference To Explore Synergistic Approach to Turfgrass Management

The most important turfgrass event of the year will take place in Portland, Ore., Feb. 6-11, 1977. It's the 48th International Turfgrass Conference and Show, sponsored by GCSAA. The theme this year is "Turf Management — A Synergistic Approach."

Brochures, which should reach GCSAA members the first part of October, describe some 60 speakers for 10 educational sessions and four pre-conference seminars, a tour of the Oregon grass seed industry, a tour of four Portland area golf courses, a pre-

conference golf tournament in Monterey, Calif., and more.

The Tournament will be Feb. 3 and 4 at Spyglass Hill and the Monterey Country Club's Dunes Course. The Ladies Tournament will be at the Rancho Canada Golf Club. All three courses are on the incomparable Monterey Peninsula, and two overlook the Pacific Ocean. Complete information will be in materials mailed to GCSAA members about Oct. 1.

The conference will attract some 160 turfgrass industry exhibitors and more

than 5,000 golf course superintendents, turfgrass managers, members of allied professions and other interested people.

Besides attending educational sessions and visiting the industry exhibits, conferees may take part in a welcoming Crab Fete and dance on Monday night and a traditional dinner-dance with entertainment on Thursday. There are also optional tours and a women's program.

For further information, contact GCSAA Headquarters, 1617 St. Andrews Dr., Lawrence, Kan. 66044.



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# GCSAA Names Maples Director of Education

Palmer Maples, Jr., Decatur, Ga., will be the new Director of Education of the Golf Course Superintendents Association of America (GCSAA), Conrad Scheetz, GCSAA executive director, has announced.

Maples will join the GCSAA Headquarters staff in Lawrence, Kan., in December, following his resignation as golf course superintendent of The Standard Club of Atlanta, Ga. He succeeds William E. Knoop, who resigned in July to join the faculty of Iowa State University in Ames.

In making the announcement, Scheetz, said, "After an extensive investigation of candidates from throughout the country, we are thoroughly satisfied that Palmer will enhance the Association's ability to provide meaningful educational opportunities for its members and the profession. He brings to the position a sound academic background, valuable practical knowledge and experience in the field of golf course management and a thorough understanding of the Association's structure and its activities.

"We welcome Palmer to our staff and look forward to working with him to advance GCSAA's educational program."

Maple's responsibilities will include determining and defining the educational needs of Association members and providing the means by which these needs can be satisfied. In order to help golf course superintendents maintain high level of professional competence, he will also produce and disseminate training and teaching aids that assist superintendents in the many areas in which they deal. His immediate duties will include coordinating the educational program for the upcoming International Turfgrass Conference and Show in Portland, overseeing GCSAA's Certification Program, developing educational seminars and assisting with the GCSAA Scholarship and Research Fund.

Maples, a certified golf course superintendent, has been involved in golf course management since his high school years when he worked with his father, a superintendent/professional at Rocky Mount, N.C. He went on to complete a two-year turf



*GCSAA Director of Education, Palmer Maples with President, Tom Burton at a recent SFGCSA meeting at Bonaventure Country Club.*

course at Abraham Baldwin College in Tifton, Ga., and studied agronomy at both North Carolina State College and Texas A&M. After two years in the Army, Maples attended the University of Georgia for two years and was graduated with a Bachelor of Science degree in agronomy.

A 16-year member of GCSAA, Maples was elected to the GCSAA Executive Committee in 1970. After serving as secretary-treasurer in 1973 and as vice president in 1974, he became president of the Association in 1975. As immediate past president, he is currently serving in the capacity of director, a position he will resign upon joining the Headquarters staff.

Maples has been golf course superintendent of The Standard Club since 1970. Prior to that he had been superintendent of the Charlotte (N.C.) Country Club since 1959. In 1960 he joined the Carolinas GCSA, serving as vice president and president of that organization. He has also been active as a director of the Georgia GCSA and a member of the Southern Turfgrass Association and the USGA Green Section Committee.

Maples, his wife Sue and their six children, who make their home in Decatur, Ga., will move to Lawrence, Kan.

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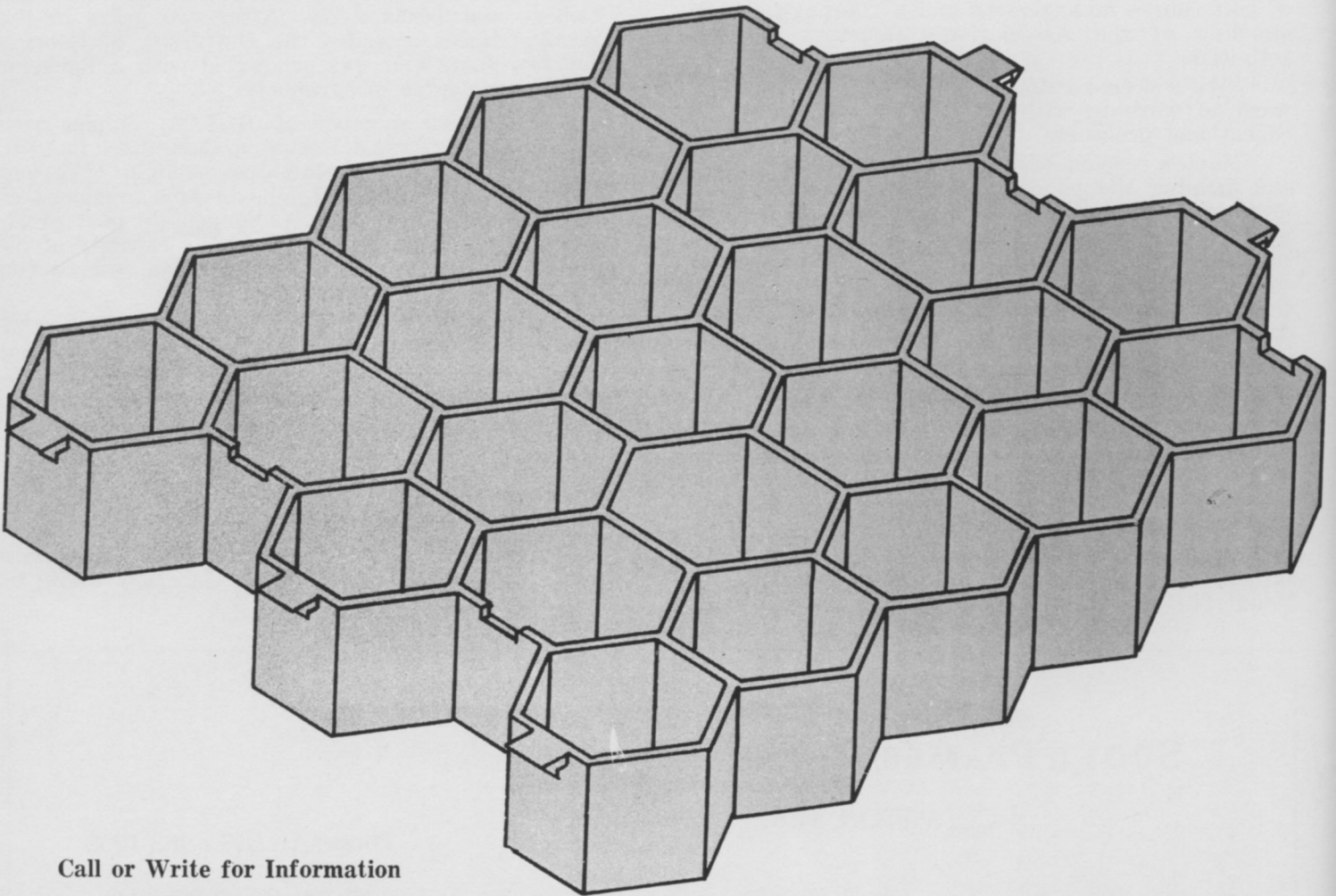
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# SFGCSA MEMBERSHIP GROWS

By: DAVE BAILEY

The Assistant Superintendent at the Woodlands Country Club in Fort Lauderdale, was voted and unanimously approved for membership at our September meeting. Why is this particular case noteworthy? Our new member is Debbie Winters, and the first woman ever to become a member in this organization.

Debbie works under the direction of Joe Yuzzi, the Superintendent at the club. Her work day begins at 6 o'clock in the morning. She delegates all the daily work assignments to the crew, and is responsible for the two 18 hole golf courses. She also assists with the training of the crew on each piece of machinery, the safety precautions of the various machines, and the all important reason and purpose behind each job.

Our new member is in her mid-twenties and single. She attended Broward Junior College and Florida Atlantic University before coming to Wood-

lands Country Club. Debbie got her big break when Joe Yuzzi came to the Woodlands. She says, "Joe has given me the chance to progress as I have. He has given me the education and responsibilities to fulfill my job."

A believer in "People's Rights," Debbie does not hold to the "old male-female hang ups of roles." Debbie is looking forward to the day she will become a Superintendent. She realizes that this is a responsibility that should go only to a highly qualified person.

The rise of qualified Assistants is a fairly recent development in the golf business. Multi-course complexes have changed this concept along with advanced chemicals, irrigation systems and machinery. There once was a time when the title "Assistant" was given to the top tractor driver, but we all know, those days are gone forever.

## THE MAZE THEORY

A noted psychologist interviewed and measured 100 successful businessmen and how they "moved up the ladder" to success. Dr. Jennings found seven reasons these people "made it" through the Maze."

1. **TRUST SENSE.** This is the first and most important. This means that the MAZE BRIGHT man takes the trouble to make himself available to his organizational superiors. His boss trusts him, knows that he is working and most important, that the boss can find him if he needs him. The boss feels sure that he can depend on the MAZE BRIGHT person should he need to make a tricky decision or just talk.
2. **POWER SENSE.** The MAZE BRIGHT individual knows who are the really key people in any organization. He knows that a man's position on an organizational chart is not the true indicator of the man's ability to get things done or to make changes in the structure of the organization. He knows that out of a group of executives in a firm, all at the same level on the organizational chart, some will enjoy more power and influence than others. He also knows that if he is to be successful, he must associate himself with the truly powerful people or those that have a direct line to the top decision makers.
3. **PRIORITY SENSE.** Knowing what is important to the important people. Priority sense is the matter of determining on your own, the really important things you should be doing with your time. The MAZE BRIGHT person realizes that he is evaluated on only 10% of his output and exactly when that evaluation is taking place.
4. **RULE SENSE.** Rule sense is the ability to look behind the reason that a given rule exists. A shrewd executive will never write down a rule

unless it is absolutely necessary. However, the shrewder employee will look at the rule and examine why it was created. Why the writer wrote it and what he had in mind. The MAZE BRIGHT employee will determine if that rule applies to him, how it applies to him and interpret the rule accordingly.

5. **FACE SENSE.** The MAZE BRIGHT person will never attack a man's face or ego. This makes enemies and this is the last thing a MAZE BRIGHT individual has in mind. For example: At a meeting, a suggestion is put out. You don't agree with the idea. The MAZE DULL person will come out and say "that's a stupid idea." This an attack on the man's face and it makes the man look badly. The MAZE BRIGHT individual will say something like "That's a good idea, Fred, however, have you considered this ..." then go on to bring out his critique of the man's idea in such a way as not to attack the man's face or ego.
6. **SENSE OF PROPER.** Everyone has a sense of proper. Some words, actions, or activities offend us. The MAZE BRIGHT individual will not offend someone's sense of proper by swearing or engaging in activities that may be offensive to any individual in the room or given environment.
7. **CUE SENSE.** This is the ability of a MAZE BRIGHT person to interpret visual or verbal cues from a superior that may change his priorities or the project currently in the works. This is done without the boss coming out and saying it directly. In other words, the MAZE BRIGHT employee has the knowledge to watch his superior, interpret what they say and do and determine his own direction without actually being told what to do or how to do it.

# EXPENSES COMPARED TO BUDGET

MAY, 1976

	MAY EXP.	MAY BUDGET	MAY VAR.	% VAR.	YTD. EXP.	YTD. BUDGET	YTD. VAR.	% VAR.
PAYROLL	8,970.	9,520.	550.	6%	43,300.	47,600.	4,300.	9%
SMALL TOOLS & SUPPLIES	223.	200.	(23)	12%	1,125.	1,000.	(125)	(13%)
MISC.	343.	300.	(43)	14%	1,682.	1,500.	(182)	(12%)
UNIFORMS	-	-	-	-	52.	-	(52)	-
GASOLINE & LUBRICANTS	482.	500.	18.	4%	2,448.	2,500.	52	2%
CONSULTANTS FEES	200.	200.	0	13%	1,000.	1,000.	0	
IRRIGATION	436.	500.	64.		3,652.	2,500.	(1152)	(32%)
FERTILIZER	1,252.	1,500.	248.	17%	6,833.	7,500.	667.	9%
CHEMICALS	1,800.	1,000.	(800)	(8%)	3,998.	5,000.	1,002.	20%
MOWERS, TRACTORS TRUCKS	890.	1,000.	110	(11%)	4,112.	5,000.	888.	18%
SAND & TOP SOIL	583.	-	(583)	(100%)	1,166.	1,500.	334.	22%
SEEDS, FLOWERS, SHRUBS	230.	250.	20.	8%	382.	250.	(132)	53%
TOTAL EXPENSES	15,409.	14,970.	(439)	3%	69,750.	75,350.	5,600.	7%

FIGURE II.

## HOOKS AND SLICES

There have been numerous diets available for longer than most of us may want to think about. Here is one that may help a person lose more than just weight:

### MONDAY

Breakfast: Weak Tea  
Lunch: (1) Bouillon Cube in Half Cup Diluted Water  
Dinner: One Pigeon Thigh; Three Ounces Prune Juice (gargle only)

### TUESDAY

Breakfast: Scraped Crumbs From Burnt Toast  
Lunch: One Doughnut Hole (without sugar) One glass of Dehydrated Water  
Dinner: Three Grains Cornmeal Broiled

### WEDNESDAY

Breakfast: Shredded Egg Shell Skin  
Lunch: One-Half Dozen Poppy Seeds  
Dinner: Bees Knees and Mosquito Knuckles. Sauteed in Vinegar

### THURSDAY

Breakfast: Boiled Out Stains of Old Table Cloth  
Lunch: Belly Button of a Navel Orange  
Dinner: Three Eyes From Irish Potato (Diced)

### FRIDAY

Breakfast: Two Lobster Antennas  
Lunch: One Tail Joint of Sea Horse  
Dinner: Rotisserie Broiled Guppy Filet

### SATURDAY

Breakfast: Four Chopped Banana Seeds  
Lunch: Broiled Butterfly Liver  
Dinner: Jelly Vertebrae a la Centipede

### SUNDAY

Breakfast: Pickled Humming Bird Tongue  
Lunch: Prime Rib of Tadpole; Aroma of Empty Custard Pie Plate  
Dinner: Tossed Paprika and Clover Leaf Salad

NOTE: A 7-ounce glass of steam may be consumed alternate days to help in having something to blow off.

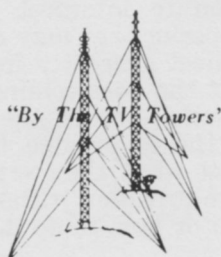
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# THE MODERN SUPERINTENDENT

## PART IV

By: DAN JONES

### ANNUAL BUDGET PREPARATION

Does it bug you? Of course not! Budget time should be a time for enthusiasm. It gives us an opportunity to put down on paper our projections for the coming year. It is our personal challenge of what we hope to accomplish during the next budget year.

Budget time gives the superintendent the best opportunity to communicate with management concerning his desires, goals, personal needs, etc. He must also be attuned to what management desires in the way of golf course condition, projects, and "pet" areas.

There are two types of budgets that should be prepared yearly; capital and operating. The capital budget is by far the easier of the two. The operating budget should take many hours and weeks to prepare. Let's look at each type and how they should be prepared.

### CAPITAL BUDGET

A complete survey should be made of all equipment with your mechanic. You should then decide which equipment will not last another year or be too expensive to maintain. It is very helpful for management to have past history repair cards (see article in last issue on record keeping) on your equipment. This will help justify replacement. Analyze your operation to see if additional equipment (new types) would reduce your labor requirements or add to the overall beauty and playability of the golf course. Now make a list of all replacement and/or new equipment desired. Write a short para-

**Bonus:** Management will be very impressed with your abilities which will make you more valuable to the club.

graph for each explaining why it is needed. **Do your homework.** Be prepared to explain to the board or management why you need new equipment.

### OPERATING BUDGET

The preparation of an operating budget is a long and tedious process. But, don't make it boring. Look at each category as a goal you must set for your department. Be realistic and set a goal you feel you can reach or better on a monthly basis. Involve as many people in your department as possible in reaching this goal. A good example would be the mechanic being held responsible for keeping parts cost at or below budget.

First, choose the categories into which you would like to divide your available dollars. Then by reviewing past years records, decide how much money it will take each month for each category (see figure I).

If you plan special summer projects, be sure and put in extra money for labor and materials.

After your operating budget has been approved, get with your accounting department and assign a code to each category (see figure I). Arrange with your accounting department that no bills are to be paid without your approval. When you approve a bill for payment, code it to one of your budget categories. Make sure you get a statement each month showing how much you spent in each category plus a year to date figure (see figure II).

If you follow these simple guidelines, it will be a rewarding and satisfying experience.

## Typical Operating Budget — 18 Hole Golf Course — South Florida Area

CHARGE CODE	NOVEMBER	DECEMBER	19-- JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	TOTAL
SALARY & WAGES	8,500.	8,500.	8,500.	8,500.	8,500.	8,500.	8,500.	10,550.	10,500.	10,500.	8,500.	8,500.	108,000.
BENEFITS	1,020.	1,020.	1,020.	1,000.	1,020.	1,020.	1,020.	1,260.	1,260.	1,260.	1,020.	1,020.	12,960.
5360 TOTAL PAYROLL	9,520.	9,520.	9,520.	9,500.	9,520.	9,520.	9,520.	11,760.	11,760.	11,760.	9,520.	9,520.	120,960.
5361 SMALL TOOLS & SUPPLIES	200.	200.	200.	200.	200.	200.	200.	200.	200.	200.	200.	200.	2,400.
5362 MISCELLANEOUS	300.	300.	300.	300.	300.	300.	300.	300.	300.	300.	300.	300.	3,600.
5363 UNIFORMS	500.	---	---	---	---	---	---	---	---	---	---	---	500.
5364 GASOLINE & LUBRICANTS	500.	500.	500.	500.	500.	500.	500.	500.	500.	500.	500.	500.	6,000.
5365 CONSULTANT'S FEES	200.	200.	200.	200.	200.	200.	200.	200.	200.	200.	200.	200.	2,400.
5366 IRRIGATION	500.	500.	500.	500.	500.	500.	500.	500.	500.	500.	500.	500.	6,000.
5368 FERTILIZER	1,500.	1,500.	1,500.	1,500.	1,500.	1,500.	1,500.	1,500.	1,500.	1,500.	1,500.	1,500.	18,000.
5369 CHEMICALS	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	12,000.
5370 MOWERS, TRACTORS & TRUCKS	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	1,000.	12,000.
5372 SAND & TOP SOIL	---	500.	---	---	---	1,500.	---	---	---	---	1,500.	1,500.	5,000.
5373 SEEDS, FLOWERS & SHRUBS	---	---	---	---	---	---	250.	250.	250.	250.	250.	250.	1,500.
TOTAL EXPENSES	15,220.	15,220.	14,720.	14,720.	14,720.	16,220.	14,970.	17,210.	17,210.	17,210.	16,470.	16,470.	190,360.

Figure I.

CAN YOU TOP THIS? . . .



A Golf Course In Florida

Answer on page twelve

## LESCO OF FLORIDA



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## NOVEMBER PARK AND GROUNDS SHOW SLATED

Atlanta, Georgia will be the site of the sixth annual NATIONAL INSTITUTE ON PARK AND GROUNDS MANAGEMENT. Dates will be November 8-11, 1976. Atlanta was selected because of its excellent park system and fine transportation facilities. Delegate housing will be in both the Marriott Motor Hotel and the downtown Holiday Inn, both located in downtown Atlanta, just a block from the freeway and Interstate system.

Program will be aimed at professional administrators of parks, campuses, golf courses and institutions. General areas will include management, operations, and maintenance. Specifics will include expert speakers on turf, forestry, facilities, personnel handling, budgeting and planning. The largest show in the country of park and grounds equipment

and supplies will take over the exhibit area of the Marriott with a record number of exhibits.

Delegate tours will include stops at park facilities of interest and a coordinate tour will visit campus areas in Atlanta. A get acquainted party will be held early at the conference and the sessions are geared to allow plenty of time to talk with other delegates managing similar park systems or other areas. A spouses program will visit some of the tourist attractions of Atlanta as well as charming Old South parts of Atlanta.

Registration and other information can be obtained by contacting: National Institute, Box 1936, Appleton, WI. 54911 (414/733-2301). Estimated registration cost is \$45.00 with single rooms starting at about \$23.00 per night.



## Are Your Methods Effective?

# Crew Training Techniques Matter

The kind of crew training a golf course superintendent does is the result of many decisions, conscious and unconscious. Are your training decisions still valid?

Your first decision is how much time and effort to devote to training. It involves several factors: How many people have to be trained? Have they had experience or are they new? Who will help with the training? What do you expect from your investment in training time? If you do a thorough job, will it help bring people back year after year, eventually reducing the amount of time you spend? Will thorough training improve your golf course management? Many superintendents think so.

After deciding how much time your training program should receive, the next step is deciding what to include.

Much of it is essential — how to operate machinery, what the terminology means, what needs to be done, and how — the basic information without which no one could do the job. But there is more — much more — to training a crew.

Have you considered asking the golf professional to talk to the crew about the play of the game and how it can be affected by maintenance procedures? How about encouraging the crew members to play themselves? Understanding adds perspective.

Of the many things you teach, perhaps the most essential are those procedures governed by OSHA standards. How

you teach them is up to you, but it must be done correctly, or you may face legal sanctions. Some superintendents test crew members after they have read each necessary manual, and require those who don't pass to read them again until they do. Some walk their people through the procedures. However you do it, remember that a recent court ruling stated that merely telling employees that procedures and safety measures are in a manual and asking them to read it, is not enough.

It can make a big difference in your crew's attitudes if they understand what you are trying to accomplish — the big picture. How about sharing with them your philosophy of golf course management? Does your crew know what your club's philosophy is?

Public relations is something else you can teach. Do you invest time explaining how to handle an irate golfer who has just been syringed along with the 11th green? Do you teach courtesy? Even a friendly smile from a person on a mower may save you many minutes of apologies and explanations later.

Another thing to consider is that many crew members soon know what to do, but few know why they are doing it. Do your mower operators know the physiological reasons for changing the direction of the cut on greens, or do they know only that that's the way you said to do it? People are more cooperative about following exacting directions if they understand why.

Crew training is an ongoing process, not just a week or two of concentrated instruction. The superintendent who makes it a point to see and talk with each crew member every day shows that he cares about them as people and that he cares what they are doing.

People want personal recognition and they want to progress, to feel that they are part of the organization. Cross-training, teaching one person to do many jobs, is one good way to allow a crew member to advance, while insuring that you always have trained people for all jobs.

It is helpful to encourage questions. Communication will stop altogether if employees discover that their questions aren't appreciated or taken seriously.

One way is to send crew members to national, regional or local training conferences. They will return better able to serve you and your club, and they also will feel that something of value has been invested in them, so they will put forth more effort. You usually can recover the cost of the conference in saved training time alone.

On-the-job education can be viewed as a valuable fringe benefit for your employees — a benefit that costs nothing extra. It helps your employees gain knowledge, a chance to earn advancement and a feeling of self-worth, and it pays in work excellence and low turnover. Remember that as people gain in knowledge and experience, they want to request a job change, to advance, or to take on more responsibility.

Some superintendents fear that thoroughly teaching employees, especially assistant superintendents, threatens their own job, but many superintendents are justly proud of having trained talented people who became superintendents and moved on to other clubs. The proof of your own expertise is your ability to pass it on to others.

Whatever decisions you make about training your crew, you can be certain that they have long-range, as well as immediate, ramifications.

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# WINNING AT ALL COSTS

The Art of Course Golf by Michael Green approaches Stephen Potter's classic work on gamesmanship in golf. With tongue in cheek he offers suggestions on how to win by means other than shooting low scores. The kinds of golfers he writes for are those who might have to answer "yes" to the following questions:

- Have you ever tanken an air shot on the green?
- Have you ever five putted?
- Have you ever taken an air shot on the green? bunker?

## THE GREENS KEEPER

by Edgar A. Guest

*He's on the job at break of day and when the stars  
come out,  
There's always trouble on the course for him to  
fret about,  
He starts the gang to work at dawn and follows  
them around  
Then listens to committeemen whose wisdom  
is profound,  
They talk of "bents" and "fescues" in a way that  
makes him squirm  
For they acquire much knowledge in one brief  
official term.  
His task is one that calls for tact, for lacking it means  
Next year there'll be another man brought on  
to keep the greens.*

*The members seldom know his name, or have  
a smile for him,  
They only wonder why it is the course is not in trim.  
They only rave and rage and rant while hunting  
for a ball  
And wonder why the greensman hasn't cut  
the rough this fall,  
And when they find a cuppy lie or footprints in a trap  
"The course is in a rotten shape" declares  
each gloomy chap.  
And yet my hat is off to him, now winter intervenes,  
I want to pay my tribute to the man who keeps  
the greens.*

*He's on the job from dawn to dusk, a million pests  
to fight,  
'Tis his to see that every green is watered well at night.  
The weeds attack his finest work, the drought  
destroys his grass,  
The rain beats down the tender shoots, but still  
the players pass  
And still they play the game they love,  
a happy golfing clan  
Who never stop to count the odds against a single man.  
And so I wave my hand to him, who toils in  
sturdy jeans,  
The best old friend all golfers have—  
the man who keeps the greens.*

When playing alone are you regularly overtaken by women's foursomes?

Do you have to shout "Fore" when you putt?

If you said "yes" to one or more, Green suggests "strategy" like the following:

"Never refer to clubs by their usual names, e.g. four iron and so forth, but by their archaic titles such as baffingspoon, sand-iron, cleek, etc.

It doesn't matter a hoot if you get the name wrong. Nobody will be able to correct you. But the use of an archaic name will make an opponent respect you and give him a feeling that he's missed something in his golf education.

Stating 'I think I can just make the green with a cleek' may sometimes be better than actually making the green.

If an opponent should point out that you've described four different clubs as baffing-irons, explain there is no modern equivalent.

'Alf Padgham's was more like a modern six iron. But Vardon's was like a present-day four. The great thing is whether they are suitable for baffing. And that depends on the lie of the ball.'

Confuse an opponent by giving him advice involving old names, for example, 'If I were you, old chap, I'd take a baffie to this one.'

With luck he won't admit he doesn't know what a baffie looks like but will wildly pull any club from his bag at random. If it's the wrong one, say nothing, but if he should accidentally pick the right club, gently explain that he has chosen a cleek by mistake.

Of course he can ignore the whole charade. But even if he tries to do so, you will have left a tiny seed of doubt sprouting at the back of his mind.

My friend Askew has invested a whole series of completely imaginary old clubs: Clout Swiping-Iron, Zunge, Fashie, Burk, Stone-Iron and Bonker.

I'm quite used to seeing his opponents desperately pulling clubs out of their bags and asking pathetically, 'Is this the one you mean?' Askew in fact claims that he won the Spring Cup by suggesting to his rival that he used a Bogging-Iron for a vital shot."

From: Thistle DHU

by: Gary Wiren

Director of Education, PGA

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ANSWER . . . To Can You Top This?  
Vandalism.

# The Successful Superintendent

By: MAX A. BROWN, Ph.D.

Who is the best Golf Course Superintendent you know? Who is the top Superintendent in the State? These are meaningless questions; however, we all have certain individuals who are greatly respected in our profession.

Some Superintendents seem to be magicians in the jobs they do. Everything they do turns out well. They don't seem to have the problems the rest of us have.

In the final analysis a Superintendent is judged by the quality of his product: his golf course. The criteria used is the DAY-IN, DAY-OUT GENERAL APPEARANCE AND PLAYABILITY OF HIS GOLF COURSE, FOR THE MONEY SPENT. That is, his golf course looks well and plays well whether it's the day of the Annual Member-Guest tournament or the second Thursday after Ladies Day. The amount of money available to work with is vitally important since it should be much easier to look good with a big budget than with a small one.

We can analyze the top Superintendents and list the traits that make them successful. We find that they have different personalities and solve certain problems in vastly different ways. However, there are three traits that are common to every Successful Superintendent:

- 1) He handles people well; good personal communication.
- 2) He is well organized and scheduled.
- 3) He has a ready access to necessary technical information.

Regardless of how different each individual may be, these common threads run through each of their operations.

This is the first of a series of articles on the Successful Superintendent in which we will look at these common traits one-by-one. In this article, we investigate his handling of people; personal communication.

## PERSONAL COMMUNICATION

No matter who you are, where you work, or what you do, you must deal with other people. That is, unless you happen to be alone on some small, deserted island. My personal feeling is that personal communications account for at least 85% of the Superintendent's job. The other 15% includes technical knowledge, etc. The way one deals with other people makes or breaks every Superintendent.

The Successful Superintendent must be a good salesman. Every good salesman must first thoroughly research his product, concept or method, so that he firmly believes it is right. Once he believes, he becomes enthused and his enthusiasm radiates to all those around him.

Who are the people the Superintendent deals with; who does he have to sell? Essentially, there are 2 groups of people:

- 1) His employees. Those people who work for him.
- 2) His management, owners or greens committee. The person or persons he works for.

His employees are the people who do the actual work on the golf course. If the operation was small enough it might be physically possible for the Superintendent to do everything with his own hands. Then he would know it was done well and exactly the way he wanted it done. His job is to sell his people on the right way to do each job, and to sell them on the importance of doing the job well.

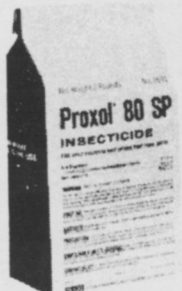
The Successful Superintendent must continually sell his program, his budget, his personal integrity and his ideas to those he works for.

The same principles are involved when selling management as when selling employees. One must research his project so that he knows it thoroughly. He will then believe deeply in it, become enthused about it and this enthusiasm will radiate positively and clearly to his management. Whether he is selling his budget, a raise for his workers, the need for a new machine, or travel expenses to a turf conference, his success will depend on his personal communications skills; his ability to sell.

In summary, no aspect of our job is more directly related to our success or failure than our personal communication skills. Let us dedicate ourselves to developing and refining these skills and selling ourselves into the ranks of the Successful Superintendent.

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# MANAGEMENT . . . by CHARLES SOCKWELL

The object I have placed on the podium is The Thinker, created by the great French sculptor Auguste Rodin. I'm really a middle-aged art lover and this is truly one of my favorite pieces of sculpture. It commands a prominent place in my office and serves as a constant reminder that ideas expanded through conceptual thinking are the "beginning of almost anything — most surely a journey to the moon or perhaps the creation of a beautiful golf course.

I brought The Thinker with me this morning because I wanted you to see how he in all his splendor symbolizes thought as the catapult for effectiveness and success in all endeavors. So much for The Thinker!

I don't know of anyone who needs broad shoulders and a tough hide any more than a Golf Course Superintendent — unless it's a Golf Committee Chairman. My favorite paraphrase of Murphy's Law is — "If something can go wrong on a golf course — it will." Bob McGee and I work pretty close on the Athletic Club Golf Courses and every-time we think things are looking good — you know, like you've had great weather, the pests are under control, you are under budget and the members are almost happy — you can be certain that we've overlooked something or we just don't understand the situation.

This morning I'm not going to mention grass seed, fertilizer, insecticides, herbicides or maintenance equipment for two reasons: In the first place I am sure that with your years of study and vast experience you have acquired adequate knowledge and expertise in each of these subjects and in the second place, I don't know a great deal about the subjects anyway. What I would like to do this morning is share a few management principles with you. But first — before we get into the management process, I need to know what title you hold in your club management organization. What is your Title? O.K., so I knew that Golf Course Superintendent was the correct title for your position in the management organization — I had to ask this question to set you up for the next one — which is — Have you ever thought of yourself as a professional manager? Well, it doesn't really matter because I've done a lot of serious thinking about this and I do here and now, with all the authority vested in me, declare you and each of you a professional

manager — and I promise not to tell your Club Board of Directors about your new classification if you won't. You are probably saying to yourself — thanks for the promotion and already wondering what you'll do with all that extra money! Well, hold on a minute — I didn't say anything about more money! The point I'm trying to make is that a Golf Course Superintendent who considers himself a professional manager and effectively uses the four elements of management will make a stronger, happier, more successful Golf Course Superintendent. The real plus for anyone who can skillfully apply these proven management principles is that he can not only manage a golf course but any other type of project he desires.

Let's dig a little deeper into this management thing. In all companies where professional management is discussed there are always two questions to be answered — What is management? What does a manager do? The answer to the first question — What is management? — very simply stated is — "Getting things done through people." The second question — What does a manager do? — sounds real complicated, doesn't it? You might say at this point — If it's getting things done through people, that cat's in real trouble. This is the normal and expected reaction from those who are not familiar with the process of management.

Fortunately, the elements of management are so simple and natural that they resist complication. They are planning, organization, direction and control. If you were setting up a new business or operation, you would develop the elements and utilize them in this natural sequence —

- First - Planning
- Second - Organization
- Third - Direction
- Fourth - Control

So now that we know what the elements of management are, what in blazes do they mean?

The organization element means setting up a logical structure which will allow people to work together productively; this element also includes assigning responsibility and authority to people and hiring the right individuals to man the organization structure.

The direction element provides the necessary guidelines for individuals in the organization structure as they make

plans for carrying out established strategies. It also provides proper motivation, reasonable compensation, enlightened coaching and counseling, effective communications, good working conditions and procedures for all individuals in the organization structure. All of the direction element comes under the heading of getting things done through people by creating an environment in which everyone finds satisfaction in both personal and group achievement.

The control element requires that management make sure it has complete feedback from all activities, so that actual performance can be measured periodically against objectives.

By developing and utilizing these four elements of management, you can manage anything. Management is management; the principles are the same whether you are bossing a construction crew in the Midwest or setting up a frozen food plant in Albany, Georgia. If you are not utilizing the management process effectively, I would like to suggest that you work continuously on your management skills. Poor or ineffective management wastes everybody's time and time is money. Whenever you even suspect that you have a problem, identify the time waster promptly and take corrective action immediately. Keep a sharp lookout for these time wasters:

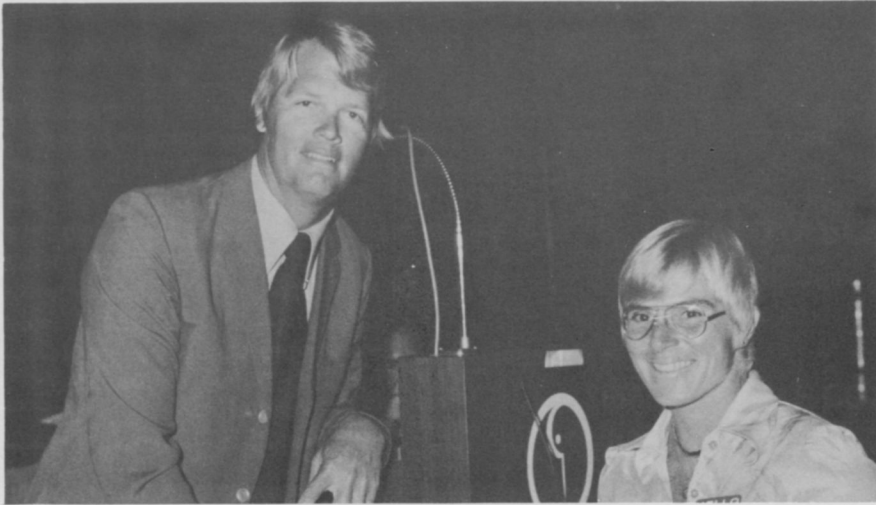
1. Recurring crises — If you have a problem that recurs regularly — review and revise your policies and procedures. If you don't have a policy or procedure to cover the problem establish one immediately.
2. People interacting rather than working — Interaction in an organization indicates overstaffing or malorganization. Cut your forces or adjust your organization structure.
2. Malfunction in operating procedures — This indicates a possible breakdown in communications. Establish a fool-proof communication system; instructions, reports, etc. Score keeping must be simple, valid and meaningful.

The bottom line on all I have said to you this morning was intended to:

1. to stress the importance of conceptual thinking.

(Continued on Page 15)





Newly elected member Debbie Winters with President Burton. (see story page seven)

## MANAGEMENT (Continued)

2. to emphasize the fact that Golf Course Superintendents are not only very important technical people, they are also professional managers.
3. to encourage you to continuously develop and improve your management skills.
4. to program a more effective use of time by eliminating poor management time wasters.

I appreciate the opportunity to discuss my favorite subject with you and I hope that it will in some small way aid in reaching your individual as well as your Club goals.

**Editor's Note:** Mr. Sockwell is Golf Committee Chairman of the Atlanta Athletic Club in Duluth, Georgia. The article presented above is a talk presented by Mr. Sockwell to the G.G.C.S.A. on May 10th, 1976 at the Rivermont Golf & Country Club in Roswell, Georgia.

# SPEAKING OUT FOR YOUR PROFESSION

Public speaking does not have to be the "mission impossible" many golf course superintendents assume it to be. Speaking-out in his own best interest and for his profession should be an opportunity sought out and enjoyed by the superintendent, not avoided and dreaded. The following suggestions are not guaranteed to answer all questions, but should make public speaking more enjoyable and satisfying.

If all speakers approached public speaking assignments the same way they do private conversations, the assignments would not seem so arduous. Knowing the audience, the group's needs and how he can best satisfy those needs are basic requirements of either private conversations or public speaking. Limitations placed upon the assignment by occasion, time, subject and purpose are also very important considerations. Acquiring this information and putting it to use will be extremely helpful, regardless of whether the speaking assignment is for the club's budget committee or the local Rotary club.

In preparing your actual text, it is good to remember that almost every type of speech is best begun with an early statement of purpose, followed by the development of that purpose. To assist your audience in following your thoughts these methods are suggested: restatement, factual information, examples, comparisons and contrasts and testimony. Naturally, a strong conclusion is required to reiterate your original statement of purpose.

Having familiarized yourself with the intended audience, and prepared a speech which will bring your points home, while satisfying the audience's needs, you must next consider preparations for the actual delivery. The most basic preparation technique prior to presentation is to become totally familiar with your text and practice its delivery. Standing in front of a mirror while you practice is often suggested because you have an opportunity to see yourself most like the audience will see you.

During these practice sessions, you should keep additional points in mind. Foremost in this area is never attempting to memorize your speech. Rather, work toward an ability to recall the sequence of ideas you intend to present. Memorized speeches are usually dull events for both the speaker and audience, they drone on and on, and if you have memorized the text and then forget an area, the entire presentation could be in jeopardy.

Posture is another important area of public speaking, often overlooked by the novice. When you are in front of the mirror, look closely at yourself to see that you are standing quietly and relaxed, but not stiff. Hold your head erect with your chest up, but not puffed out in military fashion. Your hands should be used naturally to emphasize any of the major points you want to make, so try to hold them in a relaxed, natural position but ready for use.

Before you ever set foot in the room where you will give your talk, you should continue your preparations and clear-up several areas with the individual who is preparing the event or hosting you at the function. Among these are anticipated attendance, general schedule of events and introductions, and room set-up which would include such items as the presence or absence of a headtable, microphone, podium, where you will be seated and where you will speak from.

Having so carefully prepared yourself and your material, your self-confidence level should be quite high when the time comes for you to make the actual presentation. You should hope there are no surprises, but you will certainly be prepared for them if they do occur.

Prior to your introduction, you can determine from your host, or a glance around the room whether the planned items are indeed as they were outlined. Any changes can be prepared for immediately, before your time arrives.

When the appointed time comes and while you are being introduced, take a few good, deep breaths to relax yourself as much as possible. At the conclusion of the introduction, plan to move briskly and confidently to the podium, assuming a self assured posture and arranging your notes or papers immediately.

If a microphone is available, adjust it immediately so that you can comfortably stand 12 to 15 inches away from it. If there is a squealing sound move another six to nine inches away. One clue to a novice speaker is the seeming need to press against the mike. Stand back and speak naturally across the face of the mike. If the sound level is not proper someone will adjust it for you.

Remember when you are using a microphone that all sounds, not just those you would like the audience to hear, are picked up and amplified by the device. Therefore, avoid shuffling papers, handling the mike or making any unpleasant noises such as clearing your throat or coughing directly near the mike.

As you give your talk, try to remember that you are having a conversation with each member of the audience. Talk to each of them, not at the group. Don't read your text, look at the audience and maintain as much eye contact as possible. One trick often used by speakers is to look just over the heads, rather than directly at the audience's eyes. This gives more people in the audience seeming eye contact and you are not trapped by one individual.

Proceeding through your talk, simply keep your preparation and practice sessions in mind and continue with your intended sequence of ideas through to the conclusion of the best speech you have ever delivered.

Reprinted from "Fore Front"  
Oct. 1975

# Certified Superintendents Report Favorable Response

The value of becoming a Certified Golf Course Superintendent, according to a recent survey of Certified GCSAA Members, is dependent upon the desires of the individual, and his personal abilities to realize those goals.

A companion survey of employers indicates a strong interest in the program, particularly when the individual superintendent has fully advised the club about Certification. In monetary terms, salaries of the Certified Superintendent averaged more than \$2,900 higher than the salaries of all superintendents, as determined by GCSAA's national survey in 1974. Nearly a quarter of those responding to the certification survey indicated they received a pay raise upon attaining the CGCS status.

Especially revealing in the survey were personal comments made in response to various questions. As to why the individual took the Certification examination, answers ranged from remarks such as, "Felt it could only be of benefit and think someday it will mean much more to the people who hire superintendents. You'll need CGCS to get good jobs," and "I feel that Certification is an advancement and any educational advancement should be taken advantage of," to remarks such as, "Why do you climb a mountain?" or "To find out if I was capable of passing."

Employers, in response to the question, "Do you feel it is to your advantage to hire a Certified Superintendent?", noted "Certification provides the employer assurance that the employee does possess expertise and knowledge in Golf Course Management, and that his knowledge is recognized by an

organization comprised of Golf Course Management Professionals." Others commented, "By all means, no course should be without a Certified man," or "We feel we can rely on an individual with credentials."

Public relations aspects of the program were most often criticized in the survey by CGCS Members. They noted that little was made of the event at the club, and perhaps even at the chapter level. Although GCSAA is embarking upon a stronger overall public relations program, it was concluded that major responsibility for the program's success lays with the individual making his achievement known personally.

Opportunities of announcing this achievement have been expanded now that the newly Certified individual may determine when and where the plaque presentation will be made, and could therefore ask that it be held during a club function, or other time when people he would like to know about the achievement would normally be present. Additionally, upon a request of the individual, a news release is sent by GCSAA to all news outlets he desires.

It was generally agreed by those responding to the survey that Certification will become more and more important to the profession as more people become Certified and word spreads through the superintendents, employers and golfers about the advantages of the program.

To maintain Certification status, a CGCS Member must accumulate a minimum of six points during the five years following his initial Certification.

The points are granted by the following method: GCSAA Conference will provide one-half a point per conference, GCSAA Seminars successfully completed will provide two points, the two-hour Recertification Examination will provide four points upon successful completion, or the individual may choose to take the then current six-hour Certification exam for six points.

Although the Certification Program contained a "grandfather clause" at its inception in 1971, that option is no longer available, and all members, regardless of age or years of Class A membership, must complete all parts of the program to attain Certification.

Application forms and additional information concerning the program are available from the GCSAA Director of Education, 1617 St. Andrews Drive, Lawrence, Kansas 66044.

From **FORE FRONT**  
May, 1976



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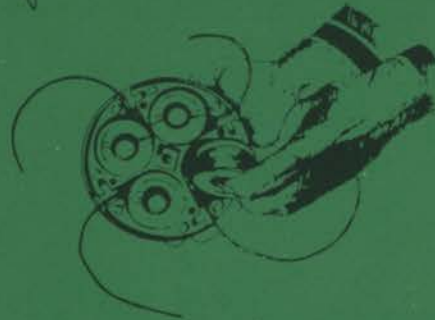
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