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TEERING OFF

TURFHEADS R US

I remember seeing an interview with some stunningly beautiful movie actress and the TV host asked her about going to her high school prom. "I never went to a prom," she admitted. "I would have loved to have gone but no one ever asked me. I guess they assumed I'd turn them down."

As I considered the crazy idea of doing a "Turfheads Take Over" issue of GCI, I admit I was a little like those guys in high school who were scared to ask the hot girl to prom.

The idea of committing to doing something no one had ever done before ... publishing an entire issue of reader-written content ... was a little risky. The fundamental notion was to ask the best people in the business to get personal about a topic that really matters to them. I wasn't sure how people would respond. And begging a bunch of very important, very busy, highly respected supers to write for us was seriously intimidating.

Would they be comfortable with the idea? Was it a stupid concept? Would they write from the heart?

My biggest fear of all: What if they all just said no? Not one person said no.

I really can't describe how gratifying it was to have so many legends of the industry – many of whom had never before written an article for a national magazine – immediately agree to help us with this nutty project. Latshaw the Elder, Markow, Farren, Roney, Maples, Grigg, Clark, Horton ... all of them said "yes" without any hesitation.

I was further delighted we were able to recruit many "friends of GCI" – folks like Brian Stiehler, David Beanblossom, Rick Tegtmeier, Pat Sisk, Billy Lewis, Mark Bado (a GM who gets it) and, of course, our pal Matthew Wharton. We even convinced Dr. John Dempsey, the amazing veteran course manager/turf PhD at Royal Curragh in the U.K. to give it a proper go.

Finally, we also corralled a few former supers who are now pursuing different paths: Mike Stachowicz, the chief grass guy for the National Mall in D.C., Brian Zimmerman, a past Wisconsin GCSA president who now happens to run our entire freaking Metroparks system here in Cleveland, David Gourlay, the wonderful Canadian transplant turned south Florida GM, and our boy Adam Garr who took his considerable agronomic talents to Syngenta a couple of years ago.

It's kind of a nice early Christmas present to get to read so many great stories in one place. I love it and I really



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Editorial director
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hope you do too. Maybe you'll be inspired to give it a shot in 2017. We're already planning it again for next December so if you'd like to join in the fun, start thinking about what you'd write about in your 750 words.

Before I turn this thing completely over to our turfheads, I just want to include a few personal notes about the year past and the year ahead.

First, thank you and happy holidays to all of our sponsors and advertising partners. It's really heartening that you continue to invest in GCI and I'm delighted to report that we actually grew our business and our revenues last year despite tough market conditions.

“The fundamental notion was to ask the best people in the business to get personal about a topic that really matters to them. I wasn't sure how people would respond.”

Thanks to you, we can continue to invest in quality content, employ great writers, and send our editorial team to cover far more industry events and cool stories than any other publication in our market.

Second, thanks to our contributing editors (who got this month off!) for your insights and your seemingly endless ability to come

up with new and interesting things to say every month. Both Jeff Brauer and Terry Buchen have been writing for us for a couple of decades now and it's remarkable to see how much fun they're both still having.

Third, thanks to my boss Chris Foster and all of GIE Media for putting up with our nonsense. As you may have noticed, we aren't

exactly a traditional magazine and we don't fit the mold of typical business-to-business publications. I'm very grateful they encourage us to be a little bit crazy.

Speaking of which, I'm now going to turn the asylum over to the inmates. With no further ado ... here's the first-ever Turfhead Issue. **GCI**

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NOTEBOOK

How we did this:

(Golf Advisors top courses under \$50)

Chariot Run Golf Club Laconia, Ind.

\$44 weekdays with cart

Standout category: Course conditions Aug 01, 2016

With this...

Power of PEOPLE

Superintendent David Beanblossom praises the most important cogs in taking a course to new heights – a team of turfheads.

BEING NO. 1 ON A POSITIVE LIST put together on golfer reviews was a very rewarding honor for me and my staff. When you take a closer look at how we pulled it off, it is truly a heroic effort by the entire staff that made it happen. Chariot Run is a casino golf course in the middle of nowhere in southern Indiana. Laconia has a population of 50 people. A four-way stop with a general store on one corner is the mecca of our town. I was born and raised here and no matter where life took me, living in Laconia was always a magnet that drew me back home.

So how does a course not only survive but thrive in this unlikely environment? Conditioning, conditioning, conditioning. Take in consideration too that we are bentgrass fairways, tees and greens in the heart of the Transition Zone, and it's even more of an accomplishment. Golfers recognized us for course conditioning. They don't drive the 45 minutes from Louisville, Ky., for the BLT we serve. Our motto is, "if you build it, they will come." Very original, right? But for our course it was really built on an old cornfield. We are surrounded on two sides by cornfields, one side by a cow pasture and the other side has woods and a gravel county road. This small-town charm is the exact reason for our success. People out here CARE. They take pride in their community and their job.

Ninety percent of our workforce was born and has lived in Laconia almost its entire life. Our employees

have seen firsthand all the good the casino and tax revenue has done for our community. They see the golf course as an incredible asset for our small town. We talk about it a lot in our morning meetings, that we have 150-plus golfers coming out on a Tuesday to play or the fact that we had over 400 golfers the previous week-end. They are driving a long way, passing several other good courses to play Chariot Run. We strive every day to "meet and exceed customer expectations," a standard set by our casino for customer satisfaction. After all, we too are in a customer satisfaction business.

Enough on the attitude that works for us. Now meet the guys who make it happen:

Brad Mercer, assistant superintendent. Brad grew up across the road from the 11th tee. We say he was working here from the time he could walk. He doesn't have a turf degree, but he knows this property better than anyone. Brad's laidback style is a nice complement to me and he rises to the occasion when there is an issue or event when going "above and beyond" is required.

Dale Babcock, mechanic. Dale has seen a few superintendents go through Chariot Run, and as he says, "he has me broke in the way he wants." And I feel the same with him. If we need something built, he can do it. If it's broke, he can fix it. If it needs rebuilt, he can do it. If it's dull, he sharpens it. Back lapping isn't a practice we

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use here. He's a grinder and sending out mowers that are razor sharp day after day gives us the quality of cut we must have. Dale is a few years older than me, and I have told him that he is not allowed to retire until I do. They broke the mold when they made him. There's no way we could find someone to replace him.

Dylan Spencer, Zach Poindexter and Trent Williams. These guys are full-time staff members who get to work year-round. Dylan has a turf degree from Western Kentucky and has served as our AIT and spray tech. He is an incredibly hard worker and will make a great superintendent someday. Zach started working part-time when he was in high school and was recently promoted to irrigation tech. He's a soft-spoken guy who does his job, does it well and never complains. Trent is our fireball. He's only been here a few months, but from Day 1 he showed the passion we needed to be a lead greenskeeper. Our summer staff consists of five to eight high school/college kids, and Trent made sure each pulled their weight, always challenging them

in greens mowing competitions, and leading the way when bunkers washed out and had to be fixed.

Darrell Summers, Gene Bierly, Richard Crouse and Red Nalley. These four guys are my retired guys who work Monday-Friday, five hours a day. They come in and "get'er done." The earlier the start time, the better for these guys. They mow rough, fairways, tees, stepcuts. They mow fairways and rough in less than five hours, which is huge for us. They stay ahead of play and get fairways mowed in the heat of summer before 11 a.m. Red was hired this year to cut cups every day; he said he can't believe we pay him to do what he does.

These guys are good, they know their role, they care and take pride in their work. What more can a guy ask for? I'm truly blessed to be on a team with these guys. Everyone wants to be on a winning team and these guys are winners.

David Beanblossom is the superintendent at Chariot Run Golf Course in Laconia, Ind.

Human and mechanical equipment

By Palmer Maples Jr.

Q: What is the most important piece of equipment on a golf course?

A: The piece that is not operating at 100 percent capacity and needs repair.

A shovel with a splintered handle can cause damage. A worker with a blistered foot has a hard time walk-mowing a green.

Mowers are washed, greased, sharpened and height set prepared for the work they do. The employees should have the same care and maintenance as the mechanical equipment. Flu shots, diabetes checkups, wounds and

cuts attended to.

How about a watermelon break on that hot afternoon of syringing greens? Working light thirty to dark thirty is not good for equipment nor men. All need repair/maintenance to perform at capacity.

Time schedules should reflect respect for time-use, both employees and equipment. When either is worn or tired, they do not oper-

ate/perform at capacity.

Just as gasoline, batteries and tires have a place in the budget, so should health checkups, scheduled time off and fun break times.

All help present a golf course that can be played by the rules of golf, so all must be cared for.

Palmer Maples Jr. is a member of the Georgia Golf Hall of Fame.



From THE FEED

We asked our followers in rain-challenged areas how dry things had been around their courses through mid-November. As expected, we received some dry answers.



Brian Buckner, CGCS

@GCOHsuper

The great PGA Agronomist Tom Brown once said there were 5 year olds in West Texas that hadn't seen rain. Pretty amazing.



Kevin M. Brooks

@standardkey

We're at 61days and counting B'ham, definitely a record set our course. This is Alabama, not West Texas...really bad for us.



Clifford Carpenter

@TheTurfDunedain

104 for us this summer and that's close to average. The middle of May to October is normal for our dry season.



Chad Robinson

@chadrobinson321

Day 77 right now. Definitely a record and is getting worse everyday



Chris Erickson

@ericksonchris81

I think it was back in May and as I recall it was a light short drizzle at best. Salt and h₂o management prevails in SoCal.



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Alleviating stress

Companies that utilize good science in conjunction with independent test results are producing products that minimize turf stress and contribute to better, healthier plants. **Gary Grigg, CGCS, MG** identifies three key areas for stress management to improve plant health.



With 46 years of industry experience, and having written numerous articles for many trade publications, I thought hard on what I could say that would benefit GCI readers.

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TURFHEADS

TAKE OVER

ISSUE

PLANT HEALTH

the most important lessons learned over nearly a half century, I believe learning how to manage stress is one of the more important issues.

I am not taking about my stress, but the stresses golf course turf must contend with throughout the season. These are important issues, especially for plant health. I have been preaching plant health now my entire career, long before it even became a buzz word in our profession. In simple terms, the less stress, the healthier the turfgrass.

Here are the three turfgrass stresses you must be aware of:

- Water use and stress
- Stress created by poor root growth
- Nutritional stress

WATER USE AND STRESS

To discuss water use, we must first discuss the water cycle. Plants take in water through the roots and the absorbed nutrients from the soil are carried into the plant by the water. The stomata of the leaf regulate water movement in the plant and by extension also the nutrients. The stomata of the leaf are the controlling factor and regulate the system. Water is evaporated by the stomata which reduces the pressure in the vascular system and brings more water and nutrients into the plant and into the leaf where it is converted into carbohydrates by photosynthesis for plant growth and storage in the root system. The passage of water from one state to another causes a drop in temperature. Transforming wa-

ter into vapor is how plants cool themselves when it's hot. This process is directly related to solar radiation and is called transpiration.

Thermal stress happens when the temperature of the plant at the surface is about 10 degrees greater than ambient temperature. It causes the stomata to close to protect the plant. As golf course superintendents, we use that law of passage of water from one state to another causing a drop in temperature. We syringe the greens to cool them off as the water evaporating from the syringe of the turf also cools the turf just like an evaporative cooler works. Thermal stress is also often called temporary stress or summer stress and as long as there is available water in the soil, this stress is temporary.

If there is not enough water in the soil to take care of the plant's needs, we then have hydric stress, which if water is not added to the soil causes death of the plant. A little hydric stress at times can favor root development.

Water also evaporates through the surface of the ground and that is called evaporation. The sum of water losses attributable to evaporation through the surface of the ground and transpiration from plant tissue is evapotranspiration (ET).

The sum of the ETs since the last time it rained or you irrigated is the maximum amount your turf needs. Regardless of how much water is present in the soil, the volume that can evaporate in a day is limited by the amount of energy that the sun can provide.



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THE STRESS OF POOR ROOT GROWTH

Root function is absorption of water and nutrients, a major factor in stress tolerance. Roots are also a contributor of organic matter to the soil nutrient pool.

Roots need energy and they are not photosynthetic. Therefore, they depend on the photosynthetic energy captured by the leaves and shoots. The amount of energy captured depends on its leaf surface, the duration of light and the extent by which production is decreased by stresses such as heat.

Approximately 50 percent of carbohydrates produced in photosynthesis are stored in the root and 30 to 80 percent



of carbohydrates in the root are excreted from the plant to the soil. These metabolites provide an energy source for the microorganisms. The micro community uses this food

source and in return breaks down nutrients in the soil for the roots to absorb. It is a symbiotic relationship.

Increased populations and diversity of soil microorganism

increase nutrient availability, immobilize nitrogen in root zone, reduce nitrate leaching, conserve nutrients in the soils biological fraction, improve organic material breakdown and nutrient recycling, and enhance the formation of soil structure which improves aeration and draining.

Because the roots are responsible for the soil organic matter in the form of exudates needed for the microorganisms to flourish and provide the balance needed in the soil, then anything we can do to manage for maximum root growth becomes very important.

We can promote maximum net carbohydrate production

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through optimum leaf area. As my career moved along, the height of cut came down and the older turfgrasses would not tolerate the low height of cuts. We now have better varieties of both bentgrasses and Bermudagrasses which provide more leaf area at low mowing heights. We must also keep mowers very sharp so we do not destroy what leaf tissue we have. We must also prevent wear damage and loss of leaf to diseases and insects. As height of cut has come down, root growth has come up. At current mowing heights at or below 1/8ths of-an-inch there is simply not enough photosynthesis to make enough carbohydrates to go around and root growth suffers.

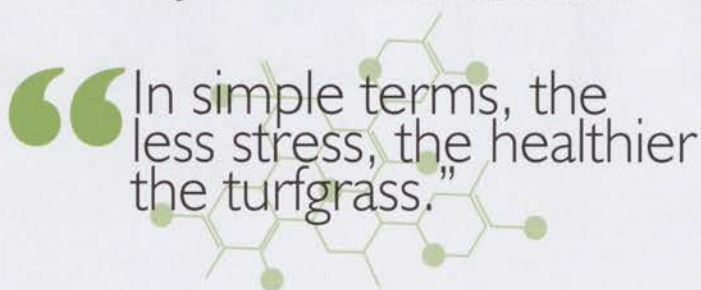
Optimum chlorophyll content in the leaf becomes important for carbohydrate production at low mowing heights, and we must avoid N, Fe, Mn, Mg, P and S deficiencies. We also must promote good light conditions (pruning) while avoiding prolonged drought stress (stomata closed-CO₂) and overwatering. We also must correct poor soil chemical conditions such as acid (lime), alkaline (S, sulfuric acid, acid-forming N carriers), infertile soil and saline conditions (gypsum, S, drainage).

NUTRITIONAL STRESS

Nutritional stress occurs when the plant is not getting the proper nutrients from the soil and there are many reasons that can happen because roots at times and under certain conditions are limited in their uptake of nutrients. For uptake to occur, the soil needs proper moisture, proper tempera-

tures, proper pH, a good microbial community and other biological factors. Uptake of nutrients from the soil is very much a biological process subject to environmental conditions. All available nutrients must be soluble in water as that is how it is transported into the plant.

I learned along the way that foliar feeding is a good way to relieve nutritional stress, and I spent the last 20 years of my career teaching that principal. It boils down to basic agronomics. I am first and foremost an agronomist. One



of the first rules I learned in school was titled "Agronomic Law of Minimum," which says there are 13 essential elements required for plant growth other than C, H and O, and each one needs to be at optimum levels for optimum growth and health. Growth and health will only reach the lowest optimum level present for any nutrient, and no element may substitute for any other element.

Remember those elements that enhance chlorophyll production during photosynthesis are N, P, S, Mn, Mg, Zn and Fe, and good chlorophyll equals good carbohydrate production at any given height of cut, which gives us better root growth. Foliar feeding is a good way to make sure none of those nutrients are missing. Foliar feeding is a chemical and physical process and not

a biological process, and the plants utilize the nutrients they obtain the same way from soil or foliar feeding.

With foliar feeding, we get better response with a poor root system. Once a soil applied nutrient is below the roots, it is no longer available to the plant. Better response without optimum soil pH and availability depends on each nutrient because all react to pH different. Good results with plants under stress and I believe a low dose of a good foliar nutrient will help alleviate most stress under most

This family of substances may have other beneficial effects on plants such as improving the final quality of the product and water efficiency, and increasing plant biomass and the resistance to abiotic stress, and/or reducing the effects of abiotic stress.

The abundance of minors, kelp extract from *Ascophyllum nodosum*, silica in small amounts, phosphites, natural plant growth regulators, hormones and vitamins are other value-added products.

Some other elicitors that have been identified include phytoalexins, specific amines or amino acids, carboxylic acids, phosphites, and other phosphonates, silicon, glycoproteins and oligosaccharides, peptides, jasmonic acid, salicylic acid, arachidonic acid and sugar

analogs. Many of these are also lumped under the term phytohormones, phytoprotectants or biostimulants. Some may refer to these as "snake oil," but science is beginning to show their value more and more.

There are many new companies bringing customers cutting edge products manufactured with a high degree of purity and quality that provide plant health and wellness. Companies with good science behind their products and use university independent valid test results to show the efficacy of their products. These products may help avoid plant stress and bring us better plant health. **GCI**

Gary Grigg, CGCS, MG, is the vice president and agronomist for Grigg Brothers and past GCSAA President.



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A Deeper Respect

Parks & Rec

From heavily used urban settings to iconic coastal turf, a trio of turfheads explain how thinking like a superintendent helps manage high-profile landscapes.

Turfie on the National Mall

By Michael Stachowicz

It has been four years since I stopped being a greenkeeper, and I miss it. But I'm not going back.

I miss being part of the profession that is so intense that friendships between greenkeepers form so easily. I miss being in a position, despite its flaws, of having what it is really the most control one can have over a landscape using other people's money. I miss the complexity of problems and the combination of science and politics solutions require. And I miss the constant feedback, even if it is bad.

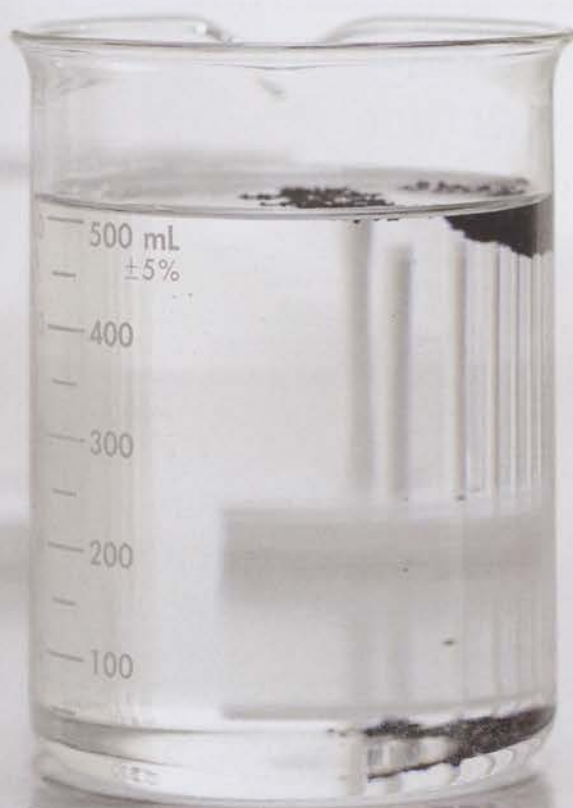
In many ways, I am just a bureaucrat now, fighting to make a difference with tools ill-suited to the task compared to what I am used to. Since no one here really knows enough about what I do to offer any feedback, I work in a silo, self-motivating, believing in the mission of the National Park Service and trying to find a way to make an impact. Government all but assures that any change will be incremental. As a citizen, that is great. As someone who wants to make an impact, it is challenging.

This has been healthy for me though, physically and personally. My lifestyle is healthier and my personal relationships more engaging and abundant. I will live longer and feel better about myself for making this mid-life transition. The world seems more open

with more possibilities than ever before. This, however, can be confusing to someone who has always known what his (narrow) path forward was. In the NPS, it seems a golf course superintendent has more skills than just turf that are applicable – a perception anyone leaving the profession will struggle with.

The NPS's mission is to preserve and protect public lands. I would argue it's not that different from being a golf course superintendent. We both exist to protect the landscape from the group that hired us. And there is a minority of that group that will fight the premise that we all try to manage.

The park I work at, the National Mall and Memorial Parks, is different than most national parks in that it is really a city. But how this large park staffs itself says a lot about the multiple hats a golf course superintendent wears. While the park has a superintendent, she is more like a mayor. There is an interpretive division that educates, much like a pro shop. But other than that, the divisions of resource management (natural and cultural along with environmental compliance), professional services (planning, landscape design), facility management (grounds, roads, plumbing, electrical, signs, carpentry, custodial,



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etc.), fleet management, permits (event guidelines) and a public information official all seem to parallel what golf course superintendents and staff do.

But amongst all those, I sit by myself as the only turf management specialist in the entire park service. I do not have a staff, but I train the grounds crew and write/manage contracts to get turf work

managed it. I got the coolest part ... the turf nerd stuff. But because I was part of the managing team, I felt removed from, not part of team implementation.

I guess that's it. I am part of several teams, but not the team that implements. I think that makes satisfaction difficult to feel. It was the teams that I used to be on at the club and the association level that I am

“Government all but assures that any change will be incremental. As a citizen, that is great. As someone who wants to make an impact, it is challenging.”

done. I lobby and network to get funding for turf and landscape projects. I helped secure partnerships that make up for a lack of operational funding, including professional turf equipment from John Deere. I have developed alternative funding sources through permit restructuring and cost recovery. In other words, it's a bureaucratic approach to making a difference incrementally.

I was hired to manage the \$43-million restoration of the Mall. This has gone well. As a citizen, I am impressed with government contracting and project management. It is tough to see how the corruption that is assumed to exist in these situations would be able to happen. I was only one member of a team that

having a hard time replacing in my current life. My game is now a long one, working individually on making a difference at an institution incrementally so that future staff has the infrastructure, funding, training and professionals to make this park look and feel as it should.

And that leaves me, the person who only ever wanted to be a greenkeeper, to decide whether I am still a turf person who works for the National Park Service or someone who is going to try to advance in the NPS who just happens to specialize in turf.

Michael Stachowicz is head of turf management for the National Mall and Memorial Parks in Washington, D.C., and a former golf course superintendent.

From the golf course to the corner office

By Brian Zimmerman

As we enter the New Year, it is an ideal time to reflect on not only our personal resolutions but our professional goals. Evaluating and establishing both long- and short-term goals is an essential step. It's even more important to develop a personal blueprint for how you will reach these benchmarks. Committing to this exercise helped shape my career in many ways, from my start working every imaginable job on a golf course to my seat today in the corner office as the CEO of Cleveland Metroparks. Having been selected as only the sixth person to lead the agency in its 100 years, I knew I had very big shoes to fill.

My life's journey, work experience, and commitment to setting and achieving personal goals positioned me well to compete for this highly-coveted job. There are four key elements I credit with helping me achieve my goals, bringing me to where I am at today.

“I make it my daily mission to get out and make sure my staff sees me in action.”

EDUCATION

It is easy today to take your education for granted, but I have not. I worked five jobs during the time I was a full-time student at the University of Wisconsin-Madison. Balancing my workload, classes and a social life forced me to hone my time management skills. I worked hard to finish my degree, work and graduate with no outstanding student loans. I can attest that without my four-year degree, I would not be fit to serve in my current role. Don't let this be a barrier in opening doors that otherwise will remain shut.

ATTITUDE

How do you look at your life? Is the glass half full or half empty? I don't look at the glass as either. If the glass is half empty, the job at hand is to fill it up and motivate others to move in the same direction. If the glass is half full, you have a strong foundation on which to build up upon. As the CEO, it is my job to set the tenor and tone of the agency. I make it my daily mission to get out and make sure my staff sees me in action.

CULTURE

Culture is critical and something I strongly believe in. I manage 950 full-time equivalent employees. I have worked hard at defining the vision, mission and strategic goals for the next 10 years.

This also sets the expectations for our staff. Going through a week of onboarding gives our new hires every available tool to be successful. Our employees believe in what we do, how we do it and how we are willing to go the extra mile, every time.

DRIVE

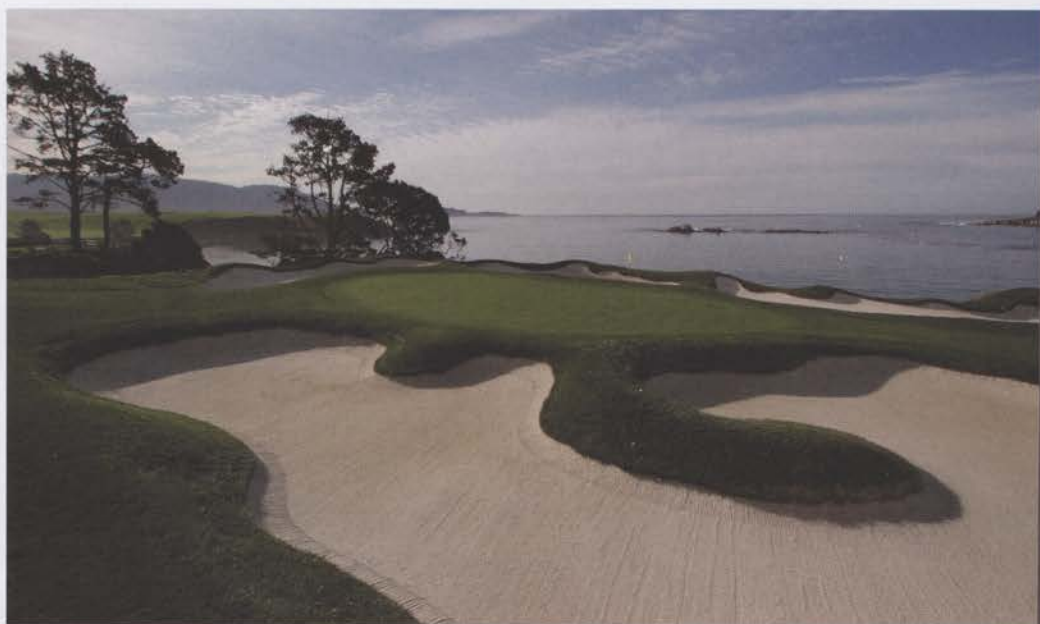
Be the one with fire in your belly. I have never been the person who said no to an opportunity. Along the way, I have taken on unfamiliar roles and looked at each new challenge as an opportunity and owned it. I've done what I felt I needed to do to make progress toward my goals and set myself apart from the competition. Having the drive to see things through and take pride in an honest day of work are qualities inherent to successful superintendents. I love what I get to do every day and the foundation that was built through many long days weed-whipping, greens mowing and fly mowing make me appreciate where I am today.

I can say with certainty that reflecting annually on my long- and short-term goals was critical to my professional development. Professionals in the golf course industry are well positioned for success because of the work ethic and dedication required to do the job. As we begin a New Year, reflect on where you are and where you want to go. Ask yourself what are you doing to develop yourself professionally and how you will look at the next challenge in front of you?

Brian Zimmerman is the CEO of Cleveland Metroparks and former director of golf for the Milwaukee County Parks system.

25 Years of environmental golf

By Ted Horton



In 2014, I joined the board of directors for Audubon International, an organization with which I have been involved for over two decades. This year marks the 25th year of the Audubon Cooperative Sanctuary Program (ACSP) — one of the most popular educational certification programs for golf courses. Over the past 25 years of my career, I have seen golf courses and Audubon International work together to champion the idea that golf courses can be managed to benefit the larger ecosystem.

The ACSP was first inspired by early conversations with a golf course superintendent at McGregor Links Golf Club in upstate New York. The superintendent sought wildlife advice to solve a skunk problem without chemicals or poison. The Audubon Society of New York State (later to become Audubon International) encouraged the superintendent to consider the habitat and food sources on the course which were attracting the skunk. Word of this successful new approach to wildlife problems spread among superintendents. Soon, Audubon International was working with golf courses to incorporate environmental management practices which benefitted both the environment and their facility. Recognizing an opportunity to improve golf's environmental performance,

the USGA stepped up to provide support and The Audubon Cooperative Sanctuary Program was born.

At that time, I had just accepted a new position at Pebble Beach Company as vice president of resource management and my new boss, President Tom Oliver, challenged me to improve environmental awareness and behavior within the resort and the community. The timing was perfect and with guidance and environmental expertise from Audubon International staff, "we were able to provide clear parameters and attainable goals to our superintendents. These practical standards improved our environmental practices and ultimately demonstrated to the community that golf courses can provide natural habitat and clean water for indigenous species — through hands-on attention to details."

The Links at Spanish Bay became the first California golf course to be certified in the Audubon Cooperative Sanctuary Program. With this momentum, the ideas of "Responsibility, Compromise and Trade-offs" were woven together to form a philosophy that enabled the Pebble Beach Company to be a leader in stewardship on the golf courses and throughout the resort. Some highlights of our successes include:

(HORTON continues on page 48)

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THE **WAKE-UP** CALL

It only takes a moment for the worst-case scenario to play out. Brian Stiehler, CGCS, stresses the importance of educating your staff in creative ways to recognize the dangers of the job.



Like a lot of the simple things we take for granted in life, it takes a wake-up call periodically to make us reflect on and appreciate the things we value. Sometimes, we don't realize how dangerous the everyday tasks we do can be. After all, we worked hard to get where we are and after 20-plus years in the industry, we somehow believe we've seen it all. How easy is it for us to develop the mindset that nothing traumatic or terrible could happen in our backyard under our watch?

Nov. 7, 2011 started like any other fall day in the Western North Carolina mountains, specifically Highlands. N.C. Highlands Country Club is a rare success story, a 1928 Donald Ross design that was founded by the father/son team of Bob Jones Sr and the great Robert T. Jones Jr. The greatest amateur golfer of all time used the course extensively to prepare for the year that would make history in 1930, when he successfully completed the grand

slam. That rich history has continued into the present day, where a caring and dedicated membership—a “who’s who” in the Southeast—spend six to eight months of their year, just a short drive from Atlanta, Birmingham and numerous Florida cities, among others. Here, you can enjoy a cool-season climate in the southern Appalachian Mountains, where the average high

temperatures rarely top 82 degrees. The affluent membership is quick to check egos at the gate and enjoy the camaraderie of friends and family. Having been employed by seven different facilities, I’ve never seen anything like HCC, a special place I’ve called home for over 16 years.

After leaf season ends, many members (only six live locally year-round) return home to their primary residence and start counting the days until the return to their Highlands home. This enables us to

work on agronomic programs, capital improvements and other tasks like tree removal. We squeeze as much as we can into that four-month window we are closed. Winter can be just as stressful or more than summer. At 4,000 feet elevation, winter can hit hard, much like the Northeast.

In 2011, as the staff embarked on an aggressive list of projects, the equipment management staff started on their normal winter tasks of rebuilding reels, replacing bearings and general maintenance. Our aging skid loader was giving us constant issues. We constantly went back and forth with the manufacturer and the problem was difficult to troubleshoot. Initially an electrical harness issue, it turned into much more. That

November morning, I was helping staff build a new tee on the 10th hole located about 150 yards from the maintenance facility. The weather was perfect, a November day with highs near 60 degrees. Just before lunch, I heard the clubhouse manager yelling for help in the distance. I dropped my shovel and started to run toward the shop. Whatever happened at this point, I knew it was bad. I got to the front of the shop and there was my equipment manager, who also happens to be one of my closest friends, lifeless, pinched between the boom and the cab of the skid loader. His body turned more blue with every passing second. We called 911 and help was minutes away.

Another staff member had the idea to get the skid loader we had borrowed from a local landscaper while our unit was down. Using that equipment, we broke free the boom, at which point my mechanic fell backwards to me, where I caught him and laid him on the cold concrete. At this point, EMS pulled up, jumping out of the ambulance and managed the situation, first by giving him oxygen. It wasn’t looking good at first; his body remained lifeless and dark blue. I heard him make a noise a few times and hope was somewhat restored. EMS called Mountain Area Medical Airlift, and within 10 minutes a helicopter was going to be landing on the practice facility tee. He was headed to Asheville’s Mission Hospital Trauma Center, a great facility 60 miles from Highlands. At this point, there was nothing I could do; I wasn’t used to not having control like this. I made the hardest call of my

“How could this have happened? I hold safety meetings regularly, every other week. We spend rainy days training staff on equipment safety.”

life, calling his wife to tell her what happened. By now, the helicopter was long gone and his wife now faced the 90-minute drive to the hospital.

The staff was incredibly shaken, but there was nothing we could do. After talking to the staff and letting it all out, we decided it was best to get back to work. We had hope because the helicopter EMS staff is known to only transport patients when they were stabilized. That's what we wanted to believe, anyway. An hour later, I drove to Asheville to see how he was doing. Fortunately, our loyal co-worker and equipment tech made a good recovery and was back to work in a month. To this day, he still has lingering issues due to that accident. I thank God every day that I still have my friend. He is the best equipment tech I know and has been a sounding board for me whether it be agronomic ideas or just personal thoughts.

But as days and weeks passed, I continued to think about that day. How could this have happened? I hold safety meetings regularly, every other week. We spend rainy days training staff on equipment safety. How could I have failed so badly, was all I could think. It was an awful feeling. There ultimately was one thing that would have prevented this. The manual safety bars that support the boom in the lifted position were not engaged. The assistant mechanic at the time, failed to engage them and when my equipment tech went to work on the unit, he assumed they were engaged and didn't check. He



Highlands Country Club is a Donald Ross-designed course in the mountains of Western North Carolina. Superintendent Brian Stiehler makes creative safety training a part of his crew's routine.

should have. Also, that day, the equipment management staff took staggered lunch times. If both were there at the same time, this maybe could have been prevented. When he was caught in the skid steer, he was the only one there. The clubhouse manager just happened to walk by, checking on the employee housing dormitories located across from our facility. If not for her, the outcome would have been much different. For the next year, the constant thoughts of "what if" scenarios made me sick. It took a long time to accept things and be grateful it

turned out as positive as it did.

I wrote this story hoping no one experiences something like this – or worse. But here are the takeaways:

- Make sure the staff understands mind setting and what impact your attitude will have each day.
- Set clear policies on how and when equipment is serviced.
- Let staff take ownership in safety meetings by letting them tell the story and how accidents can be avoided.
- Invite your local EMS to visit, tour and see your property. Will they know exactly where to go in the event of an emergency? Furthermore, does 100 percent of your staff know the physical address of the buildings on your campus? Will 911 dispatchers be able to get EMS where they need to be, or will time be lost?
- Invite your worker comp insurance representatives

to come to the facility. I've done it numerous times and these are folks who want to do that stuff. We looked at nuances I never imagined. We inspected door thresholds, ladders, steps, fire-rated doors, grinders and storage issues. It was an eye-opening experience that no one could possibly understand without that training. Be proactive because your staff is worth it!

In the end, I've learned it is my job to educate the staff in creative ways to recognize the dangers of the job. Most of these dangers are easily avoidable. The challenge is getting the staff to remain vigilant and take ownership of their own health and safety. I tell them that they need to make safety their No. 1 priority because others are counting on them. Let's face it, our team is like family. We spend more time together than we do with our families at many times of the year. There isn't anything we do that is so important that it isn't worth doing safely. **GCI**

Brian Stiehler, CGCS, is the superintendent at Highlands Country Club in Highlands, N.C.

“There isn't anything we do that is so important that it isn't worth doing safely.”

AVERT THOSE EVER-LURKING SURPRISES



Henry DeLozier is a principal in the Global Golf Advisors consultancy. DeLozier joined Global Golf Advisors in 2008 after nine years as the vice president of golf for Pulte Homes. He is a past president of the National Golf Course Owners Association's board of directors and serves on the PGA of America's Employers Advisory Council.

On the west coast of Scotland, between the islands of Jura and Scarba, lurks a monstrous whirlpool so menacing that it even has its own name. Fed by a tidal surge that picks up speed as it races through the narrow strait separating the islands, Corryvreckan is a devilish surprise awaiting ill-prepared sailors, taking unsuspecting ships to a watery grave.

Though not quite so devilish, it's often the unknown that sinks a good year and an otherwise solid strategic plan in the golf business. But rather than chalking up performance setbacks to something out of your control, consider five planning suggestions that will help avert those ever-lurking surprises.

ALIGN YOUR CORE VALUES

Know what you stand for and what you mean to accomplish. Ask yourself:

What's most important to me? Your work and interactions with others demonstrate your value system, whether you are a hard-nosed money manager or a touchy-feely departmental manager. See that your actions are consistent with your core values.

How does my work serve others? In management, one is often a servant leader who must place the needs and expectations of others ahead of his or her own. Study your course or club

and understand what values are most important to your customers, members and staff. Organize your work to fulfill their priorities and your desire to serve others.

What legacy do I wish to leave? Most people do not consider the lasting impact of their countless hours of dedicated work. But they should because the best way to serve the interests of your facility and the environment is to make sure your work is building the reputation you want to leave for your successor and generations to come.

UNDERSTAND YOUR MARKET

What do you know about your market? Is it primarily golfers? Families? Non-golfers seeking socialization? You should know. Are your golfers mid-level managers or high-flying wheeler-dealers? Are the women of your club working professionals or those who do not work outside the home?

Three ways to know more about your market:

1. Understand the demographic profile of the most current member survey.
2. Obtain the demographic profile for the local area that you serve (www.census.gov).
3. Host discussion groups or roundtables so that your market segments can tell you about themselves and what they want from you.

ESTABLISH CLEAR GOALS

Be specific in what you expect of yourself and your staff. Set goals that align with your long-term vision, then confirm that they align with those of management and board of directors.

Your goals for next year should be set by now. If they're not, have a conversation with your manager and make sure you're both on the same page. While you're at it, set up regular meetings during the year when you both can sit down to review progress and make adjustments.

DEVELOP A REALISTIC ACTION PLAN

Convert your core values, goals and objectives into an action plan that is sized appropriately to your resources, including staff and budget. Then align authority and accountability to make sure everyone knows their roles, responsibilities and deadlines. Reckoning as certain as the Corryvreckan.

Refer to the action plan and chart of accountability every week, month and quarter to ensure that you are on-course. Good or bad, report your progress up the organization. Transparency builds and sustains trust.

RE-EVALUATE CONSTANTLY

Few plans are perfect and most goals and objectives requires adjustment from time to time. Be flexible. Stay current and measure everything accurately and without bias.

Similarly, ask your staff to evaluate their own work and yours. Ask members and regulars for feedback. Listen to the most frequent critics ... they often know what they're talking about! Hold yourself and your plan accountable for the results being achieved.

Sometimes, as was the case with ships encountering the vagaries of the Corryvreckan, surprises are out of our control. Often, though, some careful planning will give us the opportunity to steer clear of turbulence that lurks ahead. **GCI**

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Class is always in session

Superintendents espouse the value in continuing education – both in and outside the classroom.



Higher learning

By John Dempsey

#AnyoneCanCutGrass

That was a recent hashtag in my Twitter timeline and it stirred me on to put this short piece together. Why would it cause me a thought? Well,

I'm a turfgrass professional. I have been maintaining amenity turfgrass and managing golf course surfaces for 30 years now, and like most professions, there's more to it than meets the untrained eye. As I'm writing this, the Premiership and Champions League have just

restarted, the Curragh races are on down the road, Wimbledon and the RDS Horseshow are over, and the GAA football and hurling are reaching their climax, not to mention the cricket. So? Well, obviously, these all need quality turfgrass surfaces to allow athletes to

perform at their peak ability, and turf surfaces like these don't grow on trees (oops).

Most people can cut grass OK, but getting the correct grasses to grow in the required manner 365 days of the year takes a blend of experience, craftsmanship, and a good base



of scientific research and knowledge. Experiences and craftsmanship can come with time, scientific knowledge can be obtained easily enough through many courses and colleges. My own personal career path began with learning the basic techniques and methods from other greenkeepers and participating in a number of certification courses. This allowed me to carry out the job of maintaining turfgrass surfaces adequately. However, I needed to know more and so I began a BSc in turfgrass science. Yes, there is a degree in that.

So, we cut grass. Is all this science necessary? Sure is. Bear in mind the turfgrass manager is wholly responsible for the maintenance and presentation of a multimillion Euro asset, be it a golf course in Ireland, soccer stadium in Spain, cricket grounds in England or the Olympic venues in Brazil. The BSc Honours degree requires passes in 20 modules, covering subjects such as plant biology and physiology, soil science, turfgrass species, cultivation and construction practices in sports turf, drainage, irrigation, machinery management, research methodology and my favorite ... pests and diseases! Upon completion of your degree, you have an understanding of the science required to produce quality sports surfaces used by many millions of people either as participants or spectators. You can recognize the numerous genera and species of turfgrasses and understand their requirements in terms of growth media, nutrients, drought tolerance and resistance or susceptibility to pests and diseases. You will have covered recent research into biochemistry and intracellular functioning of plants, advances in plant breeding, including plant tissue culture and molecular techniques relevant to all plants, of course. You'll recognize the numerous soil chemical and physical properties and their influence on plant growth and development, understand the dynamic process of plant growth, metabolism and

reproduction, and be able to specify the development and use of artificially constructed rootzones for the production of quality surfaces for a variety of sports.

Do you know all about turfgrass science when you finish your degree? Sadly, no. If you're smart, you will probably understand how little you do know about plant science and how much more there is to be learned. That was partly my experience. While I learned a lot about the science behind the job I have been doing for the past 30 years, I realized

“So, we cut grass. Is all that science necessary? Sure is.”

there was a lot more I could do. In the final year, I undertook a research project on the suppression of fungal disease in turfgrass and it was an extremely interesting and successful project (I even got an invite to present it in France). This helped me decide to go the whole hog and start a PhD at the University of the West of England in Bristol and based in the Centre for Research in Biosciences. Currently I'm carrying out final amendments to my thesis for completion during 2016. The PhD is research based and involves alternative methods to suppress fungal infection in amenity turfgrasses. The research has produced interesting and novel data, which has significance to turfgrass disease control, but is also relevant to other grass species such as

cereals with wheat, barley and oats. Resulting from this, I have presented the findings not only to turfgrass professionals in Florida, but also to cereal scientists in Scotland and plant pathologists in England.

How does all this academic study complement my full-time position as a turfgrass manager? Well, firstly and obviously, it gives me a thorough understanding of the science involved in turfgrass, and plant science in general. I have developed transferable and personal skills in areas of communication, time manage-

ment, work prioritization, critical analysis and report writing. The progress through academia has given me the ability and confidence to interact with other scientists, agronomists, employers and my turfgrass peers. My PhD research has allowed me to develop

methods and practices which have helped to reduce disease incidence on fine turf surfaces and enhanced their playing and visual qualities. This not only had a direct impact on my own place of employment, but is being adopted throughout the turfgrass industry worldwide.

Would I recommend this pathway of academic progress to others? Sure. Apart from all the positives mentioned above, working on a BSc or PhD is a great challenge, is very stimulating and can provide you with extreme satisfaction ... eventually.

Can anyone cut grass? Sure, provided they can get it to grow in the first place.

John Dempsey PhD, is the course manager at Royal Curragh Golf Club in Kildare, Ireland.

Who you know

Relationships are the most valuable tools in a superintendent's magical bag of turf tricks and remedies. Whether collegial, academic or business oriented, this network of resources represents an unbelievable library of knowledge, experience and street smarts. The following superintendents and general managers share how relationships have supported their careers.

Passion pays dividends

By Rick Tegtmeier

When I received a direct message from Pat Jones on Twitter, I couldn't help but wonder what I did or what I missed. Well, as it turned out, he asked me to write a piece for Golf Course Industry magazine. Then came the message: How about writing on passion and relationships in golf? It didn't take me long on my drive around the golf course the next morning to wonder about how I got here and who helped me along the way.

I started on a small nine-hole golf course. Nearly 43 years ago I walked into the local bank with my father and the banker – who was the green chairman – asked if I could lay sod at the local country club. My father instilled in me that hard work was the only way to do something and I worked hard that day. I then got to operate a 15-pound new contraption called a Weed Eater. Man, it was heavy and loud. My next assignment on the course was to push mow football shapes around trees, then come back with the Weed Eater to get the tall grass. All for \$.90 per hour. I loved it. I was by myself, no one to bother me and I was outside. My grandfather had



sold his farm earlier in my life, so farming was not going to be an option for me. A few years later, the same local banker suggested I go to college – first in my family to do so. They had a program called turfgrass management. My goal after graduation was to run a little nine-hole course and have my winters off to hunt and fish. If I could make \$1,000 per month, I would have it made. Little did I know that I would meet people and form relationships along the way to change this thought process.

This industry is a way of life for me and my family. My wife and children all golf and love the game. I will be the first to say that many do not have the passion for the golf business like I do. That has caused me to lose some good employees along the way. It has taken me a long time to learn that fact. I sometimes don't understand it, coming from a generation that has never worried about the hours you put in to do your job to dealing with a generation that only wants to work the hours needed for them to survive. I will be the first to say that I regret some of the decisions I have made and I let that passion get in the way sometimes. While you can't dwell on it, you must be able to look at it and learn. In this business, you can never stop learning from relationships.

On the flip side, I can say that I have benefited greatly from some of the people whose paths have crossed with mine over the years. Guys I haven't worked with for more than 30 years are still my dearest

“In my younger years, I had the attitude that I was the customer and the business side should always help me. What a poor attitude to have.”

friends today. We call each other, offer support, give advice, give them some BS and are there for them when family crisis have happened or when a child gets married.

I have been very fortunate to work with a lot of good men and women throughout my career who worked as assistants or crew members. I am very proud of these people and their accomplishments. Many have gone on to their own golf courses or become doctors, lawyers, school teachers, college professors, and business men and women. They have shared their life stories with me, and it is amazing to watch them all mature and be successful. It is extremely gratifying to say that you might have had a small part in helping them to be the best they can be.

In my younger years, I had the attitude that I was the customer and the business side should always help me. What a poor attitude to have. I have made many friends from the business side of golf. These people are just as passionate as we are and many of them have talents above and beyond what we do. You can learn a lot from these people and

you should never have the attitude that they can't help you. Every one of them has something they can teach you. I have many friends who are salesmen, chemical distributors and professors, and we have forged relationships outside of work. I wish I would have learned that a long time ago. There are some cool people who are out there and can help you professionally and personally.

General managers, golf professionals, club managers, tennis pros and swim coaches are all professionals that get a bad rap from many in the turf industry. I have learned it is much easier to get along with them. They are here for the same reasons we are. It is much better to have a cohesive unit at work rather than having a group that does not trust each other or are at odds with each other. Believe me, it is much more enjoyable to know that the golf professional has my backside because he has taken the time to understand the turf side of the business. He and his staff can deflect a lot of questions before they become problems. I am lucky to work for a general manager who lets each department operate like they are supposed to and then supports us with his knowledge, guidance and leadership.

Family ... I am quite lucky to have been married to a wonderful woman who bought into my crazy career 33 years ago. We have raised three great kids who were always with us at the golf course. They have helped me mow, pump bunkers, pick up sticks

and tour the golf course on a hot night. Some of our best times were riding around the cart and just enjoying the time together on the golf course. I have been very lucky to have a son who developed a passion for this business. He went with me every weekend to the golf course because he too loved it. He has now become a Class A superintendent and will carry on long after I am gone. We used to get calls from his school teachers because instead of doing schoolwork he was drawing pictures of golf holes. I guess it gets in your blood early. I have really cherished the time that he and I have gotten to work together. Maybe someday I can mow for him.

You will never know who you are going to meet along your career. You can reflect later in life that this person or that person really had a bearing on what you are doing. The one thing that you cannot determine is when or who that will be. Take each day in stride, try to treat people how you would like to be treated. Try to understand what they are doing to make a living and have some empathy for them in their jobs. You never know how they are going to affect you in the future, so nourish that relationship, make it grow and it might greatly benefit you someday. It has taken me a long time to learn those simple things. I regret the ones that got away and I look forward to the new ones that will come down the road. Keep up the passion and it will pay large dividends to you in your life.

Rick Tegtmeier, CGCS, MG, is the director of grounds at Des Moines Golf and Country Club in West Des Moines, Iowa.

Affiliate relationships

By **Sandy Clark**

I have been more than blessed to be involved with our industry since I was 15 years old. Being the son of a superintendent, I have seen super/affiliate relations for a long time. I have industry experience in a number of different capacities, including 12 years of sales during a long career. I learned from my dad years ago to respect affiliates because they are connected and they can provide a wide range of

technical information. I also noticed that not all supers treated affiliates with the same respect and I witnessed too many cases of this throughout my career. It is better today, but in my opinion, we still have a long way to go.

The affiliate today is, in general, far better educated than years ago. Today we have more companies and affiliates working hard for our business. They learned from the successful affiliates of the past that with

increased competition, they must be on top of their game. It bothers me when I see these fine industry partners treated as less than equals with superintendents. Honestly, how many associations around the country could survive without the hard work of our industry partners? Simple answer, NONE. It is very unprofessional when they are referred to as peddlers or other derogatory terms. Work with the suppliers of your choice but still show

respect to those you may not work with.

In many ways, they have spoiled us with great service to the point we now have unrealistic expectations. If every super had the opportunity to work in sales for a couple of years, they would have a far better understanding of what it takes to get a product to our facilities. Because they have been so good, we think everything should arrive tomorrow and then are upset when it doesn't.



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meant to be together...

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 **United Turf Alliance**

Wouldn't things be much smoother if we sat down with each of our key suppliers and mapped out a rough plan for the year? Suppliers receive product from manufacturers. How helpful would it be if our suppliers had an idea what products in what quantity and what time of year we would be making our purchases? It would help them have inventories of fertilizers, chemicals, equipment and irrigation needs. We don't call up our local topdressing supplier the day before we aerify expecting product, so why do we call an equipment

or fertilizer/chemical supplier and expect immediate delivery? They have workloads just as we do and that means dealing with planned shipments already scheduled. Respecting their time and workload is a must.

Planning our equipment purchases with our suppliers is important. We realize not all items are located ready to go at the local distributor's site. Allied equipment especially may

have to come from another part of the country. It is rare that we suddenly get permission to order equipment on short notice. We go through boards, committees or owners. In all cases, we have submitted requests after a great deal of planning. Most times we will want to demo the unit to see if it fits our needs. The demo should be planned along with the purchase. The demo unit may be shared by

numerous branches of the company. Our sales reps order the unit, get it scheduled for our review and then return it so another customer has the same opportunity.

Imagine how disruptive it is if the superintendent suddenly decides he can't do the demo during that time frame. Frustrating to the sales person who has jumped through hoops to have it ready for you on the date originally agreed to. It simply amounts to respecting the time and effort of the affiliate and being ready at the time we agreed to. Far too often, cancellations take place the day or



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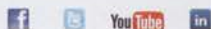
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two before. Nothing worse than time wasted for both parties. We always remember that our affiliates may be working with 100 clients, all thinking they come first. They plan and have priorities so they can work with 100 clients just like us.

Our industry has grown more professional over the years, but we still have a long way to go. Just as we now have great women superintendents, we also have highly educated and trained women in sales throughout the country. Are we treating them the same? I think they feel they hold themselves to a higher standard than male counterparts. Are we questioning their professional expertise when we might not for a guy? After the junk we heard during the election, are we on our best behavior? Those are a few important questions to ponder as our industry becomes more diverse. Personally, I enjoy working with our suppliers and I take it upon myself to be realistic, professional and a team player at all times. Give our affiliates a lot of credit. We count on them and they come through. Remember, the superintendents who treat their suppliers the best will not surprisingly get the quickest response if a crisis comes up. Let's all work together and treat each other professionally. Affiliates work long hours just like we do.

Sandy C. Clark, CGCS, is the superintendent at Barona Creek Golf Club in Lakeside, Calif.



Community

By **Bob Farren**

Whether I am reflecting on my career or looking ahead to the future, one word continues to come to mind: community. And while I have been very fortunate to spend most of my career in a single community, I am blessed beyond measure for that community to have been Pinehurst.

Because, at Pinehurst, I've learned that while crowned greens and historic fairways may achieve lasting significance, one powerful legacy of the Cradle of American Golf is that of its people.

That legacy, I believe, can be built anywhere.

Superintendents tend to settle into places that fit their talents and interests. Some may prefer to work in the resort or public sector, while some choose to work at private clubs. Some have talents for construction and grow-in and others have a passion to work at sites that host PGA Tour events or major championships. I am grateful for having had the opportunity to do all of this without changing my letterhead or zip code for the past 30-plus years. Regardless of the direction you go or your destination, though, the one thing we all have in common is developing and maintaining win-win relationships.



and many acts of kindness. With simple gestures – a thumbs-up, a beautifully legible signature, a handshake – Mr. Palmer willingly showed a caring for all those he encountered. If you ever met Mr. Palmer, you remember what the moment meant to you. Mr. Palmer understood that.

In my time at Pinehurst, I've worked with a huge number of interns, assistant superintendents and superintendents. I always try to stress to each of them that their career success is in many ways dependent on building and maintaining relationships in

I sincerely believe we must be intentional in forming and sustaining positive relationships. Our professional relationships are far-reaching and intertwined in many ways. Our involvement in professional associations like GCSAA, USGA, PGA, NGCOA provide the network of common bonds. But don't ignore relationships with our industry commercial partners and the media. We are all stronger when bonded together with the common goal of making golf healthier.

The recent passing of Arnold Palmer left a huge void not only in golf, but also in the countless ways he touched us with his charitable giving

the workplace as well as in the community. Relationships truly are the essence of golf. And it's been that way at Pinehurst for over a century.

Founded in 1895 by James Walker Tufts, three generations of the Tufts family owned Pinehurst through 1970. In the early 1970s, the Tufts family sold Pinehurst to the Diamondhead Corporation, and Pinehurst lost the family and relationship intangibles that made it so unique. That community dynamic was restored in 1984 when Pinehurst was acquired by Robert Dedman and ClubCorp.

While ClubCorp was a huge

golf course ownership company, Mr. Dedman brought the family-like love and passion back into the culture of Pinehurst. Mr. Dedman always viewed himself as more of a steward, or caretaker, of the historic property, and passed that devotion on to his son and current Pinehurst owner Robert Dedman Jr.

Other families have also had successive generations contribute to Pinehurst's longevity. Don Padgett, as director of golf from 1987-2003, was largely responsible for restoring Pinehurst's relationships with the PGA, PGA Tour and the USGA. Don Padgett II, as the President of Pinehurst from 2003-2014, continued to strengthen those bonds. That Pinehurst's return to the major championship stage came in this period is no

“Relationships truly are the essence of golf.”

accident.

I would be remiss, especially in this “Turfhead” article, if I did not mention the legacy of the Maples family and its roots in Pinehurst. Four generations of the Maples family have left their imprints not only at Pinehurst, but throughout the golf industry. The early generations of Angus and Frank Maples worked with Donald Ross in building the first courses at Pinehurst. The next generations included Henson Maples in the greenkeeping roles, followed by Ellis and son Dan in course design roles. Cousins Gene and Wayne Maples continued the agronomic side

along with Palmer Maples Jr. as a superintendent at Summit Chase Country Club in Georgia and later in the administrative roles on the GCSAA leadership team.

It is hard to overstate the importance of positive relationships and the impact they have on creating a communal bond that breeds success. Whether that community is your family, your club, your workplace or your industry, the benefits, clearly, are enormous.

Much has been written about the restoration of Pinehurst No. 2. It required a great deal of “relationship capital” to be successful. We were faced with the scrutiny of our members, the United States Golf Association and literally the entire golf community. It is gratifying now, six years later,

to reflect on its success and, perhaps more importantly, how it has enabled us to apply some of the same management principles to the other

Pinehurst courses.

The media coverage of the restoration, along with the success of the back-to-back U.S. Open and U.S. Women's Open in 2014, has been a tremendous platform to highlight the sustainability of all aspects of golf. But sustainability in all walks of life can easily be found in the relationships and communities we build together.

Bob Farren, CGCS, is the director of grounds and golf maintenance at Pinehurst Resort in Pinehurst, N.C.



Peer support

By Jim Roney

The only green turf on my block was the *Poa annua* pushing through the cracks in the pavement. Growing up in a row home in Southwest Philadelphia, I sit and wonder: How did I get here? The family home didn't have a lawn until we relocated to the suburbs. That summer job in the 1988 propelled me into such an incredible game and amazing profession while affording me the honor to meet so many influential people.

The personal connectivity within the profession one might guess is the game of golf itself. That may be true for many but in my case, anyway, not exactly. While I possess a love for the game, it's deeper than that. This profession isn't a job. It's a lifestyle. Just ask the ones closest to you. How many of us missed graduations, weddings, vacations

or other events because of a member/guest tournament or to host a major championship? It's a balance, no question, but it's a personal struggle we all deal with as turfgrass professionals all too often. Add to these tribulations the big unknown, the X factor, "Mother Nature." Whether it's as basic as a frost delay or as devastating as drought, hurricane, tornado or some other climatic weather extreme, all of us are expected to succeed in managing through it – and we do.

These unique correlations we as turfgrass professionals experience create a common thread of personal connectivity amongst us. It's a mutual bond and solid relationships are naturally formed. One thing I learned at a very early age was that in any industry there are "movers and shakers." These individuals effect change, influence trends and

position themselves at the forefront within their respective industry. As I furthered my career in the turfgrass profession, I mandated this ideal as a necessary reality. I am extremely lucky to have worked for and alongside brilliant turfgrass professionals with the same inherent passion to succeed. I have watched the proverbial bar being raised several times in my career. I also realized it requires peer input for this to occur and be accepted. It's not a maverick move.

It is my experience that a rock-solid peer network includes fellow superintendents, manufacturers, academia and salespeople alike. On my speed dial is an eclectic group of turfgrass professionals worldwide. We utilize one another as sound boards prior to making complex agronomic decisions to ensure success in achieving the end result. One

glaring example where calling on this network proved to be instrumental was in 2009, as the team and I prepped Saucon Valley Country Club's Old Course to host the U.S.

Women's Open Championship. A few weeks prior to the first tee shot, we were still short a dozen experienced turf volunteers and several key pieces of equipment. I sent an email to a few close peers and within an hour, our needs were met. This support is reciprocal as we ensure to do the same when called upon. It becomes not only a way to support your peers, but a great recruiting tool.

Our success is predicated on walking the fine line of balancing science and art. Depending on what side of that line we find ourselves on, we can go from hero to zero quite quickly. It's an extremely humbling profession. A solid network is a vehicle to learn. We push ourselves to never sit back resting on our laurels as if we've experienced it all or know it all. Things change. They evolve, so must we.

With the recent vitriol being spewed in our great nation as a result of the election, it's great to be able to take a breath and share with many peers, friends and young turf professionals my take on relationships and their catalyst to success. In the end, the importance of friendship and networking in a tremendously competitive industry is paramount.

Jim Roney is the superintendent at Saucon Valley Country Club in Bethlehem, Pa.



The planet's best office

By Jeff Markow

For many people, the thought of waking up at 4:30 a.m. or thereabouts to go to work each day may not hold mass appeal, but for certain occupations, such as ours, it presents opportunities that others sleep through and will never experience. We have arguably one of, if not THE best office on the planet – the great outdoors, a dynamic open space of fresh air and wildlife. Each day dawns with new challenges, expectations and tasks to complete. What could be better than a hot cup of coffee on a sunrise cart ride surveying the golf course or the sunset drive at the end of a productive day, maybe with family or a loyal companion? Well, to stay out of the doghouse, your wedding day, birth of children and other dates are tops, but the golf course experience ranks right up there and is part of the attraction to this profession. These expectations drive us to do better, go farther and try to predict what surprises Mother Nature has in store for us, and makes it genuinely exciting to come to work.

Equally important in our profession is the camaraderie we share with a global turfgrass fraternity. If another course asks for help or a favor, we all jump in. We share information. We help local sports fields. We staunchly defend and protect our courses. We mentor students and employees. And we are active in our communities. It is such a unique group of diverse individuals that will bond together in an instant. We're not sure it exists anywhere else in the

represent our owners/employers. Technology is moving at warp speed and we all need to stay in step with it, embrace it and use it to our advantage. The younger generation has grown up with this technology and can help incorporate it into our maintenance operations. Plus, we all need someone to straighten us out with our smartphones when the phones outsmart us.

I have been blessed with mentors that have encouraged and offered opportunities along the way, for which I am truly indebted. Now we in turn "pay it forward," as they say, and through the years we have had numerous assistants, interns and co-workers come through and leave their mark on our operation. They have been a wonderful addition to the staff and bring their diverse personalities and efforts for our common goal – produce the best product possible for your owners/members/clientele. We serve as mentors for those starting out and encourage them to persevere and set the bar higher. Everyone knows we rely tremendously on our staff and our success is directly proportional to their efforts. They are the engine driving the bus and deserve our respect and support. Hard work and dedication still do get rewarded, and we must ensure that it continues into the next generation. **GCI**

Jeff Markow, CGCS, is the superintendent at Cypress Point Club in Pebble Beach, Calif.

business world except for peace officers, firemen and our great military. We have each other's backs, no questions asked. Starting in school and continuing as we progress through our careers, we develop friendships and bonds that can last a lifetime. Although there are many opportunities to network through the year at local/state events, we are fortunate to refresh these friendships and professional contacts through the annual khaki pants/blue blazer toga party known as the GIS. It is truly an exceptional educational and networking opportunity with a little fraternity shenanigans thrown in on the side. It keeps you young.

But the most effective way we can stay young and in touch is to hire, mold, shape and encourage the young minds entering our profession as was certainly done for us. It is our duty and responsibility to pass along the ethics, integrity and character traits required to succeed in this profession and

Integrated approach

By Mark Bado

In February 2007, Golf Course Industry magazine marked its relaunch with a cover story featuring the concept of "Integration of Teams at the Country Club of Peoria."

That article demonstrated the importance of having all managers and departments within the club's operations functioning as a single unit with open communication, continual improvement, and a focus on the mission statement and strategic plan of the club. Throughout my career, I have worked with great teams. The team members I consistently have benefitted from the most are the incredible superintendents at the clubs where I have worked: John Ferruchie and Eric Materkowski at Wildwood Golf Club, Andy Morris at the Country Club of Peoria, Loren Breedlove at The Kansas City Country Club, and now Scott Kennon at Myers Park Country Club.

The most influential relationship I have had with a superintendent is the mentorship I have with Mark Kuhns, CGCS, currently at Baltusrol Golf Club. I first met Mark when I began at Oakmont Country Club as its auditor in 1991 and later as its controller. As I began to grow my career in club management at Oakmont, Mark took me un-

der his wing and began to introduce me to the nuances and challenges that face superintendents. Through Mark and his tutelage, I began to understand and appreciate the balance that must exist between the grounds department, the golf shop, the clubhouse, the budget and the membership. Mark also demonstrated the need to create and grow great working relationships with affiliated organizations, including the USGA, PGA, GCSAA and CMAA. These relationships were especially important when the clubs where Mark worked were hosting national championships. Because of his past history and success rate, Mark has built outstanding relationships with national organizations and has

demonstrated to his management team the way to grow and develop a team concept among the multitude of organizations that must work together to have a successful club operation.

Following Mark's advice and example, I was a member of the Green Section Committee of the USGA and have attended every Golf Industry Show since 2006. The knowledge gained at these events as well as the networking are invaluable to me in the daily operations of the club. By having a working relationship with my superintendents and their affiliated organizations, I am able to intelligently

communicate course updates, issues and their potential solutions with the board, membership and crews who will be completing the work. While my background is not in agronomy or golf course

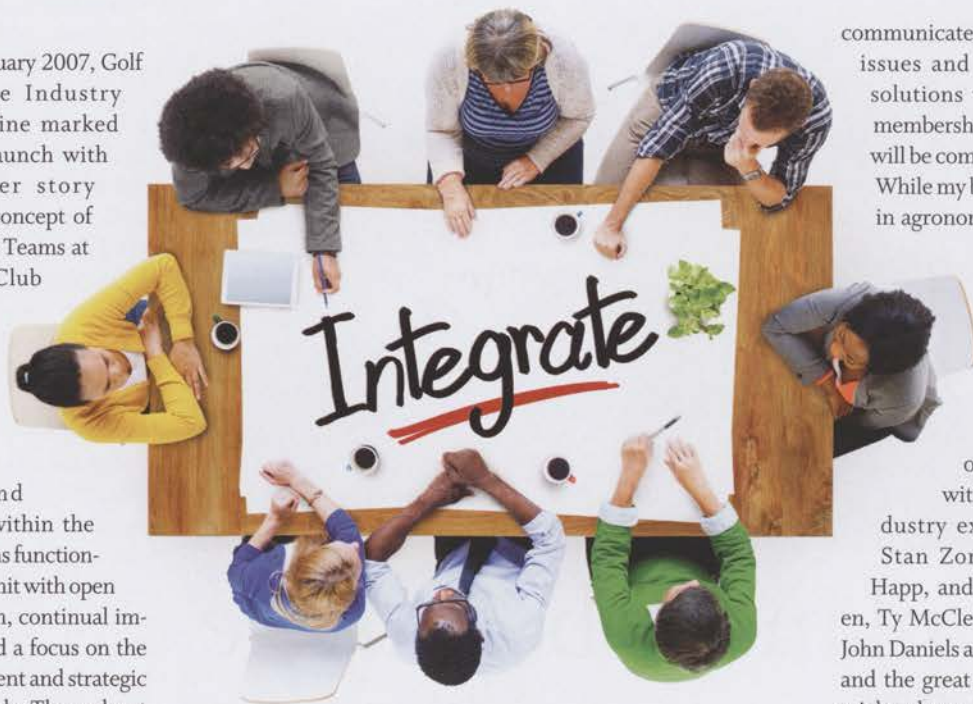
management,

I do have at my disposal an unlimited amount of resources through the coordinated efforts with the various industry experts (the late Stan Zontek and Keith

Happ, and Paul Vermeulen, Ty McClellan, Bud White, John Daniels and Darin Bevard) and the great superintendents with whom I have had the privilege of working with. Our integrated team expands well beyond the clubhouse grounds to include the coordinated efforts and knowledge of all those who are working to provide the highest quality course to the club and its membership.

You are not in it alone. There are entire organizations willing to work with club management to create action plans and solutions to ensure clubs provide the highest quality course for members and guests. **GCI**

Mark Bado, MCM, CCE, is the general manager at Myers Park Country Club in Charlotte, N.C.



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Look up

By Adam Garr

As superintendents and salespeople, we spend so much of our time looking down. Looking at diseased turf, insect damage, drought stress, a mower out of whack, poor golfer etiquette. The list goes on. We are always looking for problems.

When I was a superintendent, I spent most of my days looking down. Measuring green speed, checking fertility levels, topdressing sand requirements, TDR readings. Let's face it, most of the job of golf course superintendent happens below our feet.

It isn't much different on the sales side, either. Pouring over numbers on a spreadsheet, collecting diagnostic samples, responding to that frantic text at 10 p.m. on a Saturday night or staring over the

steering wheel for a 300-mile stretch.

We are always looking down.

I'll be the first to admit, as a superintendent I daily battled the pressure of working at a private course. There were times when it was difficult to breathe. There were days when I wanted to hide under the desk. The stress associated with that job even put me in the hospital on two occasions with heart palpitations.

The funny thing about stress, is that it is always self-inflicted. Internalizing, putting pressure on oneself, avoiding conflict. These are choices one makes that will cause both life and work to be more difficult. We make big problems out of small problems because we build them up in our minds, and they are out of proportion with reality.

We spend so much time looking down,

I feel that it is very easy to become mired in the daily grind. We let that stress overtake us.

We are always looking for "what's wrong."

But, what if we started looking for "what's right?"

What if we start looking up instead of looking down?

A couple months ago, I was at a reunion with my family at Houghton Lake. It was getting late, and admittedly it was a few hours past the kids' bedtime. My youngest daughter, Lila, came to me crying about some injustice that had been done to her. At 8 years old, being called a name by another kid is a big deal. I saw this as a learning opportunity. She was looking down, focused on the problem. I took her by the hand and led her out to

a dock on the lake.

"Dad, where are we going?" she asked me, the impatience evident in her voice.

"Lila," I said, pointing to the sky. "Look up."

Above us, the sky opened into a billion tiny shards of light. Stars ... more stars than any of us city-dwellers ever see in our lives. Looking up, and staring into the vastness of the universe, suddenly our day-to-day problems seem so small and insignificant. Looking up and really, truly appreciating our place in the world has a way of turning one's daily worries into a silly science. We stood there for a time, looking up, in total silence.

"Lila, there will be times when your problems seem so big, they will seem inescapable. It will seem like the whole world is against you. It will feel like those problems are impossible to solve. When that happens, I want you to look up. I want you to see how big this world is, and how small your problems are in comparison."

It's hard to judge a response in an 8-year-old's eyes. But I think she got it. She knows to look up. And if she forgets, I will remind her... as many times as it takes... and for as long as I live.

So the next time you're getting beat up about green speed, or why there's crabgrass growing in the pavement cracks, or why the grass along the fence line is two feet tall: stop looking down for a moment. Appreciate what you have and put those problems in perspective. Take a deep breath, and then I want you to do something:

Look up.

Adam Garr is a territory manager and former superintendent.

I have a USGA handicap. Now what?

By Billy Lewis

I think it's time to overhaul the USGA handicap system. It has been in place for a long time and I feel that the current system works too hard to make us all equally competitive. So why does competition hurt the game, you ask? Golf is a game played by people whom crave competition, simply for enjoyment of the game or a little bit of both. To compete, you need a handicap.

My issue with the current handicap system is that while it serves us all, it hurts the core avid golfers (avid does not mean single-digit handicap) and has slowed the pace of the game to a crawl. It is simply the truth that it takes longer to hit a ball 116 times than it does to hit it 82 times. Yet all individuals with the goal of establishing a USGA handicap, must hole out to achieve that goal. Imagine the revenue a bowling alley would lose if we changed the rules that limit the bowler to two balls per frame to clear the pins. I could see a new bowler taking six or more attempts to pick up that lone 10 pin. One game with four bowlers could last three times as long. That could tie up a lane for hours without any additional revenue. How do you learn to pick up that 10 pin? You practice! It's a double-edged sword because slow play deters the growth of the game and can have a huge effect on revenue as well. Kind of sounds like golf, doesn't it?

I think we should encourage people to practice and work on their game if they want to "earn" a USGA handicap. Perhaps part of joining the USGA system is a pledge to play in four hours or under. If it is your goal to be a competitive golfer, then practice on the range, get instruction, play with better players and study the game. There could be a threshold or maximum handicap limit put in place. And although it may seem a bit over the top, I think that threshold should be set at around 24 or less and possibly drop a stroke or two over the years. Golf is a unique

sport in the fact that you pay to play without any stated limitations on the time it takes you to finish. And while I am aware course policies attempt to control pace of play, very few facilities are truly successful. The customer will simply proclaim, "I paid to play 18 holes."

It's time we all get serious about pace of play and we need to take serious steps to make that happen. Bowling has rules in place to assure that a game can be completed in reasonable amount of time and golf needs to do the same. If golf is truly going to grow the game, then four-hour rounds are a must. Perhaps the USGA could tweak the handicap system and help speed up the game. Here are a few suggestions to speed up the game as well:

- Allow coolers and stop using beverage carts because they slow a typical round as much as one hour. Get them before they tee off and at the turn.
- Make double bogey the highest score any player can take. Bowling tells you how many times you get to throw at the pins. Golf should do the same.
- Outlaw ball retrievers.
- Reduce the height of the rough.
- Incorporate a shot clock on the PGA and USGA events. Every other major sport has one. There is no reason for anyone to adjust the line on their ball seven times before putting.
- Eliminate the stigma of the "ladies tee." Don't have red tees. Have forward and junior tees. Everyone can play them without shame.
- Sell reclaimed golf balls at cost. The small loss of revenue is nothing compared to a foursome quitting because the group ahead has spent the day hunting their ball.

Billy Lewis is the superintendent at Dormie Club in West End, N.C.

Stoking the entrepreneurial fire



By Patrick Sisk

The “Original” Green Sweep was developed simply as a tool to help me, as a golf course superintendent, do my job more efficiently and effectively. The idea resulted from a conversation with a turf professor friend who showed me a picture of a tool he’d seen in his travels. Using this concept, I reworked and simplified the device as the entrepreneurial wheels in my head began to spin. The excitement of venturing into a manufacturing and sales “paper route,” as my father calls it, was quickly tempered by the multitude of questions and concerns that any inventor/entrepreneur must face.

It’s funny, I thought of myself as a turf guy, period. OK, maybe I’ve got some skills beyond the obvious, but what I initially failed to recognize was that through our profession I’ve come to meet many people with proficiencies I needed to get Green Sweep Technologies off the ground. So, I picked up the phone and humbly asked for guidance as I started to create a legal, manufacturing, marketing and sales road map that could help me reach my

goal. More on my goal later.

First, I needed to prove the concept. Spring quickly rolled around, and my “Frankenstein” version worked. In fact, the guys on my staff liked it so much they demanded I make more units, one for each blower. Spring aeration never went so smoothly.

Next was to learn about design and manufacturing. I was introduced to a recent college graduate and, for a reasonable fee, he created CAD drawings suitable for manufacturers. I’m fortunate to live in an area of the country where people make things and it was easy to find a metal shop that was happy to do some prototype work. Fifteen prototype units later, I was ready to introduce my idea to strategically selected friends across the country. It was important for me to test different turf type and economic resource environments to get a clear picture on my potential customer base.

While I continued to refine the device, there were other important details that needed attention: legal protection (patent applications), shipping logistics, website design, social media platforms, color, name,

etc. Eventually, and through a lot of late nights, everything came together, including a sizable personal investment in inventory that was neatly packed away in our world headquarters, known as my basement, and I was ready to launch – kind of.

It was mid-August and I sent a note to many of my LinkedIn contacts describing my venture and asking for their assistance when the time came to launch. Well, one of my great friends posted the letter on Facebook, with nothing but the greatest of intentions, and the soft launch I anticipated wasn’t so soft anymore. Within an hour, I took my first call asking about how to order the device. I’ve got a copy of the club’s check prominently displayed at headquarters, right next to the ironing board.

Ultimately, this “mom-and-pop” operation has been nothing but fun. I’m fortunate to have built relationships with superintendents, marketers and social media gurus across this country and beyond. Many I speak with regularly because their advice helps me with many aspects of my day job life.

Honestly, I’ve struck gold but not in the financial sense.

I’m fortunate that my paper route is cash flowing and able to fund itself. This can’t be said about many business startups, so we’re very lucky on that front. The true value of this venture, to me, lies in the fact that I pushed beyond my comfort level and into territories I knew very little about.

And now back to goals. As the father of three kids, now teenagers, I’m beyond thrilled that they’ve witnessed their old man evolved from pencil drawings on graph paper at the kitchen table to helping box up units to fill orders. Our goal, my wife’s and mine, all along was that if this venture inspires our kids to take risks and chase ideas, it’s a huge success.

I know many of you have ideas. My advice is to write them down and pursue them to the best of your ability. Many have been down this road and you’d be pleasantly surprised at the wealth of information many are willing to share freely if you’re willing to step out on a limb. **GCI**

Patrick Sisk, CGCS, is the superintendent at Milwaukee Country Club in Milwaukee, Wis., and the President of Green Sweep Technologies.



Most school spirited

By **Matthew Wharton**

Give me a G! Give me a C! Give me a S! Give me an A! Give me another A! In 1926, Colonel John Morley brought together a group of greenkeepers to foster and establish collaboration and information sharing among course managers. Colonel Morley firmly believed, "No life is, or can be, self-existent. We depend on each other." In other words, he knew for golf course superintendents to be successful, we need to lean on each other for knowledge and support.

Now I realize there are many really good superintendents who go at it alone, and each of us probably know someone like that in our area. But sharing and collaborating with fellow professionals makes life more fulfilling in my opinion. I proudly joined GCSAA in 1997 while a graduate student at Virginia Tech studying turfgrass science. There was something about receiving that membership card (green in color) and my first issue of Golf Course

Management (sorry GCI) that created a true sense of belonging. I knew immediately I was now part of something bigger than myself.

Fast forward seven years, and my wife accompanied me to San Diego for the 2004 GCSAA Education Conference and Trade Show (it wasn't called the Golf Industry Show until 2005). I had recently landed my first golf course superintendent position at Swan Point Yacht & C.C. in Issue, Md., less than two years earlier and this was the first time she would experience the size and scope of GCSAA. She didn't realize how big and important golf course superintendents are until she witnessed what GCSAA was all about.

In 2005, I became golf course superintendent of Carolina Golf Club in Charlotte, N.C., and I was immediately busy with construction and grow-ins as we embarked on a four-phase master plan renovation. While attending the 2007 GIS in Anaheim, Calif., I had a chance encounter with a local guy and

he strongly encouraged me to attend meetings that season. In fact, he said if I didn't attend, he would send guys to get me. Two years later, I was elected to the board of directors of the North-South Turfgrass Association (the NSTA is one of 13 local associations comprising the Carolinas GCSA) and in 2013 I had the good fortune to serve as its president (so thank you Mike Pilo). During my tenure as NSTA president, I preached hard on the value of attending meetings. I recently "heard" Andrew Jorgensen (@LowBudgetSupt) say he never attended a local meeting where he did not learn something new, and I firmly believe you get out of your membership what you put into your membership. If you are unwilling to invest your time to gather with and engage your peers to collaborate and share, then you're missing out.

Now I understand not every golf course superintendent, assistant superintendent, and/or equipment manager has the good fortune to work at a facility where membership dues

are covered by their employer. I also understand this situation helps steer the narrative by some that GCSAA only cares about the "Big Boys," but I don't buy that.

I came from modest beginnings as my first golf course work experience took place on the only golf course in the entire county. Lake Bonaventure Country Club was a nine-hole private club, and here I learned to string trim with the best of them, play liars poker and gin rummy, and cuss like, well, you know what I mean. What 19-year old wouldn't love that? Through the years, I have invested my time in continuing education offered by GCSAA. I have met some tremendous people, made the best of friends and felt connected to what I believe is the greatest profession on earth.

When I was a senior in high school, my classmates voted me "Most School Spirited." I wasn't thrilled at first, but the more I thought about it, I realized I did bleed blue and white (Castlewood Blue Devils) and was always willing to do what was necessary to rally teammates or classmates. Nowadays, I channel that same energy into my profession. I know I would not be where I am today without everything that has come with my membership these past 19 years. I encourage you to join your local, state or regional affiliate chapter and become an engaged, active participant and maximize what GCSAA can do for you. Because to get something in return, you must first make an investment. **GCI**

Matthew Wharton, CGCS, is the superintendent at Carolina Golf Club in Charlotte, N.C.



Travels with Terry

Globetrotting consulting agronomist Terry Buchen visits many golf courses annually with his digital camera in hand. He shares helpful ideas relating to maintenance equipment from the golf course superintendents he visits – as well as a few ideas of his own – with timely photos and captions that explore the changing world of golf course management.



Terry Buchen, CGCS, MG, is president of Golf Agronomy International. He's a 41-year, life member of the GCSAA. He can be reached at 757-561-7777 or terrybuchen@earthlink.net.



ROTARY SPREADER TRANSPORT MOUNTING

The 2012 Andersons Model 2000 rotary spreader is easily transported on the front bumper framework of a 2014 Club Car Carryall 500 turf vehicle. Two 5-inch long 13mm (1/2-inch) diameter Verti-Drain solid aerifier tines are welded onto the 13-inch, Jacobsen 3400 used bed knife, which are placed on either side of the spreader's lever rod to protect it, where the bed knife is welded onto the spreader handle's framework. The two L-shaped 13mm rods are 7 inches long and are bent into a 90-degree angle – which are also welded to the bed knife – that are placed over the turf vehicle's front bumper ready for transport. The recycled parts were painted a flat black to match the spreader's paint scheme. The recycled and other materials were in inventory at no cost. It took about 45 minutes to fabricate. Ryan McCulley is the equipment manager at the Westhampton Country Club in Westhampton Beach, Long Island, N.Y. Jay Glover is the superintendent.



SPRAYER STORAGE BOX

This Jacobsen DS-175 (175-gallon tank) sprayer applies chemicals to the greens, tees and fairways at the Kasumigaseki Country Club in Kawagoe, Saitama, Japan, where Masaru Shimizu is the manager (chief greenkeeper) of the course administration department. Shimizu will be hosting the 2020 Tokyo Olympic Golf Tournament on the East Course at this 36-hole venue founded in 1929. The two storage boxes use Japanese cypress wood and veneered boards where all the pieces are screwed together that are protected with brown-colored water-proof paint. There is an opening in all four corners for drainage through the bottom. The sprayer did not come equipped with a passenger seat, so the storage boxes slide into place perfectly. Fungicides, fertilizers, hoses, measuring cups and a scale are conveniently stored for the operator's use. It cost approximately 3,000 Japanese yen (\$30) for materials and it took about two hours to build. Yoshinori Ozawa, building management, is the former carpenter who built it.





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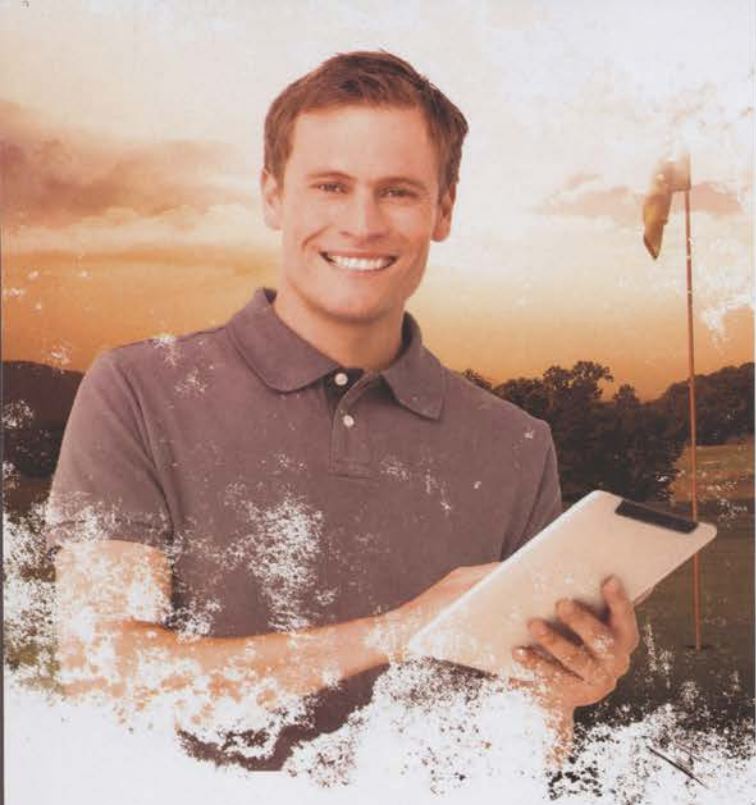
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GOLF COURSE INDUSTRY

(HORTON continued from page 48)

1. Establishing five environmental principles to guide operations.

- "We will strive to implement, or create, proactive environmental programs"
- "We will use knowledge and experience of the past to improve awareness and performance for the future"
- "We will strive to minimize waste and integrate environmentally sensitive products and behavior into our operations"
- "We will seek innovative solutions to protect the resources for which we are responsible"
- "And, we will hold ourselves accountable for our operations and conduct assessments of our methods and performance."

2. Tracking and verifying water flowing from the golf courses.

We discovered that water leaving was "cleaner" than the water that flowed onto the course from adjacent lands. Years of independent documentation of these results helped to persuade the California Coastal Commission to retract a requirement that no storm water flow from California golf courses could be allowed to enter the adjacent ocean waters.

3. Establishing a Golf and the Environment Coalition.

This culminated in the 1995 Golf & the Environment Conference. The event brought awareness to the idea that golf courses contribute significant open spaces to expanding urbanization and showed superintendents are capable of advancing environmental causes while improving aesthetics and playability.

4. Redesigning the seawall at the famous Pebble Beach Golf Links 18th hole.

California's Coastal Commission restricts construction of sea walls adjacent to the ocean waters and Pebble Beach Company had not been able to get a permit to rebuild the failing concrete block wall at the 18th hole. While visiting a dinosaur attraction in Calgary, Alberta, I noticed that the exhibits were positioned on realistic rocks depicting their natural habitat. Upon return, I had an engineering firm develop a computerized simulation of a seawall that mimicked the look of the natural rocks of the adjacent coastline. The Coastal Commission not only approved our permit, they noted "that the design would become the standard for California ocean side walls." The project provided a lifetime of memories.

The successes at Pebble Beach had a legacy in raising awareness of environmental work on golf courses and highlighted the idea of cooperative projects that benefit both the environment and golf course facility. In short, the Audubon International Cooperative Sanctuary Certification process provides a disciplined approach to environmental planning, offers conservation projects that benefit wildlife, protect natural resources, and allow us to manage our golf courses with a high degree of playability.

Ted Horton, CGCS, is a senior consulting superintendent at BrightView Golf Maintenance and former vice president of resource management of the Pebble Beach Company.

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 5811 Canal Road
 Valley View, Ohio 44125

Phone: 800-456-0707 • Fax: 216-525-0515

EDITORIAL

Pat Jones

Publisher/Editorial Director pjones@gie.net

Mike Zawacki Editor mzawacki@gie.net

Guy Cipriano Associate Editor gcipriano@gie.net

Terry Buchen Technical Editor at-large

Bruce Williams Senior Contributing Editor

Patrick Williams Editorial Intern

GRAPHICS / PRODUCTION

Jim Blayney Art Director

Helen Duerr Production Director

ADVERTISING/PRODUCTION INQUIRIES

Jodi Shipley

jshipley@gie.net, 216-393-0273

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Golf Course Superintendents Association of America, National Golf Foundation, Golf Course Builders Association of America, The Irrigation Association, Responsible Industry for a Sound Environment

SALES

Russell Warner National Account Manager
rwarner@gie.net • 216-393-0293

Craig Thorne Account Manager
cthorne@gie.net • 216-393-0232

Bonnie Velikonya Classified Sales
bvelikonya@gie.net • 216-393-0291

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PARTING THOUGHTS ACCORDING TO PAUL R. LATSHAW



Paul R. Latshaw prepared golf courses for nine major championships over 38 years as a golf course superintendent, elevating the profession through his influence and innovation.

ON HOW HE GOT STARTED...

After the Navy, I came home to work on the farm but I saw an ad posted looking for someone who could operate a tractor. That turned out to be Bruce Denning from Frosty Valley CC (in Danville, Pa.) who really took me under his wing. I'd never seen a golf course before and it was tough work. But it paid off because Bruce saw something in me. He let me run the crew and showed me how to talk to the chairman and such. He got a hold of Dr. Joe Duich at Penn State and managed to get me into the turfgrass program there. I never had another thought about farming.

ON HOW THE PROFESSION HAS CHANGED...

In the late 1970s a fertilizer company sent out a flyer with a picture of a dirty looking fellow who was supposed to be a superintendent that said, "Is this man qualified to make your purchases?" That made me crazy but it was kind of true at the time! Now, lots of clubs have realized that the superintendent is the main guy in their operations and maybe even the highest-paid person at the club.

ON THE CHANGING POINT IN HIS CAREER...

Once I had the '78 PGA Championship at Oakmont, from that point on, I became sought after. I was the right guy in the right place at the right mo-

ment. After that, my career grew from there. Augusta National, Wilmington CC ... and my salary went up tremendously. That was nice for me and my family, but it was also beneficial to everyone in the business. A rising tide lifts all boats.

ON THE DISPARITY BETWEEN SUPERINTENDENT AND ASSISTANT SUPERINTENDENT SALARIES...

It's the superintendent's responsibility to fight for good salaries for assistants. The reason for my success was to surround myself with good people and you can't do that if you're not willing to pay them what they're worth. You gotta stick your hind-end out there and take that risk with the club to get the best people. This business is all about finding the best people!

ON THE BEST ADVICE HE EVER GOT...

Way back when, my general manager at Oakmont told me, "If you want to be successful in anything, you gotta take risks and 'pull out the stops.'" People who know me know I say that all the time but it's true. If it's worth doing, you got to go at it 100 percent and pull out all the stops.

ON THE OLD TOM MORRIS AWARD HE'LL RECEIVE IN ORLANDO AT THE GIS...

I'm still dumbfounded. That's a pretty elite group on that list. The letters and comments I've received have just been amazing. So many of the men who

worked for me over the years have gotten in touch. They're like kids to me. They're like sons. And Phyllis was like a mom to them! I'm very proud of every one of them.

ON HIS SON PAUL B. LATSHAW OF MUIRFIELD VILLAGE CC...

You should understand Paul's success is from his mother, not from me. The things that make him successful are things he learned from Phyllis. Second, it's great he's surpassed me. It was hard for him at first because of the comparison. The name may have helped a little at first, but once you get a job you have to prove yourself. That boss asks, "What are you gonna do for me now?" Well, he's done plenty.

ON THE FUTURE...

I keep preaching that supers should be more of a general manager. Those opportunities always present themselves and they need to be ready. The board may not have a true picture of what's really going on unless they're hearing from the person who runs the course. I think many superintendents are more than ready for a higher role in the management of the club. If the golf course improves, the bottom line improves.

ON HOW COMMUNICATIONS AND TECHNOLOGY IMPACT SUPERS...

I was never much of a communicator. That's my military background. There are rules, everyone knows them and they are enforced. That was simpler! It does seem technology is always going to go forward, but we've become too techy. No one wants to get their hands dirty anymore.

FINAL THOUGHTS...

I've never been a rocket scientist. Brainy I am not. If you want success, you've gotta set goals and pull out the stops. And you must have a good family life or you're not going to survive. Remember your families and always balance both sides of your life That's the key. GCI

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