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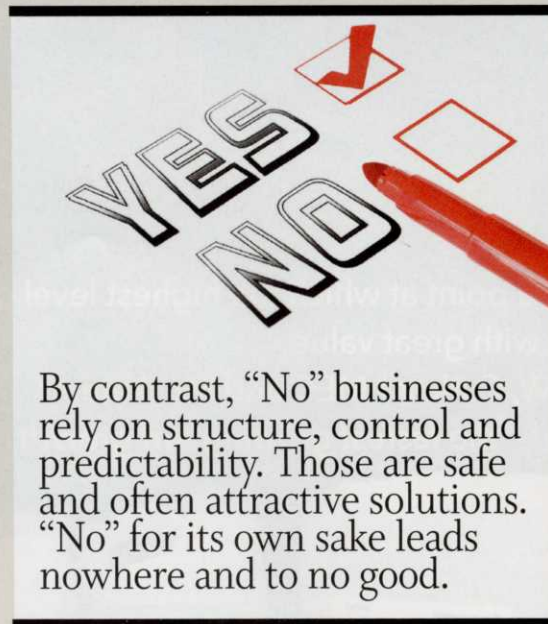
Henry DeLozier, a principal in the Global Golf Advisors consultancy. DeLozier joined Global Golf Advisors in 2008 after nine years as the vice president of golf of Pulte Homes. He is a past president of the National Golf Course Owners Association's board of directors and serves on the PGA of America's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

ANSWER YES OR NO

Are you in the "Yes" business or the "No" business? It's a simple choice: prosper or perish? Today's top performers in golf and club management have made a conscious choice to be in the "Yes" business. They understand all things are possible when they find ways to say "Yes." Throughout the facility, management and department heads realize positive and affirmative behavior begins with the simple answer to a yes-or-no question.

John Lennon sang "All you need is love," but what he learned from Yoko, as told in "Yes! 50 Scientifically Proven Ways to Be Persuasive" by Noah J. Goldstein, Steve J. Martin and Robert B. Cialdini, is the enormous influence of the word "Yes." The anecdote of Lennon's embrace of a simple concept opens a guide for anyone in the service business.

As club leaders, execs and managers prepare for 2013, there's growing optimism that the worst of the business cycle for courses and clubs is behind us. But



By contrast, "No" businesses rely on structure, control and predictability. Those are safe and often attractive solutions. "No" for its own sake leads nowhere and to no good.

the opportunities are just now clearly emerging. Those who can find affirmative solutions to discouraging problems will be the first to capitalize.

Here are several opportunities to turn a problem into an opportunity by finding a way to say "Yes."

Are you family friendly? Clubs with happy and engaged members are finding revenue growth because members and best-customers will spend on friends and

family. Where children and family are priorities, clubs are growing in member engagement and participation.

Do you recognize the role of women? Women make the decisions most important to most clubs. But some clubs cling to outdated methods of governance that relegate women to secondary status. The clubs that say "Yes" to women are experiencing growth with new members and increased family utilization.

Do you make room for technology? Tech-friendly clubs – those that have designated media locations and proactive cell phone policies – remain relevant to members. Executives in the middle of an important project or waiting on a piece of vital information will not head for the club if they believe they are going to be disconnected for the next few hours. Nor will a mother willingly be inaccessible to a child.

Do you have a table for me? Formal dining versus casual dining is an issue at many clubs. The issue is not formal or casual; the issue is personalized need fulfillment. If Starbucks can make my exact blend, why can't my club accommodate my needs? Members expect to be served to their unique needs, regardless how similar their needs may be to their fellow members.

When examining the power of "Yes," there are many examples and role models from which to choose.

Marvin Waters, who is the PGA professional at the Little River Golf & Resort in the Sandhills of North Carolina, is committed to "Yes." He says, "When my guests ask for something out of the ordinary, we find a way to deliver it for them. In tough times, everyone has to be a problem-solver."

Jeff Magoon, the senior director of risk management for the CMAA, has introduced the CMAA initiative called Club DNA. The program is generating favorable results and saving clubs significant sums of money. Saving money and gaining relevance are the by-products of finding "Yes" answers. But the great reward is found in an environment where enthusiasm and harmony self-perpetuate.

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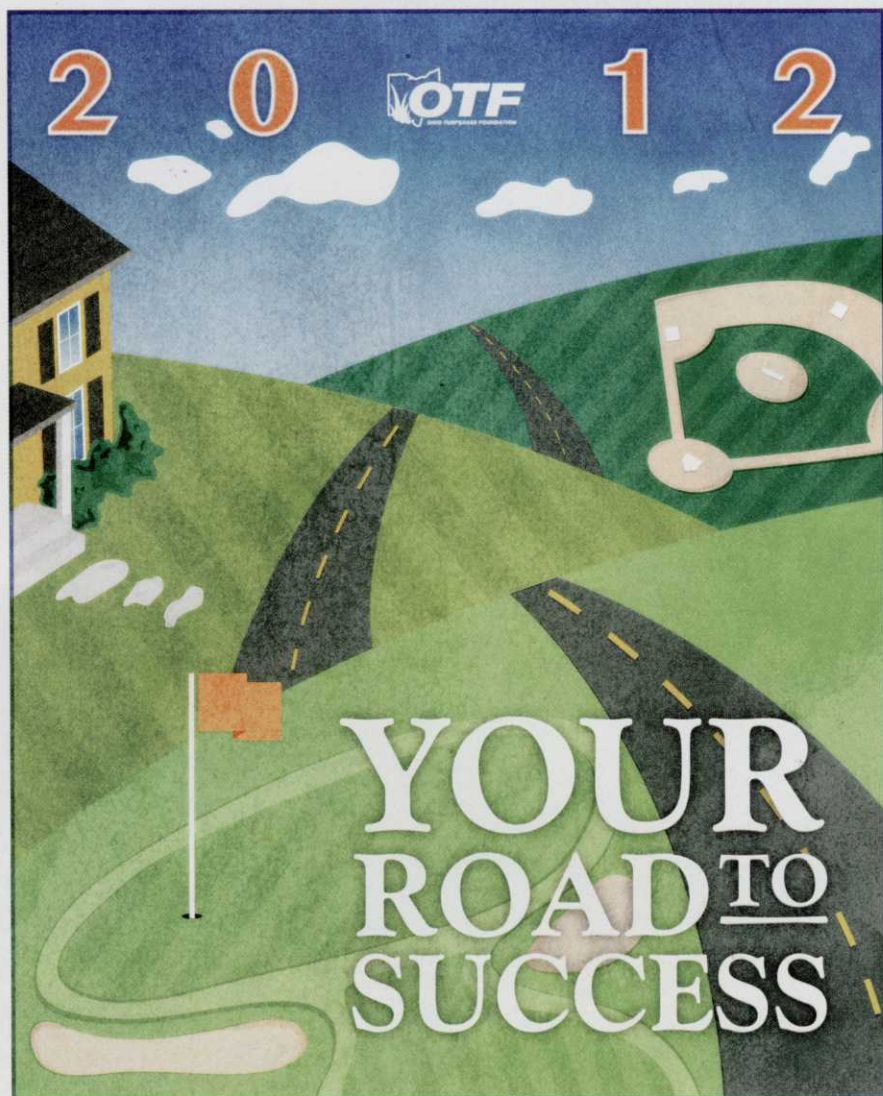
"Yes" businesses require vigilance and agility because these businesses are constantly opening the door to possibility, which can introduce an element of risk. That's where professional club managers, superintendents and golf professionals must exercise their influence and find ways to say "Yes." **GC**

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Foliar fertilizers as part of an integrated nutrition program help superintendents get through extreme dry and hot conditions.

Feed with

by Jason Stahl

FOLIARS



Jim Huntoon of Heritage Golf Club considers himself pretty lucky. When most superintendents were dealing with an unusually hot and dry summer, Huntoon experienced fairly normal conditions in Myrtle Beach with adequate rainfall and moderate temperatures. Even so, he never once considered varying from his foliar fertilizer program.

"I'm a big-time user," says Huntoon. "I use it year-round to keep my grass, and I have for a long time."

Huntoon likes to spray every five to seven days during the growing season and every 14 days during the dormant season to maintain color on his Bermudagrass since he doesn't overseed.

Even though Huntoon didn't believe the effects of last summer like most parts of the country, he wasn't able to escape the hurt in the summer of 2011. Being so close to the ocean, he has a lot of issues with water quality when it gets dry because a lot of the wells and rivers become brackish – which is what happened that summer. The result was lots of stress on his turfgrass.

"On my tees and greens, I was able

to use foliar products and also soil-applied products to help alleviate salts in the rootzone – something I couldn't do on the fairways because of the scale and how much it would cost," he says. "And you could tell the fairways struggled a lot more because of that."

The root system becomes highly ineffective in high-sodium conditions, and many times, the only way to get nutrients into Bermudagrass is through foliar feeding, Huntoon says. On the greens, for instance, he sprays liquid fertilizer and lightly waters it in to put it down by the crown or just below the surface of the grass where most of the roots are.

A regular fertilization program that includes foliar sets superintendents up well when a drought comes, Huntoon says. They allow for easier control of nitrogen input, cut down on mowing and improve turf quality, saving money and labor.

"What has worked for me throughout my career, whether you're talking about foliar, herbicides, fungicides or pesticides, is a consistent program," he says. "That always yields the best results."

With Heritage GC being a year-round destination, it's important for Huntoon to spray foliar on his greens to help withstand wear and tear when they're dormant, plus influence

a little growth and color – something he can't do with soil-based fertilizers when soil temperatures are low.

Doug Middleton of Ocean Organics/Lebanon feels that more and more superintendents are catching on to the foliar fertilizers' benefits. "I'm sort of struck by the fact that many people now already know about the need for these products," he says. "For those who don't, a drought is the kind of environmental condition that brings clarity to it. When you have stressful conditions that compromise root systems and you're worried about disease but you want to control growth by controlling input, then foliar is the perfect tool."

Middleton believes that, when faced with a drought like last summer, fewer superintendents were caught in "aha" moments because they were already approaching their nutrition programs with foliar in mind. But he admits the widespread nature of the excessively hot and dry conditions might have uncovered deficiencies in some superintendents' fertilizer programs.

"Guys who got their eyes opened were maybe the guys who weren't (using foliar)

TURF MAINTENANCE

this year but looked around and noticed that people who seemed to be having more success were using them,” says Middleton, who saw the same phenomenon occur in the 1998 drought where superintendents were copying their colleagues who used foliar herbicides and survived the severe weather.

Middleton espouses a proactive approach when using foliar herbicides. “Nothing makes you think of your health more than when you’re sick. All of a sudden, you’re like, ‘Geez, I should have taken better care of myself,’” he says. “As a turf manager, your plan should be to do everything you can to get plants as healthy as you can going into a stressful situation. When you’re in trouble and it’s summer, your chances of getting nutrients in through the foliar herbicides are probably better than they are through

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Foliar Herbicides

Alan Hess thought he had seen just about everything until the summer of 2011. The director of course management at Augusta Pines Golf Club in Houston, Texas, experienced the worst drought he had ever seen. President Obama declared Texas a disaster area, water restrictions proliferated throughout the state and more than one billion trees died. Add to that the fact that his course sits on the northern edge of Harris County in the Piney Woods, and as a consequence suffers higher-than-average weed and pest problems with its sandy soil, and the challenges Hess faced would have melted mere mortals. Fortunately, 2012 turned out to be a lot better.

“Myself and everyone else were apprehensive coming out of the spring because we thought the turf was going to be extremely weak going into the winter due to the stress of 2011,” says Hess. “The year 2011 had potentially set up 2012 to be horrendous back-to-back years. But fortunately the rains came through. We had some dry spells but they were broken up at least every three weeks with rain in Southeast Texas.”

Still, foliar herbicides helped Hess get through it all. One advantage is that it’s cheaper to apply than granular because Hess has his own equipment to do so and can pick the best time to lay it down. Also, he has the luxury of being able to tank-mix other materials in with it to “kill two birds with one stone.” Fairways are sprayed with foliar herbicides supplemented with iron, magnesium and small amounts of nitrogen.

“I save a huge amount of money by being able to spray foliar-wise every two to three weeks as opposed to throwing down granular,” Hess says.

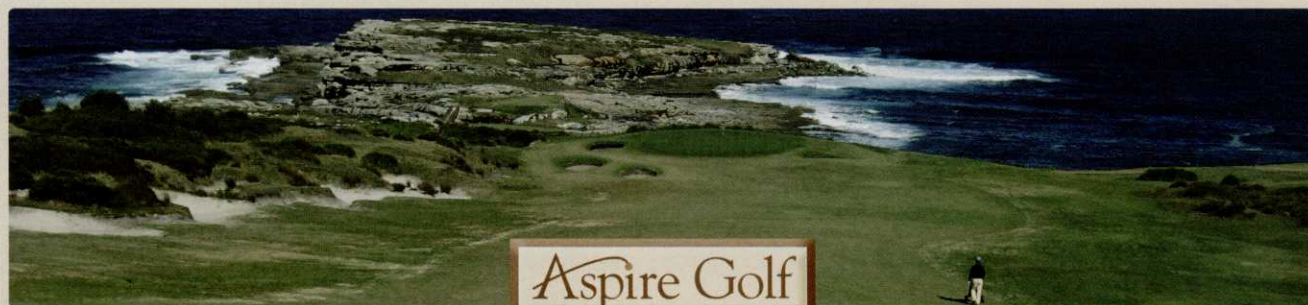
Jeff Michel, foliar herbicide product manager for Bayer CropScience, says three of the company’s products perform well under high temperatures: Revolver, Celsius and Tribute.

“These can be used under high temperatures, though obviously if you have severe stress and you can’t keep up with irrigation, then you need to take caution with even those,” says Michel.

Michel recommends to be proactive and have excellent turf quality prior to entering a stressful period – and have a preemergent herbicide down so that you don’t have to treat the turf when it is most stressed.

“Spring applications of preemergent foliar herbicides can prevent weeds and promote a dense turf canopy,” says Michel. “If you do have weeds emerge under stressful conditions, spot treat where necessary. Monitor the health of the turf prior to making the application. If you can’t make an application and the turf is under severe stress, then it’s better to hold off until that stress can be relieved.”

“Whether it’s weed, insect or disease control, all of these are better controlled preventatively rather than curatively,” Michel adds. “You typically use less product and get more effective control if you can prevent the problem versus trying to cure it. When weeds emerge or pests come in, you have to use higher rates and get more aggressive. In drought and heat, your ability to make those applications when you want to can be limited.”



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your horribly compromised root system.”

But by no means should foliar be a plan unto themselves. Rather, they should be used in conjunction with granulars as part of an integrated approach to nutrition. The obvious benefit is the maintaining of health and color without getting “flush” growth – something he says superintendents are more aware of now.

“One thing that has changed a lot in the 20 years I’ve been doing this is superintendents are much more conscious of managing growth and not creating flush growth when energy is the limiting factor,” he says.

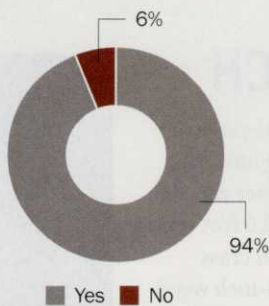
Under high-temperature, low-moisture conditions, plants suffer a decline in carbohydrates because they’re not producing energy through photosynthesis at the same rate they’re consuming energy through respirations. So the last thing you want to do is sap the plant’s energy by promoting growth.

Gary Grigg of Grigg Bros. saw a spike in Northeast and Midwest sales last summer, due to the hot and dry conditions. “It’s not just foliar either,” he says. “The phosphites have led the way in summer stress. We’ve known for 12 years phosphite products have an impact on summer stress, especially if you have them mixed in with foliar.”

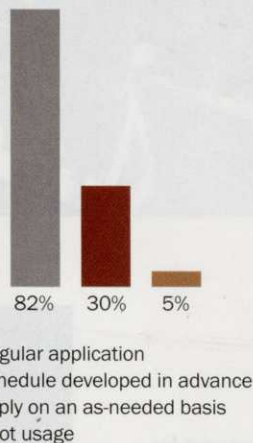
“During the summer, especially during hot weather, superintendents need to get on a program they have confidence in and stay on it,” he says. “The ones who get in trouble are those who pick and choose their own program and don’t look at what’s being recommended. We wouldn’t recommend it if we didn’t know it was a good program – save the granulars for spring and fall.” **GCI**

FOLIAR BREAKDOWN

Foliars used as part of a maintenance program

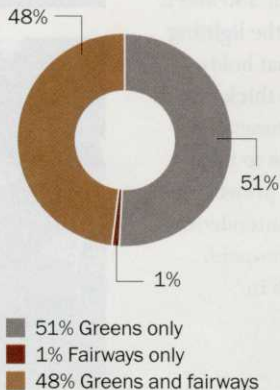


How are foliar used?



Source: GCI research

Where foliar are used



Source: GCI research

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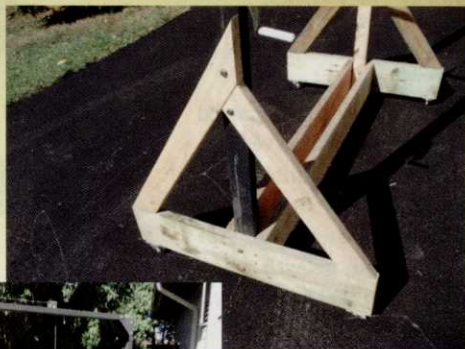
Terry Buchen, CGCS, MG, is president of Golf Agronomy International. He's a 41-year, life member of the GCSAA. He can be reached at 757-561-7777 or terrybuchen@earthlink.net.

Travels With Terry

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

CUTTING UNIT LIFT WINCH

The fixed cutting unit lift mechanism from a 30-plus-year-old Foley reel grinder was transformed into a portable unit with the addition of wooden framework with swiveling caster wheels. The main structure is approximately 6 feet long and 3.5 feet wide and is made of 2-x-6-inch wood planks with 2-x-4-inch cross braces held together with carriage bolts. Ripped 2-x-4-inch wood was also bolted on the inside of the U-shaped metal framework to further attach the metal and wood together. The materials cost less than \$50 and it took about two hours to build. Scott Verdun, golf course superintendent, Nate Keller, assistant superintendent, and Dann Steltenpohl, mechanic, are the team at the Kenosha Country Club in Kenosha, Wis.



BUFFALO BLOWER QUICK DISCONNECT

This 2003 Buffalo Turbine blower has a quick disconnect for the control switch cable that is used to move the blower housing electrically from side to side. It was installed as a safety measure in case the blower becomes detached from the tow vehicle so the electrical wiring would not be torn off from the blower control box. The six-pin connector costs about \$50 and it is similarly used on 18-wheel semis for connecting the lighting between the tractor and trailer. The metal bracket that holds the female portion of the quick disconnect is 1/8-inch thick, was fabricated in-house and it is bolted to the tow-hitch tongue. A plastic split loom is attached to both ends of the cable to help protect it from wear. The labor time to complete the project took less than two hours. Scott Verdun, golf course superintendent, Nate Keller, assistant superintendent and Dann Steltenpohl, mechanic, are the team at the Kenosha Country Club in Kenosha, Wis. **GCI**





SUSTAINABLE LANDSCAPE MANAGEMENT

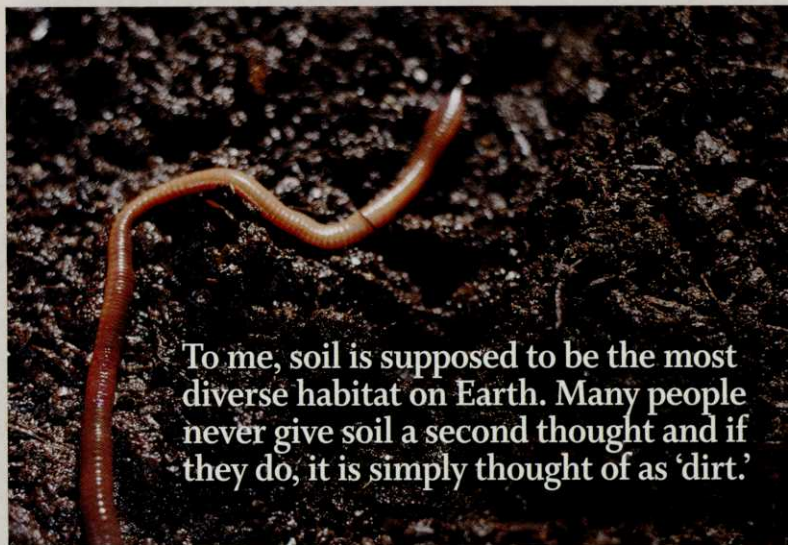
One aspect of sustainability as it relates to golf courses is to develop and implement a sustainable landscape management approach and program. This means a comprehensive approach, that is “top heavy” on turfgrass management, but that looks at the entire landscape, beginning with the health of the soil that serves as the foundation for a sustainable landscape.

I will admit straight away that I am not an agronomist, I am a biologist. Therefore, this training has shaped me to think about things from a “food, shelter, water, adequate space” view point. These topics represent the necessities of life. To me, soil is supposed to be the most diverse habitat on Earth. Many people never give soil a second thought and if they do, it is simply thought of as “dirt.”

What follows are seven topics I believe are important considerations for a sustainable landscape management program.

BUILDING HEALTHY SOILS. Healthy soils are essential in urban landscapes. Organic matter additions (compost or humus) can transform poor soils into a fertile growth medium that supports healthy plant growth while reducing water and fertilization requirements. Healthy disease- and pest-resistant plants improve landscape appearance and increase property values.

USING FERTILIZER EFFICIENTLY. Applying precise amounts in a timely manner will reduce growth, diminish the potential for pollution, and promote healthy disease- and pest-resistant plants. Fertilize according to the needs of the species planted. Use slow-release or organic-based formulas based on nutrient needs as verified by soil testing. This will reduce growth spurts that



increase the need for pruning and mowing.

USING MULCH. Use shredded or chipped plant materials with an appropriately high wood content as a cover in planting beds and other bare areas in the landscape. Mulch will insulate plant roots, reduce weeds, minimize water loss, and control erosion, dust, and mud problems. Decomposition of mulch helps condition the soil and adds nutrients.

IRRIGATING EFFICIENTLY. Overwatering aids rapid plant growth and runoff adds to groundwater pollution. Use water-efficient irrigation systems, such as drip or low-output sprinkler heads, which deliver a precise volume of water to plant root zones. Develop watering schedules based on historical or actual weather data. Use soil probes to monitor soil moisture before watering.

PRUNING SELECTIVELY. Excessive and haphazard pruning of shrubs and trees is wasteful and unhealthy. Pruning should be limited to maintain natural growth patterns. Hedging, topping, and shearing of landscape plants into formal

shapes only encourage excessive new growth. Using natural pruning techniques at the proper season will promote healthier plants and also reduce “suckering” and stabilize growth.

PRACTICING POLLUTION PREVENTION. Landscape managers are encouraged to use Integrated Pest Management (IPM) to reduce use of chemical pesticides and herbicides. These chemicals can eventually make their way off-site and contribute to nonpoint source (NPS) pollution (pollution not traceable to a single location). Increased use of non-motorized equipment also reduces emissions and noise pollution.

RETROFITTING INEFFICIENT LANDSCAPES. As established landscape sites age or grow beyond their intended use, they must be redesigned to integrate resource efficiency, site function, and aesthetics. Reduce turf areas and establish new landscape plantings with more low-maintenance and drought-tolerant plants. Likewise, irrigation systems must undergo retrofits and depleted soils enriched to conserve water and promote healthy plant growth. **GCI**



Green Bay is the home of Lambeau Field and the Green Bay Packers. Each fall the state of Wisconsin follows their Badgers on Saturdays and then the Packers on Sunday. Many consider the Green Bay Packers to be America's team and the fan base goes far beyond the borders of the state of Wisconsin. I have known many people who have "watching a football game in Lambeau Field" as priority must-do on their bucket lists.

As they say in football jargon "upon further review" Green Bay has so much more to offer as a city. One of the highlights of the region is Green Bay Country Club. Back in 1991 a group of friends and investors organized to form the club. Early months were spent on developing the vision for a superb golf course and family venue for its members. The demand for high-end golf was there and construction began in the fall of 1992.

Dick Nugent and Tim Nugent laid out a wonderful track on the rolling terrain. There is quite an elevation change as the holes meander through wooded areas with water that is beautiful and in play on quite a few holes. Many native grasses have been incorporated into the layout and provide for a rustic and natural look of the land.

After the original design there have been a few minor modifica-

The Green Bay trail

Just like the Green Bay Trail, Marc Davison, CGCS, covered a lot of miles and a very logical and strategic path to Titledtown. *By Bruce Williams, CGCS*