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THE GREAT DIVIDER

This column is often crafted in a library. Being surrounded by books and driven people, especially on a weekend, promotes writer's flow. What might consume four weekday hours in the office takes two Saturday or Sunday hours in the library. If it weren't for a collection of well-maintained, architecturally fascinating and affordable golf public courses, libraries would rank atop my list of local happy places.

Observations and discussions at the annual Golf Course Builders Association of America summer meeting in Colorado Springs a few weeks earlier provided column fodder as I entered the Brecksville Branch of the Cuyahoga County Public Library last month. The goal was to describe the positives and negatives of seeing dozens of familiar faces at industry events such.

Before plunging into conversations, I scan the room to gauge the makeup and mood of attendees. It's not hard finding familiar faces at industry events, because 2019 attendee lists mirror 2014 versions.

I also take a calculated approach upon entering a library. Before finding a table and opening my laptop, I scan non-fiction shelves in the new arrivals section. The first book I noticed on this library visit fit my column framework: sociologist Julie M. Albright's "Left to Their Own Devices: How Digital Natives Are Reshaping the American Dream." The inside jacket proclaims: "Young people brought up with the internet, smartphones, and social media are quickly rendering old habits, values, behaviors, and norms a distant memory – creating the greatest generation gap in history."

Jackpot! That line quickly eliminated lingering fears of writer's block wrecking a splendid Saturday.

The general educational session of the GCBA meeting started with reports from a pair of allied association leaders: American Society of Golf Course Architects executive director Chad Ritterbusch and Golf Course Superintendents Association of America COO Bob Randquist. An attendee asked Ritterbusch the average age of an ASGCA member. After a playful joke, Ritterbusch revealed it to be "around 60." Without prodding, Randquist then revealed the average age of a GCSAA member to be 47, an increase of three years from the average age the association reported in 2016. The GCBA, according to its energetic executive director Justin Apel, doesn't possess similar data – yet.

Later in the day, a human resources panel discussion commenced. The moderator, one of the youngest people in the room, asked panelists about corporate phone policies. Multiple panelists said their companies ban or discourage phone usage on a construction site.

A foggy area exists. Can people building – or maintaining – golf courses share the splendor of their work with friends and followers when they aren't operating machines? Images posted on social media using smartphone cameras represent powerful recruitment tools in a tight labor market. A golf course, after all, is more scenic, inspiring and interesting than a restaurant, retail store or yard.

The superintendents I have met recently who are the most active on social media gripe less about attracting labor than colleagues who ban smartphones at work. Coincidence? Successful leaders find a middle ground between productive and destructive phone usage.

Time, money and increasing land values in urban areas are typically cited as significant threats to golf. But "the biggest generation gap in history" threatens golf more than the above.

Familiar faces who have been wonderful for the game and industry are aging. How they handle the end of their respective careers will determine whether courses, golf-centered suppliers and associations are infused with enough youth to remain viable.

Perhaps answers reside in a book, although I never made it to the opening page of "Left To Their Own Devices." I decided to check out Karen Rinaldi's "(It's Great To) Suck at Something" instead.

Young people appreciate a sense of humor and humility, right? GCI



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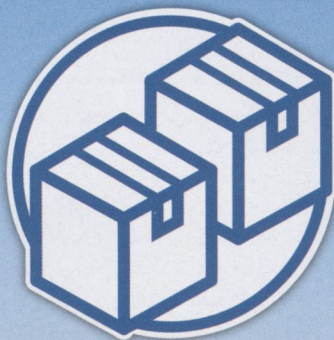
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NOTEBOOK



▲ Lake Wheeler Turfgrass Research Lab manager Marty Parish addresses NC State Turfgrass Field Day attendees.

◀ Turf managers from multiple states listen to a presentation from NC State's Dr. Travis Gannon.

CELEBRATING A BIG ONE

Guy Cipriano visits a field day in the Carolinas and learns why a little traffic can be a good thing.

An immediate sign an event is a big deal: police officers lurk on a busy road, stopping, guiding and redirecting traffic during a peak travel time. The 2019 NC State Turfgrass Field Day, held on a steamy August day at the Lake Wheeler Turfgrass Research Lab, resembled a college football game or county fair, with cars parking in a field and attendees hailing from multiple states. The show-and-tell led by NC State's talented turf team brought hundreds of vehicles (mostly trucks) to a quiet section of Raleigh.

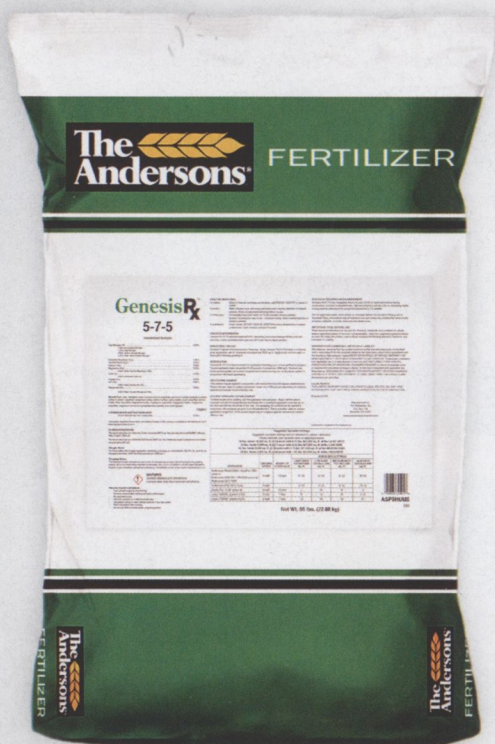
But the event proved something deeper than what results spotted on plots can reveal: effective university research requires a major commitment from industry partners. A quartet of NC State researchers and officials – associate professor Dr. Jim Kerns, associate deans Dr. Steve Lommel and Dr. Rich Bonanno, and Lake Wheeler lab manager Marty Parish – displayed gratitude in their opening remarks. With two-dozen dedicated colleagues standing in the background and more than 500 coffee-sipping attendees occupying the foreground, the quartet spoke behind a sign listing 34 companies and associations who support NC State's research efforts.

The annual field day demonstrates how resources provided by supporters are being utilized. NC State professors and researchers led presentations on 15 topics,

including disease management, deciphering glyphosate myths and the results of trials combining fraise mowing with aerification. Only the least attentive superintendents, sports turf managers and landscape professionals left Lake Wheeler without a tactic or two they could use on the job.

The presence of university leaders at a field day allow individuals who benefit from university research to communicate why turf programs are vital to the community. Although Lommel and Bonnano described triumphs within the College of Agriculture and Life Sciences, including \$50 million in grant activity and the looming opening of a \$160 million Plant Sciences building, in their field day remarks, turf

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researchers at nearly every university display concern when discussing long-range funding.

Still, optimism permeated throughout Lake Wheeler last month. The Environmental Institute for Golf's Rounds 4 Research has boosted research efforts at multiple universities, including NC State. Cameron Stephens, a research assistant funded through the program, described his work with disease management in tall fescue at the field day. Stephens also has collaborated with Kerns and Dr. Travis Gannon on research involving fungicide movement following mowing and irrigation treatments.

The more research universities such as NC State can fund, the more reason police officers will be needed at future field days. Who says a little traffic is a bad thing?

Tartan Talks No. 38

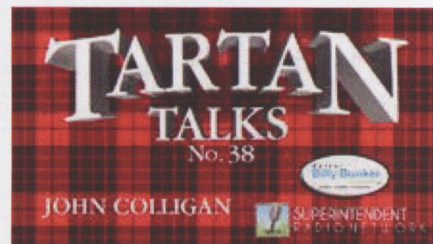


▲ Colligan

John Colligan's one-liners are as bold as the state where his golf course architecture firm, Colligan Golf Design, executes the bulk of its work.

Colligan brought Lone Star State laughs to the Tartan Talks airwaves as he discussed philosophies, recent work and relationships with superintendents in this month's episode. Along with associate Trey Kemp, Colligan strives to enhance courses for the masses.

"You can't have too pretty of a golf course," Colligan says. "I like to say the



perfect golf course is like the perfect wife or husband – easy on the eye and not too hard to get along with."

Colligan Golf Design has recently unveiled a pair of revamped and renamed municipal facilities in the Dallas-Fort Worth Metroplex: Texas Rangers Golf Club (the subject of Golf Course Industry's July cover story) and Irving Golf Club.

Looking to learn more about Colligan's work while enjoying a few late-summer laughs? Enter <http://bit.ly/JohnColligan> into your web browser to hear the podcast.

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Think — and write — like a turfhead

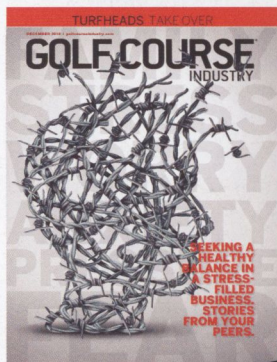
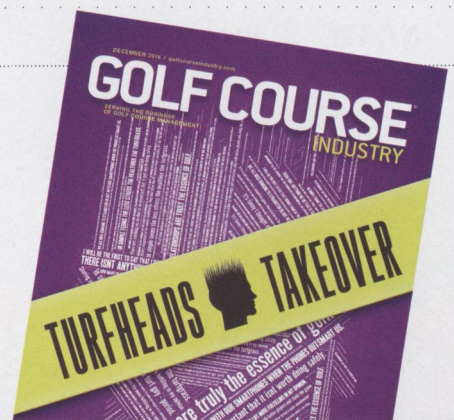
Another December, another opportunity for *Golf Course Industry* readers to motivate, inspire and inform each other.

"Turfheads Take Over" returns this December, marking the fourth straight year of the popular reader-driven extravaganza. The methodology of the issue hasn't changed since its debut: industry professionals are encouraged to write about any industry or life topic.

Last year, readers responded to the agronomic challenges encountered in many regions by submitting a personal collection of stories focusing on work-life balance. More than 40 turfheads have contributed articles in the last three years.

Contributions can range anywhere from 700 to 2,000 words. The topic is entirely your choice, and if you need writing guidance, *Golf Course Industry* editors will guide

you through the process. Submissions and applicable high-resolution photos can be sent to editor Guy Cipriano at gcipriano@gie.net. Email or call Cipriano at 216-393-0230 with questions. Deadline for submissions is Friday, Nov. 1, 2019.



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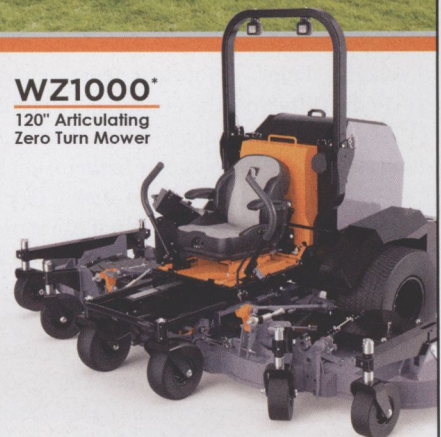
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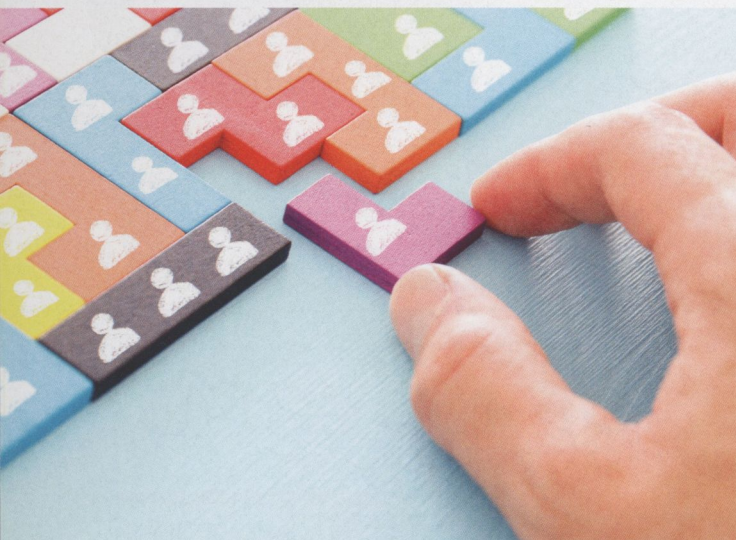


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CREATING A BETTER ENVIRONMENT FOR WORKERS ... AND POTENTIAL HIRES

This is the second of two Game Plan columns focusing on becoming an employer of choice. For more, check out our August issue.

“... **A**nd what do you do, Mike?” the guy grilling the burgers at the neighborhood barbecue asked casually.

“I’m the golf course superintendent at Laurel Lake Country Club. It’s an amazing place to work. I have a great team and my manager really appreciates the job we do. If you’re thinking about joining a club, why don’t you come out as my guest one day?”

Is that the kind of answer one of your staff members would give in a similar situation? If it is, you’re in an enviable position in this tight labor market — you’re what’s known as an “employer of choice.” Employers of choice enjoy higher retention rates, better productivity from their teams and a healthier workplace culture. What’s more, they don’t have to search as hard for top talent because the best people come to them, hoping to join their team.

So how do you create that kind of reputation for your club? It doesn’t happen overnight, but it can start with the ways in which you promote job openings. Here are five keys to positioning your club as a place where top talent wants to work:

1. Show your colors up front. Describe who you are and what your course or club represents. This description of your values and the high standards to which you hold team members is attractive

to top performers. Stating your values and the significance of the position helps prospective employees know if your club is one where they would be proud to work.

2. Describe the job benefits clearly. Benefits are an important differentiator in today’s workplace, but don’t think of them in limited terms. Beyond health insurance, sick leave and vacation days, benefits include respect, being part of a winning team, and the opportunity for continued professional learning and development. Make sure you help prospective employees understand the full range of benefits that you offer.

3. Tell what the job entails. Pay attention to the language you choose to describe the job and its responsibilities. And don’t be hesitant to describe the job in demanding terms. Top performers want jobs that challenge them and ones that matter. Describe the team that the prospective employee would join, its work ethic and its team spirit. Being a part of a great team is a strong incentive to employees who enjoy collaboration and sharing.

4. Know your competition. Being an employer of choice requires that you do your homework to know how your compensation, benefits and culture compare with the competition. In a tight job market, it’s also important to realize that your competitors include more than golf clubs and other golf operations courses. You’re also like-

ly competing with landscape companies and hospitality positions for top talent. Knowing what competitive organizations offer helps you structure benefits and comp attractively while being mindful of the budget.

5. Tell stories of valued performers. Stories of performance, customer service, overcoming adversity and teamwork give new employees insight to the organization and the culture they are part of. Think of it as a window into your team room, which allows you to describe the human components of the job that are not a part of the formal job description.

In his book, “Attracting and Retaining Talent: Becoming an Employer of Choice,” Dr. Tim Baker emphasizes the importance of standing on trustworthy values. “In plain terms, being an employer of choice means establishing a business that is a great place to work. If companies don’t genuinely act to become an employer of choice, then good employees will simply vote with their feet and move to a forward-thinking employer who offers them what they want.”

Remember the story of the janitor at the Johnson Space Center in Houston who, when asked by President John F. Kennedy about his role, said, “Mr. President, I’m part of the team that is putting a man on the moon.”

Don’t you wish that janitor worked for you? **GCI**



HENRY DELOZIER is a principal in the Global Golf Advisors consultancy. He is currently Chairman of the Board of Directors of Audubon International.



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Daconil Action 2 x 2.5 gl	16	2.0 oz	116
Heritage® Action fungicide 6 x 1 lb	4	0.4 oz	22
Primo Maxx® PGR LinkPak 10 gl	1	Rates & Frequency vary	
Velista 6 x 22 oz	4	0.5 oz	24
California Mill Assessment Price: \$22,912.75			



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A woman with short brown hair, wearing a dark blue polo shirt and khaki pants, stands on a grassy golf course. She has her hands on her hips and is holding a walkie-talkie in her right hand. The background features a line of trees under a cloudy sky.

Super Ambassador

A mother of three – and a proud grandmother – Army veteran **Jennifer Torres** proves it's never too late to give turf a try.

By **Rick Woelfel**
Photos **Parikha Mehta**



located just north of Philadelphia, Makefield Highlands Golf Club is renowned as one of the premier daily-fee facilities in Pennsylvania. Earlier this year, it hosted a U.S. Open local qualifier.

For seven years now, Jennifer Torres has made the club her professional home. She's currently in her fourth season as the head superintendent.

Torres took an indirect route to get here. The road she traveled featured several detours. She was nearly 30 years old before she enrolled in the two-year turf management program at Rutgers University. But her passion for working the land was ingrained in her as a young girl. She grew up on a dairy farm near Corning, N.Y., one of four children, three of them girls.

"Growing up on a farm I was not so much a Momma's girl, I was a Daddy's girl," she says. "I was out with him all the time. We played sports after school, but we made sure all our chores were done before we could play."

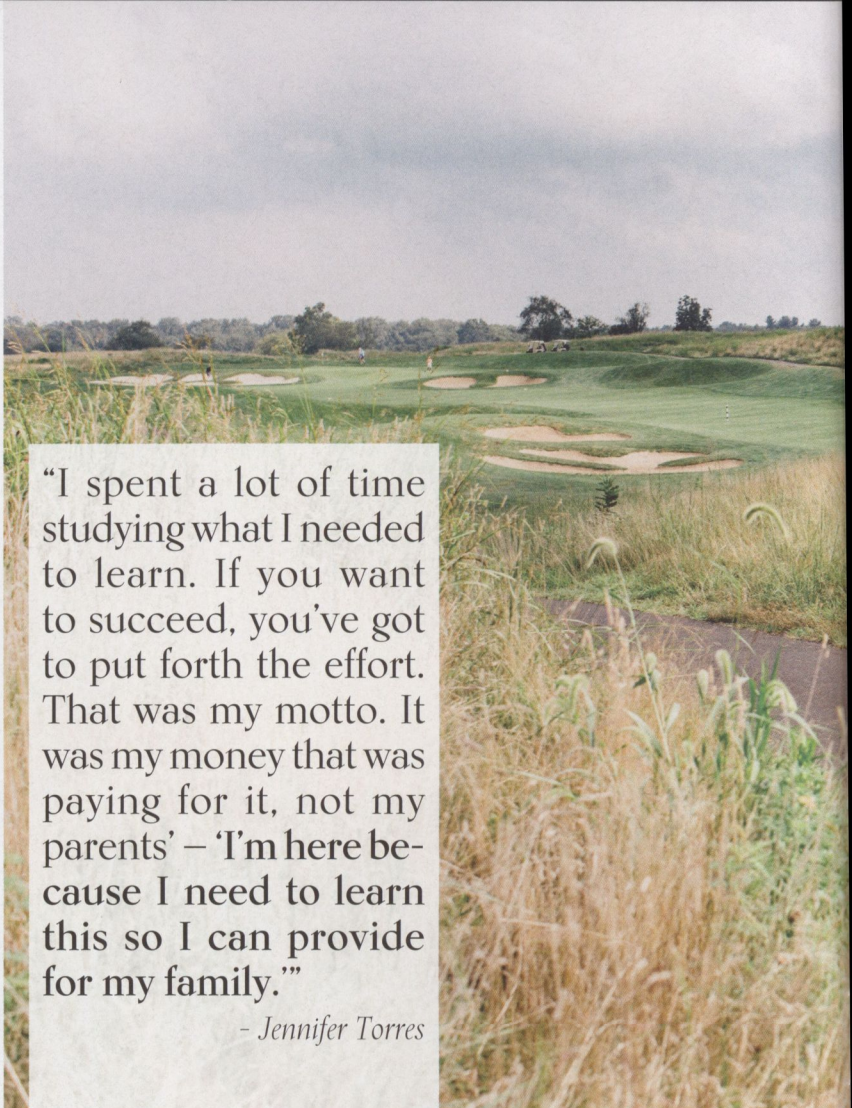
Torres was a three-sport athlete in high school, competing in soccer, volleyball and softball, which was her best sport. There was an open field at the bottom of the family driveway where she would throw pitches to a tire every morning before leaving for school. Over the course of her high school career, she pitched, caught, played shortstop and the outfield.

Torres later played softball in the Army, where she served four years after high school working as a mobile subscriber equipment operator and achieving the rank of E4. She also had her first child, a daughter.

Following her discharge, Torres returned to Corning and worked as a service technician for Time Warner Cable before her husband, Ricardo, got a civilian job at Fort Dix in New Jersey. Following the move, she took a job driving a tractor at Fountain Green Golf Course on the base. Eventually her boss, John Huda, the superintendent, suggested she apply to Rutgers.

"He noticed that I really enjoyed just going out and doing the job," Torres says, "and paying attention to the details that needed to be done. I loved striping fairways and mowing greens and everything. He took me aside and said 'Do you know about Rutgers? It's right up the road.'"

Torres acquired a detail-driven mindset, which is common among successful superintendents, at an



"I spent a lot of time studying what I needed to learn. If you want to succeed, you've got to put forth the effort. That was my motto. It was my money that was paying for it, not my parents' – 'I'm here because I need to learn this so I can provide for my family.'"

– Jennifer Torres

early age. "I'm a little OCD," she says with a laugh. "When my dad needed to go get something, it had better be back in the place where he put it down, so you better learn to put everything back where it was."

Upon learning that her G.I. Bill funds could be applied to the program, Torres, who by this time was the mother of three (today she also is the proud grandmother of one), submitted her application and enrolled at Rutgers in 2004. The program features a pair of 10-week semesters wrapped around an internship that lasts up to nine months.

Torres soon found herself totally immersed in the program. "It's intense," Torres says. "It's very challenging. The guys in my class (of about 40) would laugh at me and say, 'You need to come out (for a beverage) with us.' I would

say 'I've got to go home and study.'

"I spent a lot of time studying what I needed to learn. If you want to succeed, you've got to put forth the effort. That was my motto. It was my money that was paying for it, not my parents' – 'I'm here because I need to learn this so I can provide for my family.' I think that made a little bit of a difference. I was there because I wanted a career, and I needed to take care of my family."

When she enrolled at Rutgers, her family included three children, ages 11, 7 and 5. The support of Ricardo has been a constant throughout her career. While Torres works daytime hours, Ricardo works an evening shift. The couple has been married for 21 years. "It's phenomenal to have



that support,” she says. “To be assured that when you go to work, everything at home will be taken care of. ... He’s got my back.”

Torres says she felt totally accepted at Rutgers and never felt singled out because of her age or because she was the only woman in her class. But having never worked in the turf industry meant she was playing career catch-up.

To accelerate the learning process, Torres spent time between semesters interning at Rutgers, working with the university’s computer network while also continuing to work at Fountain Green. She took advantage of the opportunities she had to interact with, question and learn from her instructors.

“It made me a lot more comfortable at a time when (my fellow students) weren’t really there,” she says. “If I had a question that maybe

I wasn’t comfortable asking in front of everybody else, I had to go up to the professors and say ‘Hey, I don’t understand this,’ or ‘Why do you do this?’ Oftentimes, when I did that, when the class started, he would start with my question. It was like ‘If you’re not getting it, then there’s probably somebody else in the class that’s not getting it.’”

PUTTING PASSION INTO PRACTICE

Torres earned her degree from Rutgers in November 2006, graduating with high honors. By that time, she was working as an assistant superintendent at Indian Springs in Marlton, N.J., under Mark Peterson. She stayed for five years until her position was eliminated in the fall of 2011.

The following June, she was re-

united with Peterson, who by this time was and remains the director of agronomy for Spirit Golf, which manages Makefield Highlands for Lower Makefield Township, the municipality that owns the club. He hired Torres as the assistant superintendent and she’s been there ever since. She was named the head superintendent in March 2016.

The golf course Torres maintains is the work of architect Rick Jacobson. The links-style design opened for play in 2004 and spans 115 acres, maxing out at 7,058 yards. It features bentgrass greens, fairways, and tees, with a smattering of *Poa annua*. Torres and her staff, which peaks at around a dozen at the height of the season, work to match the conditions of a private club as closely as possible. “A lot of the stuff we’re doing is similar to what they are doing at the high-end clubs,” Torres says, “because (management) wants to offer that private feel at a public course. That’s kind of the model.”

Torres notes that ownership provides her team with abundant resources, but she stresses the importance of making the most of those resources. “The budget is set up so that we can do what needs to be done,” she says. “Of course, we don’t mow every day, we’ll mow (the greens) every other day and then roll every other day. We triplex the greens rather than walk mow. Fairways, we mow half-and-half just because there are 34 acres of fairways and if we try to stripe them, it takes a lot longer. There are little things that we do to try to (save) time.”

After seven years on the job, Torres is familiar with nuances and microclimates of the property. “We’ve learned (the greens) that need a little extra love and care and we’ll go out and hand water those,” she says. “We’ve trained the crew how to do that. With the number of years I have here, we’ve learned

the areas that need a little coaxing throughout the season.”

When it comes to fungicides, she sprays greens every 14 days, and tees and fairways every 28 days. She'll also utilize a soil amendment, sometimes in conjunction with a fungicide application, sometimes separately. Like any responsible superintendent, Torres works to get the maximum value out of her chemical budget.

“Last year we got a new sprayer,” she says. “It has a GPS unit set up on it. We're only spraying where we need to now, so hopefully we'll see a reduction in pesticide usage and fungicide usage.” When it comes to disease/pest issues, Torres contends regularly with dollar spot and the annual bluegrass weevil.



▲ Jennifer Torres has balanced raising three children, including oldest daughter Kayla, with the demands of a turf management career.

Makefield Highlands is a busy place. The club is open year-round, save for occasions when the ground is snow-covered, and the course averages 40,000 annual rounds depending on the weather. The

club has been certified and recertified by the Audubon Cooperative Sanctuary Program.

Peterson says Torres strives to give members and customers the best experience possible. “Her

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passion has made her what she is," Peterson says, "her passion to excel at what she does."

As Torres's responsibilities have grown, her husband Ricardo's support has remained steadfast. "My husband has come to understand that there are no summer vacations," she says. "We plan our vacations in the wintertime. We may take a weekend or so away during the summer if I can get away, but he understands that the weather dictates what I do in this business. He's always been there to support me. He's there for our kids if I can't be. When I'm not there, he's there."

All three of Torres's children, daughters Kayla, now not quite 25, and Cheyenne, approaching 21, and son Ricardo Jr., 19, have worked for their mother at one time or another.

Ricardo Jr. started coming to work with her before he reached his teens. He's officially been on the payroll for three years now and is considering a career in the turf industry. He's been taking classes online from the University of Georgia. Ricardo has literally grown up in the business. He was a toddler when his mother enrolled at Rutgers. On the day *Golf Course Industry* visited Makefield Highlands, he was part of a bunker crew. "I pretty much just went to work with her and pretty much liked it from then on," he says.

Ricardo adds he's gained a new perspective on the industry in the wake of his hands-on involvement in it. "There's a lot more en-

vironmental stuff that goes into it," he says, "and my mom really pushes that a lot. I don't think you see that quite as much when you're learning about it, but it's more so when you're in the field, hands on. Mom is the boss, definitely. She pushes me to work hard for what I want."

How does Torres feel about the possibility of Ricardo Jr. following her career path? "It makes me proud to see that maybe the tradition is going to continue, that he has a passion for something," she says. "He doesn't have to do it just because Mom does it. Because if that's the reason you're going to do it, you're not going to last in the business very long. You really have to love what you do."

INDUSTRY AMBASSADOR AND ADVOCATE

For the past two years, Torres and Ricardo Jr. have attended National Golf Day in Washington, D.C., a new ritual. Torres was named a GCSAA Grassroots Ambassador in the summer of 2017. This year, they were featured in a video shown at a training session marking the event's official launch. "For those that don't know me, they know me now," she says with a chuckle.

The duo participated with approximately 150 other volunteers in a national community service project, cleaning up flood-related debris from along the Potomac River. Torres and her son also joined other National Golf Day delegates

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from Pennsylvania and New Jersey and called on a half-dozen federal lawmakers. “I took the lead on environmental issues,” Torres says.

One key objective was realized last December when President Donald Trump signed the Agricultural Improvement Act of 2018, an omnibus farm bill, into law. The next step for her industry, Torres says, is to see to it that funds are allocated from the bill for turfgrass research.

The opportunity to interact with politicians provides a source of immense professional satisfaction for Torres. “I’m helping represent all of us as a whole, because not everybody gets a chance to go do those type of things, especially when it’s first of May and the season is starting to rock and roll,” she says.

“I am very fortunate and being able to walk in there and talk to these Congressmen and Senators and kind of explain to them that we are educated people, we have to take special tests in order to keep our state licenses. If we didn’t love the environment, we certainly wouldn’t be doing what we do. It’s an honor to go down there and represent my peers and try to (clear up) some of the myths that we’re seeing, especially now with

the Roundup issue that’s going on.

“There are certain chemicals that we need to have in our toolbox, but we use them in a way that is smart and we get educational advice from universities. You’re always learning in this industry. It’s not that we go out there and just throw anything down.”

Torres got a late start in the turf industry, but she is more than making up for lost time. She was recently named to the Golf Course Superintendents Association of New Jersey’s board of directors. For anyone working in the turf industry, she exemplifies what is possible. But for women in the field, her accomplishments are especially meaningful.

“I’m happy that I can be that role model they look at and give them that opportunity to realize that being a woman doesn’t stop you from doing anything,” she says. “We can do anything if we put our minds to it.”

Torres believes she’s following in the footsteps of women who came before her, inside and outside of the turf industry. She seeks to leave a path of her own for other women to follow.

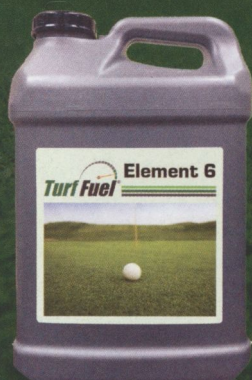
“Just like the women that came before me that fought so hard for our right to vote and everything,” she says. “I hope that I am blazing a trail for other young women, or older women that love to do stuff outside and maybe open the doors to an industry that has welcomed us. I’ve never felt like I didn’t belong with the guys. I never felt like the girl on the outside.” **GCI**

Rick Woelfel is a Philadelphia-based writer and frequent GCI contributor.

▼ Jennifer Torres has worked as the superintendent at Makefield Heights, a busy daily-fee course in the Philadelphia suburbs, since 2016.



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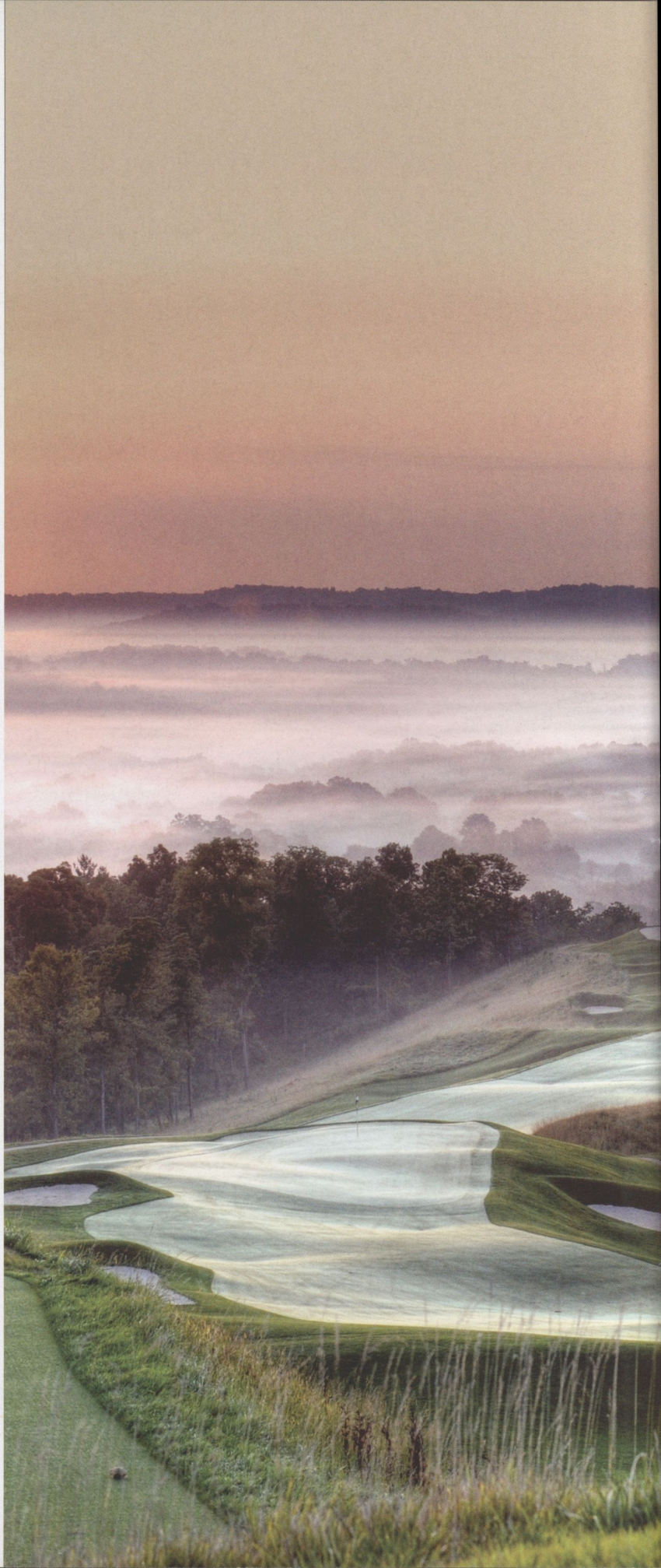
DONALD AND DYE

Presenting courses as a pair of Hall of Fame architects intended requires the French Lick Resort team to demonstrate contrasting maintenance mindsets.

By **Judd Spicer**

Contrasting in form, feel, lay and land, the Donald Ross and Pete Dye Courses at historic French Lick Resort make for a unique pair of playing partners. The unlikely bedfellows represent French Lick as the only locale in the world boasting designs by the two generational legends.

“And the only resort or property with two World Golf Hall of Fame architects,” French Lick Resort director of golf Dave Harner says. “The best of the classic era, and the best of the modern era. Sure, there will always be debates about the best designer now, but if you look at Pete’s record and his courses and the rankings – then a





The Pete Dye Course is one of two courses designed by legendary architects at French Lick Resort in southern Indiana.

strong case can be made for Pete.”

Opened in 1917 amid the popularity of the burgeoning Midwest resort destination as “The Hill Course,” the Ross design would host the PGA Championship just seven years later, won by Walter Hagen.

Nearly a century removed from its opening, as part of a \$600 million renovation of the resort, the Hill enjoyed an eponymous rename,

instant classic for its grand vision and verdant setting, the course hosted the Senior PGA Championship in 2015, and is the annual home to the Senior LPGA Championship.

A TALE OF TWO PLAYS

While akin in stature and ranking recognition, the Dye and Ross share little else in common.

Like many if not most of the ap-

tipping-out at (gulp) 8,102 yards (not that many spike marks are found back there). Appropriate driving lines from boxes are continually critical for placement (hence the required forecaddie), lest the player seeks swings of the acrobatic variety from playable, albeit dramatically slanted rough or amid the “volcano” style bunkering. The contrasting styles of era are augmented by different

grasses, a dichotomy that sees a name difference in putting the biscuit in the basket.

“Pete’s greens aren’t as severe as over the Ross, but they’re a lot faster, and that’s by necessity,” Harner says. “Some of the Ross greens have seven or eight feet of fall from tier-to-tier, back-to-front or side-to-side. If you put those things running at a 12? You could drop the ball, and it’ll roll off the putting surface. And, being an old golf



▲ The Donald Ross Course at French Lick Resort opened in 1917.

along with a thorough restoration by Lee Schmidt (with assistance from the Donald Ross Society) to bring the classic track back to its original design intentions. Today, the course annually tests the women’s up-and-comers as the home of the Symetra Tour’s Donald Ross Classic each July.

The Pete Dye Course, boldly situated on Mt. Airie (reputed as the second-highest point in the state) debuted in 2009 as the 21st of 22 course designs in the architect’s adopted home state. Considered by many an

proximately 400 domestic designs or redesigns bearing his name, the Ross has stood the test of playable time. Aided by the \$5 million restoration in 2005, the Golden Age course finds its name defense, definition and demand in highly strategic green complexes. At French Lick, the test is furthered by deep-faced bunkering and naturally undulating fairways resulting in a flow of hilly lies.

On the Dye, the designer’s penal penchant is amply in play across 330 acres of course, which sees the card

course, you’re going to have the *Poa* in the greens, and you’ll always have some. That’s always a challenge early in the spring and, yeah, it can get a bit bumpy in the afternoons, but we work to combat that with a growth retardant to try and knock back the seed heads.”

The creation of the Dye – resulting in three million cubic yards of movement, according to Harner – is itself the stuff of design legend.

“Pete and I walked the property early on, and the first thing he told me was that we couldn’t build a

“

THESE COURSES ARE TWO TOTALLY DIFFERENT ANIMALS. BUT I'M USED TO THIS ANIMAL. I WOULDN'T WANT HIS JOB, AND I DON'T THINK HE'D WANT MINE.”

– Brett Fleck

course here – it was too severe,” Harner says. “Then he came back – he had gotten ahold of an old topo map from the 1940s – and he played a connect-the-dots. He picked the 36 highest points and connected all the tees and greens.

“We walked it again along those spots and saw all the unrestricted views,” he adds. “And then we went to a local restaurant, he drew the thing on a cocktail napkin and said, ‘Here’s your golf course.’ And that napkin is all we got. You can see it in the pro shop.”

CARING FOR ERAS

Though the two courses play under the umbrella of French Lick Resort, the work of the course superintendents may as well be as far apart as the respective course debuts.

“Pete moved the earth to build that golf course, and here, they worked around the land,” says Brett Fleck, golf course superintendent at The Donald Ross Course, which sports a spread of 135 acres, about 75 of which are maintained.

Coloring the image further, Harner says: “When Ross was hired to design the course, he and the owner jumped on horses and rode through the country until Ross found a piece of ground that he wanted to build a golf course on.”

Save for the exterior routing of native grasses, the two courses see little comparison in daily aesthetics, though the peripheral heather is itself a contrast of

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Please read this entire Notice carefully. Settlements of the lawsuit may affect your rights.

Settlements have been reached in a lawsuit pending in the United States District Court for the District of New Jersey (the “Court”) against the following Defendants: General Chemical Corporation, General Chemical Performance Products, LLC, General Chemical LLC, GenTek Inc., Chemtrade Logistics Income Fund, Chemtrade Logistics Inc., Chemtrade Chemicals Corporation, Chemtrade Chemicals US, LLC, Chemtrade Solutions, LLC, C&S Chemicals, Inc., USALCO, LLC, Kemira Chemicals, Inc., Southern Ionics Incorporated, GEO Specialty Chemicals, Inc., Frank A. Reichl, Vincent J. Opalewski, Alexis Palvlos Avraamides, Amita Gupta, Milton Sundbeck, Kenneth A. Ghazey, Brian C. Steppig, American Securities LLC, Matthew Lebaron, and Scott Wolff. Plaintiffs in the lawsuit claim that Defendants hurt competition and violated state antitrust, consumer protection, and other laws by allocating customers and markets and fixing the price of Liquid Aluminum Sulfate (“Alum”), thereby causing indirect purchasers to pay too much for Alum. Defendants deny any wrongdoing.

Settlements have been reached with Defendant Kemira Chemicals Inc. and its current and former, direct and indirect parents, subsidiaries, affiliates, insurers, directors, officers, shareholders, and employees (collectively, the “Kemira Settling Defendants”), with Defendants General Chemical Corporation, General Chemical Performance Products, LLC, General Chemical LLC, GenTek Inc., Chemtrade Logistics Income Fund, Chemtrade Logistics Inc., Chemtrade Chemicals Corporation, Chemtrade Chemicals US, LLC, Chemtrade Solutions, LLC, and their current and former, direct and indirect parents, subsidiaries, affiliates, insurers, directors, officers, shareholders, and employees, including Frank A. Reichl, Vincent J. Opalewski, Alexis Palvlos Avraamides, Amita Gupta, Matthew Lebaron, and Scott Wolff (collectively, the “Chemtrade Settling Defendants”), with Defendants Southern Ionics Incorporated and its current and former, direct and indirect parents, subsidiaries, affiliates, insurers, directors, officers, shareholders, and employees, and Milton Sundbeck (the “Southern Settling Defendants”), with USALCO LLC, and its current and former, direct and indirect parents, subsidiaries, affiliates, insurers, directors, officers, shareholders, and employees (the “USALCO Settling Defendants”), with American Securities LLC, and its current and former, direct and indirect parents, subsidiaries, affiliates, insurers, directors, officers, shareholders, and employees (the “American Securities Settling Defendants”), and with C&S Chemicals, Inc. and its current and former, direct and indirect parents, subsidiaries, affiliates, insurers, directors, officers, shareholders, and employees (“C&S Chemical Settling Defendants”) (collectively, the “Settling Defendants”).

WHO IS INCLUDED IN THE CLASS? The Indirect Purchaser Settlement Classes consist of all persons or entities in AL, AR, AZ, CA, CO, DC, FL, HI, IL, IA, KS, ME, MA, MI, MN, MS, NE, NV, NH, NM, NY, NC, ND, OR, PR, RI, SC, SD, TN, UT, VT, WV, and WI that purchased Alum, not for resale, which was manufactured, produced, or supplied by Defendants or their unnamed co-conspirators from January 1, 1997, through February 28, 2011. Excluded from the Class are Defendants, co-conspirators, and their respective parents, subsidiaries, and affiliates.

WHAT DO THE SETTLEMENTS PROVIDE? The Kemira Settling Defendants agreed to pay into an Escrow Account the sum of \$2,350,000, the Chemtrade Settling Defendants agreed to pay the sum of \$14,000,000, the Southern Settling Defendants agreed to pay the sum of \$5,000,000, the American Securities Settling Defendants agreed to pay the sum of \$2,200,000, the USALCO Settling Defendants agreed to pay the sum of \$5,000,000, and the C&S Chemicals Settling Defendants agreed to pay the principal amount of \$700,000 plus interest (collectively, the “Settlement Funds”). In addition, the Kemira Settling Defendants, the Chemtrade Settling Defendants, and the Southern Settling Defendants each agreed to provide certain nonmonetary assistance to Indirect Purchaser Plaintiffs.

At this time, Interim IPP Lead Counsel will seek an award of attorneys’ fees in the amount of 33 1/3% of the Settlement Funds, plus reimbursement of certain of their out-of-pocket expenses incurred so far in this litigation and not already reimbursed, including expert witness expenses incurred to date, as well as service awards for the class representatives of up to \$25,000 each from the Settlement Funds in recognition of their efforts to date on behalf of the Classes.

HOW DO I RECEIVE A PAYMENT FROM THE SETTLEMENTS? You must submit a Claim Form postmarked no later than February 15, 2020. The Claim Form and instructions on how to submit it are available at www.LiquidAluminumSulfate.com or by calling 1-866-217-4455.

WHAT ARE YOUR OPTIONS? If you wish to remain an Indirect Purchaser Settlement Class Member, you need not take any action at this time. You will give up your right to sue the Settling Defendants for the claims that the Settlements with them will resolve. If you want to keep the right to sue or continue to sue some or all of the Settling Defendants about the legal issues in this case, then you must exclude yourself from some or all of the Indirect Purchaser Settlement Classes. **If you exclude yourself from any of the Indirect Purchaser Settlement Classes, you will not get any payment from the Settlements for such classes.** To exclude yourself from some or all of the Settlements, you must send a letter to the Settlement Administrator, postmarked no later than October 7, 2019. You may also comment on or object to some or all of the proposed Settlements. Your objections must be filed no later than October 7, 2019. Details on how to request exclusion, to comment, or to object to some or all of the Settlements are available on the Settlements’ website, www.LiquidAluminumSulfate.com.

WHO REPRESENTS ME? The Court appointed Jay B. Shapiro of Stearns Weaver Miller Weissler Alhadeff & Sitterson, P.A. and Marvin A. Miller of Miller Law LLC as Interim IPP Lead Counsel to represent the Indirect Purchaser Settlement Classes on an interim basis and for purposes of the Settlements. If you want to be represented by your own lawyer, you may hire one at your own expense.

The Court will hold a final fairness hearing to decide whether to approve the terms of the Settlements at 2:00 p.m. on November 7, 2019, at the Martin Luther King, Jr. Building & U.S. Courthouse, 50 Walnut Street, Room MLK 4A, Newark, New Jersey 07101. If there are objections, the Court will consider them but may still approve the Settlements. You may appear at the hearing, but you are not required to do so. The hearing may be rescheduled without notice to the Class, so if you plan to attend, please periodically check the Settlements’ website for any updates.

This Notice is only a summary. For more information and updates on the status of the lawsuit, please visit www.LiquidAluminumSulfate.com or call 1-866-217-4455.

different playing philosophies.

"If you hit a ball in the native grasses here, don't waste your time walking in there," Fleck says. "But at the Dye, their goal is to enable the player to have more room, find that ball off the fairway and try to play it."

From one super to another, the Dye and Ross are no twin sisters.

"It's hard to compare the two," Fleck adds. "I mean, the Dye fairways are sand-based, so they're doing stuff like using wetting agents, which I don't have to do. I've got the heavy soils, and we're trying to get the water to move through 'em, and they're trying to get water to hold."

Grass varieties further denote key differences.

"Here, we're completely different grass types, with Bluegrass Bermuda fairways, while they've got bent," Fleck says. "Their greens are sand-based, push-up USGA greens; we're still dealing with 100-plus-year-old greens and native soils. Being open over a century, we've got all kinds of different grasses growing; just in the rough, we've got *Poa*, Bermuda, fescue, rye – you name it, the variety is in there."

Furthering Dye's local influence, homespun flavor on his namesake is found via the superintendent Russ Apple, a native of the area who worked at the Ross during high school before his turf degree at Purdue University led to his big break. Reputedly hand-picked by Dye to get the gig, Apple shakes his head when reflecting back on his hire in '07.

"Basically, the first six holes were seeded, but everything else was still dirt. So, it was chaos," Apple laughs. "When Dave (Harner) brought me up here, he said, 'Seven days a week, daylight to dark, no more money. Take it or leave it right now.' You don't walk up here, get told that and think it's gonna be easy work. You need to plan for a long road – but it's been a good road."

The massive task of working the dramatic setting is peppered with

provincial pride, as the vast wealth of Apple's hires in subsequent years have seen the superintendent bring on numerous area employees, most of whom were new to the industry. Said ideology is enhanced by a philosophy of humility.

"I like to keep things as simple as you can agronomically, but get the best conditions as possible," Apple adds. "You can't charge what we do and have bad turf, well, anywhere."

Well-versed that golfers of all levels are wont to miss fairways, a Turf-type tall fescue proves a key course condition.

"If we mowed it any tighter, it can thin-up and get diseases," Apple says of rough that has a helpful habit of propping up balls askew of fairways. "And it's got to be cut as fair as possible, because many of the stances in the rough will find a baseball swing."

The theater of elevations off-fairways is not a task for the timid.

"You can't just take any person on a machine out there and mow," Apple continues. "I've been around enough to know that there are challenges we deal with on a daily basis that a lotta people don't."

Such challenges found an earnest task with landslide concerns in 2012.

"We came out of winter and what was then our ninth hole – now our 18th – and we saw, like, a fracture on the green," Apple says. "The irrigation was starting to pull apart and, over two years, the right half of the green just kept slowly sinking. By the time we made the decision to change the green, the one side was over three feet lower."

Dye came back in to redesign the key change with little time to spare. "We lowered the green by about 12 feet," Apple says, "and did it in the winter because we had the Big Ten Championship coming back in April."

Separate but equal in generational caliber, the two courses – and the men who man them – each beat with a heartland soul across their respective soils.

Not that the two superintendents have any intent in trading places.

"These courses are two totally different animals," says Fleck with an easy grin. "But I'm used to this animal. I wouldn't want his job, and I don't think he'd want mine." **GCI**

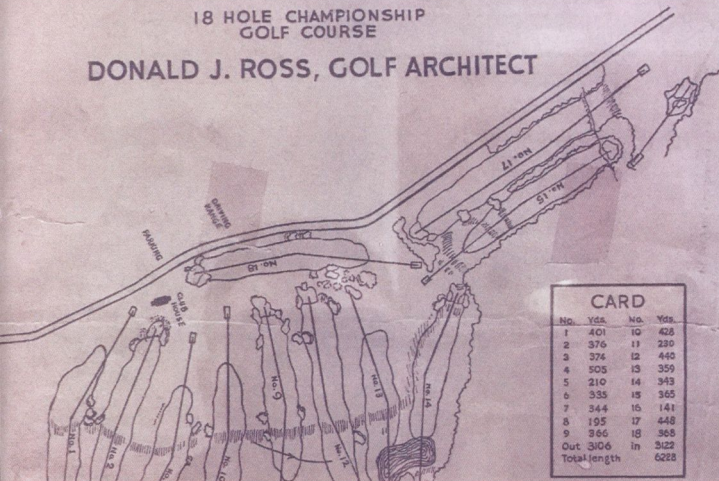
► Volcano bunkering presents maintenance challenges on The Pete Dye Course at French Lick Resort.



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CURATING A CLASSIC

One month after becoming the golf course superintendent of Carolina Golf Club in 2005, we hosted the North Carolina Junior Boys Championship. The event was won by a young man from Fayetteville named David Chung. David would go on to play collegiately at Stanford University and was the runner-up to Peter Uihlein in the 2010 U.S. Amateur contested at Chambers Bay, but I digress.

There was a moment away from the golf course during that tournament I'll never forget. My assistant and I were waiting by the snack bar window for our lunch orders when the father of one of the contestants complimented us on the course conditions. After learning I was the new superintendent and recently relocated from Virginia, he asked, "You ever work on a Donald Ross golf course before?" I stated no to which he replied, "Different, isn't it!"

My assistant and I enjoyed a good chuckle as we walked away. What in the heck did he mean by that? It's not like the greens are where the tees should be and vice versa. An 18-hole golf course is like any other 18-hole golf course, right?

Looking back, I believe I had played only two courses designed by Donald Ross prior to my arrival at Carolina — the Old Course at The Homestead in Hot Springs, Va., and Ridgefields Country Club in Kingsport, Tenn. A quick search of the Donald Ross Society website only lists about a dozen in Virginia, most near Richmond and points north and east. I grew up in the portion of Virginia that's almost in Tennessee or Kentucky. I am a late bloomer when it comes to Donald Ross and classic golf course architecture.

When I was hired on at Carolina, we were embarking on a four-year, four-phase Master Plan. Two new holes were constructed

on recently acquired adjacent property. We then converted two parallel par 4s into our driving range and practice facility. In 2008, we completed the restoration of the remaining 16 holes, which included new tees, greens, bunkers, irrigation and pump station, and replanting of fairways and rough. The project took 11 months.

Our architect for the master plan was Kris Spence from Greensboro, N.C. Kris is a former course superintendent with an artistic talent for bringing Ross features back to life. Wanting to help me and other club leaders better understand what to expect from phase four, he suggested we travel and experience other recently restored Ross courses in North Carolina, including Mimosa Hills in Morganton and Sedgefield Country Club in Greensboro (home to the PGA Tour's Wyndham Championship).

As this process was playing out, I received an email one evening from the president of the Donald Ross Society stating I was being named an honorary member. My club's president supplied them with my name and information. I received a certificate in July 2007 that still hangs in my office and reads, "In recognition of a commitment to golf's earliest traditions and the preservation of classic golf course architecture".

There is something about those words that resonated. One doesn't need to be a history nerd in order to be a fine agronomist and superintendent. But I do think being a golf course superintendent is

not too dissimilar from being a museum curator. We are entrusted to care for and preserve the course at its highest level, regardless of whether it was designed by Seth Raynor or Tommy Raynor.

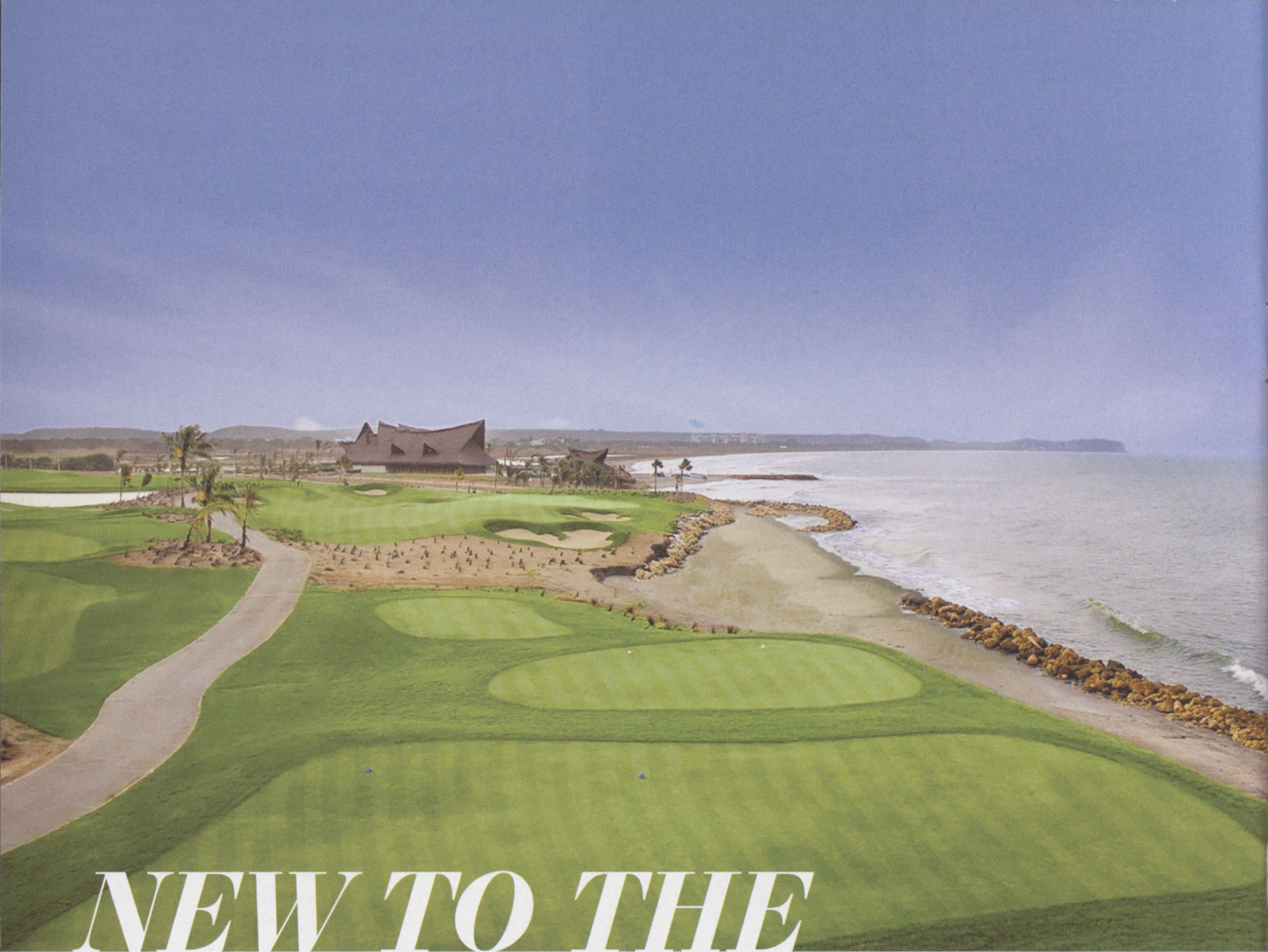
Recently, I ruffled a few feathers when I answered a question on Twitter about the most overrated golf course I had played. I didn't name a course but said, "it was probably one designed by Tom Fazio." Look, beauty is in the eye of the beholder and taste in golf courses is like that of automobiles or even golf course equipment. Some people like Chevy and others prefer Ford, some like Toro and others prefer Jacobsen or John Deere. It's like that old saying about blondes and brunettes, which is why I married a redhead!

It doesn't matter whether you appreciate the classics such as Ross, Tillinghast, Mackenzie and Raynor, or you find the more modern and penal nature of design by Robert Trent Jones Sr. and Pete Dye more to your liking. What's important is you recognize our connection to their creation and our role in preserving and enhancing it for the enjoyment of our members, guests and/or patrons.

So, back to that day in 2005. It took me a while to understand, but I know now what he meant. Donald Ross is credited with the design of nearly 50 courses in North Carolina and his impact in our state cannot be understated. It is different and I thank my lucky stars every day for the privilege of caring for a piece of history. GCI



MATTHEW WHARTON, CGCS, MG, is the superintendent at Carolina Golf Club in Charlotte, N.C., and President of the Carolinas GCSA. Follow him on Twitter @CGCGreenkeeper.



NEW TO THE DESTINATION TURF GAME

By **Judd Spicer**

Creating elite courses and conditions comes with a steep learning curve in a South American nation using golf to boost its reputation.

Thrust upon the global stage in 2016 with golf's return to the Olympic Games for the first time since 1904, the continent of South America continues to evidence a degree of continuing education across the game's international fairways.

Yet, swing by swing, a host of Latin American nations are undoubtedly on the move up the game's worldly food chain.

In Colombia, a coalescence of modern golf interest began – like much of the globe – with Tiger Woods' rise to domination. The success of Medellin-born Camillo Villegas saw Colombians' passion ensue, before the debut of PGA Tour

Latinoamerica in 2012 – coupled with a host of Web.com Tour events held across South America – found the nation further embracing the Gentleman's Game.

Akin to, say, much of Mexico, golf is still a sport for the affluent in Colombia, and the proletariat remain more closely connected to soccer and baseball.

But as Colombia works aggressively to move away from its dated reputation as the nation of Narcos, a stated increase in infrastructure and tourism has paved a graduating interest, education and participation across the country's fairways.

◀ The TPC Cartagena team has managed to produce elite conditions despite the challenges of operating a course in Colombia.

Debuted in 2012, Colombia's TPC Cartagena at Karibana from Nicklaus Design is the only South American track in the well-reputed TPC network. A lush, lake-heavy and well-forested play across its front side, the grounds' latter nine presents the more alluring aesthetic of several beachfront holes.

Host to Web.com events in 2015 and 2016, the course enjoyed the completion of the on-site Conrad Cartagena resort at the close of 2017.

And though the forested grounds along the Caribbean Sea play with championship flair, the learning curve comes with its costs – via both capital and culture.

"The biggest challenge for us is that, here, golf is not yet as popular as it is in the United States," says Juan Felipe Raigoza, director of golf and head professional at TPC Cartagena at Karibana. "Golf here is played at mostly private clubs; it makes access tough for everybody, and is still considered expensive for those who are club members."

For course operators, the expenses see pesos escape the purse for just about everything golf-related.

"It's expensive for us to have to import everything from the U.S.," Raigoza adds. "It's tough. It's everything: clubs, balls, hats, shirts – anything golf-related, we get from the U.S. And even for companies that have distributors down here, we still spend more. Let's say a driver costs \$500. Getting it down here still involves tax – and our tax is 19 percent – plus there are duties."

And for on-course equipment?

"Same goes for machinery – there's a big tax on it," Raigoza says. "Maybe upwards of paying 60 percent more when all is said and done."

While Colombian golf costs are mitigated via manpower, such savings have their own leveling of the

pay scales.

"Here, most of our staff has learned about golf from scratch," Raigoza says. "The labor in the U.S. is probably more qualified labor. You've got a lot of courses, a lot of golf exposure and to golf courses and golf course maintenance. You can study course maintenance there. Down here, the labor is way, way cheaper, but it's not as qualified as you'll get in the U.S. We have about 50 courses in our country, so that's not too much for a labor force to draw employees who are very familiar with the game."

Sporting tee-to-green paspalum (save for spots of zoysiagrass around its myriad lakes) conditions are seasonally reliant on nature's hand. "Being near the ocean, of course, salt is always a problem, so we rely on rainwater to wash things out," Raigoza says. "It makes maintenance tough during our dry season" – typically from January to March.

Proximity to the equator and its seaside setting make for additional challenges for staff, grass and TPC guest expectations alike. "Environmentally, the heat here, the humidity, also makes it a tough job to work outside," Raigoza adds.

Working indoors requires additional education to be on par with resort guest and golf experience.

"When the hotel opened, Juan came over twice to provide the staff a few classes about the terms, the play and how golfers talk," says Jairo Cuesta, marketing and communications manager at Conrad Cartagena. "It's been very useful for us, from the servers to the marketing department to be able to better relate to our guests."

For native Cartagenans like Cuesta, the city's burgeoning golf and resort business proves a welcome addition to the economy of opportunity.

"In Cartagena, the addition of the hotel to the course has seen this all grow up," Cuesta says. "The golf

and hotel business in Colombia is a great job for many people, as it gives employees an opportunity to grow professionally and the companies provide a great deal for us and our families."

With such opportunity comes the responsibility to understand both the language and lexicon of golf guests. It's a fresh lesson being learned across all rungs of the resort ladder, from the top on down.

"For sure there have been some challenges to learn about golf at a high level, but on the other side of that – they're learning fast," Conrad Cartagena general manager Stephane Mercier says. "Their hearts are in the right place, and there's a lot of pride and motivation involved working at this golf course."

Adding to its golf culture, Cartagena will soon welcome the addition of another high-end course for visitors, with Greg Norman's Mar de Indias GC currently in construction. Sharks aside, dispelling the notion that Colombia makes for an unsafe visit is a cloud that the nation is working to escape, by-and-by.

Domestically, visitors from the U.S. will note no mention of Cartagena concerns via the State Department, while the on-site guests will both see and feel an overt blanket of security. From a continual police presence in Cartagena's famed "Walled City" to seeing private security discreetly perched on the occasional TPC fairways or tee box, ample guests from the U.S. (along with Canada and Europe) are enjoying the experience with enhanced regularity.

"I think for the Americans coming down here, more and more, it's a very affordable trip," says Medellin-based Carlos De La Ossa, an avid golfer and Colombian sportscaster-turned-marketer. "And, for tourists, we have a lot better infrastructure in Colombia to attract tourists. When I was a kid, 20 years ago, I don't really remember Americans coming here at all." GCI



ASSISTING YOUR ASSISTANTS

Just as I was sitting down to write this column, I heard a quote from former NFL coach Marty Schottenheimer about where he worked: “This is a performance business,” he said. “If you don’t perform, you are out of business.”

That certainly rings true for the golf industry, as well. How well we perform is the ultimate yardstick, a fact of particular importance right now as the annual shuffle of senior and assistant superintendent positions opens up and the interviewing season begins.

I’ve been on both sides of the interview table, most recently on the asking side, helping many clubs hire the best person to be responsible for their golf course. And I have to be very honest here: many aspiring candidates simply aren’t prepared to take the next steps up the professional ladder. They’re making too many mistakes during the recruitment and interview process — mistakes that show weaknesses in their training.

What I’m saying is, we’re all to blame, and no one more than you. It’s become very obvious that head superintendents (or VPs of agronomy, directors of course and grounds, whatever the top title is) aren’t doing nearly enough to teach those who work for them and, crucially, preparing them to move up.

Not training the next generation is short-sighted and selfish. Just as someone trained you—admit it, it’s true! — you have a responsibility to pass on knowledge, expertise and resourcefulness to those who work for you. Our industry will thrive and grow only

if we pass on what we know and a love of what we do to those who will take the industry forward after we’ve hung up our stimpeters. Much as you might hate to lose someone, it is part of your job to help them take those next steps.

In trying to help others move up in the ranks, remember that as long as they’re working for you or someone else, they are not truly in charge. They might manage the course, run a crew, come in on holidays and stay late. They might be incredibly responsible and hard working. But they’re not the boss. And in most cases I see, it is those very “boss” skills that are lacking.

Knowing how to manage — not just the course but the people — is key, and where you can offer the most help. Let’s assume these assistants and others know the science and have the on-the-ground working skills. It’s what they do off the course, in the office, and especially around people that matters.

From recent searches and interviews, here’s where I see the most significant shortcomings with young candidates:

Budgeting. Who is preparing the operating budget for your course? Before you say it’s your assistant’s job, think how much he or she is really doing and how much you’re contributing. Are you letting them truly run the budgeting process?

I can’t tell you how often during an interview a committee member will ask the candidate if they’ve ever prepared a budget. Pulling the numbers together for a single line item

— chemicals and fertilizer, say — doesn’t count.

Get your assistants most involved in preparing the budget. Make sure they understand the financial implications of everything that’s going on and how it affects a club’s overall economic situation. Make sure they are involved in every aspect of the financial organization of your department and how whatever money goes out is used to improve the condition of the course. So, when asked the simple question — do you prepare the budget? — the answer is a resounding yes.

Personnel. Are your assistants involved in hiring, training and firing? Have they sat in on meetings and become familiar with the legal issues, what can and cannot be said? If not, start right now. Not only will they be better prepared for the next job, they’ll be more help to you now in this era of litigation. It also always helps to have someone else in the room when you’re talking with employees, both to reinforce what’s been said but also to act as witness.

Club operations. Do your assistants interact with the rest of the club’s management team? Do they understand how the other operational areas work? From golf pro to food and beverage, tennis director to general management, even the security staff, make sure they know as many of the club’s other employees as possible and have a good working relationship with them. This is another area that often comes *continues on page 47*



TIM MORAGHAN, principal, ASPIRE Golf (tmoraghan@aspire-golf.com). Follow Tim’s blog, Golf Course Confidential at www.aspire-golf.com/buzz.html or on Twitter @TimMoraghan



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John Rom , Wilbur-Ellis

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“When it comes to fertilizer, we ask our customers how many applications a year they’d like to make, their end goals and what they’re trying to accomplish.”

“Koch’s technologies release nitrogen in a timely manner so plants get maximum nutrient uptake.”

“We have superintendents here in Colorado who are able to make just two applications per year with products like UMAXX® and XCU® and still get optimum results.”

“With all the different options available, we’re better able to provide the customized product that our customers will truly find valuable.”

John Rom of Wilbur-Ellis in Denver, CO, practices “solution selling,” by tailoring fertilizer blends to each of his customer’s needs. He recommends Koch Turf & Ornamental enhanced efficiency fertilizers because they help superintendents meet budgets and grow high-quality turf that performs all season.

Find out how John Rom gets unmatched support from Koch so he can better serve his superintendent clients at **KochTurf.com/GolfSolutions.**





DRIVING LEGENDARY

GOLF IS EXPANDING AT A SCENIC OZARKS RESORT. BUT MORE TURF MEANS THE NEED TO DEVELOP PIPELINES IN A LIMITED SUMMER LABOR POOL.

By **Lee Carr**

During the Civil War, Alfred “Alf” Bolin and his band of outlaws hid in a cave below the old Springfield-Harrison Road, which was essential for commerce and travel for pioneers in southern Missouri. Many people were ambushed and killed on this thoroughfare and a section of it became known as Murder Rock.

The Murder Rock Trail is no longer dangerous but can be hiked and enjoyed and it’s not far from Buffalo Ridge Springs, one of the five stunning courses that Johnny Morris has developed as part of Big Cedar Golf (BCG). The Ozarks are – and always have been – a mix of natural beauty and spectacular legends, but it’s how people are working together on these courses in the Ozarks that deserves our attention.

Big Cedar Lodge (BCL), owned by Morris, the founder of Bass Pro Shops, is a resort designed to purposefully bring people closer to nature, particularly families, and nature (real and created) is everywhere you look.

The resort offers a range of accommodations and nestles into Table Rock Lake, where you can kayak, canoe, swim and enjoy other water activities. Solidly in the Transition Zone, southwest Missouri might not be a superintendent’s ideal location for tending turf, but even so, the courses – Top of the Rock, Buffalo Ridge Springs, Ozarks National, Mountain Top and Payne’s Valley – a tribute to the late Payne Stewart, opening this year – are outstanding. Stewart, born and raised in Springfield, Mo., is another local legend, and he and his charitable family are dear to many, for more reasons than can be easily shared.

To work on Payne’s Valley, Morris enlisted Tiger Woods and his full-service golf course design firm, TGR Design. This will be his first U.S. public course. Steve Johnson,

CGCS, was hired as superintendent for both Mountain Top and Payne's Valley, and with more than 30 years of experience, he demonstrates a thoughtful, assuring confidence.

Currently, holes 1-8 on Payne's Valley are playable, 9-13 are being grassed and 17 and 18 are partially grassed. There is also a 19th hole. (Wait, a 19th hole? Yes! Because sometimes you need just one more hole — *just one more chance!* — to decide who the winner is before heading to the clubhouse.) On Payne's Valley, Johnson shares that "the tees have Zeon Zoysia, the greens are T-1 bentgrass, the fairways are Meyer Zoysia and the rough has Turf Type Fescue."

Johnson is complimentary about the corporate support at BCL and he acknowledges how helpful it is to have staff ready to handle questions about benefits and other human resources matters. BCG superintendents can get the workers required, even though, Johnson says, "the labor pool is shallow" in the area. Close to Bran-



▲ Curtis Keller, Todd Bohn and Steve Johnson are among the turf leaders at Big Cedar Golf in southwest Missouri.

son, with its music shows and theme parks, plus the need for several hundred resort employees, the demand for seasonal help in the area is high. Johnson knows that "we can tell HR what we need or introduce candidates to them," but either way, a lot of effort goes into finding the right people for employment vacancies.

BCL recruits internationally, through the J1 program, which allows foreign nationals to come to the U.S. for a variety of reasons for anywhere from a few weeks to a few years. BCL also recruits heavily in Puerto Rico. In addition to eight full-time employees who work with Johnson at Mountain Top and 11 full-time employees

working with Johnson at Payne's Valley, there are additional workers brought to BCL with H-2B visas, many from Mexico, as they meet the requirements for temporary work.

It's a drive to do the job well, to the standards that are expected, that makes it necessary to put the time and effort into staffing every area of the resort, including maintaining the golf courses. It's imperative to have enough skilled workers to take care of things and the management of BCG is resourceful and creating great opportunities. Communicating clearly is also important, and when necessary, Johnson and the team uses small amounts of Spanish, gestures, and whatever it takes to communicate in a way that the entire staff understands.



BIG CEDAR GOLF

Todd Bohn, Director of Agronomy

TOP OF THE ROCK

Superintendent:
Aaron Lorenz

Designed by Jack Nicklaus, this is a par-3 nine-hole golf course played during Legends of Golf, a PGA Champions Tour team event. The practice facility has synthetic turf and is designed by Arnold Palmer.

BUFFALO RIDGE SPRINGS

Superintendent:
Curtis Keller

This course was designed by Tom Fazio and there are free-ranging buffalo that can be seen in the distance, as it's adjacent to Dogwood Canyon Nature Park.

MOUNTAIN TOP

Superintendent:
Steve Johnson, CGCS

This 13-hole walking-only short course was designed by Gary Player and nearby is a Himalayas-style putting course designed by Missouri native Tom Watson.

OZARKS NATIONAL

Superintendent:
Juan Barragan

Designed by Bill Coore and Ben Crenshaw, this striking, recently established 18-hole course was also featured in the 2019 Legends of Golf tournament.

PAYNE'S VALLEY

Superintendent:
Steve Johnson, CGCS

Named in honor of the late Payne Stewart, this course is designed by Tiger Woods and promises wide fairways and manageable rough, making it playable by every level of golfer.

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MANAGEMENT

BCG advertises as “America’s Next Great Golf Destination” and Curtis Keller, superintendent for Buffalo Ridge Springs, knows the words are not just a tagline. Of Morris, Keller says, “we all understand what his vision and passion is . . . and in some ways it’s easier to achieve that high standard, simply because we know that’s the goal.”

Keller references how the daily newsletter, *Huddle Up!*, is published by the resort and is reviewed during his morning meeting. It includes birthdays and anniversaries – a personal touch – and it also includes information about resort events. There is a corporate Christmas party, reasonably priced lunches at the employee cafeteria and established “non-negotiables” that every BCL employee must exhibit, such as “holding the door for people, smiling, picking up trash.” The resort industry is competitive and there is a reasonable premium on staff interactions with guests.

Todd Bohn, di-

rector of agronomy at Big Cedar Lodge, has high expectations and wants to be considered one of the best at anything he and the team do. He meets with Morris near the end of most days, and Morris is grateful with and for his team, leading calmly. “It’s admirable,” Bohn says. There is a tangible joy for the work being done and ideas that it seems Morris wills into existence. Bohn says that



Clever signage and artwork help visitors navigate their way around Big Cedar Lodge.

MANAGEMENT

Morris has “vision and dreams that make you want to run through the wall for him.” The inspirational leadership of Morris mixed with dedicated, talented BCG employees is an alchemy yielding undeniable results.

One of the most significant events every year at BCL is hosting the Legends of Golf tournament in April at Top of the Rock – the first nine-hole par-3 golf course to host a

investing in equipment that performs. The superintendents are considerate, diligent and trusted to make good decisions regarding budgets, equipment and staffing. Payne’s Valley and Mountain Top have a joint maintenance facility and the other courses each have their own. Though it’s possible to share equipment across all five courses, sharing equipment can hamper productivity and lead to budget issues, so it’s a practice best avoided. Even so, during tournament week, everyone pitches in to help out, regardless of course assignments, working together as seamlessly as possible.

In Morris, Bohn, Johnson and Keller, BCG has a team that is as present and solid as the rock formations in the Ozarks, and though good leadership starts at the top, developing people at every level is critical. “Training is constant,” Bohn says. In addition to the workers sourced through international recruiting and visas, an internship program is advertised through colleges and universities. Some outstanding employees have come from College of the Ozarks, another regional treasure.

College of the Ozarks is a work college with the vision to “develop citizens of Christ-like character who are well-educated, hardworking, and patriotic.” The values of the school reverberate through a campus decorated with “Hard Work U” signs, where Opportunity Avenue runs the length of the campus, right past the graceful swans living by Lake Honor.

Don Baker, a Missouri native, father of five, veteran, *continues on page 47*

PGA Tour Champions tournament. It’s a week of great golf, celebrities and exquisite views, and this year Ozarks National – designed by Bill Coore and Ben Crenshaw – was played in addition to Top of the Rock. To be ready, Bohn says, we “put the courses to bed in November the way we want them to wake up in April.”

Bohn acknowledges that BCG has the advantage of



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COMING SOON! UNION™ FUNGICIDE SC FROM PBI-GORDON: A NEW WEAPON IN BATTLING TOUGH TURF DISEASES

For golf course superintendents who regularly battle tough turf diseases like Pythium and patch diseases (and what super doesn't), get ready to add a new weapon to your disease-fighting arsenal. **PBI-Gordon** will soon bring a powerful new fungicide to market: Union™ Fungicide SC.

Union is a broad-spectrum, flowable liquid formulation that is currently being registered with the U.S. Environmental Protection Agency (EPA) by PBI-Gordon. This product is proposed to preventatively control 21 turf diseases.

Union gets its name from the fact that it is a combination of two active ingredients - azoxystrobin for broad-spectrum performance, including excellent patch disease control, and cyazofamid, the active ingredient that gives Segway® Fungicide SC unsurpassed Pythium disease control.

Union will feature two modes of action, derived from a proprietary combination of Quinone outside inhibitor (QoI) and Quinone inside inhibitor (QiI) chemistry in FRAC groups 11 and 21 – two FRAC groups with no known cross resistance, making it an important tool for controlling diseases resistant to other

fungicidal modes of action.

Union will be effective in the preventative and curative treatment of Pythium diseases (including blight, damping off, root dysfunction, root rot), brown patch, anthracnose, cool-weather brown patch, yellow patch, fairy ring, gray leaf spot, red thread, summer patch, and rhizoctonia. In addition, other diseases will be listed on the product label.

This new fungicide is proposed to be labeled for use on all cool-season and warm-season turfgrasses, including Kentucky bluegrass, fine fescues, tall fescue, perennial ryegrass, bentgrass, Bermudagrass (common or hybrid), Bahiagrass, Buffalograss, Centipedegrass, kikuyugrass, seashore paspalum, St. Augustinegrass (including improved varieties of St. Augustinegrass) and Zoysiagrass.

Union is proposed to be labeled for use in a wide variety of areas, including:

- Golf greens, tees, fairways and roughs
- Sod farms
- Seed farms
- College and professional sports fields
- Athletic fields
- Residential lawns

- Commercial lawns
- Parks

The proposed use rate for Union runs from 2.9 fl. oz./1,000 sq. ft. to 5.75 fl. oz./1,000 sq. ft., which will deliver the full power of the two active ingredients. The maximum annual use rate for Union is 17.25 fl. oz. per 1,000 sq. ft. The proposed maximum application rate is 5.75 fl. oz. of product per 1,000 sq. ft. (which equates to 250 fl. oz. or 1.96 gal. of product per acre - that's equivalent to 1 lb. cyazofamid active ingredient per acre and 0.55 lb. azoxystrobin active ingredient per acre).

There are two additional label restrictions that users need to be aware of:

- Do not apply more than 5 lb. of azoxystrobin ai/acre/year.
- Do not apply more than 3 lb. cyazofamid ai/acre/year.

There are no temperature restrictions on Segway/cyazofamid or azoxystrobin, the active ingredients in Union. The product will be available in a 2 X 2.5 gallon case.

PBI-Gordon expects that Union will receive EPA registration and be available in 2020. Because its registration is still pending, Union is not yet available for use or sale.

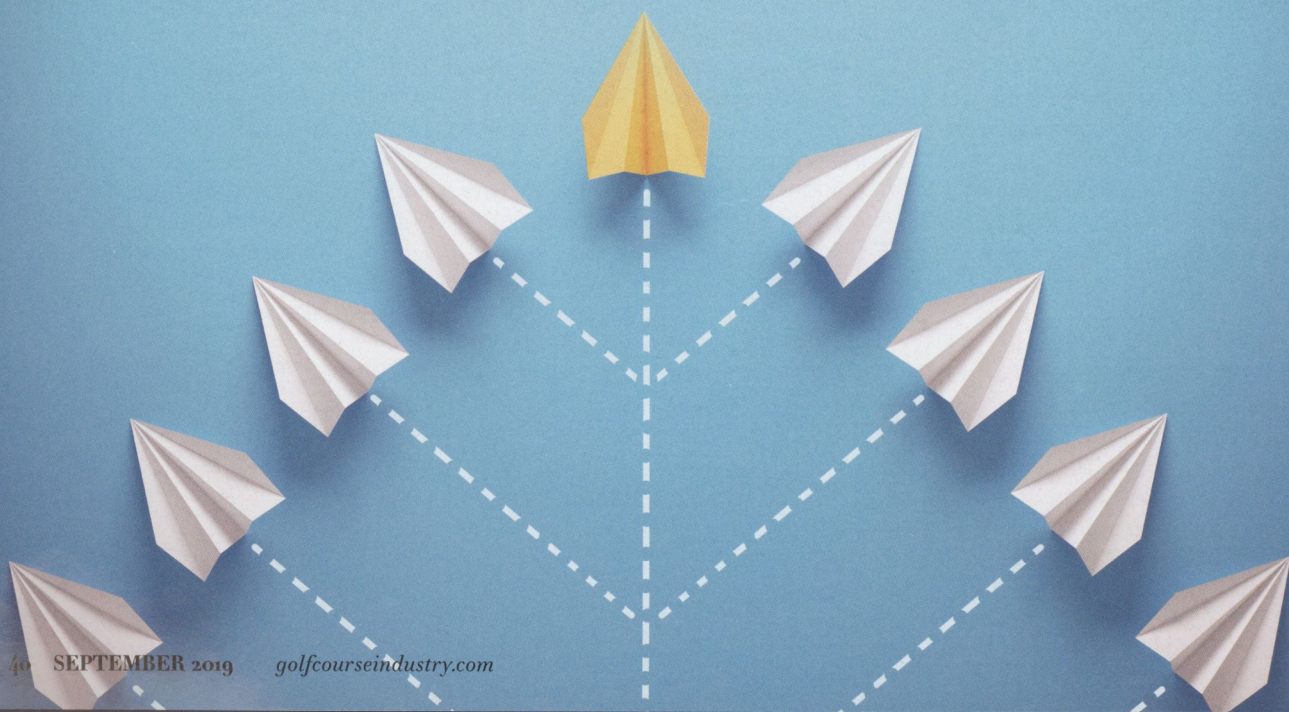
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ESTABLISHING ORDER

**INDUSTRY LEADERS SHARE THEIR
EXPERIENCES — AND A HORROR
STORY OR TWO — ABOUT WHAT DOES
AND DOES NOT MAKE FOR A STRONG
CHAIN OF COMMAND.**

By **John Torsiello**



A wisely established and working chain of command doesn't just make running a military operation go as smoothly as possible. It is also crucial to the success of any business, and that includes golf clubs and courses.

Without a clear chain of command, rules can be set and adjusted by anyone, says Mark Nance, president of MAN Golf Management LLC. "Only the person at the top of the food chain should have the authority to make rules and guidelines," he says. "Manuals should be made for employees that explain their job duties and expectations." Written guidelines ensure that employees should have consistency in handling situations and customers. Superintendents usually have a different agenda than the golf professional. Therefore, someone has to make a call on what's best for the facility.

Bryan Barrington, the co-founder of Alliance Management, believes chain of command is "very important" to the operations of a golf facility. "Tasks are disseminated to various staffing levels as to their importance and sensitivity in relationship to the business," he says. Without the chain of command, staff has no guidance as to their responsibilities and job descriptions. "The lack of a leadership hierarchy will result in chaos and the perception of incompetence," Barrington says.

Michael Kahn is the president of Golfmak, Inc. and a golf business consultant. He offered up a worst-case scenario when a chain of command is not in place: "I was working with an upper New York State golf course where the owner could not refrain from going past his managers to 'boss' rank and file employees." The result? Chaos. There's that word again. "With continued interference from the owner, the business never properly operated and never came close to its potential," Kahn adds.

"A functional chain of command improves overall efficiency and workflow, while also setting a clear path to achieve the company objectives and operational targets," Troon Golf COO Mike Ryan says. "Establishing a well-defined company structure clarifies the chain of command and provides a clear path related to the overall decisions that an associate is allowed to make. And a precise and well-established chain of command creates an environment void of uncertainty and chaos." Yep. Chaos. Again.

Dave Wasenda, president of appliedgolf Management, believes that the downturn in the golf business during the Great Recession forced some changes at clubs and courses, and not for the better. "A lot of clubs eliminated staff and the layers of management were not what they should have been," he says. "Some places went overboard in an effort to save money and made a flat organizational chart." The result was erratic decision making and the business of running clubs and courses "went off in different directions."

According to Ryan, it is "absolutely critical" for the health of a club to have the general manager delegate various responsibilities to his or her staff. "Proper delegation leads to improved efficiency, important development opportunities for team leaders, and overall improved empowerment," he says. A frequently overlooked component of delegation is the fact that it typically improves the decision-making process within an organization. "Direct supervisors and managers often have a better understanding of potential challenges within the organization, and pushing some of this decision making 'down the line' often results in a better outcome for the club. In addition, this opportunity to be involved in key decisions leads to improved morale and overall ownership of the company objectives."

Because each club has different

economic considerations and operational needs because of size, membership, etc., those considerations and needs dictate what a viable chain of command should look like.

"The person with the most golf education/experience is usually the right person to be in charge," Nance says. Municipal golf courses can be run by the golf professional because their main focus is golf and simple food service. Resort courses might need a golf director to handle events, travel and banquets. High-end clubs might need a general manager to have all departments running smoothly. The general manager should oversee the superintendent, golf director and food/beverage manager.

Wasenda agrees that the chain of command chart should depend on the size of the club and its financial needs. "If it is a small club or course doing \$1 million of annual revenue you might have a manager running the cash register, doing the bank deposits, greeting the customers, marketing and pretty much everything in between," he says. At a \$3 million club, a manager does a lot less of that. He or she should be more into managing the staff. At a \$5 million-and-up club, the general manager has a deep staff and shouldn't be hands on so much with the staff under him or her, but running the overall business."

Josh Lesnik, president of Kemper-Sports, explains that his company developed a proprietary training program called "True Service" that instructs staffers on how to deliver "exceptional" customer service. The training and development program helps instill "a sense of ownership



and accountability” in staff, and gives them tools and best practices to deliver “genuine, helpful and friendly” service to guests.

Kahn’s chain of command “starts at the top with ownership,” which generally implements plans, instructions and approvals through the general manager. The general manager is, or should be, the only employee answering directly to ownership — or if under a management company, to the head office. “However, at the golf course itself, there are usually three division managers,” he says. “A pro shop manager (the golf pro), a superintendent, and the kitchen or banquet manager. The three are equal, as they are the experts in their respective divisions. However, I would settle a secondary pecking order clearly among the three division managers in the absence of the general manager. In most cases, the PGA pro would be at the top of that order.”

KemperSports’ most successful managers “know when and who to delegate certain responsibilities to on their team,” Lesnik says. This is important in both the short and long term to accomplish a facility’s goals. “We want to create upward mobility for our ambitious staffers to advance their careers and to help grow the business,” Lesnik adds. “Their bosses need to learn about their strengths and weaknesses and how they handle various responsibilities, which in turn will help them rise up the ranks quickly in their careers.”

KemperSports likes its general managers to hold weekly meetings with all department heads. Regional operations executives attend many of these meetings to ensure coordination, leadership and problem-solving. All staff members also receive formal performance appraisals on at least an annual basis.

Performance reviews serve many purposes, including building good relationships with staff members,

establishing a formal means of communication between staff members and management, improving staff morale, correcting performance problems, determining staffer training and development needs, and serving as a means of validating merit increases, promotions, or disciplinary actions and terminations. Regular reviews, Lesnik adds, provide platforms for praise of a staff member’s strengths and reinforcement of positive behavior. Likewise, they help to identify a staffer’s weaknesses and correct performance deficiencies.

“The timing of staff meetings can vary depending on the audience and the structure of the club,” Ryan says. Weekly leadership team meetings are recommended, while “all associate meetings” are likely to take place on a monthly basis. “It’s not uncommon for specific departments to have daily ‘pre-shift’ meetings in order to clearly communicate the goals and objectives for the day,” he says.

Barrington likes to hold weekly staff meetings with department heads to discuss “the financial position” of the facility and to walk through any and all events coming up over the next two weeks. “Then I will have a staff meeting with my department to make sure my staff is aware of what is happening at the course level so they can prepare for upcoming events,” he adds.

“Ultimately, we have some hurdles we have to overcome as course operators. We have a coaching program (corrective action versus discipline) set up where we can walk a staff member through the steps of how to address a certain issue, whether that be customer service issues, logistics or disseminating information.”

But if the chain of command begins to snap, Kahn says, “sometimes a remedy is almost impossible to administer” — as it was at the New York State golf course referenced above, where the owner “could not

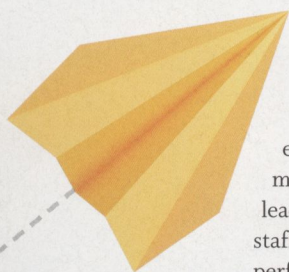
stop himself from meddling in day-to-day business. It was impossible to manage the golf course properly under those circumstances.”

The most disruptive behavior is when a division manager is bypassed by a superior to “boss” the latter’s subordinates. “My mentor over 50 years ago promised me when he hired me that he would never boss my subordinates,” Kahn says. “He told me that he would instruct a subordinate through me, not around me. He also told me that if an employee screwed up, it was me that screwed up.”

Wasenda says the first sign that the chain of command is in trouble is when workers begin quitting. “It’s not just one person quitting but a wave of people,” he adds. “Where there is smoke there is fire. It’s a sign something is wrong. Another indicator is when the club is not performing well financially, service is not what it should be or the course’s conditioning begins to suffer. A manager or owner has to ask, ‘Why is this happening?’ When something is wrong, you can see it, feel it.” Hopefully, it is not too late to make adjustments to the chain of command, change staff and get the ship righted before it founders on the rocks.

It can become very clear when there is a weak link in the chain, Lesnik says. “Miscommunication is typically the first sign that the chain of command is not working as it should. If this is the case, it’s very important that general managers and department heads take swift and clear action before miscommunication leads to more costly and time intensive problems.”

The chain of command at a club or course should be made of strong links that bind a staff together for the common good of the facility. And it should also be constantly checked for any weak links that might damage the end product, the golf club and course, and start members and customers mumbling to themselves — or worse, taking their business elsewhere. **GCI**



GOLF COURSE INDUSTRY

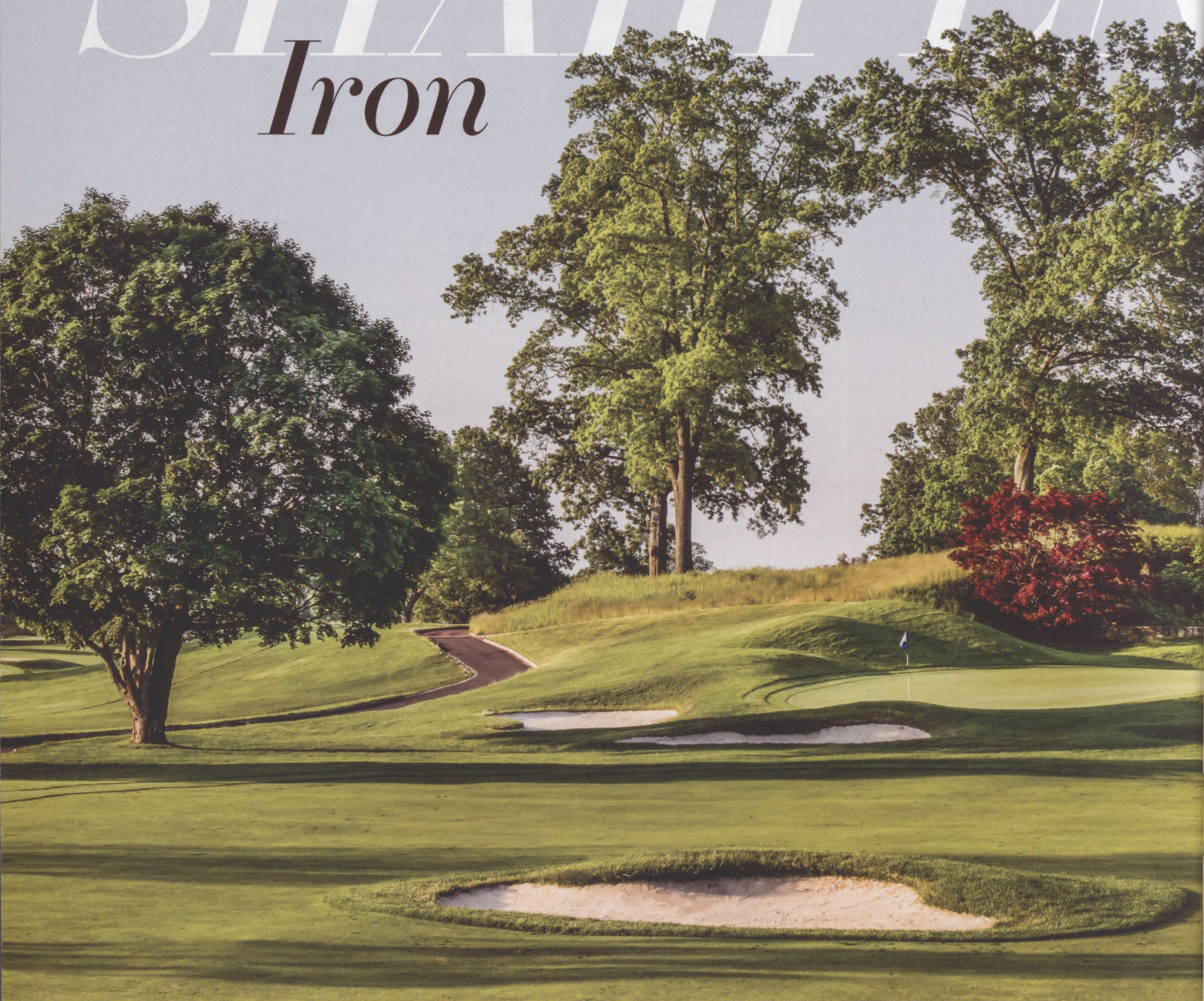
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◀ Ryan Segrue and team have worked diligently to enhance Willie Park Jr.-designed Shorehaven Golf Club.

Ryan Segrue has developed a proven program to ensure Shorehaven Golf Club flourishes in a market filled with elite courses.

By Matt LaWell

LOCATION, LOCATION, LOCATION.

Those are, of course, three of the more important words for any property agent, a triplespeak trope frequently — and also erroneously — attributed to the late English real estate magnate Harold Samuel. They are also three of the more inescapable challenges for Ryan Segrue, the director of green and grounds at Shorehaven Golf Club in Norwalk, Conn., an almost-century-old oasis set against the Long Island Sound in the heart of the private-club-rich New York City metro region.

“We’re just surrounded by world-class golf courses,” Segrue says. “You can be at any number of top-100 courses in an hour, and our members play all over the place — and they come back here and expect the same.”

Segrue is five seasons into his run at Shorehaven, originally designed by Willie Park Jr. and opened back in 1923, and he considers the superintendents and directors at those neighboring clubs to be collaborators rather than competitors — especially the veterans who might have worked in the industry longer than he has been alive.

“They push each other to excel,” says John Bresnahan, a territory manager for Syngenta who has worked the

last couple decades around the region. “There is a lot of collaboration among superintendents, he’s right, but they push each other to provide better conditions for the members.”

“There’s so much talent and so much experience in the area,” Segrue says. “I’m a younger guy, so I’m constantly talking to the older guys, finding out what

they’re doing and what they’re using, and just trying to stay on par. Our members don’t play on a Donald Ross or an A.W. Tillinghast, but why can’t our conditions be the same?”

That is perhaps the biggest reason Segrue employs a suite of Syngenta products across the club’s compact hundred acres, from Ference insecticide, to Daconil Action and Secure Action fungicides, to the more recent addition of Appear II, the pigmented phosphite fungicide, to control various turf diseases and enhance turf quality at the same time.

“We’re constantly pushing the turf, we’re striving to be the best we can be,” Segrue says. “We cut low, we roll all the time, we use low amounts of nitrogen, and since I switched to Appear II, the summer stress tolerance is huge because you can barely tell the stress is there. If you do get a little, you spray on Monday, you throw Appear II in the tank, by Wednesday, you feel like you’re back at square one with your greens healthy and ready to go for the next weekend.”

Segrue sprays Appear II every week from the middle of June through Labor Day, tank mixing it every other week with Daconil Action or Secure Action, among other fungicides. The eradication of anthracnose, which Segrue says he last spotted on his greens three years ago, is a big benefit, as is the greens color. “My members in the past have commented about how I would quote unquote paint the greens,” Segrue says. “Since I switched to Appear II, I don’t hear any of that. I don’t even think the members know that I use it. It’s that natural and that good of a color. It’s not overbearing, it doesn’t stand out. It just kind of blends into the natural topography of the course, blends right into my fairways.”

Segrue turns to Ference to combat the “menace” that is the annual bluegrass weevil. “I use it on my greens, collars and approaches, and you can



Segrue



▲ The sixth (top) and eighth greens demonstrate the stunning views found throughout Shorehaven Golf Club.



definitely draw a line where we stop using it," he says. "When you have that distinct line and you see damage two, three feet away, it's easy to tell when a product works."

He uses Posterity, too, especially after a hammering of dollar spot in recent seasons. "We just went through the hottest, wettest July on record in Norwalk," Segrue says. "We had eight inches of rain and I think the average temperature was somewhere around 85 degrees, so prime dollar spot conditions. I haven't seen a speck of it out there."

Segrue is working with a larger budget than most clubs — evidenced by the generally higher cost of living along the coast and the more than \$20 million in capital improvements poured into the property during the last five years — but his creativity only enhances his tools.

That creativity included opening the club's shoreline and reintroducing views of the Long Island Sound thanks to the removal of almost 100 trees, "a lot of oaks and swamp maples planted in weird spots," Segrue says, and also about three-dozen pines, many of them hundred-footers planted during the woody wave of the late 1960s and early '70s. "That was in vogue at the time," he says. "They basically walled off every fairway to make it its own little area."

The removal started almost a decade ago, before Segrue arrived after three years with Valley Crest Golf Maintenance, five years as an assistant at The Stanwich Club and one year at New Haven Country Club, but the first wave was "a little too selective," he says. So during one packed offseason, "we just ripped the Band-Aid off, just clear cut 'em, took

every one of 'em down in one year."

Segrue shared that news when more members than not were out of the city and even out of the state, unable to visit the property and voice their concerns in person. Segrue has shared news in recent years through a private Twitter account, in newsletter and emails, even in an app, but the most effective channel, he has found, has been open town hall meetings. "The ones who care will come," he says. "If they hear it come from me and they hear the reasons why we want to do something and understand my perspective, it's a lot easier to get a consensus." Segrue says he would have incorporated more town halls prior to the removal process, though after a wave of concern and complaints, he has received only praise after showing views last enjoyed almost half-a-century ago.

"It's a cool, unique track," Bresnahan says, "and with the vistas he's improved, being able to see the shoreline, it's pretty slick. It's a good golf design made better by the playing conditions. And, of course, taking down those trees vastly improves your growing environment for the turf."

Communication is always key, whether with members or area superintendents with ideas and experience. You just need to find the best channels.

"I think we're all in this together," Segrue says. "When my members go play a really high-end course and come back and say our conditions are just as good, that's where I get my pride from. It's a driving force in why I do what I do. I want to be the best. I want my members to be proud of what they have."

"I would never put myself in competition with the guys around here. We're all friends, we help each other when we can."

Proof that, with the proper approach, your location can help far more than hinder. **GCI**

continued from page 30

up in interviews, having a wider view of the club than simply irrigation and infestation. Hiding your staff doesn't reflect well on you, either.

Have your assistants present to a committee or to the board. Make sure they speak effectively, clearly and concisely, and can handle sitting in the proverbial hot seat.

Those are the minimal assets you should be cultivating in assistants.

Now listen up assistant course superintendents. I'm not letting you off the hook. Are you really as prepared as you think you are? Here are some suggestions:

- Don't wait for your boss to bring you in. It's up to you to ask for more responsibility off the golf course. These aren't skills you can get from a regional seminar or a GCSAA workshop. It is experience that only comes with boots on the ground. You must take the initiative.
- Follow up on what I told the superintendents about going beyond the course. Become a team player by going into the clubhouse, interacting with the other staff and asking questions.
- Listen. Recently, I rode around a course with a superintendent candidate. He was pretty good, but he continually answered my questions before I finished asking them and it really annoyed me. This guy blew his opportunity, because if he did this with me, he'll do it in the boardroom or with the general manager and that's not going to work well for anybody. Listen all the way through, then formulate your answer or opinion, wait your turn and, as appropriate, offer concise, relevant thoughts. There's a reason you have one mouth and two ears.
- Do you know how to communicate? You need to develop the tools to speak and communicate effectively whether to your crew, a member (or board member), an outside vendor or anyone on the club staff. Expand your vocabulary and read more. The more you read, the more your conversational vocabulary expands, and the better a communicator you will be.
- If you're not comfortable speaking in front of others, work at it. That's what spouses, buddies, and mirrors are for. Practice in front of them so when the time comes to speak in front of boards, committees, members or management, you will feel more at ease.
- Plan. You need to think about your career path as well as a life plan. It's a cliché, but you will be asked where you want to be in three, five, 10 years, and it's important not only that you have an answer but that it's something you've thought about and believe in. But something else about a plan: Be willing to change it, because you never know what options are going to come along. Superintendents and assistants. It's a two-way street.

Work together, help each other, be able to look at both the future and the present. Now and later, it's all about performance, because if you don't perform, you will be out of this business. **GCI**

continued from page 37



▲ Big Cedar Golf continues to expand its offerings despite a slowdown in new course development in the U.S.

businessman, pilot and graduate of the school in 1950 (when it was a high school) has been on the board for College of the Ozarks for 20 years. The school is now a K-College model, and Baker, being so closely connected with the school, says the best thing about the College of the Ozarks is, and has always been, "the quality of the people."

Upon completion of the school's Work Education Program – with the opportunity to work at more than 100 campus work stations – the college will cover the cost of education so students can graduate debt-free. Students must work two 40-hour weeks during the school year, plus 15 hours per week while classes are in session. That means that every student is not only trained with a vocation, but as they gain experience, they also devel-

op leadership qualities.

Working with Keller is Creyton Ledbetter, who completed an internship with BCG prior to his 2018 graduation from College of the Ozarks. Upon graduation, Ledbetter became a full-time associate and is now a second assistant superintendent. Keller says Ledbetter "brings a clear focus, a drive to succeed, and an unmatched work ethic that is a testament not only to his personal character, but something that is instilled in so many College of the Ozarks graduates."

Bohn reinforces that the students from the College of the Ozarks are

respectful, polite and hard-working, making them a great fit for BCG. Morris is generous toward and very supportive of College of the Ozarks, as the school is a charitable beneficiary of the Legends of Golf tournament. That relationship is another wonderful example of how people with similar values, who are striving to meet high standards, are creating something extraordinary through sheer will and effort.

Environmental conservation and family are priorities at BCL and Morris is a pioneer in his own right. Along the trail, he is including golfing icons, as he and his team are driving to create an experience that is beyond legendary. **GCI**

Lee Carr is an Ohio-based writer. This is her first GCI contribution.

MANAGEMENT TAKEAWAYS

1. Communicate your vision calmly, clearly and with enthusiasm.
2. Be creative – strive to find and develop the people you need to do the job right.
3. Be generous – with your time, your grace, and compensation.
4. Emphasize the strengths of your course and the values of your organization.

TRAVELS WITH TERRY

Globetrotting consulting agronomist **Terry Buchen** visits many golf courses annually with his digital camera in hand, documenting the latest trends and equipment relating to maintenance equipment from the golf course superintendents he visits — as well as a few ideas of his own — with the goal of exploring the changing world of golf course management.

TORO PRO SWEEP MODS

Aerifier plugs falling to the ground when loading them onto the Toro HD X & 3100 Workmans are a thing of the past, as one to two crew members are no longer needed for this task, saving about 10 minutes per dump. A “chute” made of a black ABS plastic sheet (\$35) measuring approximately 48 inches wide, tapering down to 38 inches wide and approximately 21 inches long measuring .188 inches by 24 inches by 48 inches ABS will be used next time for better rigidity. The ABS was bent into shape with a heat gun and sheet metal brace to bend it. The chute slides in between the bin and frame, and is fastened with OEM bin bolts. The Workman sideboards measure about 65 inches by 24 inches and the backboard measures 51 inches by 24 inches and is made from ½-inch thick wafer boards fastened to 2-inch by 2-inch boards that slide into the bed’s stake holes (less than \$50). The process required less than two hours of labor. The dynamic duo behind this device are director of agronomy Mike Valiant, CGCS, and equipment manager Robert “Skip” Rose at the Glenwild Golf Club & Spa in Park City, Utah.



ROTARY SPREADER TRANSPORT BRACKET

The Andersons Accupro 2000 Rotary Spreader is transported around the Glenwild Golf Club & Spa quite easily. A 3-inch by 1 ½-inch channel steel bracket slides into the front receiver and is bolted in place using ⅝-inch bolts in the OEM holes on the Toro MDX and 2110 Workmans of various ages. The spreader lifts on and off the ⅝-inch diameter rods bent into shape, where the spreader is quite stable during transport. It took less than an hour-and-a-half to build with materials running less than \$50. Valiant and Rose are indeed a formidable team.



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.

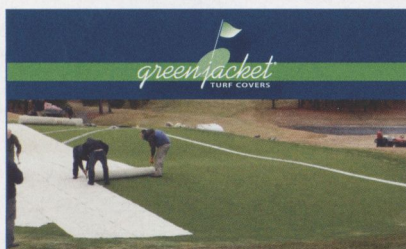
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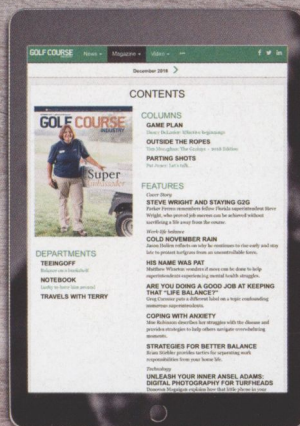
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Writing your own career ticket

"I'm not much for sitting around and thinking about the past or talking about the past. What does that accomplish? If I can give young people something to think about, like the future, that's a better use of my time."

— Arnold Palmer.

I never once disagreed with Mr. Palmer about anything and I particularly adore his quote above. As I get older, it's sometimes tempting to take a trip down memory lane or to wax poetic about how great things used to be. "Back in my day, we didn't do such and such" or "When I was young yada, yada, yada." Half of my Facebook feed are posts from my old fart friends shaking their fists at modernity and damning millennials for being lazy and feckless.

Who cares? The past is just prologue. Yearning for yesterday is an utter waste of time.

So, let's heed Mr. Palmer's advice and talk to young turf professionals and offer them some ideas based on whatever wisdom our experience has given us. The great news is that the opportunities for bright young people coming into this profession today are boundless. The pendulum has swung from having far too many aspiring superintendents with turf degrees to having far too few.

So, I believe talented, energetic young people can write their own ticket if they do a few things well:

Pick great bosses. Far too many young people are obsessed with working at great courses instead of working for great bosses. The most important thing you can do is to find out which veteran su-

perintendents are the best mentors and teachers and try to work for one of them. Not only will you learn more, you'll find the connectivity you get from a great boss is vastly more influential than a 90-day internship at a top-100 club.

Hustle your butt off before you put down roots. Sorry, but an ambitious young person who can easily relocate has more opportunity than one who can't. Career plans get trumped by family plans pretty much every time.

Network, network, network. This is a "who you know" industry. Make a plan to build relationships with people who can help you get where you want to go. Just make a simple plan, build a list and start reaching out to people to introduce yourself. And, yes, start a LinkedIn page and go get some dangd business cards.

Focus on people management skills first. More than half of a maintenance budget goes to labor and your ability to achieve agronomic and business goals is going to rely on an increasingly smaller group of people. Learn how to manage them effectively. Get to know each member of your team as a person. One of the best articles we've published in *Golf Course Industry* was a piece by the legendary Dean Graves about that very concept (December 2017 issue).

Monitor Twitter. No, you don't have to tweet a dozen times a day. What you can do is sign up and follow 15 to 20 accounts – universities, researchers, publications like *Golf Course Industry* and *Golf Course Man-*

agement, and thought-leader superintendents from around the country. Just lurk, listen and learn.

Learn about design. Understanding the history and practice of golf course architecture is important because it's a common language that helps you communicate with designers, builders and avid golfers. Educate yourself about the old dead Scottish guys, but also learn why Tom Doak and Coore/Crenshaw have revolutionized design and how that's impacting maintenance now and in the future.

Dress appropriately. You don't need to wear a necktie unless you're going to a wedding or a funeral. But you do need to get yourself a decent blue or black blazer you can wear year-round and three or four good, no-wrinkle button-down shirts from Lands' End or L.L. Bean. While you're at L.L. Bean, buy a couple of pairs of their good khakis. Get cool, fun socks. Buy a pair of black loafers and take care of them. Spend some money on nice pullovers or golf vests from top courses you visit. Nothing starts a great conversation faster than a cool golf club logo on your jacket.

Recognize this one truth. Very few people get rich doing this. It can be incredibly frustrating and even daunting. If you're seeking fame, look elsewhere. But if you're passionate and you get a buzz from gazing out at a giant, beautiful green canvas that you helped to paint, stick with it and enjoy the ride. You'll love every minute of it. **GCI**



PAT JONES is the editor-at-large of *Golf Course Industry*. He can be reached at pjones@gie.net.

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