



President's Message

SALESMEN

After twelve years in this business I've experienced so many attitude changes that sometimes the person behind my desk today only slightly resembles the one that occupied that same chair in 1973. Much of this change is probably due to the normal maturing process that everyone undergoes, but certainly some has been inspired by any number of incidents or events that left a distinct impression. Whatever the sources, I like to think that most of these changes have been for the better.

It may well be that the most dramatic change I've undergone is my feeling about salesmen. Gone are the days when I would refer to them as "peddlers" and the days when I had to force myself to give a salesman even the time of day. Hopefully I've come a long way down the road from being a dreaded stop on any salesman's agenda to being a visit most would find productive and useful — maybe even enjoyable. The strong superior / subordinate attitude has mellowed and given way to an open door and a more open mind. These guys, as a group, have really captured my respect and gratitude. No more cavalier treatment of them from me; a mean disposition just isn't necessary.

I can remember when I first started to give some thought to how important salesmen really are. We had been having some chronic problems with excessive wear on pump impeller shafts because of the dirty water we were pumping from Lake Mendota. It seemed like we were getting no more than three years of use on the bronze before the wear exceeded tolerances and the pump's capaci-

ty dropped out of sight. During one of these episodes the machinist who was reinstalling and reassembling the pump commented that he was sure our problems would be greatly reduced from now on because of a new procedure they were using. They had gotten set up in their shop to spray the impeller shaft with stainless steel and they then machined it to manufacturer's specifications. While visiting about details of how this was done I asked him where he learned about this new process. His reply? From a salesman! He added that keeping in close touch with all of the salesmen calling on him was the best way he knew for staying on top of new developments, new equipment, etc. It hit me like a ton of bricks.

Other events were less spectacular but, taken together, opened my eyes to what a resource I had in all of the salesmen that stopped. It was Jim Knapp running a hydraulic lift arm up from Janesville on a Friday night before the City Men's Golf Tournament on Saturday. It was the realization that Jerry O'Donnell was more akin to an Extension Turf Specialist than a Proturf salesman from Scotts. It was watching Charlie Wilson, Jim Latham and Bob Welch working tirelessly to make the Symposium a success and never mentioning a word about Milorganite. I've watched Ed Devinger work with complete devotion for the Wisconsin Turfgrass Association for over three years — out of genuine concern and with no vague or veiled intent or attempt to sell anything. And last November, Hanley's generous gift to the WGCSA Scholarship and research fund left a substantial impression in my mind on how they view their broad responsibilities in our industry. Everyone probably has their own list of similar examples.

It would be naive to think that everyone on the road, selling, is a prince. There will always be those that typify the old fashioned impression of peddlers. These people earn whatever scorn and disdain that is heaped upon them. But thankfully they are in a distinct and very small minority and, somehow, they never seem to last very long. It is unfair to lump all salesmen into this category — most are profes-

sional, helpful and sincere.

If the way I now relate to salesmen has been an evolution, slow and cautious and measured, then my appreciation and grasp for the difficulty of their work was a near epiphany. I overheard a conversation while standing in the door to the office in the Clubhouse. Immediately adjacent to the office is a cloakroom, and in the cloakroom is a telephone that usually offers some privacy. But not that day — I was too close to miss what was being said. The man was a salesman; he had called his office to report to his boss that "I couldn't make the sale". After he had hung up, he passed within an arm's length of me — close enough for me to see his face and the look of rejection and disappointment that covered it. As he left he sighed and loosened his necktie. I felt sorry for him and was so glad that I didn't have to experience such rejection in my work, day in and day out. I'll bet even the most successful and most competent salesmen hear "No" much more often than they hear "Yes". They have to get themselves prepared each working day to accept what almost everyone dreads the most: impersonal, cold, outright rejection. Failure. How difficult it must be for them to maintain composure and patience when they are turned down; it could only be worse when that "No" is handed out in a rude or cruel way.

I am certainly not implying that we shouldn't work hard to "cut a good deal" or that we should become the proverbial "easy mark". It is as important for us to be a good businessman as it is to be a good agronomist. I'm merely suggesting that most salesmen serving us are worthy of our respect and trust, and that they can be very useful and helpful to us. I don't think anyone can deny that they have a very difficult job that requires a special kind of person to be successful, and that they deserve more kind and gentle words when we have to say, "I don't need what you're selling".

They are not a nuisance to me — the welcome mat is always at my shop door.

Guess I'll give Jim Knapp a call and find out if he has time for lunch tomorrow — I'm buying!

Monroe S. Miller
President

A Player's Perspective

DON'T CLOSE OUR GOLF COURSES!

By Dr. David Cookson

I submit a golf course in Wisconsin should **never** be totally closed to play.

Now I am reasonable enough to recognize that when snow covers the course, or there is thawing of surface ground on top of otherwise frozen turf, that the course should not be played. I also strongly support the green superintendent in efforts to restrict cart use, or banning them altogether, when the course is saturated with moisture and consequent damage from carts would be unavoidable.

Still, the usual situation I see is where the over cautious green superintendent, after a hard rain, feels the course is "too wet" and stops play totally for usually far too long a period. The result is bitter animosity between some of the membership and the superintendent, and the loss of another playing day for the golfer who in our state endures a too short golfing season as it is. The green superintendent justifies his action because he feels golfers will damage the course, either by creating ruts and indentations in the wet turf, or by further compacting it by walking on it. These arguments are without merit. First, on an inclement day, very few golfers will play anyway; and those who will are generally knowledgeable and as concerned with course upkeep as the superintendent. They will repair any damage they create, and I believe leave the course in better condition than they found it. I would concur that carts may cause problems on a wet course, and the green superintendent should rightfully curtail their use, but walking golfers will not leave permanent damage. I personally have played golf when the greens were flooded and even unplayable in the fact that casual water interfered with any putt to the cup, and yet no subsequent damage to the course could be observed. This is not an isolated personal experience; I have played in Scotland, at Pebble Beach, in Puerto Rico, and New England in such circumstances, at places where the green superintendents were realistic about whether golfers were creating damage to their courses. If damage were to ensue (and it would not), the season is so short in Wisconsin that the superintendent should be ready and willing to repair it, as part of his responsibilities, rather than cut out the use of the course. Every day I play I see considerably more damage to the course originating from misuse of maintenance vehicles than you will see in a summer of membership play attributable to walking golfers after or during a rain. I might also add that the extensive use of water I have seen in recent summers, I have played often on wetter fairways and greens related to the usual watering practices of the superintendent, than were present on other occasions after a rain when the superintendent felt the course was too wet to play. Inconsistent!

In addition, the green superintendent should not delegate the responsibility for closing the course to an assistant, or even less, to the golf professional. The assistant has no credibility with the membership (no matter how good he is), and the pro has too many competing pressures; either he has an economic interest in using the carts, or he may feel he would rather close his shop and go home instead of staying around to cater to the few golfers who will play on a rainy or wet day. The obvious, and right policy, is that the golf course will always remain open to golfers who walk; and the green



superintendent alone will decide on when and how much golf carts will be restricted.

Golfers in Wisconsin are a hardy breed with a too brief season already. Don't totally close our courses in season — ever! You will have better rapport with and respect from your members; you will take away a lot of headaches for yourself; and you will be doing what is right for those who love to play the game.

"The wit of man has never invented a pastime equal to golf for its healthful recreation, its pleasurable excitement and its never ending source of amusement."

Lord Balfour



USGA FOUNDATION, GCSAA INITIATE RESEARCH FUNDING PLAN

The USGA Green Section's 1984 Educational Conference, held at the GCSAA Convention in Las Vegas last February, featured a presentation by Mr. B. P. Russell, a member of the Baltusrol Golf Club in New Jersey. He spoke to the issue of turfgrass research and told of an initiative his Club had taken to encourage and support turfgrass investigations. The Baltusrol Board of Governors expressed a desire to be a strong and active partner "in the USGA mission to help preserve, protect, and promote the best interest of golf." They donated \$2.00 per golfing member to the USGA Foundation for turfgrass studies. This gesture precipitated an unprecedented joint fundraising venture between the USGA and the Golf Course Superintendents Association of America.

The focus of this joint venture is the golfing member, the end user and ultimate benefactor of turfgrass research. In early March, many of you received a letter from the USGA Foundation, asking for your participation in this program. The formula is the same as that used by Baltusrol — a \$2.00 donation for each golfing member. This represents a very modest gift for an individual club, but with conscientious participation on the part of all of America's golf clubs, the goal of raising \$5 million over the next ten years is very realistic.

There is no intent on the part of the USGA or the GCSAA to impinge on the support of local, regional or other national research support organizations. Their request is in addition to these kinds of activities. The Foundation's effort is also removed from the Turf Advisory Service of the Green Section. It is a **new** program to raise

capital to insure the future well being of golf turf.

Can we afford to support the O.J. Noer Research Foundation, the Wisconsin Turfgrass Association, the Midwest Regional Turf Foundation, and other deserving groups, as well as the new USGA Foundation program? Better to ask, can we afford not to? Let's use Enchanted Valley Country Club as an "average" Wisconsin golf club. They have 250 golfing members and an annual golf course maintenance budget of \$150,000. They have agreed to cooperate in the USGA program for \$500. They also belong to the Wisconsin Turfgrass Association at a cost of \$100. The \$600 they are directly contributing to turfgrass research represents 0.4 percent of their golf course operating budget. As GCSAA President Jim Timmerman pointed out in his President's message in the April issue of *Golf Course Management* magazine, "It is not uncommon for other businesses to invest anywhere from five to 20 percent of their budgets or earnings into research and development. Can golf do any less?" The answer is logical and obvious: we must do more. We cannot do any less.

The role of Golf Course Managers in the success of the USGA Foundation program is an important one. We have to inform our Green Committee members and Chairmen of the need. We need to convince Club Officials of its importance. We should begin to include monies for research in our operating budgets. And we must reaffirm, in our own minds, this crucial task we have before us.

The cost is small and the reward — the survival of golf as we know it today — will be great. If your Club has not yet decided to be a part of this undertaking, why not talk to your Green Committee Chairman today? The right time to get started is NOW!

The **GRASSROOTS** is a bimonthly publication of the Wisconsin Golf Course Superintendents Association edited by Monroe S. Miller of Blackhawk Country Club and Danny H. Quast of Milwaukee Country Club.

WGCSA WEEKEND OUTING IS REVIVED

By Rod Johnson

After a few years of abandonment, the once very popular couples orientated weekend outing has been picked up, dusted off and revived!

Numerous conversations among fellow superintendents has led to the reformation of the WGCSA social committee with that committee's function to be the organization of a WGCSA sponsored weekend get-a-way. I have been named by our Board of Directors to head this committee and I have Red Roscoff helping me. R and R Construction is not dead; it's been renamed R and R Entertainment, Inc.

During the winter months we have been surveying the members for their ideas on the feasibility and the successful ingredients for this event. Using these membership ideas and a few of our own, we are setting up what we hope will be a well attended and enjoyable outing.

Devil's Head Lodge in Merrimac has been selected to host this outing on the weekend of October 12th and 13th. Devil's Head has been most cooperative in the planning of this event and is throwing out a huge welcome mat for our organization for this outing. Substantially reduced room rates have been negotiated for both two night and one night stays and the menu for a group dinner on Saturday night in the Devil's Den has been set.

Some organized activities are being planned for those who wish to participate in them and plenty of time has been left to relax and enjoy everything that this beautiful area has to offer.

In August everyone will get an invitational mailing containing more specifics and a reservation card, but for now put October 12th and 13th on your social calendar and be ready for a great weekend.

WGCSA JUNE MEETING
Quit-Quit-Occ
June 18, 1984

(Continued from page 1)

there was still a substantial shortage of money to construct and operate a golf course. The conclusion of the UW study brought forth the issue of concern that additional fund raising efforts to make up any shortfalls in golf course construction monies could divert funds that otherwise might be available to support academic programs. In a period of difficult financial problems within the University, this became a significant consideration. The concern was amplified even more by the fact that any golf course construction proposal would require approval of the State Building Commission and the Wisconsin Legislature.

The negative tone of the UW study led to the release of another independent report, authored by Robert Graves, manager of the Spring Green recreational complex that includes a golf course, and Donald Schink, a land use and recreation expert in University Extension. Their report, presented to the UW Foundation on December 6 of 1983, concluded that the golf course was financially feasible. However, this report dealt with the Fazio plan, a plan that has absolutely no "official" standing with the University or the Foundation. It made any cost comparisons between "unofficial" groups and the University staff tenuous at best.

The "apples and oranges" situation presumably led to Dr. Shain's decision to solicit the help of independent experts to study the Fazio plan. Determining the background of an expert group was wisely handled by the Chancellor's office: who would be better than individuals whose chosen profession was the management of golf courses? Seven Golf Course Superintendents from Wisconsin were selected and asked to complete a review of the Fazio plan. Dr. Harry Peterson, UW—Madison Assistant Chancellor, said, "The committee members are highly respected individuals from the state of Wisconsin who actually operate golf courses. They will analyze the possibility of building a University of Wisconsin golf course and make recommendations to us concerning how much it

would cost to construct and operate and how much revenue we can expect to obtain." Peterson also felt that it would be very helpful to obtain an additional set of estimates, especially from people who are in the field.

A review of the report submitted by the Select Committee demonstrates the serious, sincere, objective and professional approach they took when they assumed the responsibility. It is an extremely thorough, very accurate and well written report. The committee concludes that, in fact, there is not sufficient money available at this time to build a quality golf course, a requirement all parties involved over the years have agreed upon.

The members of this committee are to be highly commended for the job they've done. They deserve praise for accepting the responsibility of any good citizen to help when a request is made by a public organization. They are to be admired for maintaining complete and total objectivity throughout the two months it took to study and analyze the various proposals and to prepare the report. And, most of all, they have earned a compliment from all of us for presenting the University with a truly professional document. We should all be proud of them.



JOB OPENINGS

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Contact Paul Domke
100 Oak Street
Hurley, Wisconsin 54534
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Golf Course Superintendent
The Telemark Lodge
Cable, Wisconsin
Start immediately, Year-round position.
Contact Tony Wise
C/O The Telemark Lodge
Cable, Wisconsin 54821
(715) 798-3811

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**Confessions of the
Wife of a Golf
Course
Superintendent:
Especially
Intended for Those
Who Are Or Are
About to Be Wives
of Golf Course
Superintendents**

By Mrs. Roger Bell

We met, quite predictably, over drinks after a round of golf. Our first date was a par three course (one of the few times I was able to post the winning score). We dated by course-hopping, playing 18 holes on Saturday and another 18 holes on Sunday. Later on, when the topic of marriage came up, I envisioned a life of no greens fees, gratis carts, and golf balls with those cute little butterflies painted on them. Life would be in a real country club atmosphere with preppie alligators on all my clothes and the latest gimmick club in my color-coordinated golf bags. I dreamed of making my approach shots with the knowledge that my own superintendent was along with a cup-setter to rescue an errant shot. And, not of the least importance, my adoring husband would look like a golden-skinned California beachboy all summer long. (Winters, of course, we would be traveling around the country on our vacation.)

It didn't QUITE work out that way. True, I've been able to spend many hours in a country club setting — but maybe a few more hours than I'd choose, especially watching part-circle sprinkler heads that are really supposed to be full-circles. Also true, I haven't bought a golf ball in years — I get my choice of the findings, but there's not always a butterfly in the choosings. (I did get a "ginty" for my birthday last year, though.) But my private superintendent has yet to move a hole closer to my ball. Quite the opposite, he is under suspicion for choosing the toughest pin rotations when we're playing together (he categorically denies this). And for his California tan — well, experienced gals know that the tan stops where his shirt does — kindly referred to as a "golfer's tan." As for the winter vacation, there are a lot of rumors afloat ("but what does he DO during the winter?"), but the wife is the last to know. It sure looks to me that he works like normal people do during the winter months.

As reality set in, I learned that a golf course is indeed a living thing and it has the potential for requiring 24 hour a day care in the golf season. Our whole summer is geared to what Mother Nature decrees. That translates into no summer vacation in the traditional sense. On a daily basis, it means if it rains unexpectedly, we go back after hours to shut down the pumps. If the winds pick up and it's dry, we go back after hours to re-set the system for a second cycle. And even if the weather does just what it's predicted to do, we may still go back to check if everything is on or off as it should be. Obviously, I could stay at home instead of making the late evening forays, but they represent the single biggest opportunity for us to be together as a family during the golf season. At more than one summertime party we've attended, we've left the festivities early so we could swing (no pun intended) back by the course to see how things are. (It's amazing how much you can see by moon- or flashlight.) I truly believe that last summer was the worst I've ever been through as a superintendent's wife. It seemed as if the air was too wet, the ground was too dry, the temperature was too high, and the

healthiest thing growing was a St. Louis-type fungus. The days got to be so long for us in August, that we gave up playing golf at the course because it was too much like a busman's holiday. Fortunately, we survived and so did the course — the grass did come back for a gorgeous finish in the fall. ("The grass will come back" is a favorite saying of most superintendents. New wives would do well to cling to that thought about the second week in August.)

A superintendent's wife knows not to plan any social activities that last past 8:30 p.m. during the golf season — at least not anything that requires her husband to be awake. As a relatively inexperienced superintendent's wife, I chose (?) to give birth to our first child in July. After we had determined that the birth was imminent, I remained at home while hubby went back to check on the crew. Fortunately, we were able to go to the hospital together at 5:30 p.m. after the crew had gone home. Our second son had the good sense to be born in December.

There is a dark side to being a superintendent's wife — one that we all choose to ignore as much as possible. Being a golf course superintendent is a very dangerous profession. Few superintendents will allow their employees to work completely alone for safety reasons, but many times I have known my husband to stay an extra hour or two after the crew leaves "just to finish up" some task that didn't quite get finished during the work day. Fortunately, my husband is very understanding of my "worry habit" and he is good about making reassuring phone calls when the hour is getting late. Thunderstorms strike a real terror in my heart — and not because I fear for my personal safety. Many people are killed by lightning in this country every year and not a few of those victims are on golf courses. There is plenty of work to be done outside and no one wants to come in before the storm begins. That leaves the superintendent in a very dangerous position, and to a lesser extent, his crew, since they usually arrive back in the shop while the superintendent is still rounding up the stragglers. Besides the dangers of heavy

machinery and lightning, there are the more subtle dangers of the chemicals the modern golf course superintendent must handle. I am cognizant of the training that goes into the making of the professional superintendent, but one never knows what problems may turn up years down the road. (As my own precaution, I do wash work clothes that have been worn during spraying separately from my family wash.) We have been very fortunate not to have had any serious accidents. One time, a pressure tank blew up outside the pumphouse, taking out with it a corner of the building where my husband was standing. He was untouched. Another time, some uninvited motorcyclists decided to demonstrate their martial arts skills. My husband was kicked and bruised and his assistant had his nose broken. Fortunately, both recovered (and the motorcyclists were prosecuted, incidentally). Perhaps God does watch over superintendents in a special way.

Being a superintendent's wife is similar, I would suppose, to being a preacher's wife. The club membership ("congregation") knows who you are but you have to struggle to remember their names. Your husband works for the entire membership — not one person — and is expected to please them all, or at least as many as possible. And like the preacher's wife, the superintendent's wife must set a good example with her golf etiquette, including replacing divots even when there are no roots left because someone may be watching a couple of fairways away.

Another difficulty in being a superintendent's wife (or a superintendent for that matter) is the absence of a visible peer group. While doctor's wives can commiserate with each other over the hours their husbands work, superintendent's wives seldom see each other. And you can't expect much empathy from your neighborhood friends. Most of them don't know what your husband really does — they suspect he just rides a mower all day long and comes home wearing very dirty clothes. (They've even been known to question how you manage to afford to live in THEIR neighborhood!!) Now here's a plug for the GCSAA convention: it's

probably the best opportunity you're going to get to visit with women who understand your life and its frustrations. Everyone, of course, must find their own ways to cope with their frustrations, but a support group provides a good sounding board for your options. There are a few places where even the superintendents' wives could use a little education, though. Most recently in Las Vegas I was shocked to have a southern superintendent's wife ask that now-famous question: "but, what does he DO in the winter?"

Although we seldom see our peer groups, those we do know can become quite close friends even over long distances. The godparents to our two children are a prominent Wisconsin superintendent and his wife. (Our oldest son thought for a long time that **every** dad was automatically given his own golf course. He had since learned that his dad and his godfather are pretty special people.)

While we as a family must make sacrifices for the golf course, we do reap some advantages. The superintendent's job is a rather unstructured endeavor. When the course permits (most usually in winter), he can schedule his work hours to accommodate us. He has acted as a backup babysitter when my normal arrangements fall through and I must be at my (part-time) job outside the home. Our school age son is proud to have his dad in the audience at his daytime school programs. Our sons are growing up surrounded by nature — leaf picking is quite a project on a golf course. Both sons feel as comfortable around a tool box as they do around their toys. (There is some misinformation that gets picked up along the way, though. Our elder son was really surprised to discover that not every woods has golf balls lying around on the ground.)

As a superintendent's wife, I do get special treatment. I get to try out the new ladies' tees **first**. I'm also the guinea pig to see where the typical woman golfer hits to off of any given tee. I'm assured of getting flowers from my husband at least once a year (when he has to go to the florist to pick out the bedding plants for the clubhouse flower beds). I get to share some cool evening breezes when many others are sweltering at home. I

get to see some lovely sunsets with my family all together. Our children have a chance to be involved with their father's work and not so incidentally, to learn the work ethic first hand.

At this point in our lives, we are able to tailor our family life to accommodate the needs of the golf course. As our sons grow, I'm sure we'll have to make adjustments, just as we have had to in the past. When my husband first started at his present course, he would stay at the course until dark, then come home for a warmed over dinner. Nowadays, he comes home (relatively) early for supper and we all go back with him. We use a standard golf cart to tour the course — except instead of two golf bags in the rear, we carry our two sons, aged 6 and 3. Some nights, they fall asleep in the car on the trip back home, but that doesn't seem to have affected them adversely.

To insure that my life doesn't get **completely** swallowed up by the demands of the golf course, I have one morning a week that I save for me. I'm active in (what else!) a ladies golf league. It's a small job of being an ambassador for the game of golf and a big job of having fun with some really special friends.

Once or twice during the summer, we leave town completely to keep our sanity. If we're in town, my husband insists on "checking the course". It's hard to know when I should push for one of these "retreat" weekends. It has been known for us to cut our trip short because an assistant has called with a problem on the course.

For me, the secret to coping with being a superintendent's wife is to keep a sense of humor, be flexible in scheduling, and to savor my involvement with my husband and his job.

A few years ago I went to a cocktail party where a rather obnoxious lady proceeded to tell me how great her husband's job was (he didn't ever get dirty). Meanwhile, her husband was telling my husband how he couldn't wait to retire so he could spend more time growing things in his garden and putting around his shop. Maybe that's the neatest part of being a superintendent's wife: I'm married

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to a guy who's doing what **he** really want to do — and evidently what some others can only **wish** they could be doing.

Editor's note: Suzanne Bell (alias Mrs. Roger Bell) has been a golf course superintendent's wife for the past 8½ years. She is a person in her own right, however, as she holds a B.S. degree in chemistry and a Master of Arts in teaching degree from Duke University. She is employed as a lecturer at the University of Wisconsin—Fox Valley Center in the Chemistry Department. She is currently Secretary of Johnston School PTA, Secretary of Appleton Postcomers Club, and shares the office of President of the Sodbusters Couples Golf League with husband Roger. Although she considers herself to be a liberated individual, she does subscribe to the old-fashioned theory that behind every successful man there are two women — a supportive wife and an astonished mother-in-law.

ARE YOU A GOOD MANAGER?

By Steve Schmidt

Golf Course Superintendent
Butte des Morts Golf Club

Whether you are a Golf Course Superintendent, a course owner, a General Manager or some other supervisor in a golf course operation, how well you manage will have a direct bearing on the success of your golf course and the realization of its fullest potential. Anything that is done to improve your current management skills is a step toward even greater success.

Before success can be realized, there are some basic questions which have to be answered and some methods of organization which need to be established. Some of the questions to consider on the path to more efficient management are:

1. How well do I manage myself and my own time?
2. Am I a good teacher?
3. Do I ask of myself what I expect from others?
4. Am I honest and open with others?
5. Do I know when and how to offer constructive criticism?
6. Am I willing to give credit where and when it is due?
7. Do I help my Assistant and other staff members upgrade their jobs?

8. Does my pride get in the way of asking for help and advice from fellow professionals?

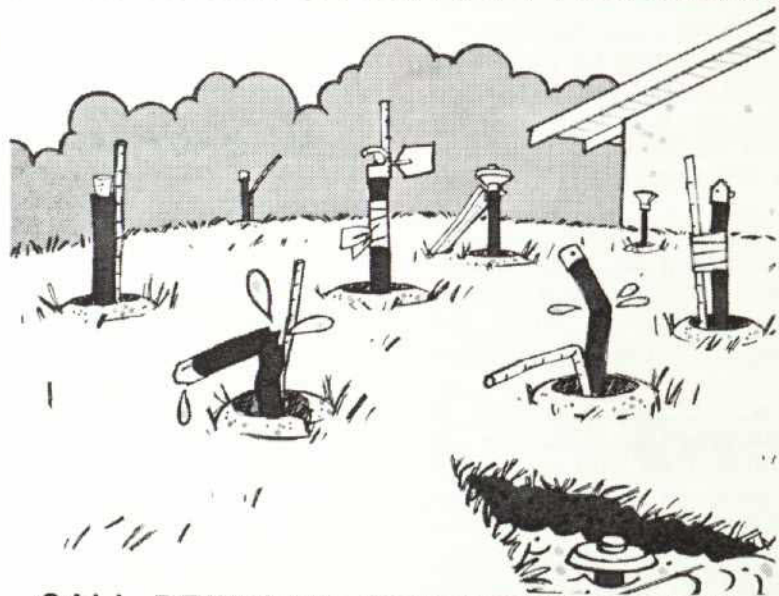
Too often, many of these questions are neglected or not even considered in the many management decisions we are faced with daily. An honest answer to each question can help in developing better methods one uses in dealing with particular situations that arise. The intriguing part of our job comes not from solving matters of practical knowledge, but rather whether or not we are practicing good business and intelligent management in our golf course operations.

A good deal of the success of any manager is based on his ability to recognize change and to understand that old and established ways often need review and up-

dating and improvement. Longevity does not insure efficiency nor does it justify long standing management practices. This is particularly true in times of stringent budgets. The demand by players for a higher quality product and more services creates a situation for us where we must keep a dynamic attitude toward our management practices.

We must, as golf course managers, incorporate new ideas, encourage innovation and constantly seek ways to improve our abilities. We have to understand the concepts of good planning, recognize the need for accurate record keeping and realize the importance of planning. We must learn to be flexible and open-minded to meet the ever-changing requirements of our profession.

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Flowers for Golf Courses

By Dr. Helen C. Harrison

Planning is the key to successful flower gardens. Before the first flower is purchased or planted you must decide what effect you desire. Do you need a formal bed, an informal one, a circular garden, just a few large plants for a special effect, or a large massive planting? Will your garden be in the sun or shade? What type of mood do you wish to convey? Of course the answers to these questions will help determine the plant material you need.

The first thing to do is observe as many gardens as possible for ideas. Go to parks, residential areas, other golf courses such as SentryWorld, and botanical gardens such as Boerner in Milwaukee. Check for lighting. Notice what happens to various plant materials as shadows fall versus their appearance in full sun.

Next consider the color scheme you desire. Color has a language all its own and is expressed many ways. One of the most common is to divide colors into warm shades

and cool ones. Reds, oranges, and yellows are warm, personal colors whereas greens, blues, and violets are cool, tranquil colors.

What mood do you wish to create? Two warm colors that contrast are probably the most vibrant, exciting display, such as red and yellow. A couple of examples include tulips and narcissus or geraniums and marigolds. Perhaps instead you wish a more peaceful compatible garden. This can be accomplished using shades of cool colors with several plants of the same kind — for example plantings of cineraria or ageratum or alyssum. Finally, a garden with variety in type, texture, color, and size conveys an informal, busy feeling. This is more of an old fashioned garden.

Once you've decided on color, mood, and garden type, then it is time to select plant materials. However, first you must determine whether your planting will be in full sun or partial shade. Most flowers do best in full sun, but there are a few that perform well in partial shade. Next you must decide whether to include just annuals or a combination of annuals, perennials, and bulbs. The latter is the best for Wisconsin to insure continuous bloom for the season.

Most flower selections require properly prepared soil that is well-drained. If possible it is best to add soil amendments such as peat moss or compost. Fertilizer should be added at the rate of about 2 lbs./100 sq. ft. of 5-10-5 or 1 lb. of actual nitrogen per 1000 square feet. The time to apply the fertilizer depends on plant type. For annuals apply fertilizer around transplant time. For bulbs apply after flowering. Most perennials should be fertilized several times throughout the season. Perennials also need to be divided every 5-7 years. The time for division is fall for spring flowering plants and spring or fall flowering ones.

Bulbs can present a problem for persons who constantly want a spectacular display since they must be left in the ground until their tops completely die back in order to produce an effective display next year. One suggestion is to plant them in containers either above ground or sunk below ground. Then after bloom, you can remove the container to another location until the tops die back.

Some annuals and perennials that do well in partial shade in Wisconsin include the following. Hosta is a tough perennial grown for its green and white variegated foliage. Although an old plant, there are many new, exciting varieties on the market. Tuberous begonias can be grown as annuals or perennials. The 'Non-Stop' series is a new, excellent quality group that is grown from seed and treated as annual bedding plants. Other perennials include: columbine (tall, many new varieties, very tough); lily of the valley (may be intrusive, good for naturalizing, plant in "out-of-play" areas, at edge of trees); and primrose (small plant, many colors, blooms in spring and fall). Of course, a favorite annual for shade is impatiens which comes in a rainbow of colors. The 'New Guiney' series is a fairly new, excellent quality line that will bloom in sun as well as shade. Two other favorite shade-loving annuals are pansies and coleus. Pansies are available in many flower sizes. One of the new mixes available is 'Universal', a fairly large pansy. Coleus, of course, is grown for its variegated, colorful foliage.

Most other flowers prefer full sun. In Wisconsin, if you want every spring color you will have to plant bulbs. The common ones grown here which easily overwinter in the soil include: crocus, narcissus, hyacinth, and tulip. All these give a spectacular, but relatively short-lived display. All but hyacinth need to be massed for best effect. Narcissus do best in an informal, naturalized setting, and thus should be planted in "out-of-play" areas or in wooded areas. Tulips are probably the hardest to maintain. They look best in formal beds and must be fertilized after bloom and allowed to die back naturally. They like rich soil, amended with compost and usually need to be replaced very 3-4 years.

Other perennials which do well here include peonies (dependable, very long lived, don't like to be moved, colors include rose, light pink, deep red, pure white); daylilies (blooms in hot, dry weather, grows anywhere, easy to care for, 1-7 ft. tall, all colors except pure blue and pure white); iris (fairly short bloom in Wisconsin, easy to grow, best in formal set-