

money because of transition problems, rounds at Willow Springs increase. But despite the increase, the course doesn't suffer from the problems usually associated with heavy play.

"We average 44,000 to 56,000 rounds per year, but on two greens, just divide that in half because golfers are only on greens for half a year," Golden says. "You don't have to battle the constant wear problem that most courses do."

Golden doesn't have the expenses associated with employing a huge grounds maintenance crew; he employs about four in the winter and six in the summer.

"It's more work a couple months out of the year, but for

the most part, it's just normal maintenance," he says.

Golden doesn't know of any other courses that have dual greens and guesses some might be deterred by the initial cost associated with installing a second set. But, he adds, if a major architect tried it on a course, the concept probably would catch on quickly and spread to other courses.

Another consideration that should convince superintendents about the concept is that there's always a plan B.

"I sleep better at night because I have job security," he says. "If something goes wrong, if there's a catastrophe on the greens, I have a backup." — HW

## Association heads cite teamwork as main factor of show's success

The official numbers weren't out at press time, but the heads of the three partnering organizations that hosted the Golf Industry Show say early results point to success, especially with educational conferences.

"The feedback has been 100-percent positive," says Steve Mona, c.e.o. of the Golf Course Superintendents Association of America.

The GCSAA, the Golf Course Owners Association of America and, for the first time, the Club Managers Association of Amer-

ica hosted the trade show and individual education conferences Feb. 19 through 27 in Anaheim, Calif., and promoted the need for teamwork.

Show-related numbers, provided before the show ended, indicated the attendance reached 23,000 — the highest of the three GIS events that have been held. The number of exhibitors, which has reached about 700 in previous years, was on track to reach 1,000 this year, according to the GCSAA. Mona cites the addition

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securing your next job.

"There's a demand for my guys, but during the past few years, it's been more difficult," he says. "The guys in our loop - I think it's down to four levels now - have strengths. I get criticized for having my guys get the good positions at various clubs, but they've proved themselves. At one point, superintendents at six of the top 10 golf courses in the country were former employees of mine. I helped develop their work ethic. I don't accept 'no' for an answer. Too many times we run into a problem and say it can't get done. That's when I say pull out all the stops."

Latshaw says he doesn't advertise the guys who worked for him. He receives calls from clubs looking to hire, and he puts in a good word for his former employees.

"They're like sons to me," he says.

Latshaw attributes his success partly to luck.

"I was in the right place at the right time and my career blossomed," he says. "Back in the 1970s, the PGA had a difficult time finding a course to host the Championship. I got a lot of press. I even made the front page of The Wall Street Journal. Once you get in the limelight, people seek you out. I never wanted to be in the limelight, but it just happened."

The key to a superintendent's success is to surround himself with good people, Latshaw says.

"I constantly recruited to find good people," he says. "Then when I got them to work for me, I pushed them to see if they really wanted to be in the business. I worked them, and they excelled. I always had people calling me."

A certain level of success can determine whether a superintendent is great or just average. To be great, Latshaw says one needs to have a goal and pursue it, be a good communicator, have a drive to excel and take a leadership role when dealing with people. Being a good salesman also is important.

"People always say, 'If I had that kind of a budget, I would be able to do X,'" he says. "You need to be a good salesman and convince people they need to put more money into their golf course. When that happens, the whole club does better."

"Most of the clubs I went into were struggling," he adds. "It all starts with a good golf course. It's easier said than done, and it requires

persistence. Slowly you can raise the budgets. Courses are realizing if they don't keep up with the Joneses they'll have more problems."

Latshaw really doesn't see himself as a teacher but rather a stickler for detail. He says every job can be done better.

"I pushed for perfection," he says. "I surrounded myself with good people. Those people did the training because they knew what I wanted. Training was set by example. I was in the Navy for four years and use its philosophy. When you're on a destroyer, you're forced to learn quickly."

Latshaw also has seen many changes throughout his career. For starters, he says superintendents have many more tools to work with today than they did in the '60s. Education is another considerable change.

"When I entered the industry, I was in the beginning group of guys who had a college education," he says. "Nowadays, almost every superintendent has a degree of some sort."

Superintendents also are working with better irrigation systems.

"During my career, I put in five new irrigation systems and each one was better," he says. "We're able to manage water better. I think that was the key to my success because I was stingy with water."

Latshaw definitely has left his mark on the golf course industry, and he hopes people think highly of him as a good person who has helped advance the profession. Throughout his career, he has gained the respect of superintendents and club members alike.

"I helped raise the income bracket for superintendents," he says. "I did it by example, not by preaching to the choir. In the 1960s, there wasn't much respect for the golf course superintendent. At that time, my wife (Phyllis, who passed away in 2004 at age 63) was a school teacher and was making more money than I did as a superintendent. My paycheck is my report card. Because my salary increased, others increased. I wasn't afraid to move or do better. I was fortunate that people paid me what I demanded. We've come a long way in this industry." **GCI**

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of the CMAA as a reason for the increase.

The addition of the CMAA brought together many golf course managers, owners and superintendents at the show for the first time.

"One golf course manager said to me, 'We joined the NGCOA when we found out you guys were working together,'" says Jim Singerling, c.e.o. of the CMAA, adding he's heard



From left, Steve Mona, Mike Hughes and Jim Singerling discuss the success of the Golf Industry Show. Photo: Heather Wood

other positive comments about golf course managers becoming closer with their owners and superintendents throughout the show.

"Teamwork is a financial imperative - it's not a luxury at all," Mona says. "There's no room for inefficiency at the facility level."

The GCSAA exceeded its expectations in the education conference, Mona says. Several of the sessions were filled to capacity.

"It's an ultimate indication of the health of the show," he says.

The three associations will regroup later this month to review what worked and what didn't and begin planning next year's show, which will be held in Orlando, Fla. Mona says he's excited for the event because the Orlando events traditionally have better turnouts than West Coast shows. - HW

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