

Unveiling GCSAA's Education Plan

With the initiation of a Master Long Range Plan for the GCSAA Educational Programs, we embark on a new direction in our educational efforts which will satisfy needs into the 21st Century and beyond. Just as our needs change and continue to change, so also must our educational programs change. To understand the significance of this milestone, it is important to first understand where the educational efforts of GCSAA originated and how far they have evolved.

From its inception, the Association has placed education and the dissemination of information foremost on its list of objectives and priorities. Education has always been one of the founding purposes of GCSAA. Since the initiation of its earliest conventions, GCSAA has offered outstanding educational conferences. However, its education programs were generally informal until 1955.

It was in that year that GCSAA began a defined program to actively promote formal education and research through the establishment, on October 28, of the Golf Course Superintendents Association Scholarship and Research Fund, Incorporated. At that time, few college graduates were involved in the profession of turfgrass management and the scholarship program was established to place emphasis on attracting and drawing college educated individuals into the profession. Until the early 1970's, the National Conference was the main vehicle of continuing education for our members. It was at this time that specialized "Seminars" were begun to carry the majority of this load.

The needs and objectives established by farsighted leadership in 1955 have been successfully and overwhelmingly satisfied. We now enjoy an abundance of well educated college graduates who are increasingly assuming the leadership of the profession. Their presence — along with the experience educated veteran superintendents' — has helped to elevate our standards, capabilities and professional standing to the point where our career field has become a recognized and attractive profession. It is this attractiveness of the profession that has now become a self perpetuating force drawing more and more college trained individuals into our ranks.

This was the original objective of our scholarship program — it has been successfully met.

The time arrived for us to evaluate our programs, determine current and future needs of the industry and profession, and redirect our educational efforts to ensure satisfaction of those needs by an overall program that has an adjusted purpose and direction —

namely, to provide a broader scope of education that meets the specific needs of the various segments of our membership, segments that we have clearly identified through demographic research.

The implementation of this Master Long Range Plan will result in one of the most enormous undertakings in GCSAA's history. The process will be a

LIST OF COURSES OFFERED VIA MASTER PROGRAM

COURSE:	CEUs	TITLE:
Business I	1	Personal Relations in Business and Conflict
Business II	2	Negotiating Methods and Effective Techniques
Business III	2	Personal Finances and Retirement Planning
Business IV	1	Introduction To Business Insurance Management
Business V	1	Executive and Family Insurance Planning
Business VI	2	Finance and Accounting for Non-financial Managers
Executive Development I	1	Introduction To The ICTGCM Executive Management Program
Executive Development II	1	Projecting An Executive Image: Salary
Executive Development III	2	Assertiveness Training
Executive Development IV	1	Memory and Listening Skills
Executive Development V	1	Managing Stress
Executive Development VI	1	Career Management — Goals and Objectives
Executive Development VII	1	Executive Compensation
Irrigation I	2	*The Water: Soil: Plant Relation and Other Factors
Irrigation II	2	*Equipment Technology and Operations
Irrigation III	2	Wastewater Technology
Golf I	1	An Historical Overview
Golf II	1	A History and Function of GCSAA
Golf III	2	Introduction To The Rules of Golf
Golf IV	1	Golf Course Rating System
Golf Management I	2	Golf Course Design Principles
Golf Management II	1	Golf Course Construction and Project Management
Golf Management III	1	Golf Car Fleet Operations
Golf Management IV	2	Introduction to Computers in Golf Operations
Golf Management V	1	Modern Marketing Concepts and Practices
Golf Management VI	1	Conducting Effective Meetings
Golf Management VII	1	A Familiarization With Food and Beverage Management
Golf Management VIII	1	Long Range Master Planning
Golf Management IX	2	Golf Course Organizational Structure
Landscape I	2	*Landscape Plant Materials (Herbaceous, Shrubs, Trees)
Landscape II	2	*Landscape Design and Application
Landscape III	2	*Landscape Maintenance Management
Management I	2	Budget — Principles and Practice
Management II	1	Communicating Effectively
Management III	2	*Personnel Policies and Procedures
Management IV	2	*Leadership and Motivation Theories — People Productivity
Management V	2	*Human Resources Management
Management VI	2	*Documentation: Communication: Motivation: Management
Management VII	1	Management of Time
Management VIII	1	The Assistant Superintendent — Function & Responsibilities
Management IX	1	Employee Training
Management X	2	Labor Union Relations and The N.L.R.B.
Pest Control Management I	2	*Introduction to Pest Control Principles
Pest Control Management II	2	*Disease Identification and Control
Pest Control Management III	2	*Insect Pest Management
Pest Control Management IV	2	*Weed Pest Management
Pest Control Management V	2	*Ornamental Pest Management
Pest Control Management VI	2	Integrated Pest Management Technology
Pest Control Management VII	2	Chemical Technology Review
Pest Control Management VIII	1	Pest Control Regulation
Turfgrass Science I	2	Basic Turfgrass Physiology
Turfgrass Science II	2	Fundamentals of Ecology
Turfgrass Science III	2	*Plant Nutrition
Turfgrass Science IV	2	*Plant Nutrition and Soils
Turfgrass Science V	2	*Plant Nutrition and Fertilizers

* Indicates courses (seminars) currently offered by GCSAA.
All other listed courses are proposed only.

"phased in" approach carefully scheduled and timed.

**Program Concept
(See Diagram)**

In this new education program, there will be a clearly defined curriculum of a balanced mix of courses leading to graduation from a program and the earning of a "Certificate of Professional Education" in any one of several levels. The program will offer a progressive curriculum, in that each succeeding course, level, and division of studies will be built upon the previous, while still providing flexibility for each individual. The program has been created to address the needs of two major groups of our membership and industry. These two major groups are the Experience Educated Manager who may not have had the time or the opportunity to pursue a full time college degree; and the College Educated Manager who is now faced with many needs that college did not provide for.

Division I. This will be the basic program which will provide a well rounded education in general agronomics and turfgrass science as related to the responsibilities of growing turf. This curriculum is constructed to assure that the general turf scope is covered in a manner which will allow the individual to better grasp the more advanced courses. This is the "foundation" curriculum. We are specifically targeting all those turf industry per-

sonnel who have never received a formalized course in the basics. For the first time, this program will also address the needs of our affiliate members in all areas of turfgrass management including those in lawn care and grounds management, as well as commercial sales representatives.

Division II. This division will require completion of Division I as a prerequisite for admittance. The scope of this division will be broader and more technical in nature, greatly amplifying areas introduced in the lower division. In this division, subject matter will be expanded into areas of business management. Two "options" will be offered in Division II: Advanced Turfgrass Management and Golf Course Management. The Advanced Turfgrass Management option is targeted at those golf course superintendents who feel their career plans are specifically in the area of turf; and lawn care industry personnel and commercial representatives. The Golf Management option is targeted at those golf course superintendents and other professionals in the golf industry who feel their career plans require broader management education.

Division III. This division will be known as the Executive Management Program and will require completion of Division II and status as a Certified Golf Course Superintendent as prerequisites for admittance. It is important to note the requirement of CGCS, as

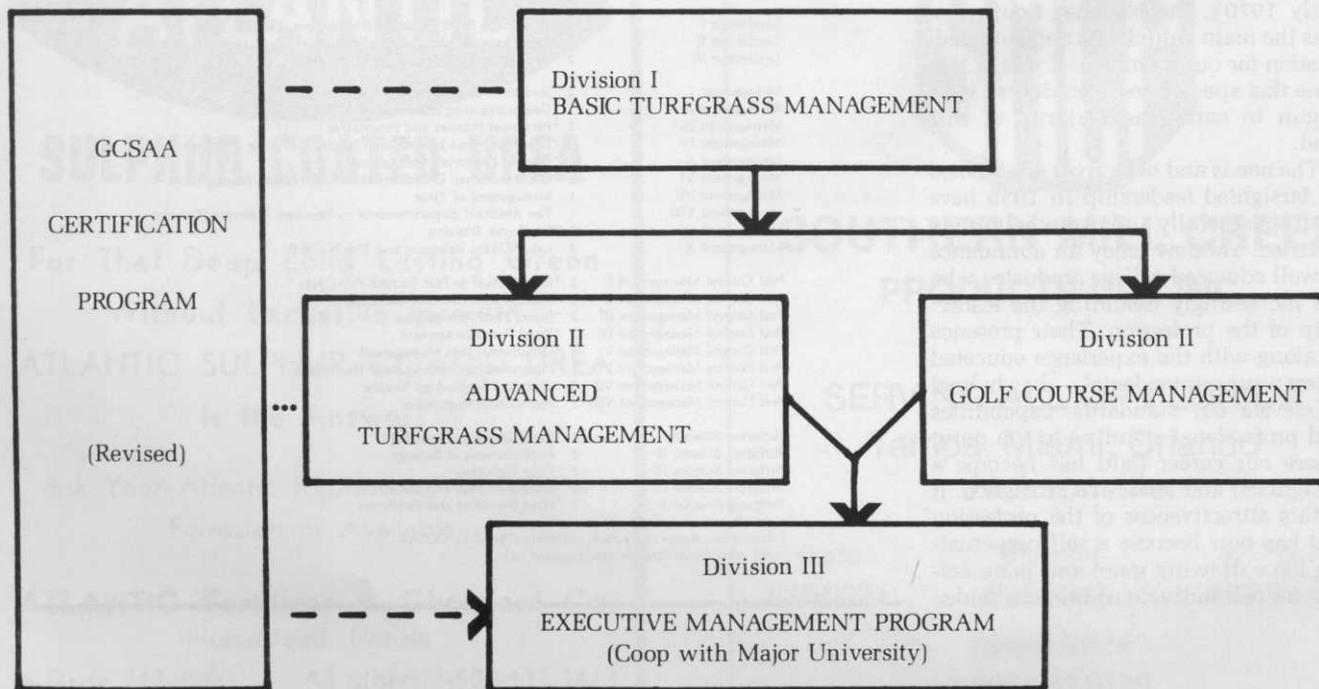
this will greatly increase the credibility of the Certification Program. This curriculum will be conducted through the auspices of a major business school in the country. Contacts have been made with several and we hope to tie in to a major, recognized university. This program will provide those individuals who desire an escape route that will lead them through the existing vertical barrier to job opportunities out of the profession or allow them to apply new approaches to their current jobs. Graduates of this program will become the most sought-after professionals in the industry as well as the next generation of leadership in GCSAA.

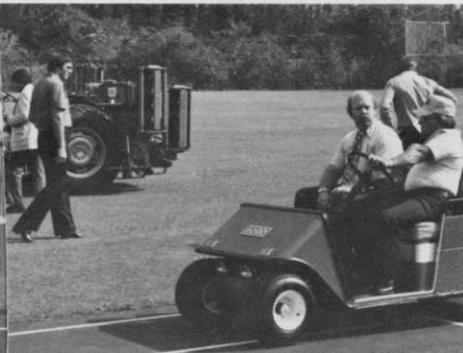
Certificates of Professional Education (CPE) will be awarded to individuals upon graduation from the prescribed Division I and Division II curricula. A Division I CPE will be viewed by GCSAA, for its future programs, as equivalent to an Associates Degree. Likewise, a Division II CPC will be viewed by GCSAA as equivalent to a Bachelors Degree. Of course, written examinations and passing grades will be mandatory throughout the program in order to assure program quality and accreditation.

Accreditation

In order to provide recognition of the program and acceptance of its graduates, accreditation of the program will be obtained from an accrediting authority such as The Council for Noncol-
(continued on page 44)

SCHEMATIC OUTLINE OF EDUCATION MASTER PLAN





SOUTH FLORIDA SUPPLIERS' DAY

The second South Florida Suppliers' Day was held at Tropical Park in Miami on January 11, 1983. Approximately twenty suppliers participated in the activities. This event is held on an every other year basis. It is hoped that future Suppliers' Days can be held in conjunction with other associations.

Funds generated will be donated to Scholarship & Research. Thanks to all who participated and attended this very successful event.



legiate Continuing Education or a similar body. Continuing Education Units (CEU) will be granted for each course upon the successful completion of the written examination. Accreditation will assure the universal acceptance of these CEU's.

Transfer of Under-Graduate and Post-Graduate College Credits

The program will allow for matriculation of college courses which parallel its own offerings. Official college transcripts will be required to verify the credit units from the individual's college. Up to twenty-five (25) CEU's may be granted for college work and applied to any individual division curriculum but may not be applied against more than one course. This also means that at least nine (9) CEU's must be completed in program residency.

Previous GCSAA Seminars Taken

Previously taken GCSAA Seminars will be counted towards the new programs' graduation requirements.

Restructured Certification Program

The current certification program will be slightly restructured to better fit within the Master Long Range GCSAA Educational Program. These modifications will in no way alter the objectives of certification, but will only serve to strengthen the value of CGCS.

Correlation

The Certification Program will now more intimately correlate with the education program. This will be accomplished through the integration of the two testing programs and a meaningful variety of courses for the CGCS to select from for the purpose of fulfilling the continuing education requirements for re-certification.

Testing Program

The certification examination sections will be designed to directly correlate with the curriculum of the education program offered. In effect, this exam will directly cover the subjects taught in Division I and Division II. Upon completion and successful graduation from Division I or Division II, the individual may elect to immediately take that portion of the certification examination that covers the division being graduated from. This in effect means that after graduation from

Division II, the individual could have completed the CGCS examination and would then only have to meet the other requirements for certification to be automatically granted CGCS status.

Re-Certification

CGCS are eligible to take any course offered without having to enroll in a specific curriculum. However, the value of graduating from these curricula must be pointed out as well as the prerequisite of graduation from Division II as a requirement for admission to the Executive Management Program.

CEU/Point Allocations

The old requirement of "Points" for re-certification will remain in effect with the modification that the old "Point" is equal to the new CEU.

Application/Eligibility

The same basic requirements will remain in effect with the exception of the above and the additional requirement that each application must now be attested to by any two of the following:

- * A Certified Golf Course Superintendent
- * A Club Official or Officer
- * An Approved University Turfgrass Educator

Proven Ability to Grow Grass

The experience requirement of an Internship, and the requirement of two attestors will jointly help to assure a requirement of the quality of CGCS status. This will further be improved as the new testing format comes into effect.

Methods of Delivering the GCSAA Educational Program

In the past, the thrust of the education program was with the seminar format. Although this format, modified into courses and curricula, will remain an integral delivery mode of education, it will no longer be the sole activity. We will now shift to integrated modes of delivery.

Audio/Visual — Home Video Tape

This is an increasingly common entertainment source in today's family home. It is also an excellent mode of delivery for lengthy continuing education sessions such as a technical course offering in our area of continuing education. All of our course offerings would eventually be placed on video tape and sold or rented to members. This also gives our members the opportunity to buy that home video

they've been wanting and write it off their taxes as an educational expense. GCSAA will make arrangements for members to purchase this equipment at wholesale.

Annual Conference

The annual Conference will still carry the bulk of our course offerings. That is, at least until we get them all on video tape. In fact, we intend to even increase the number of courses offered at Conference. This can be done easily by offering these courses at some non-traditional times during the week. This will be detailed under the Conference profile.

Regional Courses (Seminars)

We will still be offering regional courses. These will be detailed and scheduled over a twelve month period so everyone has time to plan their attendance and we have the time to publicize and promote. These too will be video taped.

Tele-Conferencing

Out of the technological explosion of the 1970s, a new and far reaching method of delivering continuing education programs has developed. This method is known as tele-conferencing and is simply the "live", televised broadcast of an educational course over a wide geographical area by way of several sites linked via satellite.

It is surprisingly simple, accessible and inexpensive. Most importantly it is readily available through proven and already existing networks. We can set up an all day tele-conference for live delivery to 10 sites (any major city in the country) to accommodate 50 people at each site for less than \$70 per person! Each site would receive live, one-way video and two-way audio. The audience can speak to the instructor. Such presentations easily would also be recorded (at virtually no additional cost) for future video tape sales or rental.

"The Future"

In the not so distant future, our organization will have the capability to instantly communicate with every member on an individual basis through the use of a computer network that GCSAA will develop.

Of course you'll be hearing more about this exciting new venture in education over the next several months. Keep your eyes on GOLF COURSE MANAGEMENT magazine for future release of more information. ■

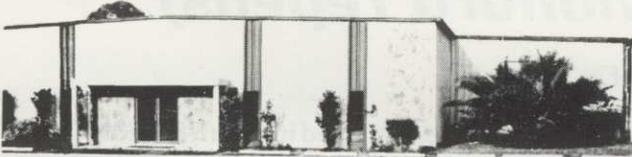
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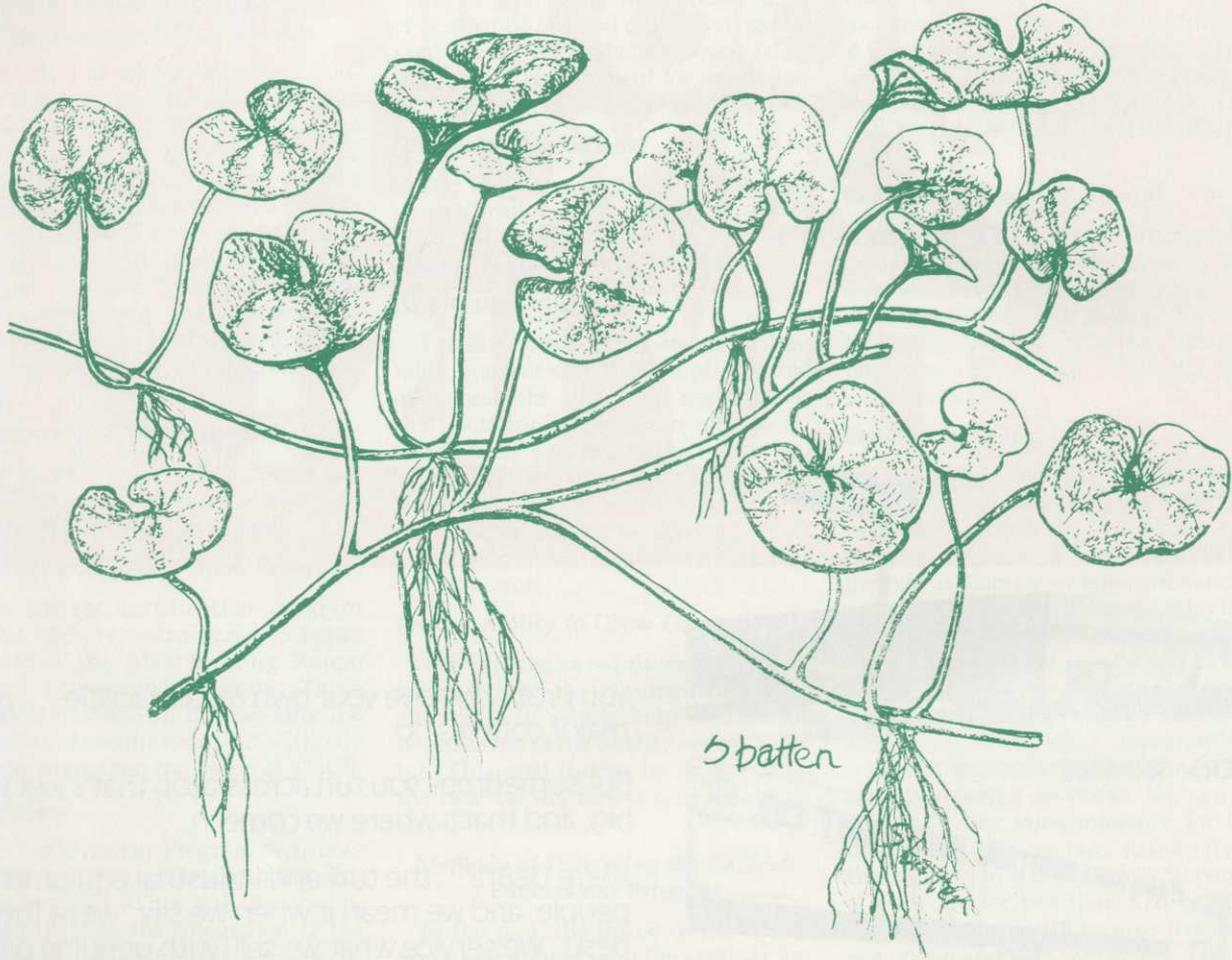
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DICHONDRA (*Dichondra repens*)

By STEVE BATTEN

Dichondra is a soft leaf, low growing ground cover that occasionally is observed as a weed in South Florida. Often confused with dollarweed, dichondra spreads by underground runners and prefers sandy soils. It produces inconspicuous seed sets found underneath the leaves. Similar to many broadleaf weeds, dichondra can be controlled in bermudagrass with phexozy herbicides. Dichondra, as a weed, is found world wide.

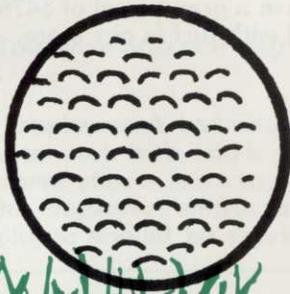
As a ground cover in the Southwestern United States, dichondra has been planted in mixtures with Dutch clover. Fast germination in late spring makes dichondra easy to establish at seeding rates of 1-2 pounds per 1000 feet. As a ground cover the cultural practices for maintaining dichondra include requesnt close mowing. It is ironic that, as a ground cover, the most persistant weed in a dichondra lawn is often bermudagrass.

(illustration from *TURF MANAGEMENT FOR GOLF COURSES*, Fall 1982, by James Beard, published by Burgess Publishing Co., Minneapolis, Minn., illustrated by Steve Batten) ■

SCHOLARSHIP & RESEARCH TOURNAMENT AT LONGBOAT
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SCHOLARSHIP & RESEARCH TOURNAMENT AT LONGBOAT KEY CLUB

The Longboat Key Men's Club raised four hundred seventy-six dollars for the FTGA Scholarship & Research Fund. The club sponsored an S&R Tournament on Wednesday, January 19, 1983. Each player was asked to donate one dollar before the round began, which netted \$157.00. On the third hole at Islandside the club featured a closest-to-the-pin and inside the circle contest for \$1.00 per player. Players who hit the ball inside the circle received 6 golf balls and the player closest-to-the-pin at the end of the day received a string trimmer donated by DeBra Enterprises. This contest netted \$119.00. In addition to the tournament the Men's Association had previously agreed to match funds up to \$200.00 which resulted in a grand total of \$476.00 to benefit all persons involved with turf in our state.



Mack Baugh, GCCS (left) receives \$476.00 check from Longboat Key Men's Club President Mr. Charles K. Esler.

SUNCOAST CHAPTER PRESENTS *First Annual "Suncoast Scramble"*

Not just another benefit golf tournament but an event of the golf industry of Sarasota and Manatee Counties, the "Suncoast Scramble" included 23 teams representing 18 Golf Clubs. Each team consisted of the superintendent, two members of his club and one special (commercial) member of the Suncoast Chapter. In most cases the club representatives were the golf professional and the club manager. Honored guests participating in the tournament were: Ron Garl (Golf Course Architect), Steve Batten (USGA Green Section), Mike Swanson (FTGA President), Bob Sanderson (Sec-Tres FGCSA) and Tom Stine (FLA. Golfweek). Tournament participants truly represented a cross section of the total golf industry.

The tournament was a great success in its very first year. The day's format consisted of a very informative presentation by Ron Garl, a buffet lunch, a putting contest, the scramble event and awards presentation. Special thanks to Palm Aire Country Club for the excellent facilities made available for our use.

First place was taken by the Gator Creek Team consisting of Larry Livingston, John Kindred, Tom Cook and Q.P. Hudson with a score of 59. Following closely with a 60 was the Capri Isles Team of Gary Dennis, Rob McCoy, Lee Kowalsi and Ron Garl. Taking third place was the Mission Valley Team of Greg Oberlander, Rick Hartman, Frank Evans and Steve Batten with a 62.

In addition to a very enjoyable and valuable experience had by all participants, a great deal of money was raised for the Scholarship & Research Fund. Representing half of the tournament proceeds, a check for \$750 was given to the Greater Sarasota Junior Golf Association. Greatly responsible for the financial success were area businesses that purchased \$50 sponsorships for the tournament. A special thanks to the following firms:

Air Comfort
Anderson Mowers
Pelican Ford
Twin City Distributors
Thompson Properties
Lanning Tire
Coast Federal Savings
Mader Electric
Balvanz Land Development

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Glen Oak's Turf
Stottlemeyer & Shoemaker

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Tropex Batteries
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P & R Distributors
House Of Golf
Palmetto Pump

Merchandise contributions were also received by Spalding, Wilson, Hogan, and Titleist. ■

DIVOTS

by: John P. Hayden CGCS
San Jose Country Club



PREVENTATIVE PERSONNEL TURNOVER

Preventative maintenance on turf equipment has proven to be enviable in golf course operations. It is ironic that at times more is done for machines than for the men and women that operate them. High personnel turnover is as critical to the total golf course operations as would be poor maintenance of equipment. Where high turnover rates are the norm, constant retraining and orientation of jobs reduces productivity in man hours. This type of situation is directly related to the image of one's course and overall club operations.

Like preventative maintenance, preventative personnel turnover starts with some forethought from the golf course superintendent. Initially, prospective employees should be interviewed closely by the golf course superintendent. List of references and skills should be asked for and researched by the superintendent for their validity. If the superintendent finds the individual is suited for his golf course operation, it is up to the superintendent to utilize preventative personnel turnover.

A golf course superintendent should work to develop the respect of his personnel and their confidence in his abilities. This confidence can be coerced by:

1. Delegating responsibility to employees,
2. Developing of trust, and
3. By asking for employee input into the golf course operation.

Communication with the people you want to remain and work for you is essential. Don't be afraid of communication because there are many different ways one can go about it. Superintendents can communicate through the education of their employees, by explaining and demonstrating equipment or job task to be performed. Explain how the job of a simple cup placement is important from a maintenance view point and in relation to the game of golf itself. Be precise when explaining a job procedure and encourage input from the employee. Education takes time but one man in five years is better than five men in five years. Communication can be achieved through constructive criticism for a job well done or by pointing out a mistake and encouragement for better performance. No one likes constantly getting their "butt chewed out". If one has a capable assistant, use him as a means of communication

with your men to find out what area you may want to improve communication.

Nobody cares for a bad employee. A bad employee is someone you do not want to work with, and is someone who tends to drag down others' efforts. It is a supervisor's responsibility to monitor his employees efforts, and there is just cause, a bad employee should be reprimanded and/or discharged.

Supervisors have a great deal of emotional and mental control over their employees' lives. A prominent labor relations attorney expressed his feelings about supervisors and their control over people. He explained that even through an employee punches a time clock for 8 hours a day in reality, their work day is much longer.

Employees begin their waking hours with work on their mind. In fact, the whole purpose for getting up is to go to work. They work 8 hours, drive home and possibly recap some of the day's activities. Subsequent to arriving home, they may discuss the highlights of the day with their spouse or a friend. If it was a particularly bad day, or the boss criticized them, a discussion could ensue. Many employees lose sleep, have family problems and other related social stresses simply because of work related experiences. It is obvious that work encompasses more than 8 hours. It is, for most people, a menial commitment that occupies most of their waking hours.

Golf course superintendents must be people managers. We are not only an arm of upper management, but we are also the voice of our employees. We must know their needs and desires, and our employees must be assured that we are working toward these needs. It sometimes even becomes necessary to act quite firmly in our worker's behalf. If management does not know the importance of our employees' needs, then a good supervisor will bridge that gap between the workers and upper management.

Employee meetings are one of the best methods for information feedback. Planned and announced bi-weekly, or at a minimum monthly meetings, can provide the necessary link between course maintenance workers, the golf course superintendent and upper management.

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(continued from page 49)

The meetings should be held during working time and when all employees can be present. Meetings can be used for dissemination of information from management, updates of company policy, benefit and insurance information, training sessions and, most importantly, employee feedback.

It is very important to know how our employees feel about their work environment, management policies, ways to better improve maintenance methods and just generally have an opportunity to express their feelings. Don't get discouraged if the first few meetings are rather quiet on the part of employee feedback. After a few announced meetings, they will begin to plan for and expect meetings. It will then be easier to plan in advance what questions are of utmost concern to them. Feedback sessions give every employee an opportunity to be informed and feel like they are a part of the program.

You may be the boss but don't put yourself in the position of being unapproachable by your personnel. Try to relate in a personal way to your people that you are interested in them more than just time card punchers as a human being.

Support your crew image through positive statements to management and club members when applicable. No one can make a golf course operate by itself. Remind your crew that team effort and depending on each other will bring rewards. Never lower an employee's self esteem because of illiteracy. Educate, don't denunciate.

Preventative personnel turnover utilizes morale and motivational techniques. Activities such as golf after work when the club is closed, softball games with other maintenance crews and field trips to other courses can be used to educate, communicate, and instill progressive thinking in your employees. Attitude adjustment parties consisting of a cookout and some beverages gives an excellent opportunity to unwind at the end of a hectic season, tournament, etc.

One of the best forms of preventative personnel turnover is to supply the right working conditions. Barns are for lower chordate animal vertebrate, not human beings. A maintenance facility that offers crew quarters with proper restrooms, showers, heat and good lighting will help to insure performance in your personnel. As a superintendent has an office, give your personnel something they can call their own and take pride in and pride will show in your golf course.

Preventative personnel turnover employs a round universal rule, "Do unto others as you would have them do unto you." With golf course operations becoming more and more complex and intense, one needs to retain personnel that are familiar with golf course operations. High personnel turnover need not exist, it is up to the superintendent to insure against it.

Editors Note: We congratulate Eddie on his new position as Superintendent of Selva Marina C.C. and welcome John Freeburne, Assistant Superintendent, Timuquana C.C. as a new reporter for North Florida. ■

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