



THE SOUTH FLORIDA GREEN

VOLUME 6

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NUMBER 1



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President's Message



1978 was a great year for Florida Golf Course Superintendents! Unity of the seven state associations has been accomplished through the Florida Golf Course Superintendent's Association. We had the finest FT-GA Show ever in October. And in addition to all that "*The South Florida Green*" won national honors.

But what lies ahead in 1979? Nobody knows for sure. The government is predicting a recession. That means tight money for golf course budgets. More government regulations will force us to be better managers.

Do you want to get a headstart on the 1979 unpredictables? I can think of no better preparation than attending the G.C.S.A.A.'s 50th International Turfgrass Conference and Show in Atlanta, Georgia, February 4-9, 1979. Demonstrate to your club that you intend to do everything possible to ensure a great and profitable future for both yourself and your golf course.

Make your reservations now and I hope to see you in Atlanta.

A handwritten signature in cursive script that reads "Dan Jones". The signature is written in dark ink on a light background.

The South Florida Green

The Official Bulletin of the South Florida Golf Course Superintendents Association

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RECOGNIZING EXCELLENCE

By PAUL R. MacDONALD



Just as in the movies, golf too, has its stars, its glamorous figures. But it also has its anti-heros as well. Who are these enigmatic characters? They are the men too busy for public relations! Instead of polishing the apple in the public eye, they are tending the apple and its blossoms. The golf course superintendent is finally emerging from the bushes. Today's golf course superintendent must literally be a man for all seasons — Botanist, chemist, engineer, accountant — these are but a few of his roles. At some courses he is also owner, manager, and professional and all that that entails. By the way, don't be surprised if the superintendent turns out to be a female.

The golf course superintendent must also be a man of disappearances. In a sense he ghost writes the entire course. He may arrive at daybreak or long after midnight for watering or some unforeseen crisis. He is on call with his patient twenty-four hours a day. Tour professionals are the egoists of the game; superintendents tend to remain invisible. Their rewards are not trophies or prize monies but rather the satisfaction of controlling the major asset of a golf club - the golf course itself. He is the linchpin between the appreciation of the members and the dreams of the green committee. His joy is in the craftsmanship of his art.

Viewed from a financial perspective, we notice that the maintenance and turf equipment side of golf annually expends more than **one billion dollars** as compared to other market expenditures: golf balls - ninety million; golf clubs - two hundred ten million; golf clothes and shoes - three hundred million; or even food and beverages that reaches nine hundred-seventy million. So, not only does the superintendent manage the major asset, the golf course itself, but revenues to maintain this asset are the highest in the game.

In this age of scarcity and of regulation the golf course superintendent qualifies as golf's most highly educated person. Over fifty percent are college educated, while many have advanced degrees. As in other professions, he may become certified by passing a six-hour examination after becoming a member of the Golf Course Superintendent's Association of America, but he is also required to be licensed by his state as a certified pesticide applicator. Amongst other things, he must understand turfgrasses, chemicals that control turfgrasses, machinery, fertilization and new

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RECOGNIZING EXCELLENCE (Continued)

sophisticated irrigation systems as well. Despite such proficiency and scientific knowledge, and technical training notwithstanding, it may be many golfing seasons before the custodial image that has stereotyped the superintendent in golf can hold par with the concept of the professional.

How ironic then that the golf course superintendent's most awesome opponent eludes all of this scientific knowledge, i.e. the forces of nature herself. As far as landscaping, his insight must encompass knowledge of different grasses, trees, shrubs, soils, soil compositions, plant diseases such as nematodes and dollar spot and their cures; when it comes to wind patterns, humidity, rainfall and snowfalls, the golf course superintendent must be more alchemist than chemist.

How would you program maintenance chores at the world's highest championship golf course — The Ranch at Keystone, Colorado — over 9,000 feet high in the Rockies? Lou Haines, the new Director of Grounds, has this problem and hopefully the solutions. His father, Jim Haines, Superintendent for many years at Denver Country Club is noted for his invention of a tree root cutter and a leaf raker. Haines Sr., incidentally, was one of the first superintendents to be the recipient of the USGA Green Section Award.

Malcolm R. McLaren, a GCSAA Past President, developed a turf slicer at his club, Canterbury, in Cleveland in preparation for the 1946 USGA Open. This was one of the first attempts at aeration and no mean accomplishment.

Green committee chairmen, eager to leave their imprint on their golf courses, may also be called anti-heros, but many get a good education in the process. They seldom appreciate the value of the superintendent. David C. Holler, Superintendent of the prestigious Gulph Mills Golf Club in King of Prussia, Pennsylvania, has aptly expressed a superintendent's lament: "... a green chairman is proficient in his own field, but he seldom has experience in agronomy; yet he assumes responsibility to club members for the condition of the golf course. The golf superintendent knows his business - he is a professional - so let him run it, just as you allow a department manager to run his operation."

This is not to say, however, that superintendents represent an amorphous mass of nameless men. The name Joe Valentine, may someday be as popular as Arnold Palmer's for his contribution to the game in his discovery of Merion bluegrass. Without a public relations firm or press corps to accelerate his fame, the Valentine accomplishment has meaning for every golfer and will be looked upon as one of the major achievements of this era.

Incidentally, do you know or would you recognize the superintendent of your golf club? It is more than likely that you are acquainted with your club professional, having had lessons or bought equipment and you may even know your board-of-directors, and, of course, your favorite caddy. Yet, your golf course superintendent is probably known to you only through his artistry. The next time someone mentions the word professional you might consider asking which professional.

Like other professions, women are becoming interested in this challenging field. The Golf Course Superintendents Association lists four who are superintendent members - up one-hundred percent from the previous year. A relatively new trend emerging too, is the addition of ladies to maintenance crews at some golf courses. It is not uncommon to see a comely ms. in a T-shirt, riding down the fairway or weeding a flower bed.

George W. Cleaver, the new President of the Golf Course Superintendent's Association and himself superintendent at Chestnut Ridge Country Club, Lutherville, Maryland - a suburb of Baltimore - for more than eighteen years, said recently "... being a golf course superintendent is a tricky, tough business. It is not something that can be standardized as is a certified public accountant or a certified life underwriter. There are just too many variables, and many of the major factors, such as weather, budgets, golfers' desires are out of the individual superintendent's hands. Golf courses are like living things and no two courses are alike."

Besides keeping the grass green and mowed, superintendents must conform to many new stipulations and regulations that have evolved from recent environmental studies. While custodial images are hard to eradicate, the sophistication of the golf course superintendent's role is gradually bringing him not only the position, but the recognition he deserves. Perhaps that bumper sticker that reads "Have you hugged your dog lately" should have as its corollary, "Have you hugged your superintendent lately"?

EDITOR'S NOTE:

Paul R. MacDonald is marketing manager, AG-TURF Department, Johns-Manville Sales Corp., Fresno, Calif. Mr. MacDonald is Past President of the National Golf Foundation and Past President of the Golf Ball Manufacturers Association.

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Project Your Image Over The Mist

"Infinite toil would not enable you to sweep away a mist; but by ascending a little you may often look over it altogether" (Arthur Helps)

A little-known quote from a man we have never met but what a profound effect it could have on our efforts to become the recognized professionals we all aspire to become. To lift ourselves above the feeble attempts to convince our members and colleagues that we deserve much more than we get. Just calling ourselves professionals and telling each other we are does not a professional make.

How many meetings have you had with fellow Superintendents who begin their acquaintance with some remark like, "I have a pretty good layout but the membership won't let me have the money to do the job," or "We just have to get the job done with what we have because our members can't afford to raise the dues." To add to his martyrdom, some announced EXPERT gets up at your local meeting and spends 30-45 minutes telling you those members expect you to maintain that rock-pile in tournament condition with the same budget as last year and you are just going to have to learn how to accomplish this as professional superintendents. Have you ever met an EXPERT in the field of Turf Management — Superintendents, as you know, are not classed as EXPERTS — who didn't say you were the greatest bunch of guys in the world? Then in the next breath, they're telling you that you just have to learn to do more with less. It occurs to me that these individuals may be experts in Rhetoric but something less than knowledgeable in the field of Turf Management.

Here we are down in the mist sweeping away like mad but to no avail. Any man who can claim to give his members a better course (with today's labor, material, and equipment costs) for the same money has lost touch with the industry or has a membership that will not long accept his quality of maintenance. We may even consider the possibility that his past efforts have been less than professional if he can suddenly produce results with the same budget.

By AL FRENETTE



This brings us back to the purpose of our discussion. In order to see above the mist, we must recognize that our industry is part of the free enterprise system. We do not enjoy subsidies, tax exemptions, or federal grants. We must operate within the economic realities of the business world; which means competing for labor, paying the going price for equipment and materials and providing the fringe benefits that go with operating any business.

Determine the needs of your membership. What quality do they want? Once this is understood, all related efforts must be approached realistically. Determining the needs of your membership should be a continuing process. Listen to the ideas and complaints of each individual member. Be receptive to constructive criticism. Be prepared to reconcile even the most ridiculous suggestions to maintain harmony.

Prepare your requirements and justifications and then be prepared to make a convincing presentation. For clarity, let's consider some of the items that might be in your presentation:

Labor - This is the largest percentage item in the budget but has traditionally been the least realistic. We have agonized for years with less than adequate personnel because this has been the way IT IS. It is time to recognize that the job is not going to get done properly without skilled technicians who can be encouraged to stay with the club. They should be paid competitive wages and provided with reasonable fringe benefits as added incentives.

Training programs must be organized on a State or Regional level to provide a pool of apprentices prepared to fit into the routine of turf maintenance procedures.

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PROJECT YOUR IMAGE (Continued)

State Superintendents' associations can be the leaders in such a program with benefits equal to or surpassing existing halfhearted research efforts. What better trade for a young man to pursue in one of the local Vo-tech schools? You, the superintendent, not the club, will be the one to initiate such a training program.

For years, labor has been recognized as the main problem within the profession. Solving this problem will certainly help raise us above the mist.

Consider two areas where many of us give too little thought to our responsibility as professional superintendents; preparing the assistant and training the turf student:

The Assistant - Once we have made the decision to employ an assistant, our responsibility is twofold: (1) Provide the individual with the opportunity to learn all he can to prepare himself for the time he becomes a superintendent, and (2) Provide your membership with a competent individual who can maintain continuity in the daily operation of the course in the absence of the superintendent due to superintendent meetings, vacations, illness or other emergency.

The Turf Student - You may decide to employ turf students to supplement your seasonal crew. In doing so, you have accepted a responsibility to the student and to his or her school. The student expects to participate in a varied host of disciplines. He or she does not anticipate spending the placement training period just riding a tractor or raking bunkers. They hope to have the opportunity to engage in every procedure on the course.

The superintendent and his assistant should afford the student a chance to learn each skill on the course. In addition, the student should be required to exhibit his or her understanding of the disciplines studied in school such as:

- Turf and weed identification
- Tree and shrub identification
- Lime and fertilization programs
- Safety in the use, handling, storage, and disposal of pesticides
- Calibration of application equipment
- Preventive maintenance procedures

Once the student has been exposed to the various duties on the course and given a reasonable time to comprehend the HOW and, most importantly, the WHY, the superintendent has the responsibility to accurately evaluate each student. This is a commitment made to the school when he accepts a student for employment. To do less would allow unqualified individuals to enter the field and further dilute our efforts to be professional.

These two areas will increase your duties and cut into your free time. However, it will also raise you above the mist and expose you as a professional. Often we are hesitant to share our knowledge and experience with young people entering the field. This is inconsistent with our efforts to conduct conferences, seminars, and local meetings to share ideas and experiences.

Materials and Supplies - This is an area in which we are reluctant to thoroughly investigate alternatives. It is easy to check price lists or make a phone call and insert a figure. Better yet, the easy way out for many unprofessional superintendents is to just add 10% to last year's figures. Although more troublesome, a complete breakdown of unit prices can save 6-10% of many items used on the course. Breakdown of unit cost does not only mean cost per gallon, pound, etc. but cost of handling, application, storage, value of technical service and availability.

Too often, we use what the fellow down the street uses because it must be good and besides; that's easier than coming up with your own programs. Then there is the Black Magic peddler who has a catalog two feet thick with every answer to your golf course problems. If you really want to know what his products are worth, ask him to see a label. That Cadillac will soon be out of your driveway. How about the guy on the phone from New York or Chicago who has the answer to your weed problems? The only answers this guy has are the ones written on a prepared sheet in front of him. When you talk to this fellow, you are really down in the mist; with a worn broom. When you walk in a materials storage area cluttered with 55 gallon drums of water, from these high pressure sales tactics, question the superintendent's professionalism.

(Continued on page ten)



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PROJECT YOUR IMAGE (Continued)

When you list a material or supply item on the budget know what you are buying, what it can or cannot do for you, and that it is the best value available. Analyze the amount of active ingredients and reduce it to cost per unit or cost per application. Determine your requirements, contact your reputable suppliers, discuss optional materials, price rates and then make your decision in a professional manner.

Maintenance - This is probably the least predictable of all items in the management process. It would appear that no amount of historical recording, equipment record keeping or daily preventative maintenance can accurately predict future requirements. There seems to be one reasonable procedure that will minimize maintenance costs - diligent operator training and supervision. Most generally we are content to acquaint a man with a machine, show him the controls and then turn him loose. This is not proper operator training and supervision. Proper training programs produce better work habits and less down-time due to carelessness.

Then we regularly spot the article in a trade journal concerning repair or replace. There are as many formulas for solving this problem as articles. Manufacturers give us estimates of expected equipment life and trade articles show us equipment still in use that is 30 years old. Somewhere in between we must find the answer to good preventative maintenance, operator diligence and periodic overhaul. This must be accomplished by the superintendent committing himself to some basic principles:

Inventory all available equipment and list its condition.
(Show purchase dates & prices)

Get rid of your "junk pile". Junk is worth cash.

Put all equipment in operable condition or scrap it.

Determine the equipment required to get the job done and prepare your justification for its purchase.

I can hear the outcry, "That's okay for you guys with big budgets but how about us superintendents at the small 9-hole courses?" The question here is not one of affluence of the club but of the degree of professionalism of the individual superintendent. We are speaking of rising above that mist to see the reality of our profession. Being employed at a small club is not an excuse for ineptness.

Irrigation - An item that is coming of age and yet one of the least understood expenditures on the course. Members are completely at the mercy of the fast talkers. We ask why the superintendent is not in a stronger position to assist the club in selecting their irrigation system. Most of us know the answer. We are not acquiring the knowledge necessary to understand the many problems associated with planning the system.

Who should be more concerned with such information as layout, pipe sizing, distribution, pumping stations, automation and specifications than the Golf Course Superintendent? The Architect? (He can advise but generally is not qualified), the Contractor? (He is qualified and knowledgeable but not committed to the interest of the club), the Irrigation Consultant? (He is self-employed to operate over a wide area and mostly not available), and last but not least, the Club member, who is a local plumber? We have all seen the result of a plumber's spigot-system.

It behooves the professional superintendent to make himself aware of irrigation principles, design, performance, installation and automation along with the up to date equipment available. The choice is ours; we can take an active part in the acquisition of a new system or gripe about what a lousy system someone else stuck our club with and left us to straighten out.

Landscaping - We all have members who want to see the course progress aesthetically. This means take no trees out but add trees everywhere. Shrubs around all tees, to add to our maintenance headaches and trees over every green to provide shade and roots for added problems. Usually we end up with trash trees such as Sweetgum, Poplar and occasionally some Hickory. The professional superintendent should be familiar with the plant materials indigenous to his locale and their characteristics. This is where the help of a Landscape Architect comes in handy. Develop a friendship and seek his advise on maintenance-free materials.

If a tree program is to be established, get the help of a competent Golf Course Architect to prepare a Master Plan. Once approved, such a program can be carried out in stages as priorities dictate. The professional superintendent does not haphazardly start planting trees without thought to the game, maintenance or aesthetics. What you may consider a masterpiece this year could end up as a nightmare in the course of 8 - 10 years.

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Pictured above, left to right; Mr. R. T. Jones, Mrs. Jones, Dorris Burton, Past Association President Tom Burton and Mrs. Eileene Goodman, General Manager, Coral Ridge.

South Florida Turf and our Association is better for the six active years Tom Burton has worked among us.

Tom has been associated with Coral Ridge Country Club and Robert Trent Jones, world-renowned golf course architect.

To wish the Burtons well Mr. and Mrs. Jones invited the entire membership to a Club Reception on November 24, 1978.

We join in wishing Tom well in his new position with the famous Sea Island Golf Club, St. Simons Island, Georgia.



PROJECT YOUR IMAGE (Continued)

Construction and Reconstruction - According to the GCSAA Organizational Job Description, the superintendent is an expert in this area. The question is; Where does he acquire this expertise? It certainly isn't as routine as mowing or spraying. Most generally, the average superintendent never gets the opportunity to gain the experience necessary. He may, in a career, become involved in actual supervision or construction of various phases but not the complete picture.

It would seem that the aspiring professional would make the extra effort to learn accepted fundamentals of good construction. Visit the course being built in your area and ask questions. Observe methods and results. Do not accept all that you see or hear at face value. Try to glean information from the architect, contractor and superintendent. Question your USGA representative. This type of investigation is what will raise you above the mist and enable you to see it altogether.

Conclusions - This writer hopes that these words will encourage you to consider your role as a member of this profession. The word professional denotes one who has explored all aspects of his profession and has prepared himself for problems which he will face and be required to make an intelligent decision.

The fact that a club hires someone to take care of its golf course and calls him a superintendent, greenkeeper, etc. has no meaning unless the individual knows what he is and what his capabilities are to accomplish the myriad of tasks which he shall face. Joining an organization does not change your status unless you have accepted the responsibility to prepare yourself for the profession you have chosen. Make the most of your association with fellow superintendents. It will help broaden your professional horizons.

Remember! You will never be a professional Golf Course Superintendent until your fellow superintendents, your membership and the general public recognize and accept you as one.

EDITOR'S NOTE:

Al Frenette, C.G.C.S., is Golf Course Superintendent at the Peachtree Golf Course, Atlanta, Georgia. Mr Frenette is also Past President of the Southern Turf Grass Association

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WHY THEY FAIL TO DELEGATE

By DR. NEWEL W. COMISH

Everyone is limited in what he can do personally by having only one head, two hands and twenty-four hours in each day. The only way managers can multiply their capacity to get work accomplished is by using the heads, hands and time of subordinates. Delegation is the way of achieving this objective; yet it isn't used as extensively as it should be by most managers. Why?

The work of managers can be arbitrarily divided into two general categories: (1) Doing and (2) Managing. Doing is worth about \$1.60 per hour. Managing is worth about \$20.00 per hour. A manager must do both types of work, however, the proportion of time spent on each changes as a manager carries more responsibility.

However, every manager, no matter what his level of responsibility, has a good deal of discretion over how he allocates his time to the two categories of work. If he wants to maximize his contribution to the job, he should spend as large a portion of his time as possible on managing. To do this he must delegate as much work as possible to his subordinates, and use the control systems to assure performance. This is a well-accepted principle of management, yet it isn't practiced as extensively as it should be by most managers. Why?

The purpose of this address is to explain some of the reasons why, and thus expose the rationalizations managers use to justify their failure to delegate.

The Superman Concept.

Some managers have a romantic view of themselves as the indispensable fount of wisdom; the pivot upon which their organization must turn. They must provide leadership, in all aspects of the work of their subordinates. They feel they must make all the decisions and create all the new ideas.

Managers who believe in the "Superman Concept" usually have some easily recognizable characteristics... They are poor listeners... After all, why listen? Subordinates, they believe, do not have anything worthwhile to listen to. Using this line of reasoning they justify the rudeness with which they cut into subordinates' comments... After all, it saves time and keeps the manager in the conversational spotlight.

Such managers tend to be very impatient with subordinates who may not move or think as fast as they do, and often embarrass subordinates before others to display their superiority. On the other hand, this type of manager has a "thin skin" when he is criticized for his shortcomings.

(Continued on page thirteen)



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WHY THEY FAIL TO DELEGATE (Continued)

"Superman" managers are prone to make quick decisions on inadequate information. They force themselves to do this for they believe that a delay in making a decision shows weakness.

"Superman" managers tend to be more interested in *how* a job is done than in results. They want to be sure the job is done their way. They spend too much time checking on subordinates to be sure the work is being done their way, which limits the time they can spend on managing.

Such managers create problems for themselves. The lack of time to manage results in the inevitable inefficiency and confusion which is usually blamed on the inadequacy of subordinates. The authoritarian approach they use is resented by their subordinates; morale is low and listlessness replaces initiative.

Action Equals Productivity.

A variation of the "Superman Concept" is the belief that managers should work harder than subordinates. Those who have this point of view equate with productivity. They are busy all the time. They seem to be fearful that delegation will leave them with nothing to do.

A reflection of the A.E.P. attitude is the belief that the only difference between managing a large unit and a small one is hard work. It just requires that the manager move faster and put in longer hours. Men who believe this fail to understand why they seem to have reached a ceiling on their advancement. At the same time, they are a bit fearful of a bigger job for they are unable to run any faster or put in more hours than they are doing now on their present job. These are the type of men who ruin their home life and kill themselves by overwork.

A.E.P. men have some common characteristics. They are usually extremely busy. Their subordinates have a tough time getting in to see them. When they do get to see the boss they have trouble making their point for the boss is constantly being interrupted or distracted by telephone calls, pressing paperwork and unsolved problems that "only the boss can handle." Such managers complain that they are always behind in their paperwork. They also complain about being overworked, but don't really mean it.

One of the objectives of delegation is to turn over to subordinates all the work they can do so the manager can spend most of his time managing.

Regression.

When a manager spends a good deal of his time doing the work of his subordinates he has probably regressed to the security of the work he did before he was promoted. Regression is pathetic. Managers who regress justify themselves by claiming to be giving "leadership" to their subordinates. What they are really doing is avoiding the unfamiliar, and to them, unpleasant work of a manager by involving themselves with the familiar and pleasant work of subordinates.

The symptoms of regression are easy to recognize. A regressive manager is seldom in his office for he is off providing "leadership." The operation of the unit managed by a regressive manager is uneven. Those areas of interest to the manager are well handled but the others are not.

Subordinates turn to others for leadership. This situation provides an excellent development ground for management talent. The man that fills the leadership vacuum gains excellent experience as a manager without carrying the title. Thus the seemingly illogical situation exists where a poor manager becomes an excellent developer of managers.

Lack of Time.

It is tempting for the impatient manager to take the easy way out by doing the job himself. If he does the job it gets done quickly and done just the way the manager wants it done. All the time-consuming and often frustrating work of delegation is avoided. If delegation is to work effectively subordinates must be told what to do, taught how to do it, motivated to do it, and checked upon. This takes time, but it must be done. There is no other way for a manager to multiply himself through people.

Managers must force themselves to spend the time and effort necessary to make delegation work. The time spent in delegating should be looked upon as an investment which will pay off later in a reduction of the workload of management. Managers cannot afford the time that a lack of delegation wastes.

Lack of Confidence in Subordinates

Some managers fail to delegate because they fear that their subordinates might make a mistake, which in turn will reflect unfavorably upon the manager. Subordinates will

(Continued on page fourteen)



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WHY THEY FAIL TO DELEGATE (Continued)

make mistakes, but it is one of the standard risks of management. If a manager has done a good job of selection, training and motivation, the errors that result will be few. Errors are a low price to pay for the motivation and effort that results from the opportunity to exercise initiative subordinates receive through delegation.

Another aspect of the confidence problem is the fear that subordinates will not do the job as well as the manager. This is the traditional refuge of the perfectionist and the manager with the overdeveloped ego. A manager should look upon the imperfection of a subordinate's job as a challenge to overcome through effective instruction and motivation. Most subordinates, if properly taught and motivated, can learn to do a job as well, and often better, than the boss. Even if it is not possible to get a subordinate to achieve perfection, it is wiser to accept imperfection to save management's time to devote to more rewarding tasks.

If, in spite of reasonable efforts, a subordinate continues to be incapable of performing tasks to the boss' satisfaction, then the subordinate should be replaced. It would be depressing to know how many subordinates remain on the payroll year after year doing unsatisfactory work, because the manager lacks the courage to replace them.

Fear of Subordinates.

Some managers are concerned that the work they delegate to subordinates will provide the opportunity for the subordinate to get too much recognition. They feel such recognition will have one of several undesirable effects:

1. Recognition for the subordinate, not the boss.
2. Reduction in the boss' stature by doing a better job than the boss could do.
3. Requests for an increase in pay.
4. Promotion of the subordinate out of the manager's control.
5. Or in extreme cases, promotion of the subordinate to replace the boss.

These deep seated fears of an insecure manager not only inhibit delegation, but encourage a variety of other bad management practices such as hiding talent and using high paid subordinates to do low skilled jobs.

When a manager lets these concerns get the better of his good judgement, he hurts the subordinate, the organization for which he works and himself. He hurts the subordinate by stunting his growth and frustrating his advancement. He hurts the organization for the contributions the subordinates can make, in both the short and long run, are blocked. And finally, he hurts himself, for managers are usually paid and promoted on the basis of their ability to get work done through others, not on the basis of their ability to do the work their subordinates should do.

Although a manager may agree with the logic of delegation, it still takes a lot of intestinal fortitude, patience and unselfishness to delegate.

Higher management has the responsibility to provide the leadership and the environment that encourages, rather than stifles delegation. When promotions are based on factors other than merit, it adds fuel to the fears that block delegation.

Lack of Planning.

Effective delegation requires planning, particularly if the tasks to be delegated are complex. The plans must include the establishment of priorities, the setting of objectives, the determination of how, when or how well a task will be done, and finally who will do it. This type of planning is hard to do and some managers find it to be unpleasant. The alternative is to do the work themselves so they can do their thinking as they go along. This is not good management; unfortunately, it happens altogether too often.

Lack of Leadership.

The natural tendency of a manager is to do as the boss does. If the boss doesn't practice delegation, the course of least resistance is to do likewise. If the boss got where he is with his present methods of management, it seems logical that his subordinate managers should follow suit. Also there is the fear that the boss will criticize and embarrass a subordinate for delegating more work than the boss' standards allow.

It takes courage to delegate when there is a lack of leadership. The exercise of such courage is likely to win more praise than criticism for the increased production and higher morale that usually accompany effective delegation.

Conclusion.

The rationalizations, fears and lack of planning and leadership that prevent managers from delegating as much authority and responsibility as they should, don't stand up under common sense analysis. It is unfortunate, however, they still prevent delegation, and are thus *limiting the growth of the manager, frustrating his subordinates and short-changing the institution for which they all work.* This is a human and economic waste.

EDITOR'S NOTE:

Dr. Newel W. Comish is Professor of Business Administration and Acting Chairman of the Department of Business Administration, Florida Technological University, Orlando, Florida.

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Three years in the making, the mighty HTM-175 is a crowning achievement in Toro fairway technology. We started from the ground up to design cutting units that are better balanced for the most precise cut possible — a smooth, exacting cut down to $\frac{3}{8}$ of an inch.

1 **Toro's exclusive reel-unit couplings** give the units greater freedom of movement to follow ground contour for the finest quality cut.

2 **Reversible reel motors are standard.** Backlap right on the machine for a reduced sharpening frequency — save on shop time. Makes clearing reels easier too.

3 **The clip frequency in each gear remains the same,** regardless of engine speed, to maintain cutting quality.

4 **HTM-175 is gentler on the grass.** By custom-designing our reel units, we cut down the weight of each by 110 pounds, compared to our wheel-drive gangs. And the prime mover offers superior weight distribution over its large, high-floatation tires to reduce compaction and minimize the possibility of tire marking.

5 **HTM-175 is simpler to drive** because it uses automotive steering with the steering wheels out front rather than behind, so you can minimize the time and expense in training your operators. The prime mover features power steering, four-speed transmission, full instrumentation, and a foam-filled contour seat and backrest with adjustable seat suspension.



HTM-175

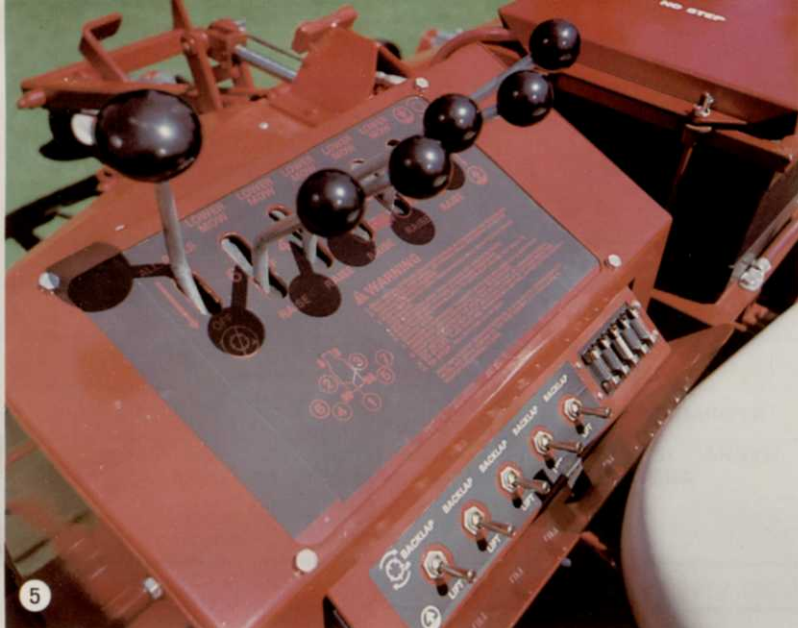
Specifications MODEL NO. 33877

PRIME MOVER

ENGINE	Diesel—Perkins, 4 cylinder 236 CID, 78 BHP at 2500 engine RPM, 16:1 compression ratio. Crankshaft of chrommolybdenum steel, connecting rods of molybdenum steel with replaceable bearing. Full pressure oiling system 30-36 P.S.I. driven by gear pump. Oil capacity—8 quarts in crankcase, one quart in oil filter. Air cleaner with dry replaceable element.			
RADIATOR	Cooling system: tube and fin construction. Stamped brass top and bottom tanks. 15 P.S.I. pressure cap. 16 quart capacity.			
FUEL CAPACITY	15½ gallon tank rear mounted on tractor chassis.			
CLUTCH	Borg & Beck, 11⅞ inch diameter, lever type, spring loaded, foot operated with torsional damper for smooth engagement.			
THROW-OUT BEARING	Ball type bearing pre-lubricated.			
TRANSMISSION	Four speeds forward, one speed reverse, synchromesh shifting in 2nd, 3rd, and 4th gears. 8.5 pint lubrication capacity of SAE 90 EP grease.			
DRIVE SHAFT	2½ inch diameter tubing, two universal joints with relubricatable antifriction bearings, steel forged yokes.			
REAR AXLE	Dana Model 60 H.D. 8 bolt wheel hub with 6500 lb. load capacity. 11 pint lubrication capacity of SAE 90 EP grease.			
GROUND SPEED	Gear @	1200 RPM	1600 RPM	2000 RPM
	1st	2.24 MPH	2.99 MPH	3.74 MPH
	2nd	4.10 MPH	5.47 MPH	6.84 MPH
	3rd	8.64 MPH	11.52 MPH	14.41 MPH
	4th	14.69 MPH	19.59 MPH	Not recom.
Rev.	2.41 MPH	3.22 MPH	4.02 MPH	
FRONT AXLE	Welded construction, four inch, 9½ lb. structural steel I-beam with center pivot.			
TIRES/WHEELS	Front: Cast iron hubs, tapered roller bearings. Std. drop center 14 x 8 wheels with 9.5 L 14, 4 ply 1-l ribbed tubeless tires.			
	Rear: Optional model #70240 single rim with 31 x 13.50 x 15, 6 ply Wrangler R/T. Or model #70210 dual rear rims with 7.50 x 16, 4 ply R-3 tires with tubes or model #70220 8.00 x 16, 6 ply Lawn and Garden tires and tubes.			
BRAKES	Bendix, 12 inch diameter by 2½ inch width, self-adjusting, double servo hydraulic brakes on rear wheels.			
PARKING BRAKE	Parking brake locks rear drive wheels through use of ratchet hand lever, multi-stranded cable and conduit, actuating brake shoes.			
POWER STEERING	Standard equipment, Saginaw recirculating ball automotive type power steering gear ratio 17.5:1.			
OPERATING CIRCLE	Seven gang unit—8 ft. 3 inches			
CONTROLS	Foot controlled throttle, brake pedal, and clutch pedal. Hand operated emergency parking brake, fuel shut-off control for engine.			
HAND THROTTLE	Variable speed mechanical governor, integral with fuel injection pump. Hand throttle lever mounted on steering column.			
GAUGES	Ammeter, fuel level, oil pressure, water temperature, hour meter, speedometer with odometer.			
SEAT AND SUSPENSION	Contour seat with wrap-around 16 inch high back-rest. Fingertip fore and aft adjustment. Seat and backrest are foam filled with integral vinyl cover. Seat suspension adjustable for operator comfort.			
ELECTRICAL FEATURES	Two 6 volt heavy duty batteries providing 12 volt service. Delco-Remy starter, with dash mounted key ignition switch. Neutral start interlock switch: clutch must be depressed when starting engine.			
ALTERNATOR	Delco-Remy 42 amp. 12 volt generator with integral solid state voltage regulator.			
TOOL BOX	Located beneath seat suspension.			

MOWER FRAME AND HYDRAULIC SYSTEM

OVERALL CUT. WIDTH	7 unit—14 ft. 7 inches
RAISING AND LOWERING ALL CUTTING UNITS	1st, 2nd, and 3rd cutting units operate together. Cutting units 4 through 7 operate individually. Units can be raised or lowered in any sequence.
MAIN FRAME	Tubular and structural steel, bolted and electrically welded construction.



5 The controls are simpler, too. Lower a reel unit and start it cutting with just one lever. Stop all seven reels at once with HTM-175's convenient single-lever shut down. And you don't have to reach to get at the levers. They're right at the driver's side.

6 Exclusive seat interlock switch provides safer operation by stopping all reels if the operator leaves the seat.



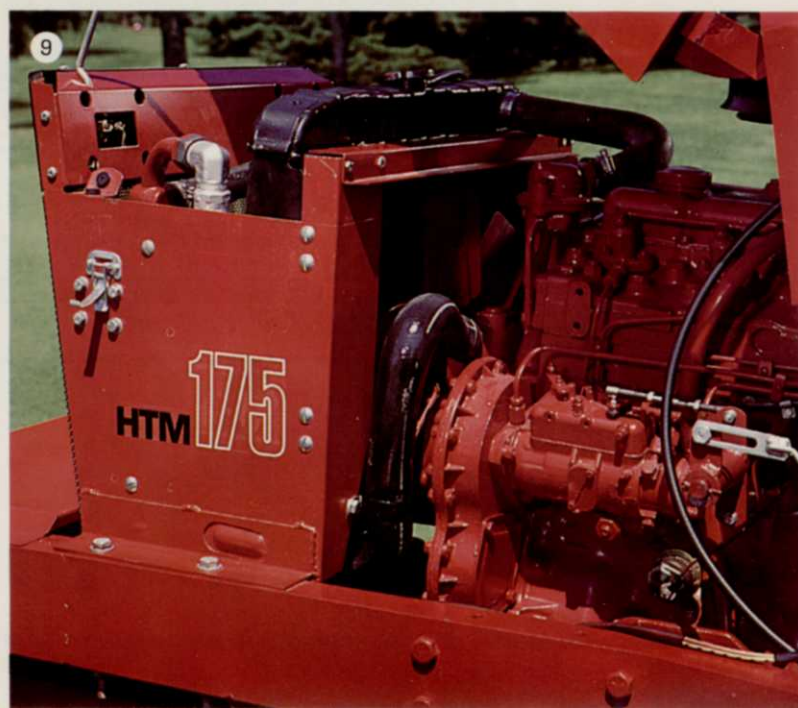
7 Compact pattern of cutting units reduces the distance between front and rear units for easy mowing, easy transporting. They pull up to 8 feet in width to get you through tight places — with no units ahead of the driver to obscure front view. Raise and lower the units in any sequence to cut swaths from 31 in. to 14 ft., 7 in.



8 Quick height-of-cut adjustment streamlines your maintenance schedule. Change all 7 reels in just 7-8 minutes. Vary cutting height from $\frac{3}{8}$ in. to 2½ in. And HTM-175's variable clip valve makes it easy to change clip frequency for various heights of cut.

9 HTM-175 is the perfect union of two time-tested designs. The prime mover and cutting-unit frame have proven themselves for years on the Parkmaster, Toro's popular wheel-driven gang mower. The hydraulic reels, designed for the HTM-175, have been used and enthusiastically acclaimed on our Turf Pro 84 tri-plex.

9 Reliable power. HTM-175's Perkins 4-cylinder diesel gives you 236 cubes of lugging power for hills and heavy cutting. Here's a durable engine that will last for years, with minimum maintenance and maximum fuel efficiency.



HTM-175 Specifications (continued)

MOWER FRAME AND HYDRAULIC SYSTEM (continued)

WING LIFT ARMS	Tubular steel, reinforced welded constr.	BACKLAPPING	Reversible reel motors are standard. Permits backlapping on machine.
HYDRAULIC RESERVOIR	Fabricated 16 gauge steel. 18 gallon capacity approx.	HYDRAULIC CYLINDERS	Tie rod construction, 3 inch bore, chrome plated rod 1 1/8 inch diameter.
HYDRAULIC OIL FILTER	25 micron full flow filter with 15 P.S.I. bypass.	HYDRAULIC PUMP	Gear type, 39 G.P.M. @ 1500 R.P.M., 2000 P.S.I. maximum.
HYDRAULIC OIL COOLER	Standard equipment, 12 x 24 x 3 single pass hydraulic oil cooler.	HYDRAULIC HOSES AND TUBES	All hydraulic hoses, tubes, and fittings meet SAE standards as applicable.
CONTROL VALVES	Seven section valve bank. Each section has its own relief valve. Controls all hydraulic functions: raising/lowering cutting units and starting/stopping.		

CUTTING UNIT (CARRIER FRAME, ROLLER AND WHEELS) MODEL NO. 01080

WIDTH OF CUT	31 inches, reel type — formal turf applications.	ROLLER CONSTRUCTION	3.50 diameter steel roller has greasable tapered roller bearings with double lift oil seal and wear sleeve to keep out grit and moisture. Uses moulded rubber bushings for mounting to cutting unit.																		
HEIGHT OF CUT ADJUSTMENT	Quick change, pin and hole combination adjustment in 1/4 inch increments. Low range cutting (3/8"-1 1/2") with the split tube on top. High range cutting (1 1/2"-2 1/2") with the split tube spacer on the bottom of bedbar mounting tube. Cutting units can be precision adjusted to match one to the other. Height of cut can be varied within a cutting range.	ROLLER SCRAPER	Adjustable fixed position scraper standard.																		
BEDKNIFE TO REEL ADJUSTMENT	Adjustment through a single screw at both ends of the reel that is bolted directly to bedbar. Wrench captivated on adjusting screw, affords quick and simple adjustment of bedknife to reel.	REEL DRIVE	Chain drive from hydraulic motor to sprocket on reel shaft. Chain runs partially submerged in oil in sealed die cast aluminum case. Adjustable idler sprocket.																		
REEL CONSTRUCTION	7 inch diameter with 7 blades welded to 6, 10 gauge stamped steel spiders. Reels mounted on tapered roller bearings. Left side bearing is greasable, right side bearing lubricated by oil in chain case. Bearings adjustable by nut on left end of reel shaft.	CARRIER FRAME	Welded steel construction incorporates counterbalance weight and provides mounting for cutting unit to mower frame.																		
BEDKNIFE/BEDBAR	Replaceable single edge bedknife mounted on welded steel bedbar.	WHEELS & TIRES	12 x 3.00 semi-pneumatic with straight ribbed tread. Mounted on formed steel wheels with welded hubs. Relubricatable ball bearings.																		
		FREQUENCY OF CLIP	<table border="1"> <thead> <tr> <th>GEAR</th> <th>AVG. CLIP</th> <th></th> </tr> </thead> <tbody> <tr> <td>1st</td> <td>.39 inches</td> <td rowspan="2">{ with variable clip valve closed.</td> </tr> <tr> <td>2nd</td> <td>.71 inches</td> </tr> <tr> <td>1st</td> <td>.43 inches</td> <td rowspan="2">{ with variable clip valve in position recommended for 1 1/2" to 2" H.O.C.</td> </tr> <tr> <td>2nd</td> <td>.85 inches</td> </tr> <tr> <td>1st</td> <td>.55 inches</td> <td rowspan="2">{ with variable clip valve in position recommended for 2" to 2 1/2" H.O.C.</td> </tr> <tr> <td>2nd</td> <td>1.10 inches</td> </tr> </tbody> </table>	GEAR	AVG. CLIP		1st	.39 inches	{ with variable clip valve closed.	2nd	.71 inches	1st	.43 inches	{ with variable clip valve in position recommended for 1 1/2" to 2" H.O.C.	2nd	.85 inches	1st	.55 inches	{ with variable clip valve in position recommended for 2" to 2 1/2" H.O.C.	2nd	1.10 inches
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OVERALL DIMENSIONS	WHEEL BASE	LENGTH	WIDTH		HEIGHT	WEIGHT (2)		TREAD WIDTH		GROUND CLEARANCE
	99"		177"	TRANSPORT		MOWING	FRONT	REAR	FRONT	
			96"	192"	66"	2240 lbs.	4000 lbs.	61 1/4"	64"	10"

(2) Includes operator, oil, fuel, coolants and gang mowers in the transport position. Additional weight may be added using liquid ballast in the tires.

OTHER OPTIONS:
Light Kit model #70095 (factory installed) and part number 26-2140 (field installed). Includes horn, directional lights with 4-way flasher, head and taillights.
Front Fenders model #70196 (factory installed).
Rear Wheels and Tires (See TIRE/WHEEL Section).

Roll Over Protection System — ROPS Model No. 70137 (factory installed) Model No. 77021 (field installed)

ROPS CONSTRUCTION	ROPS consists of welded tubular four post frame, using 2 1/2 x 2 1/2 x 1/4 certified tubing, with fabricated steel mounting brackets.
CERTIFICATION	ROPS meets or exceeds OSHA Standards of April 5, 1972, and Corps of Engineers Standards per 385-1-1 of March 27, 1972. Certified for 8,000 pounds maximum gross vehicle weight and tested per Society of Automotive Engineers test specifications J-394. STATE OF CALIFORNIA APPROVAL NUMBER R-463. STATE OF NEW YORK, BOARD OF STANDARDS AND APPEALS APPROVAL NUMBER 8284.
SEAT AND SEAT SUSPENSION	Certified for usage with seat belt. Seat belt includes single retractor, 2 inch wide webbing and conduit sleeve for positioning belt for ease of operation.
WEIGHT	320 lbs.



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12 Single rear tires.

13 Dual rear tires.

14 Light kit and horn, including turn signal, head light, stop lights.

15 Front fenders.



12



14



15



11



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Photographic Report — 26th Annual Florida Turf Grass Conference and Show — Orlando, Fla., Oct. 15-18, 1978

Top row, left; Wayne Sloan, incoming President making presentation to outgoing Assn. Pres. David DeBra. Center, David DeBra presents "Wreath of Grass" Award to Dr. Harry G. Meyers. Right; Outgoing Secy.-Treas. Joe Yuzzi discusses Assn. business with Wayne Sloan.



Right center, Ralph White, Moderator; Jim Brooks.

Second row, left; Jerry Cheesman Lake City Community College Left, center; Dr. James Beard, Keynote Speaker, Texas A. & M. Turfgrass research. Right center; Jim Brooks of the National Assn. presents GCSAA Scholarship to James E. Bishop, Lake City College as Dan Jones looks on.

Bottom two rows of pictures show some of our members in attendance in the exhibit and educational areas.

More than 700 attended the Conference.

(Photographs by Harry McCartha)

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Right before their eyes, DuPont Sales Representative, Pat Nelsen, and Earl Shafer, Superintendent of the Nemours Golf Course at Wilmington, Del., watch a "Tersan" 1991 water-soluble package dissolve. In just a matter of minutes, the convenient package goes into solution; and without any direct user-exposure to the fungicide from measuring and handling.

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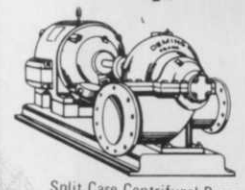
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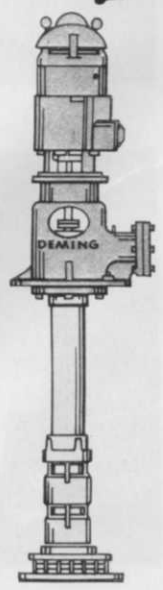


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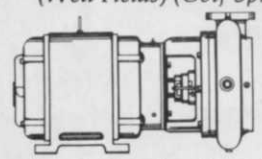


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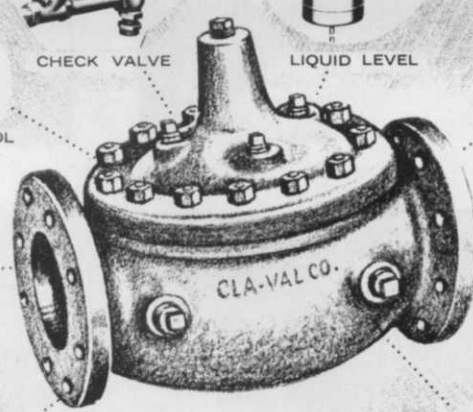


ELECTRICAL CONTROL

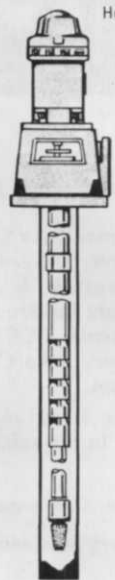


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Shown left to right; Ralph Luga, Computer Specialist, Ralph Baxter, Vice President, Turf Sales and Fred J. Maxted, President Hector Supply Co.



Paul Turcotte, Asst. Director of Parks & Golf Courses, City of Miami.



Al Howard, Director Parks and Recreation, City of Miami.



Dan Jones, SFGCSA President — Clubs of Aventura — Miami.



Alan Weitzel, SFGCSA Vice Pres. Dade County Golf Courses.



Tom Mascaro — Guest Speaker — Turfgrass Products Corp., N. Miami.

- December Assn. Night Meeting.
- Miami Springs Country Club.
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Role of the Golf Course Consultant

By MAX A. BROWN, Ph.D.



Dr. Max A. Brown

This article presents to you what I feel to be the present and future role of the golf course consultant. These thoughts are based on my experience as a consulting agronomist in all parts of this country and around the world for the past fourteen years.

An effective "cop-out" for me would be to present one picture to you — a group of golf course superintendents and another picture to golf course owners, managers and greens committee members. I won't do that; what I say here is my objective appraisal that I would tell to golf course superintendents, owners, managers and greens committee members alike.

DEFINITIONS

Let's begin our discussion by defining a few terms so that we all are talking about the same things:

First of all:

1) Consultant: one who gives professional advice or services,

2) Consult: a) to ask advice or opinion, b) to deliberate together: confer. Therefore, a golf course consultant is one who is asked to give advice or opinion on golf course maintenance. Also, he must deliberate together or confer with a person. This person should be the golf course superintendent; too often it is with the golf course owner or manager, at the exclusion of the superintendent.

Many times I have been called upon by people other than the golf course superintendent to review a maintenance program. It is obvious that their purpose is to call in a hatchet-man to side against the superintendent. I don't do it. It works out better if management requests the superintendent to seek the help or guidance to solve the problem. If requested by the superintendent much more good can be done, simply through the cooperation which will result.

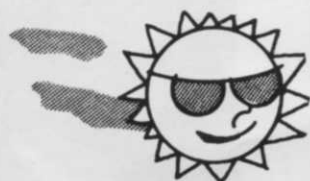
THE SUPERINTENDENT

What makes a good superintendent? How do you judge and say this guy is a better superintendent than the other guy? Simply by the *day-in, day-out condition and playability of his golf course, for the money spent*. He can only be judged by the quality of his product in view of the resources available to him. He may be stuck with a "dog" of a golf course and no amount of money or skill can make it look good — but he is still judged by it.

If we study this man that we judge to be a good superintendent, we invariably find him to have the three following qualities:

1) Well organized.

(Continued on page nineteen)



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Role of the Golf Course Consultant (Continued)

2) Technically, well founded in a) turf requirements, b) equipment, c) irrigation, etc.

3) Dedicated man, continually studying and learning. He is a man who openly admits he doesn't know all the answers. He remembers the old definition of an educated man as one who doesn't necessarily know all the answers but knows where to find them.

The better superintendents, in this game of musical chairs we see around us, seek to improve themselves professionally and financially by taking better jobs as they come along. We have seen in recent years that many of the highest paying jobs, with the highest maintenance budgets, are with golf complexes with two, three, four or more golf courses.

The man in charge of operations like this finds it necessary to hire people to work for him who are in actual fact the superintendents on the individual golf courses. He no longer has the time to study each blade of grass on a daily basis. He finds himself conferring with his superintendents, giving advice and opinion. He finds himself to be almost a (shudder) consultant.

CONSULTANTS

A good superintendent has many sources of information at his disposal. With a legal problem he can call his lawyer, a medical problem his doctor, a financial problem his banker or accountant. For technical information on his golf course he can consult text books, or periodicals. He can ask a respected superintendent, call the county agent, one of the state turf extension men, or a USGA Green Section agronomist. Irrigation equipment manufacturers strongly recommend using a qualified irrigation consultant for irrigation problems. A professional golf course consultant is simply another source of information. Used properly, all of these sources of information are good forms of *insurance against a small problem becoming a major calamity.*

All of the above listed sources of information are technically consultants. Some you pay for by tax funds, others you pay for by private funds.

The important factor is that you know your sources of information and use them to *your* best advantages.

The role of the private golf course consultant has varied over the years in this country. In Florida, with its tremendous number of golf courses, the need for technical information has been particularly acute. Florida has had one of the strongest turf research and extension programs of any of the states and it's had a wealth of the best superintendents and best conditioned golf courses in the country. But the demand for perfection has been greater in Florida than in any other region of the country.

Private golf course consultants have come and gone over the years in Florida. Often, they have created bad impressions with the industry. We could blame several things for this: personality reasons, spreading too thin, too little knowledge, and various and sundry poor approaches to the business. But we cannot deny that a tremendous demand for turf consultants has existed, and the demand in the industry is obviously increasing.

What does an individual need, or what should you expect in a turf consultant?

1) Must be independent with no binding ties or axes to grind.

2) Must keep constantly abreast of latest technical information (pest control), equipment, managements, irrigation, etc. a) read literature, b) attend meetings and conferences c) visit courses and superintendents over a wide area.

3) Must know golf, and the relationship of turf to the game. (Grain, moving heights, footing, body, etc.)

4) Must be aware of maintenance practices and requirements of all types of golf courses over as broad an area as possible. Although conditions are different we can sometimes benefit by procedures used in Maine or California. Innovations are made by individual superintendents all around the world and he must be aware of these.

5) Must be able to work recommendations into the maintenance program, not simply make the recommendations. Anyone can tell a man what chemicals to use to control weeds in a green, in a lake or around trees, but how can he work it into the program if the crew is short and equipment is old?

TRENDS OF GOLF TURF INDUSTRY


1) Greater demand for perfection. Very little tolerance of imperfection.

2) Better men are increasingly becoming responsible for multiple golf course complexes, and for more than one independent course.


3) Top superintendents are increasingly budgeting funds each year for obtaining emergency help when and if necessary, and for a periodic review of their total operation. The funds are considered an investment in better golf turf and insurance against major problems. The greatest problem is finding the man or organization who is qualified, whose judgment you can trust and respect. If a problem arises it is better for the superintendent to solve it himself than to have management go outside for help. When management goes outside for help it seldom works. Complete acceptance and cooperation is required between the superintendent and the consultant or the time and money is wasted.

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Reunion Becomes Surprise Birthday Party



TOP ROW, Left to Right; G. C. Horne, Roy Baer, Ralph White, Joe Konwinski.
BOTTOM ROW; Jim Ousley, Sr., Al Witherspoon, Jimmie Blackledge, Gene Nutter.

In 1958 the FTGA membership committee had a meeting at the "Famous" Restaurant in Lake Worth. The six member committee agreed to have a reunion twenty years later to discuss changes in the industry. September 8, 1978 they were reunited and used the opportunity for a surprise birthday party for Jimmie Blackledge.

The reunion location was different since the Broz family moved their restaurant to the Bohemian Garden in Lake Worth. Also two new guests were invited. Those attending were Ralph White, Joe Konwinski, Al Witherspoon, Jim Ousley Sr., Dr. Gene Nutter, and guests Dr. G. C. Horn and Dr. Roy Bear.

The eight member group has a composite total of 249 years turf experience. Because of the vast experience, a background of each person will help new members to our association. The group is lead by Jimmie Blackledge. Jimmie started in 1930 as the Superintendent at the Indian Creek Country Club in Miami. He is past president of our association and served on the board of directors for twenty years. Jimmie is currently a turf consultant for Southern Turf Nursery. Dr. Jean Nutter started in 1948. Gene is a past professor at the University of Florida and Lake City Community College. In both instances he started the turf programs at each school. Gene now is a Vice President with Chem Lawn Inc. Gene flew in from Atlanta just for the reunion. Ralph White started his turf career in 1953. He has been a professor at the University of Florida and is now working as the Vice President of

Southern Turf Nursery, Tifton, Georgia. He also came to town just for the gathering. Al Witherspoon has been working with turf since 1954. A University of Florida graduate Al has been superintendent of numerous south Florida golf courses. Al is now in charge of the Wellington Polo Fields. Jim Ousley Sr. is the founder of Ousley Sod Company. His turf experience dates to 1946. He is the leader in the development of certified turf in Florida. Joe Konwinski started working with turf in 1945. Joe is a past president of our association and served as the Secretary-Treasurer for fourteen years. He was the Superintendent of the Lake Worth Country Club for thirteen years. Joe is currently a turf consultant and instructor of turf classes at Palm Beach Junior College. Dr. G. C. Horn is a past professor at the University of Florida and is now a statewide turf consultant. Dr. Roy Bear started his turf career in 1945. Before the current University of Florida Plantation Research Station was established the research was done by Dr. Bear in Belle Glade. He is now a turf consultant.

In 1958 there were 125 golf courses in the state. Now there is more than that total just in Palm Beach county. The growth of the turf industry has exceeded even these leaders. Now the state total of golf courses nears the 700 mark.

The party night was closed at the Polish Club in Lake Worth. While Ralph White was dancing alone the other seven members were planning for 1998.

MR. TURF, U.S.A.

(O. J. NOER RESEARCH, INC.)

O.J. Noer was "Mr. Turf, U.S.A." This Title was designated in fact at the 1960 Golf Course Superintendents of America Annual Meeting in Houston, Texas. The entire conference and show was dedicated to O.J. for the agronomic service that he had given to golf and golf superintendents everywhere.

A couple of years prior to this great honor, a few of O.J.'s business friends, including C.C. Shaw, formed a non-profit corporation dedicated to the support of turfgrass research and the training of graduate students. The fund raising activities were concentrated mainly with O.J.'s Milorganite Distributors. They came through then and have been consistent yearly contributors ever since.

The fund corpus is around \$140,000. It is managed by the Oak Park Trust Company in Illinois. There is no remuneration or even travel and living expenses paid to members and directors. Thus, almost the total income and some contributions are expended each year for the benefit of turf research and training. Funded projects are in the range of \$15,000 to \$18,000 each year. To date, some \$130,000 has been spent on research.

The Noer group has been responsible for detailed studies on thatch in both warm and cool-season turfs. Spin off

studies from the earlier work now shows that most of herbicides and insecticides behave differently when applied to thatched vs. non-thatched turf. Yet another project of interest to South Floridians, is our support of work on low fertility bermudagrasses at New Mexico State University. Interestingly, Dr. Baltensperger got the idea while on a sabbatical leave study at the University of Florida in Gainesville.

In addition to direct research, the Noer group has also been responsible for the formation of two Memorial Libraries to collect and disseminate the information published throughout the years. Michigan State has a Noer Memorial Collection as does Texas A&M Universities. Many of the O.J.'s publications as well as rare books are located at both universities. Recently, we sent Michigan State a check for \$1,000 to use for rare book purchases and microfilming equipment to make the present collection of wider use to students and other universities.

Of course, none of this would have been possible without the support of those who make a livelihood from turf-grasses. The public golfers in Wisconsin hold a Best Ball Tournament each year with proceeds for the Noer Foundation. Private Country Clubs there have also started a

(Continued on page twenty-two)

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MR. TURF, U.S.A. (Continued)

similar fund raising effort. Any proceeds derived above the amount needed to run the Wisconsin Turfgrass Symposium each year is donated to the Noer Foundation by the Wisconsin Golf Course Superintendents Association. Toro, Jacobson, Standard, Ganrud, Cleary and other manufacturers have been consistent contributors. Several superintendent groups match contributor funds with Milorganite distributors as the South Florida group has done in 1978 with Charlie Mascaro.

In addition to the above Floridians, Joe Yuzzi and Ben Reemelin serve as members. Charlie Mascaro has the further honor and duties associated with being a director of the foundation. I suppose we should also list Frank Shuman as a Floridian since he now lives about half of each year in the State. Frank is our Secretary-Treasurer, a director and recent recipient of our Distinguished Service Award.

O.J. Noer was a great and a good man. For forty years he traveled this land to help turf growers find solutions to their problems. He was the first to diagnose iron chlorosis as a nutrient rather than a disease problem. He started the first soil testing laboratory, exclusively for professional turf growers and early on preached the importance of proper depth in sampling and recommendations based on whether or not clippings were being removed.

O.J. will always be missed by those of us who knew him well. Fortunately, and thanks to the largesse of folks like you; his ideals, help and support will always be with us through the agency of the O.J. Noer Research Foundation, Inc.

Training Assistants Demands Skill

Developing an assistant is one of the challenging jobs an administrator can have. When the trainee takes over a top-level position he probably will adhere to the good business practices learned on the job.

Developing an assistant is hard work, requiring careful attention to details and explanations while yielding an enormous amount of confidence in and responsibility to the trainee. Here are a few items that may help in attempting to develop an assistant:

GIVE HIM THE FACTS: Only by being informed about his responsibilities and authorities can an assistant get a clear picture of what he is to do and how he should do it. A job description should be developed to give a trainee some guidelines. Personally introduce the assistant to those with whom he will be working.

SMOOTH HIS PATH: Request employees who work with your assistant to cooperate with him. Inform everyone of the duties he will be performing — then impress upon him the importance of earning the respect and confidence of these employees.

SHARE KNOWLEDGE: You must keep the assistant informed of your plans, your progress and your reasons for making each move. If you expect him to do a good job, you must share your knowledge with your assistant. Warm him of problem areas and see that he learns the ins and outs of working for you. Neglecting to provide background information keeps the assistant in the dark and prevents him from performing to the best of his ability as well as makes him look bad in the eyes of those with whom he must work.

ADD RESPONSIBILITY GRADUALLY: Let the assistant get a feel for his job. Then gradually give him additional small doses of responsibility. By working in this fashion he will gradually absorb additional knowledge and pick up those qualities that make a manager competent.

HOLD A LOOSE REIN: An assistant who is constantly being checked on gets the feeling he is not trusted and this retards his growth as a manager. Let loose and give your assistant a free rein — let him make decisions and learn by his mistakes. You don't want a trainee to lose his initiative; but keeping him under your finger can snuff out any spark or flame of initiative.

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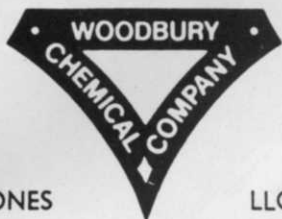
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Tequesta Country Club is a successful club because of the strong leadership of its department heads. Bill Wagner is the Golf Course Superintendent. He is one of the most respected men in the industry among his peers. He has been with the club since 1965. Originally from Philadelphia, Bill has been in Florida for twenty years. Before coming to Tequesta he was the superintendent at the Jacksonville Beach Golf Club. He is a current board member of the Florida TurfGrass Association and a member of the Lake City Community College curriculum advisory committee. Bill is very education orientated, the upcoming Atlanta conference will be his eleventh consecutive national meeting. Bill is also a respected citizen in the local community having served on the Tequesta zoning board and numerous capacities of his church.

The golf professional is Ed Ficker. He is past president of the Florida section of the PGA, past Vice President of the 13th district of the PGA. In 1972 he was honored as Florida section, PGA professional of the year. The clubhouse manager is Jack Kurtz. The five member greens committee is led by chairman Robert Hale. William Brennan is the club president.


The turf at the club is Tifdwarf Bermuda on the greens. The fairways and tees are a mix of common and Ormond Bermuda. The greens will not be overseeded this winter. Tequesta Country Club is one of the most groomed and fine manicured golf courses in the country. The native and tropical trees and ornamentals form a relaxing atmosphere for an enjoyable day of golf.

By Dave Bailey



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DANIEL L. HALL, JR.

Editorial

DANIEL L. HALL, JR.

Nominated for Director of

The Golf Course Superintendents Association of America

The above announcement came as music to the ears of Southern Golf Course Superintendents. Too many lean years have gone by with no Southern Representation on the GCSAA Board. I have heard many excuses as to why we have no Southern Board Members; however, I feel that the only valid excuse is apathy. The South is like a sleeping giant. It is time we woke up and carried our part of the load.

To get us started on a path to new horizons there is no better qualified person than Dan Hall. He has the leadership, knowledge and dedication to be a good Director not only for the South but for all Golf Course Superintendents everywhere.

Dan has been active in GCSAA for many years going back to the early 50's. His father, D. Lester Hall, was the developer of U-3 bermudagrass and a life-long Class A member before passing away in 1974. He has been a Golf Course Superintendent for over 30 years having begun as a Superintendent at Parris Island Marine Base when just 19 years of age.

During his years in GCSAA, he has served on many committees; Industrial Relations, Election, Conference & Show, Certification and Ethics. This past year he has served on four committees: Ethics, Chapter Relations, Nominating and By-Laws.

"The future is now!" Which will it be apathy or progress? Let's vote for progress and put Dan Hall on The Board of Directors of the G.C.S.A.A.



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