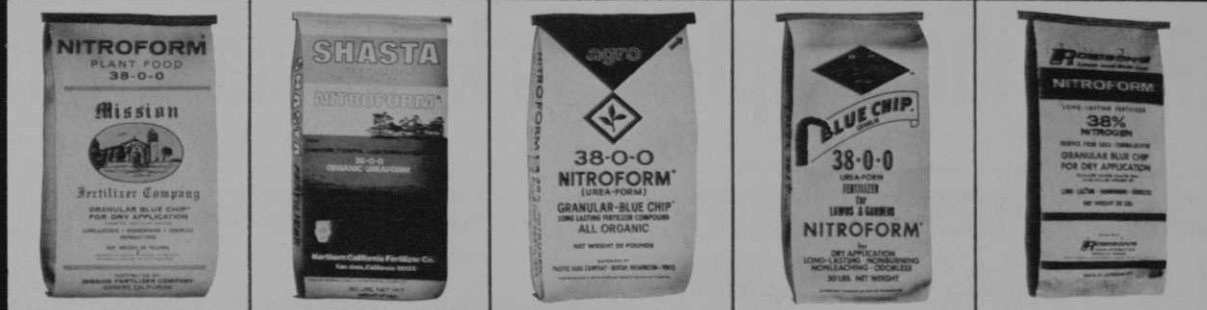
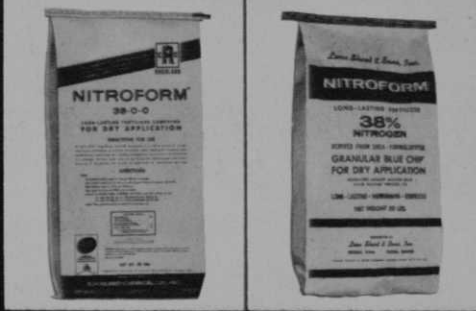


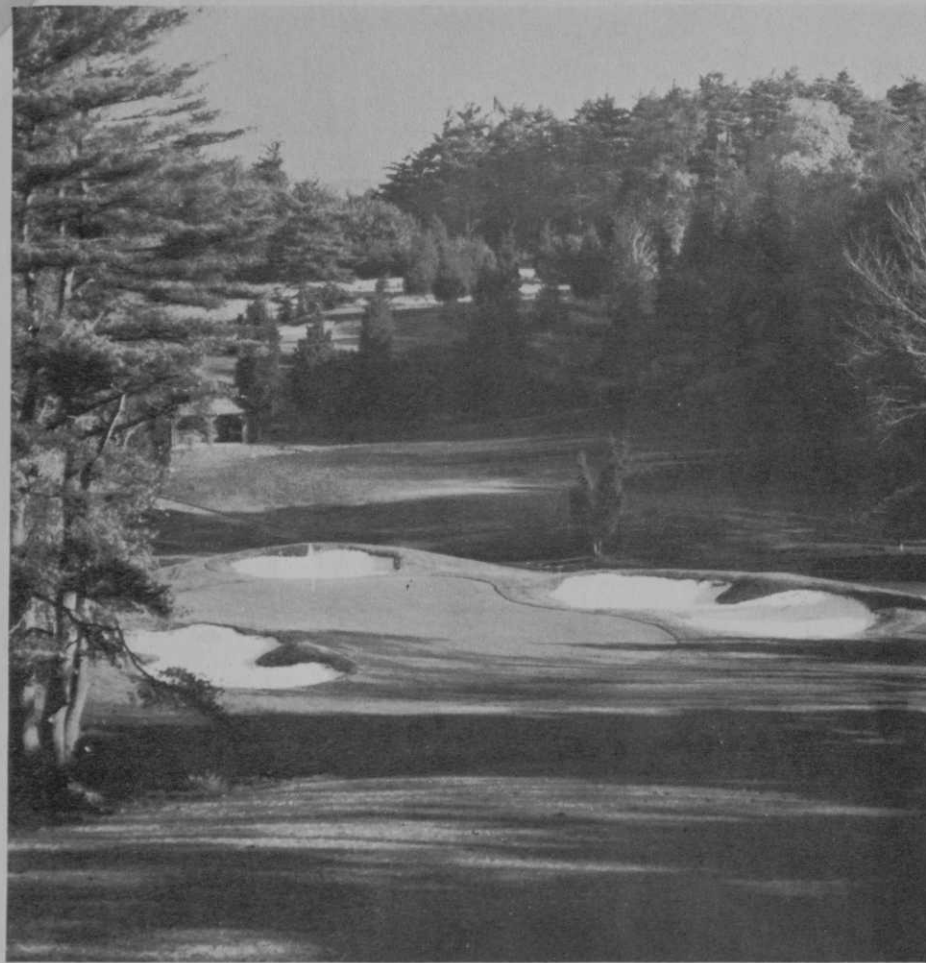
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- Indiana Wells CC, Palm Springs, Ca.
- La Quinta CC, Palm Springs, Ca.
- Thunderbird CC, Palm Springs, Ca.
- Desert Inn CC, Las Vegas
- Mission Viejo CC, Mission Viejo, Ca.
- Marina Del Rey GC, Venice, Ca.

EASTERN AREA:

- Camelot CC, Spring Valley, NY.
- Dutchess CC, Poughkeepsie, NY.
- I B M CC, Poughkeepsie, NY.
- Indian Ridge, Andover, Ma.
- New Jersey CC, Wayne, NJ.
- Pawtucket CC, Pawtucket, RI.
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713 R



Vandals damaged Merion's 15th (above) four months before the '71 Open. New sod came from near-by clubs. Woodmont's bluegrass nursery sod (below) grown for collar of green under construction.



Nursery at Congressional (left) of bent and rye. Damaged green at Congressional (above) gets repair plug. Poorly-drained greens (below) frequently need major repair work including nursery sod.



THE CLUB SOD NURSERY: A TESTING GROUND



For many years progressive superintendents have recognized the importance a golf course sod nursery plays in solving turfgrass management problems.

To the late Harry Mesloh, superintendent of Clovernook CC in Cincinnati, his Washington bent nursery became a source of funds during the Depression. By selling some of his excellent bent sod to less fortunate, neighboring clubs, he was able to purchase essential new equipment throughout that time of economic crisis.

Mesloh used his nursery in other ways, which expanded its importance to the course. It was an experimental laboratory, and Mesloh's understanding of the relationship of the nursery to the golf course was an education to younger superintendents. For example, there were no fertilizers especially mixed in formulations for golf courses, the only fertilizer available then was an agricultural one, 10-6-4. It was literally a "hot" item. Many superintendents

In view of chemical bans, vandalism and disease, superintendents can be ready to meet each crisis economically with a nursery back-up, which can test new chemicals as well as supply instant sod

by WARREN BIDWELL

Manager, Golf Course and Grounds,
Congressional CC, Washington, D.C.

couldn't even distribute it without burning their turf. Mesloh came up with the idea of splitting the application—one half the required amount was applied at right angles to the initial distribution pattern. His trial-and-error experiment on the nursery paid off. The resultant growth pattern was uniform and burn free, because no heavy a-

mounts of fertilizer accumulated in a single area. This principle is still followed today.

Other lessons coming out of that era also helped to establish the proper relationship between the club's sod nursery and good turf management practices.

Before the development of the fungicide, Suspension Calo Clor and Thiram in its initial form in the late 1930s, the main source of hot weather disease control was Calomel and bi-chloride of mercury. This combination was more compatible when common salt was used to help dissolve the two chemicals before they were placed in solution in the spray tank. This was another "hot" item. The solution yellowed the bent greens considerably following application. Again, the nursery areas of Clovernook were used to advantage. It was found that by using slightly more than the usual amount of water in application and by using a larger spray nozzle disk, thereby avoiding the dew-type solution ap-

continued on page 44



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For more information circle number 177 on card

NURSERY from page 43

plication, the burning problem was eliminated.

In 1941, at my own bent nursery adjacent to the eighth tee at Cincinnati CC, a large area of land was made available to the DuPont Chemical Company to experiment with a new fungicide formulation with a sulfur base.

This fungicide was destined to play an important role to all golf courses during World War II. DuPont was in the final stages of developing Thiosan, now known as Thiram. It subsequently became the only fungicide available to superintendents when the mercuries were placed on the priority list.

Now that the Environmental Protection Agency (EPA) has curtailed the use of many favorite turf protection chemicals, modern superintendents again have turned to their turf nurseries as the proper place to confirm the safety and effectiveness of new chemical substitutes. With the EPA and related state agencies banning such old timers as DDT, mercury, the arsenicals and the chlorinated hydrocarbons, many alternatives now are being offered, usually with less residual qualities and sometimes questionable effectiveness.

The sod nursery is the place to determine the effectiveness of some of these substitutions—not the playing 18 greens. The usual, advertisement slogans such as “just as good,” or “totally safe,” must not be taken for granted. Our reputations as professional turf managers are on the line and must be guarded.

Along with the new demands on the the golf course superintendent to find new and safe chemicals for the protection of the turf investment at his club, goes a certain responsibility to properly calibrate the application equipment to conform with the manufacturer's recommendations. If any mistakes are to be made, let them happen on the sod nursery.

There are other equally important reasons for establishing an adequate bent nursery. At the Philadelphia CC, the 20,000-foot nursery was begun prior to a major tee enlargement program. When the club was started in the 1920s, the teeing grounds served around 12,000 rounds of golf a year. In the 1960s,

they were being mauled by nearly 30,000 golfers a year. The result? Bad tees. Don Pakkala, the superintendent, completed the project in the spring of 1972 (following my departure for Congressional CC). We had found that a properly managed bent nursery sown in April could be harvested in November, using the winter work force for whatever improvements were needed in the club's playing facilities.

Another contingency that justifies the existence of a bent nursery is the universal problem of vandalism, the victims of which almost always are the delicate greens. Very few clubs escape this social problem. Flagpoles, detergents and sometimes lighter fluids are used to destroy property. Motor bikes and four-wheeled vehicles rip open fairways and greens. Damage to the course requires instant sod to repair the scars and a green thumb to make the job professional.

There is a little “monster” about the land that is an insidious creature. His presence in the soil can only be properly determined by a scientist trained in identification through the examination of soil samples through a microscope. Long recognized as a detriment to Southern agriculture, his progression and adaption have made him famous as far north as Minnesota and Michigan. I refer, of course, to the nematode.

Turf managers have viewed his presence in their turf as a new, uncontrollable turf disease. Perhaps, they reason, their best fungicide isn't what it used to be or, as I raised the question to Dr. Herb Cole of Penn State in July of 1969, “If I don't have a turf disease, what do I have on the fifth green?” Having exhausted his bag of tricks, Dr. Cole turned the soil sample over to a nematologist. It showed that our soil was loaded with them. Having sodded the “problem green” three times in four years from my nursery, I was desperate for a new approach and a solution to the problem. Proper treatment was begun immediately, and I was grateful for having had a nursery.

Aside from the need, convenience and practical application of operating a bent sod nursery, many superintendents are facing up to an-

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NURSERY from page 44

other, ever-increasing annual problem—that of repairing damage from golf cars in the concentrated use areas. Identical to the program here at Congressional, many superintendents are establishing nurseries of either common Kentucky bluegrass or the more wear-resistant Kentucky 31 tall fescue or bermudagrass. Many superintendents devote considerable time to transferring the sod from the nursery to the objectionable worn spots on the course each winter.

Former Golf Course Superintendents Assn. of America President, Bob Shields of nearby Woodmon CC believes and practices the multi-use principle, as did Mesloh, in the management of the four distinct areas of sod nursery at Woodmont, all closely related to his 36-hole operation.

Shield's bent nursery is always ready to back up his continuing drive for perfection on his two courses. He grows some of the latest introductions of bluegrasses, ryegrasses and bents to determine their tolerance to the Washington D. C. climate. Because he maintains two distinct types of fairway grasses—cool season, Kentucky bluegrass on the North Course and warm season, bermudagrass on the South Course—he has a wide margin from which to choose to make decisions affecting the course. Over the years he has moved sod to all of the collars, replacing an inferior bent-*Poa* sod with bluegrass from the nursery. On the South Course, he continues each year to move nursery-grown P-16 bermudagrass to those fairways using the slit sprigging method.

At present, Shields is relocating a green on the North Course and will use nursery-grown Kentucky bluegrass on the collars. Instant turf is possible when one maintains an adequate club sod nursery.

Most clubs have room somewhere on the grounds for a nursery area. I have never talked with a progressive superintendent who did not want a nursery. Commercial turf nurseries seldom grow putting height bent sod. Usually, a golf course nursery equal to the size of the average green is considered sufficient back-up to an 18-hole oper-

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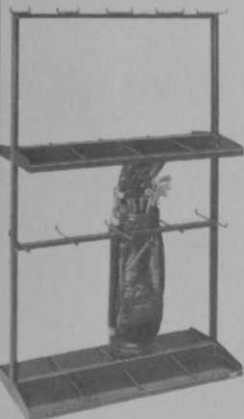
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The Gasoline Shortage: How Will It Affect Superintendents?

Superintendents should be prepared to add to their fuel budgets next year. Although extent of the fuel shortage varies throughout the country, price increases definitely will occur

EAST

by DOUGLAS LUTZ

NEW YORK—The nationwide gasoline shortage is beginning to affect the cost of maintenance operations from Maine to Florida. It is not viewed as a major problem as yet at most East Coast courses, but growing concerns have been expressed.

Several superintendents have already taken steps to ensure their gasoline needs for the current season. Others have begun to feel the price increase pinch. Still others have had no problems to date other than the occasional inconvenience of a day or two wait for their normal deliveries. There have been few instances of short supply, a kind of rationing on the part of the suppliers when their own reserves have not been replenished quickly enough.

In talking to several superintendents and course representatives, no particular trend covering the entire area (Maine to Florida) seemed to emerge. The shortage and its attendant problems appears

continued

CENTRAL

by JOE DOAN

CHICAGO—The Great Gasoline Shortage of 1973, which for a time this spring had superintendents here wondering to what extent they would be forced to curtail course maintenance, turned out to be a myth. Not a single one of more than a dozen superintendents who were queried in late July had missed having his storage tank filled on a regular weekly or bi-weekly basis. And the prospect was that the uninterrupted flow would continue. In fact, most superintendents say that their suppliers have told them that there is no need to start worrying ahead for 1974, because supplies will be adequate next year. However, the word has gone out to budget an extra 10 per cent, because a 1974 price increase is inevitable.

In July, superintendents were paying an average of about \$.30 a gallon for gasoline. This included taxes. Three or four months earlier, the price was approximately \$.28. More than half of the superintendents

continued

WEST

by DON CURLEE

SAN FRANCISCO—The current "gasoline shortage," if there is one, has not threatened golf maintenance programs at any courses on the West Coast, but it has resulted in inconveniences in a few cases.

Gasoline prices here have increased since April from one to three cents a gallon, but most superintendents feel that they have enough cushion in this part of their budgets to ride out 1974 and all are optimistic that the price will level off—with or without the help of Federal controls.

To some degree it seems to depend on the supplier. Superintendents who purchase their petroleum products from one popular supplier report that they have received repeated assurances they will have all the gasoline they need. Cuts have been made by a couple of other suppliers.

One superintendent in Daly City said that he is lucky because the local distributor for a certain com-

continued

EAST

to be local in nature.

Fred McPheters, professional and superintendent at Kebo Valley GC in Bar Harbor, Maine, said, "We've had no problems whatsoever. The AAA has told us there should be no problem with the gasoline shortage in Maine this year."

Pierre "Pete" Coste, superintendent at famed The Country Club in Brookline, Mass., says, "We'll be all right this summer. We were dry a day or two when a regular delivery failed to appear recently and once we got only 150 gallons in our 500 gallon tank. Our delivery service handles commercial accounts, so I guess we're not considered high priority." Coste reported no price increase had been levied.

Before The Country Club closes their main 18 holes in mid-November Coste will average 240 gallons usage a week as opposed to 230 last year. The nine hole layout remains open all year, weather permitting. Using jeeps for snow plowing and clearing the pond for ice skating as well as dump trucks

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CENTRAL

dents reported that they had been assessed a \$.02 increase in May or June, while in some cases discounts amounting to roughly 10 per cent had been withdrawn. Because most vehicles used in course maintenance aren't driven on highways, country and golf clubs are entitled to what is known as an agricultural rebate, which amounts to \$.07.5 a gallon. In Illinois, the rebate is made quarterly, and application for the refund has to be made.

One Southside supplier, which includes a half dozen clubs among its gas customers, has all of its accounts on an allocation status, based on 1972 deliveries. Most other bulk supply firms operate on a similar arrangement. For 1974, this company has been informed by its refiner supplier that it will get about 4 per cent more gas than it has been allotted this year. Thus, it will be able to service its present accounts, although there is little likelihood that it will be able to take on new business.

When rumors of a gasoline short-

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WEST

pany is a member of his club. "We're not expecting any shortages," he asserted.

Another superintendent in the San Francisco Bay Area complained of reduced quantity in each of his last three deliveries. His tank holds 500 gallons and he has received 300, 150 and 200 the last three times.

"On a few occasions," he said, "we've had to run downtown for a couple of cans of gas at the corner service station just to finish mowing." He said formerly that a fill-up every two weeks was enough, "but now we're calling every week because it may be a week before the truck shows up." He averages about 1,000 gallons a month, with heaviest use in the long summer days.

In the Los Angeles area, one superintendent said he received only 94 per cent of his normal usage since May 1. He buys from a different supplier than the one mentioned previously, and said other superintendents buying from

continued on page 61



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“Get to know your people. What they do well, what they enjoy doing, what their weaknesses and strengths are and what they want and need from their job. And then try to create an organization around your people, not jam your people into those organizational chart rectangles You can’t motivate people. The door is locked from the inside. You can create a climate in which most of your people will motivate themselves to help the company reach its objectives.” —Robert Townsend, “Up the Organization”

Mr. Townsend turned Avis Rent-a-Car into a success and won fame and fortune himself because he believes in people. Any golf course or country club that doesn’t operate on this principle is headed downhill.

A golf business is a service business. You are there to help people enjoy themselves. If you and your staff aren’t having fun, it’s likely your customers won’t either. They will simply stay away, join or play golf elsewhere, and you lose. So the club executive or supervisor’s greatest challenge is to motivate his staff to perform at their best, so that work at the club will be fun and efficiently.

To some extent, the supervisor is a tightrope walker. He loses his balance only if he overextends himself in one direction with too much supervision or too far the other way with too little. He should learn to mix praise and criticism, raise the level of morale in his department, in-

crease staff incentives and, above all, he should seek to instill and reinforce employee self esteem.

Employee motivation has always been a requisite to effective management and must be given priority by every club’s supervisory staff. Here are some ways to stimulate the kind of worker enthusiasm so essential to a successful golf club

by JERRY CLAUSSEN

In a poll asking what qualities an employee looks for in a supervisor, the seven most frequently mentioned were:

1. He generally feels free to discuss problems with me;
2. He lets me know how he feels about my work;
3. I can trust him to go to bat for me;
4. He talks problems over with us;
5. He means it when he gives me a pat on the back;
6. He tries to train men for better jobs;
7. He tells his boss when we do a good job.

Actually the employees were describing a supervisor who is neither lax nor overbearing, one who avoids too much or too little supervision, and who is always

around when he should be and knows what’s going on.

KNOW YOUR STAFF

You should know your staff, from the secretary to the locker room attendant. Because every employee represents the club in everything they do and say, you can’t afford not to know them and help them show the club’s best face.

One manager keeps a “case book” on each of his employees. He makes a note of all personal facts he knows about his people including habits, hobbies and outside interests. He also keeps a running account of each person’s performance and problems on the job. That comes in handy at formal and informal employee performance reviews.

Of course knowing your people doesn’t have to be a book job. Talking with them occasionally, person to person, can build a strong bridge across the boss-employee gap. Tell them how they are getting along, ask them what they think about their job and the over-all operation, give them credit for success and tell them about future club changes.

The successful supervisor must also be a human-relations expert. He must understand why people act as they do and what sort of behavior they are most likely to show in different situations. This facility allows him to anticipate adverse employee reaction before it gets a full head of steam. Thus, he may be able to avert an otherwise bad situation. If you know an employee is disturbed because you

continued

LABOR *continued*

denied his request for a raise—don't let him smolder—give another type of reward to assuage his indignation. A pat on the back or a few words to show you sympathize with his position can sometimes make the difference between losing and keeping him.

"A desire to feel they belong is often the strongest motivation for an employee to do his best and stay a long time at one job," says Don Adams, manager at Lakewood (Colo.) CC.

"Turnover is always a problem in our industry," declares Adams. "If you look at the classified ads, you'll see that there is more demand than supply for service and labor people."

Adams tries to keep a stable, happy crew by offering higher than average scale (\$2 an hour, plus 15 per cent service charge for waiters and waitresses), time-and-a-half for overtime, paid insurance, dressing rooms and other benefits above union minimums.

Pinehurst CC is a huge non-equity club with 1,600-plus members, a clubhouse covering 1½ acres and 27 regulation golf holes. The huge staff of 135 permanent employees has not inhibited the club's emphasis on training, job review and general labor management relations. The results are high efficiency, good service and small turnover.

Each new employee is given a well-written, 13-page employee's manual, plus a detailed job performance manual. The employee's manual includes a spirited "welcome to the team," over-all club policy, compensation and fringe benefits policy, personal conduct guidance, emergency actions, organizational relationships and club history. The club's emphasis on people is reflected in these sample passages:

"Your job at Pinehurst is important because we all work as a team—a well coordinated service team that works best when each of us does his best . . . We are interested in you as an individual, as a member of the Pinehurst team and we are concerned about your job welfare . . ."

The new employee attends orientation and training classes,

which use tape recordings, written materials and demonstrations. A sponsor (co-worker) is assigned to serve as a "big brother" for the first three days, teaching and answering questions.

Last spring, all employees were invited to, and most attended, a 12-week "attitude adjustment" training course.

Communications and human relations were stressed all through the course. Movies, tapes and a collection of the best written materials on motivation were offered to the staff. Hall and Clubhouse Manager Robert MacDougall taught the first session, and other department heads took over their own groups from then on. The latter technique is important in establishing rapport among co-workers, and gives several people teaching experience.

"The idea of people not caring or not wanting to work is hogwash," says MacDougall. "They do need to feel some pride in what they do and where they work. Our theory has always been that people make the club."

A slogan for the seminars was printed on a badge each employee was given to wear. It said: "World of Difference." What does that mean, a member may ask? "Because we care, you are here, and in a club that makes a world of difference," is the answer.

Does your club treat its employees like the very important people they are? Do all of you treat members or customers the same? If the answer is not yes to both questions, something is wrong with your approach to management.

Remember, people don't hate work. It's as natural as rest or play. If people enjoy and believe in their jobs, they will drive themselves to perform better. You only have to help them satisfy the basic needs: physical (salary), social (part of the team), ego (I'm worthwhile) and developmental (learning).

People problems are always your problems. The solution must come from the top.

How can a golf club executive use these techniques in his day-to-day operation? The opportunities are endless.

The club manager must absorb staff suggestions for giving members better service. If a waitress receives complaints about the T-bones hear her out. Try to get the specifics. Was the portion too small? Was the steak cooked improperly? Let her know her information and views are needed and will be used. If the chef's special dish was particularly good, tell him in a personal memo or in person how great it was. Or in each issue of the club newsletter, feature an employee, and let the members know the staff deserves some credit. That's what builds work pride, makes getting salary increases from the board an easier job.

The golf course superintendent usually works close to or alongside his men. He can easily make these men feel wanted and interested in their work. Explain the "Why" behind each maintenance job. Your know why certain procedures are important, so should the crew. When you hear compliments on the course, pass them along to the man who did the work. If a man wants to learn a new job, or is working toward being foreman or even toward your job, encourage him, don't ignore his eagerness.

The golf professional normally has a small staff. It is easier to talk privately or meet as a group every week or more often. Solicit assistants' ideas on how to redecorate the shop, how to merchandise slow items or what to buy for next season. Compliment them for selling a set of clubs or try to explain why the customer didn't buy. Tell them they can make decisions in your absence and that you'll support those decisions.

LABOR-MANAGEMENT TIPS FROM THE EXPERTS

Despite differences between the problems and their workable solutions of large industry compared to those of golf course supervisors, there are certain corporate programs for employee motivation that could apply to the country club situation.

Recent studies conducted by General Motors subsequent to the strike of enraged young workers at GM's hyper-modern Lords-town, Ohio, plant in early 1972,

continued on page 60

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ANSWERS TO TURF QUESTIONS

IN APPRECIATION

With the kind permission and the understanding of GOLFDOM, this editorial will be a personal one.

Frankly, I cannot recall the date on which I got my first check from Herb and Joe Graffis for writing the Q & A column for GOLFDOM. I'm sure it was more than 25 years ago. I shall always consider the Turf Roundups of 1950 to '51 to '52 as some of the best pieces I've done.

During times of personal sorrow and tragedy, it was not easy to continue the writing. But even when I was flat on my back in the hospital during the summer of 1960, I managed to keep writing with the help of my wonderfully attentive family and with reassurances from colleagues and readers.

Now, as I write this in preparation for an early July deadline, I am preparing for another memorable event, which will occur (will have occurred when you read this) on July 7, in the West Chapel of the University of Maryland Memorial Chapel. It is a small informal, family ceremony performed by Dr. O. Thomas Miles, Emmanuel Presbyterian Church of McLean, Va. Frances Kimball Holyoke was a good friend and a favorite dancing partner at the University of Nebraska affairs during 1930 to 1931. We both received our degrees in 1931.

Briefly, shortly after her marriage to Mr. McCoy in 1935, I visited her in her Omaha World Herald office and did not see her again until April 30, 1973. During those years each of us married and raised families. Our respective spouses were taken by cancer: her husband in 1961, my wife in 1968.

At a dinner party held for several Nebraskans at the home of Mrs. Dail, Frances' daughter, we met again on May 2 after 38 years. At

once it was clear that the die was cast. So it is that I write this editorial, not about grass, but about sharing with all my readers the joy of beginning a new life with Frances, a daughter of true pioneer families from the Midlands.

Both of us will continue writing. She will do free-lance work; I will continue Qs & As and articles as long as there is reader interest. To all, I say "Thank you" for all the good wishes.

Q—We notice that in the winter our Penncross greens develop a sort of mottled appearance. The mottling is strictly coloration and does not involve texture or affect the putting quality. We thought that Penncross was pure. Can you offer an explanation? (Texas)

*A—*The cool-weather mottling of your Penncross greens is a natural expression of the dominant types that are part of the diverse population that results from the "polycross" method of production. Three vegetative parents are planted in successive rows. When these come to head, there is free cross-pollination. The entire field is harvested for seed, which is the Penncross (certified) of commerce. Out of the infinite number of cross pollinations come many types, all highly desirable for putting green turf. Some, stronger than others, tend to form "islands," which have distinctive coloration relating to one (or more) parent. This then, causes the cool-weather mottling, which has become a distinctive badge of Penncross. Now, if these "islands" developed coarse, cabbage-like texture, it would be a different story and would indicate adulteration. As long as the texture remains fine, you have nothing to worry about.

Q—Our course has Seaside greens that are 13 years old. We feed Powder Blue, potash, iron and 16-4-8 occasionally. The grass is healthy and green. We mow at three-sixteenth to one-fourth inch, but we cannot seem to develop the tiny leaf and the fine texture we want. What can you suggest? (Texas)

*A—*For many years, we have seen the coarse "wild" strains or types in Seaside persist and proliferate to the detriment of the quality of the putting surface. No amount of manipulation ever seems to get these types to "fine down." I would suggest over-seeding with Penncross bent three times a year using one half pound to 1,000 square feet each time. Vertical mowing just prior to seeding will reduce competition. A scarifier-seeder seems to be the best implement for introducing the Penncross seed, placing it in contact with the soil. Don't expect spectacular results. Progress will be slow but sure.

Q—It is mid-June and we have a new putting green ready to plant. The construction methods were strictly up-to-date. We want Penn-cross, but we can't decide whether to seed now or wait until late August. What would you advise?

(Maryland)

*A—*I think that I would take the risk and go ahead and seed the green at once. With any kind of a break in the weather and with close attention to details, you could have a putting green in play by late August. If the weather should turn against you, and you lost most of the grass, your loss would be small compared to the plus value you would gain if everything turns in your favor. □