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Hole Would be a Par 3

	393	310	365	190	500	175	261	536	422	3128	INITIALS	305	145	531	424	333	187	481	155	400	2961	6115	
BLACK																							
BLUE	393	310	365	190	476	175	261	536	422	3128	292	127	501	394	315	171	451	140	343	2734	5862		
WHITE	369	300	355	180	466	162	251	526	411	3020	252	106	466	348	278	135	387	115	291	2378	5398		
HOLE	1	2	3	4	5	6	7	8	9	OUT	10	11	12	13	14	15	16	17	18	IN	TOT	HC	
RED	317	236	265	135	322	91	234	477	324	2391	211	89	431	313	220	82	336	100	246	2028	4419	66	
YELLOW	210	233	100	125	255	91	234	290	152	1680	180	73	330	233	187	67	271	88	164	1933	3283	60	
PAR	3	3	3	3	3	3	3	3	3	27	3	3	3	3	3	3	3	3	3	3	27	54	RATING
HANDICAP	12	17	13	7	11	8	18	1	2	16	15	3	5	14	6	10	9	4					KEEP PAGE WITH THE GROUP OR YOU MAY BE PENALIZED BY THE RANGER TO S
DATE:											ATTEST:												
SCORER:																							

- PennLinks II with improved density and better dollar spot resistance
- Penneagle II provides early spring green-up and shows improved brown patch resistance
- The new Crystal BlueLinks, with the highest fairway turf quality, excelled across all NTEP trials in 2006 and has shown strong resistance to dollar spot and brown patch.
- Seaside II has shown salt water tolerance as high as 15,000 ppm, but also tolerates drought and resists dollar spot

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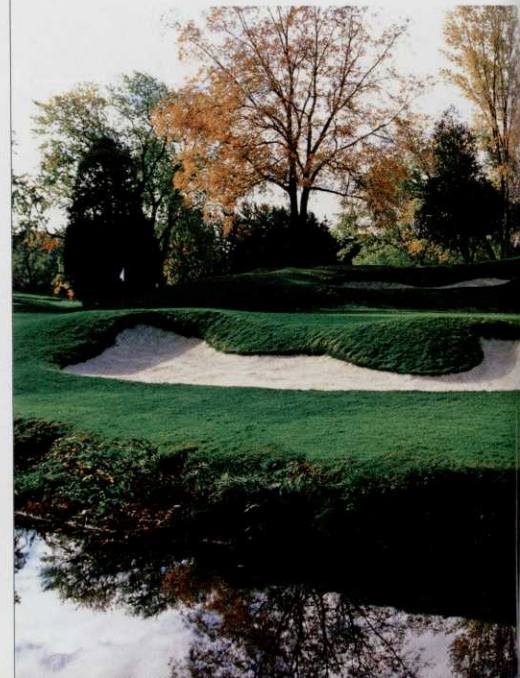
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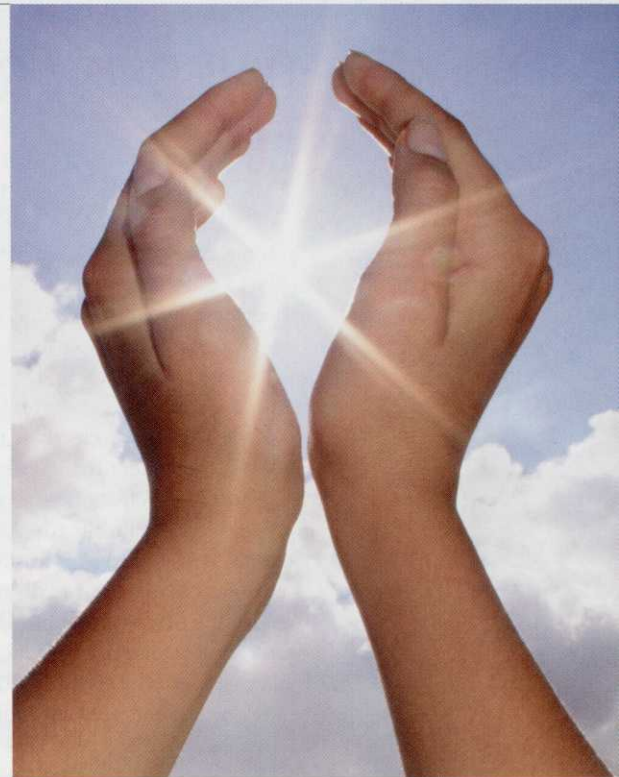
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GOLF INDUSTRY SHOW COVERAGE

Visit our Web site to read about news from the Golf Industry Show – from new products to seminar coverage to the building of a tee box on the trade show floor.

ONLINE POLL: ORGANIC FERTILIZER

During the next few years, do you plan to increase the amount of organic fertilizer applied on your course? Visit the GCI home page to vote in this online poll.

AIR IT OUT

Do you agree or disagree with a recent column or article? Voice your opinion about a topic or try and bring recognition or attention to someone or something you believe deserves it. Visit our message board at www.golfcourseindustry.com/messageboard and speak your piece.

DIGITAL LIBRARY

You can view last year's digital issues of *Golf Course Industry* any time you want on DVD. The digital library contains all the 2007 issues on one disc. The DVD is available at the online bookstore – www.golfcourseindustry.com/store.

EDITORIAL MISSION STATEMENT:

Golf Course Industry reports on and analyzes the business of maintaining golf courses, as well as the broader business of golf course management. This includes three main areas: agronomy, business management and career development as it relates to golf course superintendents and those managers responsible for maintaining a golf course as an important asset. *Golf Course Industry* shows superintendents what's possible, helps them understand why it's important and tells them how to take the next step.





John Walsh
Editor

DIVERSITY REVISITED

When I arrived in Orlando for the GIS a few weeks ago, I didn't expect to run into a buzz saw. That buzz saw consisted of a number of people – including several GCSAA board members – who vehemently took issue with my column last month (“The right kind of diversity,” page 6, January). In that column, I tried to make the point that pushing for more ethnic and gender diversity within the superintendent's profession just for the sake of diversity wasn't as important as having the best-qualified people for the job. Apparently, I didn't make that point as effectively as I wanted to because there are passionate people who felt I was opposed to opportunities for minorities and women.

First, let me state clearly that I agree the game of golf and the industry that serves it should be a big tent that's open to anyone who wants to come in. No one can dispute that broad participation by all segments of society is great for the health of golf.

Second, I specifically tried to draw a distinction between diversity in golf in general and diversity within a professional association such as the GCSAA. There's a difference between actively trying to diversify the segment of society that plays golf regularly (which is easier to accomplish) as opposed to diversifying a group of professionals in golf course management (which is more difficult to accomplish). One is playing a sport that can be started and stopped throughout one's life. It's a hobby. The other is making a lifelong commitment after following a certain educational track. It's a profession. There's a big difference in how people approach each of those. Nonetheless, people seemed to have overlooked this paragraph in my last column:

“Targeting blacks and women to play golf is a different issue, part of which is because of the stagnant number of golfers and rounds played nationally. Involving blacks and females in the game at a young age will increase the odds of them being more involved in the game, including the business side of it, later in life. There are several much needed programs addressing this.”

I don't necessarily like or dislike the fact that the vast majority of superintendents are white males, but as long as the door is open to all and discrimination doesn't exist, I'm not sure having an association that “looks like America” should be a top priority for the GCSAA. Having an association consisting of the best, most-qualified, most-committed professionals should be.

Another concern expressed to me was that I didn't mention Hispanics. The reason I didn't is because now-GCSAA president David Downing specifically mentioned blacks and women in his comments at the Carolinas GCSA conference this past November. He didn't mention Hispanics as a group of people lacking representation in the association.

Additionally, some folks took issue with the fact that I didn't call the GCSAA to ask it about its diversity initiatives before writing the column. Frankly, other than Downing's general comments about the matter, I didn't know the GCSAA had a diversity committee. Furthermore, I wasn't taking issue with concept of diversity in general but rather the idea of not having “enough” of certain types of people in an organization. It suggests the question: How do you define “enough”?

The bottom line is that I, too, want everyone to feel comfortable in the game of golf, including the business side of it. Some people I talked with feel strongly that the industry should do a better job of opening its doors to those other than white males. Maybe I'm naive, but I never realized the doors were closed to anyone.

Perhaps, by expressing a different viewpoint and not choosing my words as carefully as I could have, an open dialogue can lead to new thinking about the concept of diversity in the industry. I'm open to learning more about what you think, so write me or post your thoughts on our Web message board. **GCI**

We would like to hear from you. Please post any comments you have about this column on our message board, which is at www.golfcourseindustry.com/messageboard.



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Too far or funny?

I always look forward to Pat Jones' column, but with "Cut and paste" (September, page 85), he missed badly. When finished with each issue, I usually will share it with influential members at the club or leave it in the men's locker room. Good thing I caught this one before any members got a chance to see it, and I hope others did, too. Superintendents have been working for years to make gains in how our profession is viewed by others, especially our members, and to put into print a piece like this (even if in jest) sets us back. Name calling, near vulgarity (piehole), and questioning intelligence and skills are all usual talk at the maintenance facility or backrooms of the pro shop, but they have no place in print where members can get their hands on it.

Half my job is building communication with members about why we do things. Making fun of them severely hurts these efforts and isn't worth the potential laugh by some. I hope Jones keeps these thoughts in mind for future work. I will continue to review the content of his writings and hope to be able to share upcoming issues with my members.

Russell Vandehey, CGCS
Oregon Golf Club
West Linn, Ore.

Occasionally, I glimpse at Pat Jones' column to see how low he can go. His columns don't represent our industry favorably. Schoolboy humor has its place but not in industry trade magazines. Referring to our clients as idiots, dimwits, schmucks, dog breath and fat shiftless turds is pitiful. Our standards have sunk so low. This was considered disgraceful once, but now it's described as humor and worthy of publishing. Sorry, but I can't subscribe to this trend.

Patrick O'Fee
Golf course superintendent,
Pasadera Country Club
Monterey, Calif.

After reading the November issue, I doubt I will open the magazine ever again. It was pumped full of good information, then I came to the end of the issue. I was dumbfounded Pat Jones' column "Cut and paste" was written by someone who's a green-industry consultant and insulted it was published in your magazine. The column tells us nothing we don't know

already – average golfers/club members don't appreciate the value they receive for their green-fee dollar, they don't know how to take care of bunkers, they know little about growing grass, and they don't understand the hours and finances required to maintain a golf course.

In the process of trying to convince us golfers don't respect what we do for them, he suggests they're idiots, boneheads, fools, morons, clowns, knuckleheads, whiners, schmucks, dog breaths, fat shiftless turds, dopes, dimwits and doofuses. Jones even suggests we post this article in the men's club locker room if we dare. Well, I like my job. I like my members. I like the public golfers who play at my course. What I don't like is someone who thinks they know how I feel calling my members, guests and friends fat shiftless turds. I wouldn't even consider calling my members any of these names in private, let alone post this disgusting article on a public board for everyone to see.

Al Kueker
Golf Course Superintendent
Desert Willow Golf Course
Henderson, Nev.

I had to let Pat Jones know I loved his article "Cut and paste." It was tough to read because I had tears in my eyes, but I finished it. I've thought what he wrote many times. I liked reading my thoughts.

Thomas F. Dale, CGCS
The Links at Brigantine Beach
Brigantine, N.J.

I thoroughly enjoyed Pat Jones' "Cut and paste" column. He captured so much of what we hear every day. He must have a hidden tape recorder around somewhere. I received a customer comment card recently suggesting we conserve water and stop watering so much during the winter, yet we haven't watered in weeks. I heard one regular tell another player my job was to drive around and yell at them when they drove their golf cars too close to the greens. That sure makes those years in turf school look like a waste of money. It's too bad that in the politically correct world of municipal golf I can't post the column for our customers. It would go right over their heads anyway.

Gary K. Carls, CGCS
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Searching For A Cost-Effective Solution To Control Dollar Spot?



Problem: Dollar Spot

Dö'l'ər Spöt *n.* – The fungus *Sclerotinia homoeocarpa* ("Dollar Spot") commonly attacks low-cut creeping bentgrass. It thrives in damp clippings or moist, cool soil.

Symptoms:

Fast-spreading Dollar Spot begins as small discolorations. Grass blades bleach, forming dead patches on turfgrass surfaces. Spreading infection causes ugly, tan-colored spots 2-3" wide (silver dollar size).

1. Many small, round dead patches
2. Hourglass-shaped lesions
3. Cobwebby white mold
4. Damaged putting greens



Solution: Kestrel®MEX

Kestrel®MEX is a broad spectrum fungicide ideally suited for control of Dollar Spot and more than 20 other troublesome turf diseases. Based on a unique, value-added formulation of the proven ingredient propiconazole, Kestrel MEX is one of Phoenix's new NexGen products, a line of enhanced, post-patent pesticides that comprises the highest-quality, top-performing formulations. Kestrel MEX can be tank mixed with a variety of other fungicides and insecticides and is also available in a BATPak®, Phoenix's convenient, returnable packaging concept.



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A COMMITMENT TO MENTORING

Mentoring is a philosophy or a mindset in which the goal is to build and advance people personally and professionally. Mentors take an interest in what's going on in the lives of their mentees, attempting to develop them appropriately. Mentoring combines learning with human interaction. In the past, mentoring was a simple process. An experienced manager or supervisor simply would pass down his expertise and knowledge to a young, up-and-coming employee. That's not necessarily the case now as employees of all ages can benefit from mentoring. Experienced workers have expertise in the technical aspects of the job and managing people. Younger employees tend to have computer and software knowledge that can be passed along to senior colleagues.

The most common mentoring situation takes place when two individuals are paired, and one needs to acquire the skills held by the other. A mentee can improve the process by developing a group of people who are invested in their personal and professional development. This group can become a personal advisory board. If you're in a position in which you don't have a personal mentor, then the advisory board route becomes beneficial to you.

Warren G. Bennis wrote a great article, "The Seven Ages of the Leader," about mentoring that addresses the fact that mentors don't simply show up one day to impart advice needed to be successful. "While the popular view of mentors is that they seek out younger people to encourage and champion, the reverse is true more often. The best mentors usually are recruited, and one mark of a future leader is the ability to identify, woo and win the mentors who will change his or her life."

Authors Robert Morison, Tamara

Erickson and Ken Dychtwald address how mid-career employees can benefit from mentoring in their article, "Managing Middlecence." After surveying 7,700 U.S. workers in June 2004, they found mid-career employees (those between the ages of 35 and 54) make up more than half of today's work force.

"Mid-career employees are the least likely to say their work place is congenial and fun or that it offers ample opportunity to try new things," they write. "Only one in three agrees top management displays integrity or commitment to employee development. A fifth are seeking opportunities in other organizations, and a similar percentage are looking for a major career change. But 85 percent believe career changes are difficult. Family and financial pressures outside work make them conservative in their career choices, and many can't afford moves that would involve cuts in pay or benefits."

Research shows mentoring programs can benefit an organization through increased retention rates ...

The article states how the opportunity to mentor a younger employee can be energizing and invigorating to midcareer employees: "For middlescents, serving as a mentor is a personally fulfilling way to share a lifetime of experience, give back to the organization and make a fresh set of social connections in the work place."

Authors Thomas DeLong, John Gabarro and Robert Lees address what makes a

mentor in their article, "Why Mentoring Matters in a Hypercompetitive World." They say a good mentor is someone who is absolutely credible and whose integrity transcends the message, be it positive or negative. They tell you things you might not want to hear but leave you feeling you've been heard. They interact with you in a way that makes you want to become better. They support your attempts to set goals for yourself, and they present opportunities and highlight challenges you might not have seen on your own. Above all, great mentors value listening and a passion towards seeing others develop and succeed. They take interest in the kind of work mentees want to do, where their passions lie and what skills they want to develop.

Research shows mentoring programs can benefit an organization through increased retention rates, improved morale, increased job satisfaction, accelerated leadership development, reduced stress and stronger, more cohesive teams. Another benefit of mentoring is that it can be used to reduce generational conflict, most frequently stemming from differences in expectations regarding work hours, behaviors (i.e., cell phone usage) and respect for those of different generations.

Organizations need to commit to mentoring continually. As an organization, regularly ask: Have we set goals for mentoring? Are we monitoring progress and measuring results? How often do we conduct performance appraisals? How often do we listen and gather feedback? Raise the bar on mentoring practices in your organization by celebrating and showcasing mentoring excellence wherever and whenever feasible and appropriate.

Committing yourself to mentoring will reap lifelong rewards. Seeing those you've helped develop and train succeed personally and professionally is something for which all leaders should strive. **GCI**