

hiring, Myers is a businessman. You might say he has an agenda, then, but he has no ethnic or gender quotas to fill. He wants to hire the best person for the job. Still, he believes in a fair application process, and as an equal opportunity employer, he keeps each position open until he's accumulated a diverse candidate base.

"Diversity is an issue that needs to be pursued and addressed," Myers says. "I don't think any of us is doing as much as we should."

As part of a male-dominated industry, he says, employers at golf courses should actively recruit women and nonwhite men for management positions, for a start. Following the interview process, if Myers is left with two equally skilled candidates, he'll allow his desire for a diverse staff to tip the scales – though he emphasizes that candidates shouldn't be selected based on background alone.

"We're not going to hire someone based on their ethnicity or gender," he says. "But we do want to open opportunities that might not be there otherwise."

Maintaining a well-rounded staff has been a process of trial and error for Myers. Several years ago, he hired a young – and inexperienced – female employee to fill a foreman's position.

"That was a mistake," he says. "I learned then not to push the issue."

Quality – not quantity – comprises the most effective work force, and Myers now feels he has a solid crew that's both diverse and skilled, including a female and an Asian-American assistant superintendent and a Haitian-American foreman.



HISTORY, HER STORY

Shelia Finney studied speech communications and theater before she decided in the summer of 1985 that she wanted to work outdoors. At the time, she says, she was hardly an outdoors kind of girl, and it was an unprecedented career choice in her family. But she faced the challenge head on, mowing greens and raking bunkers on the crew at Richland Country Club in her hometown of Nashville, Tenn. She was hired on the spot by then-superintendent Jim Kirkley.

"When I started working on the golf course, I had never even run a Weed Eater before," she says. "Jim pushed me very hard. He was an extremely demanding boss, but if not for him, I wouldn't have the knowledge I have. He focused on training me and giving me the skills I needed to progress in the profession."

By the time Finney left Richland, she'd become landscape manager, though she also worked on the golf course, where one of her responsibilities was helping operate the irrigation computer system. She'd become an expert with the technology, which was new at the time.

"I was the only one in Tennessee who knew how to program it," she says. "I was training everyone in the territory."

"My gender's not a big deal, and I don't have to prove myself. I don't have to be better than a guy."

- SHELIA FINNEY

The knowledge propelled her to a job as assistant golf course superintendent at Gaylord Springs Golf Links, located on the Gaylord Opryland Resort property, which also is in Nashville. Even as an assistant, Finney immersed herself in the industry, becoming heavily involved in associations and working to fill in the gaps.

Finney never felt her opportunities in the industry were limited because of her gender because she believes the necessary skills for success transcend sex and ethnicity.

"It's very important to be organized and have a plan," she says. "You have to be extremely flexible, because Mother Nature can change your plans. I try to have a plan A, B and C to anticipate what could happen."

Finney also describes herself as inquisitive, and believes that to be an important and inherent quality in a good superintendent.

"I always have to know how things work and why," she says. "And I know how to find the answers."

As the U.S. population becomes more diverse, Finney sees need for increased diversity in the golf world.

"For the industry to remain healthy and whole, it needs to replicate the society around it," she says. "If not, it's stagnant. To attract society to a golf course to take up the game, you have to be able to show them it's something they can relate to on a personal level. Forcing new golfers outside their comfort zone makes it even more difficult."



2008 GCSAA diversity task group

Rafael Barajas, CGCS, GCSAA member
Jan Beljan, ASGCA
Kent Schescke, Future Farmers of America
Earnie Ellison, PGA of America
Mark Lowry, The First Tee
Rafael Martinez, The Green Magazine
Margaret Bell, Syngenta
Antonio Montez, GCSAA member
Lee Pahcuddy, Haskell Indian Nations University

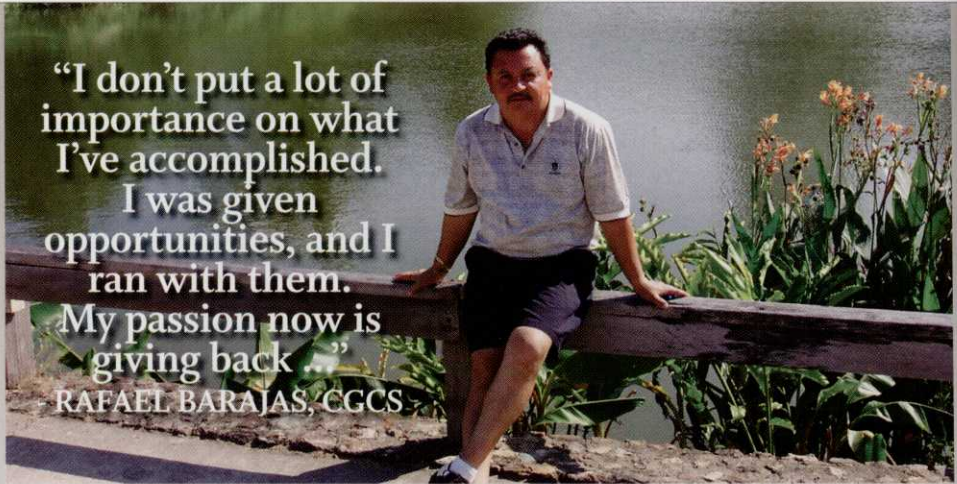
Bud Stallworth, University of Kansas
Ashley Futrell, National Recreation and Park Assn.
Sean Hoolehan, CGCS, GCSAA member
Gary George, c.e.o. of Wildhorse Resort
Simone Herrera, CGCS, GCSAA member
Raymond Chester, golf course owner
Betsy Clark, LPGA
Lawrence Powell, GCSAA member

FROM THE BOTTOM UP

Rafael Barajas, CGCS, experienced that discomfort as a young golfer in California. Before he and his friends played a round of golf, they'd flip a coin to determine who had the unpleasant task of entering the pro shop. Thirty years later, it's hard to imagine Barajas afraid to walk through any door. He's worked hard to gain the confidence he's known for now, and it's been a long road.

At 16, Barajas moved to California from Mexico to help support his family. His brother hired him as a crewman, and after two years, he landed a job as assistant superintendent at Mountain Ridge Golf Course in Monterey, Calif. Long hours on the golf course developed a passion for the sport, and soon his entire life revolved around the industry.

"As I played more golf, it really developed into a career," he says. "I got hooked, and I figured if I moved up the staff ladder, I'd have a better opportunity to play more."



"I don't put a lot of importance on what I've accomplished. I was given opportunities, and I ran with them. My passion now is giving back."
RAFAEL BARAJAS, CGCS

Young, but with almost five years in the industry under his belt, Barajas was hired by American Golf as golf course superintendent at Recreation Park Golf Course in Long Beach. Having started from the bottom and worked his way up, he acquired his fair share of knowledge – but he knew he still had a lot to learn. Barajas took every opportunity to attend business and person-

nel seminars and eventually became a certified superintendent at age 27. Then, in 2000, he received a certificate in turfgrass management from UC Riverside. Presently, he's the superintendent at Hacienda Golf Club in San Diego and is on the board of directors of the Southern California chapter and California GCSA. With almost 30 years of industry experience, Barajas

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Embrace diversity

By Mark J. Woodward, CGCS, GCSAA c.e.o.

Everything we've learned and experienced points to the need to diversify - to sustain and grow stronger. Those in golf and outside the industry have noted the absence of diversity in the game. It's quite clear untapped markets provide an opportunity to grow the game.

Only recently has organized golf dedicated the necessary resources to make the game more inviting to nontraditional golf targets: women, minorities, juniors and people with disabilities. The concept is simple - a more diverse customer base will strengthen the game's economics.

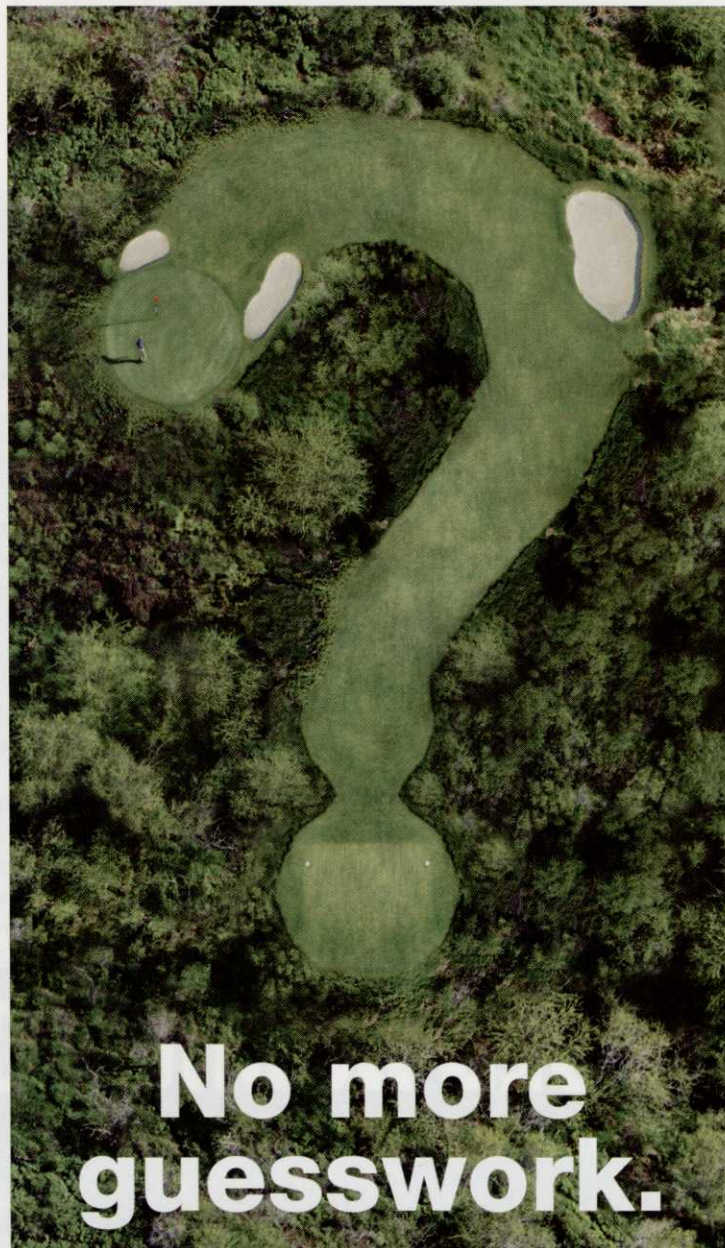
But have there been barriers for these groups? In some cases, there has been overt exclusion. But for the most part, golf has displayed what Steve Robbins, Ph.D., calls unintentional intolerance. While not speaking specifically about golf, Robbins says groups oftentimes exclude without being aware. He doesn't point fingers but challenges individuals and organizations to be more mindful and intentional about inclusion.

By having this perspective, we are likely to attract others who can make us stronger. Growing the number of golfers certainly is a sign of strength. But, including a diversity of experience, backgrounds, perspectives and talents also creates a stronger team. A stronger team makes better decisions and is more focused on success. That's the reason the GCSAA has begun to dedicate resources to enhancing diversity where it has influence. From an association staffing perspective, we're making every effort to tap a diverse pool from which to draw talent.

The GCSAA also has done the same in attracting individuals to the golf course management industry. We've called on our members and others inside the industry with experience in fostering diversity to help us toward achieving this goal. This fall, our diversity task group (see page 21) will meet to continue our goals of identifying barriers to entry and developing programs to attract these individuals. The end result will be a stronger industry and association.

We've identified two measures to start us down the path: one pertaining to females and the other to individuals from ethnically diverse backgrounds. We're introducing both groups to golf course management through a variety of outreach vehicles. We would like to see representation that puts them on a career path that takes them to an assistant position and then as golf course superintendents.

There are no illusions that such a process will be achieved in a short time frame. We know it will be a deliberate process. The ultimate goal isn't to have a specific number of new members representing diverse backgrounds. While we will have targets, it's just as important our efforts result in a different way of thinking that will impact our planning and operations. We will declare victory if our efforts attract a diversity of people and if the process results in a more efficient and effective organization. The execution might be complex, but we're confident we're on our way to a stronger industry and association. GCI



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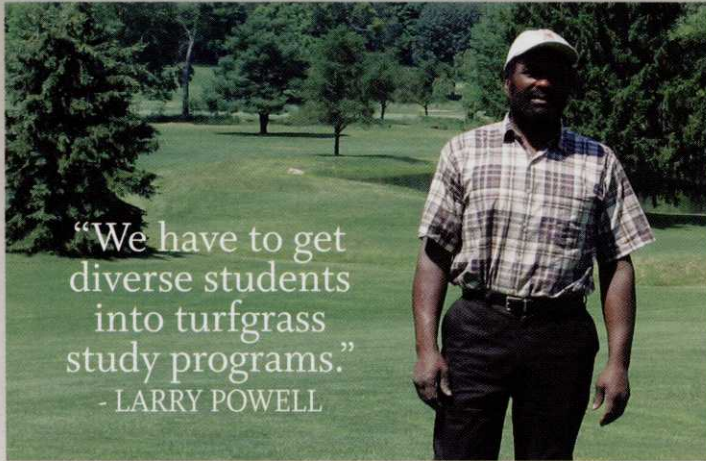
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“We have to get diverse students into turfgrass study programs.”
- LARRY POWELL

doesn't rest on his laurels. He looks ahead.

“I don't put a lot of importance on what I've accomplished,” he says. “I was given opportunities, and I ran with them. I try to stay humble. My passion right now is giving back to the associations that have given a lot to me and my family.”

Barajas has four children, who are a big part of his commitment to diversity in the industry: increased opportunities for young, minority candidates to become successful leaders.

“I'm a big time proponent of diversity,” he says. “The country's diverse. The work force in the industry is very diverse. With a little help and education, we can get staff to be assistants and golf course superintendents.”

A LEVEL PLAYING FIELD

Finney believes physical presence is an important component of a campaign for increased industry diversity. She makes a daily effort to be as visible as possible on property.

“No matter how many computerized systems and gadgets and tools you have, you still have to go out and look and probe,” she says. “A lot of golf course management is still your gut feeling. I'm out every morning, while the guys are out getting the golf course ready.”

Finney's customers are surprised when they find out she's a woman, but they're not amazed.

“The industry's changed throughout the years,” she says. “I can remember going to national conferences where everyone would turn around and stare at me because I was the only woman. There still aren't many women in the association, but there's not as much surprise in the GCSAA as there

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used to be. That's a lot more comfortable for me. My gender's not a big deal, and I don't have to prove myself. I don't have to be better than a guy."

Finney's glad to let her work do the talking. Gaylord Springs has hosted the BellSouth Senior Classic (now the AT&T Classic), and each year Finney fielded the same question during tournament prep: How is it different for you, as a woman, to prepare for a senior PGA event?

"For the first few years, I tried to come up with something fancy to say," she says. "Then I finally said, 'You know, the grass doesn't care. The Tour officials don't care. They care about the turf. They care about the condition of the golf course. It's not any different for me than it is for a guy. Judge me by the golf course, not my anatomy.'"

Sometimes, though, anatomy is a necessary consideration. When Nancy Miller, CGCS, was an intern at Oakmont Country Club in Pennsylvania, the facility offered no living quarters for women at all.

"I was in a position where I could afford to take a room for a few months, and I did because I really wanted to work at Oakmont," Miller says. "But the industry could attract many more women by providing those amenities."

Miller is now the superintendent at Maple Leaf Golf and Country Club in Port Charlotte, Fla., and is one of a mere handful of minority chapter delegates in the GCSAA.

"When I'm at chapter delegate meetings, I think: This isn't America," she says. "The industry isn't a true cross-section of the country, and you wonder why not. You wonder why more women and minorities aren't drawn to the industry, especially the agronomic side of things. I don't know the answer, but the GCSAA diversity task force has been working on it."

A few short decades ago, career opportunities were limited for women and nonwhite men, and almost nonexistent in the golf industry.

"Women were expected to be nurses and teachers," Miller says. "We weren't even aware of all the possibilities."

Still, Miller says it never crossed her mind that there'd be discrimination against women as superintendents, and so far, she hasn't been terribly disillusioned, though occasionally she's been discouraged.

"It can be intimidating to be the only woman in the room," she says. "But what I've done is just gotten involved. I figured the best way to get over my intimidation is to get to know these guys, and that's gone a long way. I've gotten to know each person, so I'm not walking into a group of men but a group of individuals."

It's a feeling Larry Powell knows well.

"There's not much diversity in the industry at all," he says. "That's the way it's always been. The majority of our players at Clearview – over 90 percent – are white. But everyone's welcome." GCI



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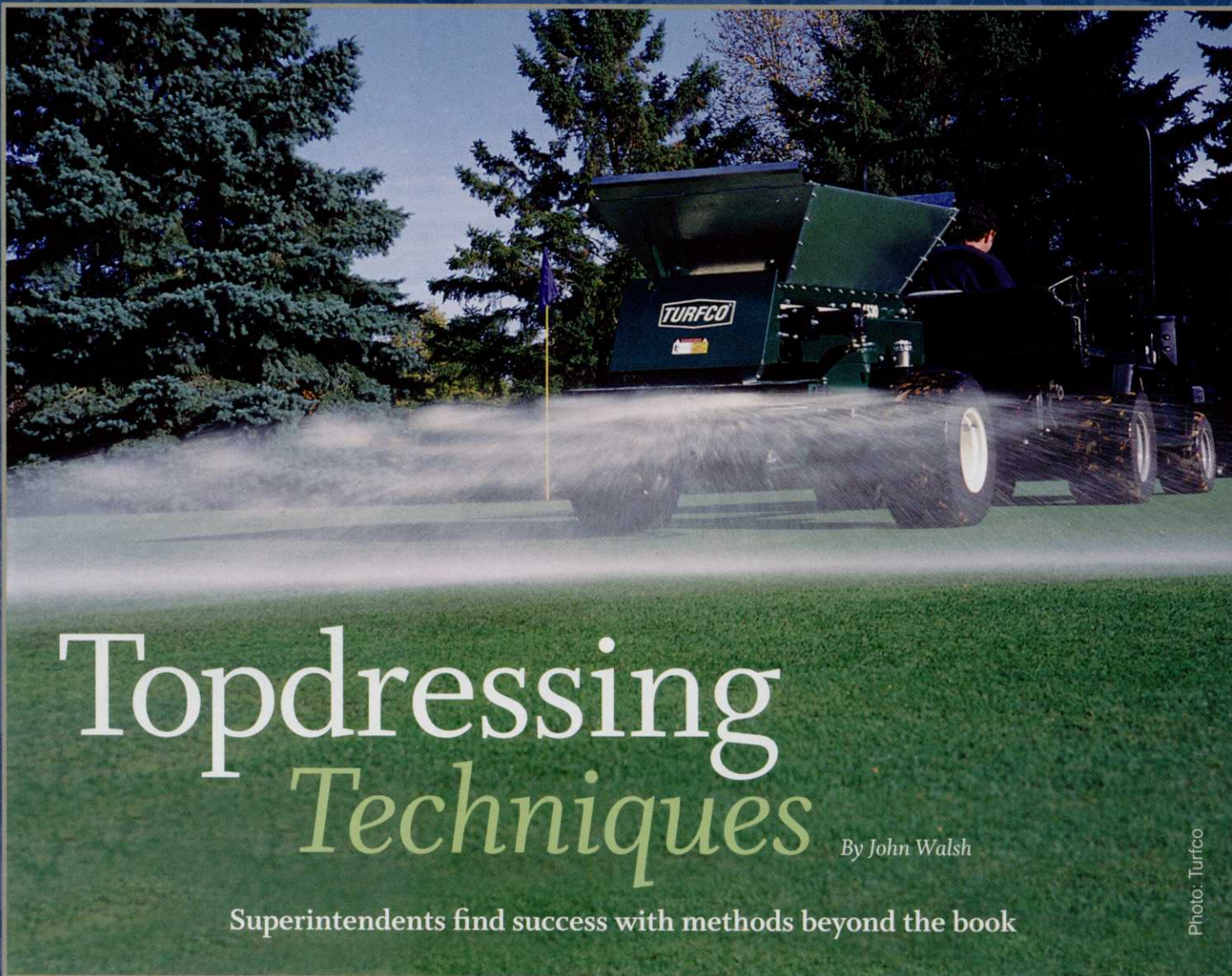
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Topdressing Techniques

By John Walsh

Superintendents find success with methods beyond the book

Photo: Turfco

As with almost all cultural practices, each superintendent has a little twist that allows him to achieve his desired results. Topdressing is no exception.

It's a given a topdressing program should be tailored to meet the needs of a particular golf course. Most superintendents topdress with straight sand, but others topdress with a mix of sand and organic matter, be it mushroom soil or peat. Some even topdress with 100 percent peat.

Those looking to the USGA for a standard recommendation for topdressing won't find one because it doesn't have one, according to Jim Moore, director of construction education for the USGA Green Section. Topdressing – material and amount – depends on the type of green. The needs of older, soil-based, push-up greens

are different than those of newer, USGA-spec, sand-based greens. However, there are some general topdressing goals no matter the type of green:

- Prevent layering in the soil profile, whether it's excess organic matter or layers of excess sand.
- Improve drainage and root-zone aeration.
- Encourage upright plant growth.
- Provide a smooth surface.
- Prevent grain.
- Improve putting quality.

DIFFERENT APPROACHES

Many superintendents who manage older, soil-based greens



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basically rebuild them through aeration and topdressing. As a result, Moore says it's not uncommon for members of the Green Section staff to see as much as six inches of topdressing sand built up during a 20-year period on top of older greens.



Adding too much sand too quickly can result in a shallow, droughty layer immediately above the soil. Photo: Turfco

"If you don't want to rebuild older, soil-based greens, your best bet is to improve them through a combination of aeration and topdressing," Moore says.

If a superintendent is trying to improve older, soil-based greens in this manner, he needs to make the change in the profile a gradual one. Adding too much sand too quickly can result in a shallow, droughty layer immediately above the soil. To avoid building such a layer, it's important to combine sand topdressing with core aeration.

Moore suggests removing cores at least 2 to 3 inches deep when aerating and backfilling the holes with sand. Many superintendents aerate two to three times a year and follow with a heavy topdressing application to fill the holes. Additionally, they lightly topdress four to eight times per year depending on the duration of the growing season. As a general rule, about 1/4 inch of sand will accumulate on the surface of the

green each year with this type of program.

Another topdressing program is one in which a superintendent tries to match the existing root zone – a 90/10 sand/organic matter mix, for example – which typically occurs on newer, sand-based greens, instead of building a new root zone on older, soil-based greens. On new construction greens, Moore suggests topdressing with the exact same material the green was built with if possible. As the turf starts to produce excess organic matter, the switch can be made to straight sand if desired.

CHANGE IS ORGANIC

With sand-based greens, superintendents try to match the rate and frequency of topdressing with organic matter in the green. Organic matter accumulates in a soil profile because the plant is producing it faster than it can break down. One needs to change one's topdressing program if organic matter is building up, Moore says.

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