

## Toro to Sponsor GCSAA Fellowships Named for Dr. Jim Watson

The most outstanding scientists and educators of tomorrow will receive encouragement and recognition through a new fellowship program named for a green industry legend.

The Toro Company has agreed to fully underwrite the Dr. James R. Watson Fellowships, a new Golf Course Superintendents Association of America (GCSAA) Scholarship & Research (S&R) program designed to identify the best and brightest young researchers and instructors in fields related to golf course management. The Minneapolis-based equipment manufacturer has agreed to a minimum of \$100,000 in support over the next four years, and senior company officials say they hope to make the commitment ongoing.

Ken B. Melrose, chairman and chief executive officer of The Toro Co., said, "We are delighted to be a part of a program that will help build a stronger future for the golf course industry and be able to pay tribute to the contributions Jim Watson has made to this company. It's a great way for us to reinvest in something that is important to our professional customers and recognize a man who is very important to us."


The fellowship program is named for Dr. James Watson, longtime Toro executive and a giant figure in the history of the golf course and turf industries. Watson, who is semi-retired after 40 years with the company, will serve as chairman of the fellowship selection committee.

The agreement allows GCSAA's S&R foundation to expand and upgrade the GCSAA Graduate Student Grants program announced earlier this year. With Toro's sponsorship, the number of \$5,000 fellowship grants available has been doubled from two to four.

The sponsorship is one of the largest single contributions in GCSAA S&R history and, according to GCSAA President Randy Nichols, CGCS, it is one of the most satisfying. "I can't think of a more appropriate sponsor for these fellowships. Toro and Dr. Watson have been so important to us for so many years. We are genuinely pleased to have them behind this great new program," he said.

The Watson Fellowships are competitive grants offered to outstanding post-graduate students who are pursuing advanced degrees in turfgrass science and other fields related to golf course management. Fellows will be selected based on academic achievements, accomplishments in research and/or instruction, and their potential to make outstanding contributions to the work done by superintendents.

For more information, contact the GCSAA development department, 913/841-2240.



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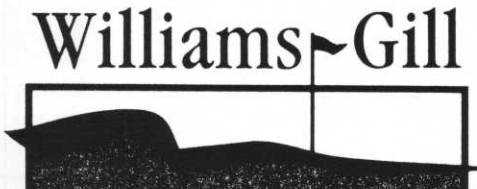
## Heart Attack —

*(Continued from Page 9)*

Last year, more than 350,000 heart attack victims died before reaching a hospital, according to the American Heart Association.

"We finally have very effective therapy, but it's only effective when it's applied early," says Joseph P. Ornato, M.D. of the Medical College of Virginia in Richmond, a member of the American Heart Association's Emergency Cardiac Committee. "The patient is the only one who can control when that initial call for help goes out. If we get patients into the system very early, within the critical first hour if possible, we can do wonders."

—*First Draft, July 1993*



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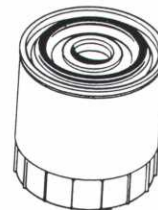
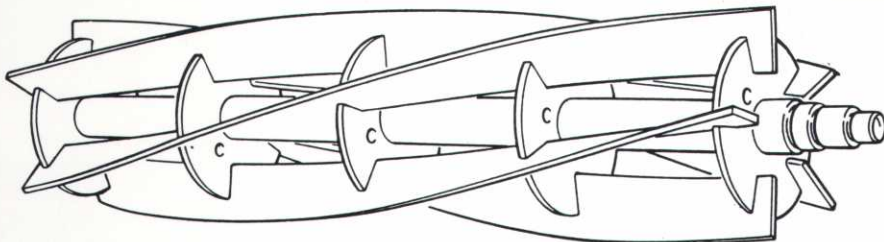
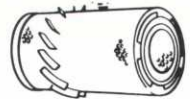
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# Questioning, Listening, Talking

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The purpose of questioning is to gather information. Through questioning, you can learn things you didn't know and also find out how others feel. This enables you to understand, and help, your co-workers and clients. It also enhances your ability to convince or persuade.

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You can frame questions in several ways. Depending on the situation, one type of question may be much more productive than another.

For instance, you can ask non-restrictive or restrictive questions. A non-restrictive question is wide open—excellent for provoking “big-picture” thinking. The responses may well lead into uncharted territory.

“What do you think about the state of the economy?” is one general example. “What can you tell me about yourself?” is a non-restrictive question that’s very useful in employee interviews. “Why do you want to change your yard?” is a non-restrictive question you might use early in a meeting with a residential landscape client.

Restrictive questions are much more specific. They can help you direct the discussion after a non-restrictive question has opened the floodgates.

For example:

- “Why did you switch your college major from math to horticulture?”
- “What are the best-selling ornamental trees at your garden center?”
- “How does the rooting percentage of this spring’s *Stewartia* crop compare with last year’s?”

Similarly, you may choose to ask open- or closed-ended questions. The difference is simple: you can answer closed-ended questions with “yes” or “no,” while open-ended questions demand a fuller response. Try to limit your use of close-ended questions since they don’t provide nearly as much information. (Asking an employee “Do you think this new system for recording labor hours will work?” isn’t as productive as asking “What do you think about the new system for recording labor hours?”)

Here’s an exercise you can use to check your reliance on closed-ended questions. Stage an “interview” with a close associate or friend—perhaps to discuss favorite sports teams or restaurants. Request that the person limit his responses to “yes” or “no” everytime you ask a closed-ended question. You’ll probably be amazed at how dependent you are

on this kind of inquiry. Once you recognize the pattern, you’re on the road to breaking it.

Probing and layering questions help you clarify the information you receive from open-ended, non-restrictive inquiries. Say you asked, “What do you think about the new system for recording labor hours?” and your sprinkler crew chief responded. “It looks good on paper, but it might not work in real life.” Appropriate probing questions might be: “Why do you feel that way?” or “Can you tell me more about your concerns?” “Would you give me some examples?” is another extremely useful probing question.

Once you start receiving answers to your questions, it becomes your job to listen effectively. In many respects, listening is the most difficult aspect of communication. A multitude of factors can interfere:

- Lack of respect for the speaker.
- Difficulty understanding the speaker (due to problems with the speaker’s verbal and/or non-verbal communication).
- Distractions (environment is not conducive to listening).
- Concentration on forming responses in advance rather than staying with the speaker. (If you’re worried you’ll be called on to respond, you may find listening stressful.)
- Speed differential. (You can absorb information six to seven times faster than people can talk.)
- Lack of interest in the speaker’s subject.
- Lack of an open mind regarding the speaker’s subject.
- Unanswered questions. (Your mind is stuck on a previous point after the speaker has moved on.)

As a listener, you can often overcome these problems through a conscious effort to follow the speaker. When you feel your attention waning, try the following techniques:

- Pose mind-broadening questions. (Periodically ask yourself, “Where can I apply this?” “How can I use this?”)
- Take notes. (Jot down an outline or key concepts; don’t attempt to get everything verbatim.)
- Watch the speaker.
- Listen for the underlying concepts; don’t get hung up on the statistics.
- Mentally summarize the speaker’s key points.
- Think ahead to where the speaker might be going (but not so far ahead you lose track of the current message.)
- Jot down questions that arise as the speaker talks. (This way you won’t forget to ask them later, and you’re free to concentrate on the message at hand.)

On average, listeners’ minds begin to wander 15 to 20 seconds after a person begins talking. If you’re the speaker, you need to be aware of your listeners’ eye contact and posture. When you sense they’re drifting away, do some thing to pull them back.

How can you help make sure listeners really receive your

*(Continued on Page 19)*

## Lightweight Rolling

**Question:** *One of the hottest items in our area is the new lightweight roller. I understand the potential danger of compaction, the uncertainty concerning the frequency of use, and the long-term effects from using lightweight rollers, yet do they really increase putting green speeds? Just how safe is a rolling program?*

**Answer:** In concept, the rolling of greens is safe if done wisely. Without question, you can gain 12-18 inches with the Stimpmeter from the use of lightweight rollers. However, this increased speed is very short-lived (sometimes 12-18 hours). If you do not raise mowing heights, increase

aeration, and top-dress regularly, turf loss could occur. There continues to be concern about compaction over both the short and long term. These questions will be answered with time, so at this point a conservative approach would be wise. When used sparingly (two-times a week) during the growing season, lightweight rollers smooth the putting surface, increase putting green speed, produce firmness and consistency, and have the potential of being a beneficial tool in a well-rounded putting green maintenance program. Rolling greens, as with any tool, can be used or abused.

—USGA Green Section Record

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## North Star Turf Adds Kerry Glader To Staff

North Star Turf has announced the addition of Kerry Glader to its sales staff. Glader will manage a territory that includes north central Minnesota and the northwestern portion of the Twin Cities metro area.

Glader, a certified golf course superintendent, brings with him more than 20 years of golf course experience including superintendent positions at Lost Spur Country Club and, most recently, St. Cloud Country Club. He served 12 years on the MGCSA Board of Directors, two of them as president of the association.

“Adding Kerry to our staff is a big plus,” said Dan Miller, president of North Star. “With Kerry in place we are able to better serve our customers by increasing customer contact and providing sound agronomic support and valuable product information.”

Glader assumed his new position on October 5.

## New Fund Helps GCSAA Members in Need

A new fund created by the Golf Course Superintendents Association of America (GCSAA) Scholarship & Research (S&R) Foundation will offer emergency financial assistance to association members who are suffering personal losses resulting from natural disasters like the recent Midwest floods.

"This is a significant new benefit for our members," said GCSAA President Randy Nichols, CGCS. "Superintendents have always banded together to help when disaster strikes. This fund will allow us to offer immediate help to our colleagues."

The GCSAA Emergency Assistance Fund is designed to provide an immediate grant of up to \$250 to GCSAA members who need short-term financial help to compensate for personal losses resulting from a disaster. "It's set up with floods, hurricanes, earthquakes and tornadoes in mind," said Nichols. "We want to help GCSAA members and their families cope with the personal challenges created by these human tragedies."

The GCSAA board of directors voted unanimously to establish the fund with a \$5,000 "seed" gift and a number of chapters are planning gifts to supplement the fund. Meantime, the GCSAA S&R Foundation is urging individuals and companies to make "one-time" gifts to build the fund. "Our goal is to raise about \$20,000 for this to make

it a permanent fund that carries over from year-to-year," said Nichols.

To apply for emergency funds, members should contact their chapter presidents or call GCSAA Scholarship & Research at 800/472-7878.

Donations should be sent to: Disaster Relief Fund, GCSAA Development Department, P.O. Box 927, Lawrence, KS 66049-0927

## How To Figure A Golf Handicap

Take the difference between the score you shot that day, and the course rating. Example: you shot an 85, and the course rating is 70. The difference between the two numbers is 15, so 15 is the differential.

From your last 20 games, take the 10 best differentials. Example: imagine, for simplicity, that all differentials were 15. Add up the 10 best differentials (15 each game), that gives you 150.

Divide 150 by 10 (for the 10 games), that gives you 15. That's your average differential. Multiply the average differential (15) by 0.96, that gives you 14.40.

Drop the second number after the decimal point (the 0), that (14.4) is your handicap index.

When you visit a new golf course, it will have a chart. You can find your handicap index on the chart, and it will tell you your course handicap. A 14.4 index might be a 13, if the course is easier than the one you usually play, or it might be 15, for a more difficult course.

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1. **Top management commitment.** People are a company's most important resource, and ensuring their safety and health is a principal responsibility of top management. This commitment must also be communicated to the workers.

2. **Employee involvement** including workers' active participation developing and implementing a workplace safety and health program. The system should provide a way for workers and managers to relay their ideas.

3. **Hazard identification, assessment, control, and prevention.** This involves a system to regularly conduct workplace inspections, and perform follow-up activities to eliminate hazards. It should include engineering controls, ergonomic design and a system to evaluate and maintain personal protective equipment. There should also be written provisions to handle emergencies.

4. **Assignment of responsibility and authority** for workplace safety and health to supervisors. Routine performance evaluations should be conducted to assure the

responsibility is being met. Both labor and management should be held accountable.

5. **Safety and health training** for employees, including supervisors. All training should be documented.

6. **Accident and incident investigation** for prevention of future occurrences. Changes, if necessary, should be made in the workplace to create a safer and healthier environment.

7. **Periodic system review and follow-up activities** to assure the safety and health management program is being effective.

To reduce costs and risks of occupational accidents, workplace safety and health must be a major management issue along with production, sales and quality control. If an employer makes workplace safety and health management a basic part of the way they do business, they'll see real cost benefits. Active and aggressive top management commitment is the key to making a safety and health program work. Accident prevention is good business!

—Oregon Health and Safety Resource

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# UPDATE



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## SUBJECT: SALES AND USE OF CALO-CLOR AND CALO-GRAN

Grace-Sierra has received a letter from the Minnesota Department of Agriculture today. The letter states that Calo-Clor and Gran are legal to sell and use after July 1, 1994 provided they are not manufactured after that date. Grace-Sierra stopped all manufacturing of Calo-Clor and Gran effective June 25, 1993.

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# Same Old, Same Old

By ROBERT C. VAVREK, JR.  
Agronomist, Great Lakes Region, USGA Green Section

The two most common topics of discussion during Turf Advisory Service visits this season will come as no surprise to anyone: the unreliable nature of *Poa annua* and green spread. If I had a dollar for every green that lost a significant amount of *Poa* from either winterkill or midsummer heat stress, then I could probably afford a new set of Callaway woods. Last summer, the unusually mild weather caused little if any stress to *Poa annua*. Consequently, many courses in the nine-state Great Lakes Region entered the winter with a "bumper crop" of *Poa* on greens, fairways, etc. In fact, a number of courses in the northern transition zone, central to southern Illinois and Indiana, found that the percentage of *Poa* on greens increased during the winter. This came as an unwelcome surprise to a few superintendents who had made a considerable amount of progress reducing the amount of *Poa* through overseeding programs and the careful use of plant growth regulators.

Courses in the northern portion of the region were the first to experience significant losses of *Poa annua*. "Crown hydration" and to a lesser extent prolonged periods of ice cover caused severe injury in poorly drained, low-lying areas. Perennial ryegrass practice tees were also hard hit. To make matters worse, recovery of damaged areas was very slow this spring because of the cool days and cold nights accompanied by frost - conditions that persisted well into June in some areas.

Many courses throughout Wisconsin, northern Michigan, northwest Illinois and northern Iowa were affected by winterkill. Several very highly regarded golf courses were sodding entire greens this spring. Fortunately (as if there's anything fortunate about winterkill), the damage was so widespread that the superintendents' jobs were not in jeopardy and golfers generally took the damage in stride. There were, however, several exceptions. For instance, at one city course, an old-time golfer started a petition to fire the superintendent because he had obviously poured gasoline on the greens over the winter which killed the turf.

Courses in central to southern Illinois and Indiana were hit next. The mild summer last year left the impression that *Poa annua* wasn't all that bad after all. Many courses entered the summer with a "double dose" of *Poa* in greens and fairways because little turf was lost from heat or drought last season. Well, take all the *Poa* that should have died last summer, add that to the *Poa* that would normally die this summer, and for good measure add a very shallow root system caused by heavy frequent rain this spring and you have a time bomb just ticking away.

The bomb exploded around the end of July. Frequent heavy rainfall saturated soils to a point where they become very slow to accept any more water. A heavy early morning rain followed by a sunny, very hot and humid afternoon produced ideal conditions for wet wilt in low puddled areas of greens and fairways. If the turf didn't die outright, it be-

came very susceptible to the intense disease pressure from pythium and brown patch. Many superintendents had already used up their fungicide budget by August and had little to show for it. Active pythium on a perennial ryegrass tee was seen at 11:00 a.m. at one southern Illinois course. Losses of turf were sometimes blamed on more exotic problems such as "bacterial wilt" or nematodes, when simple heat stress was the more likely explanation for the injury. The take-home lesson: when the going really got rough, *Poa annua* died within several days while even the older varieties of bent remained in relatively good condition in spite of the heat and humidity. Often the difference between live and dead *Poa* was adequate surface and sub-surface drainage.

In contrast, the summer has been relatively mild in the central part of the region this year. Courses in Detroit, Chicago, Milwaukee and Minneapolis/St. Paul have not had the intense stress and severe injury experienced farther north or south. It was difficult shifting gears between visits. After all, how sympathetic could I be to a Green Committee Chairman who is disappointed about having only 9 to 10 feet green speeds after visiting courses for two weeks that would just like to have enough grass on the greens to slow the ball down (pure algae stimps at over 12 feet when dry).

The low handicap golfers tend to judge the quality of all the greens by the conditions on the flattest, easiest green on the course. The playing conditions on the most difficult, contoured green should dictate the speed of the greens if consistent conditions between greens are desired. I know, easy to say, but very difficult to convince the better golfers who constantly compare playing conditions between courses. Of course they are often invited to play other courses when that particular course has been primed for tournament conditions. They come home assuming that all courses should be double cut and rolled each day.

Roll, did I say roll? If the greens still have grass this summer, then the golfers want to know if they can roll them. Yes, rollers work, the green will be faster and smoother, but what is the price? The long term effects of rolling the variety of greens that exist, sand, soil, USGA, "modified" USGA, etc., are not known. Will the surface seal over, will grain become a problem? Time will tell, but the simpler, practical problems are real and must be considered as well.

For example, faster greens have fewer hole locations, so how will concentrating the traffic into a more limited area affect the quality of turf over time? Similarly, pace of play has become a concern at many courses. Perhaps the scratch golfers can handle fast greens, but for the average golfers, 3 and 4 putts can quickly transform an enjoyable 4½-hour round of golf into a 6-hour ordeal. As the saying goes, "be

*(Continued on Page 27)*



## Questioning —

(Continued from Page 13)

message? Here are some tips for effective talking (as opposed to questioning):

- Talk with people, not at them.
- Allow others to talk. "Communication is a two-way process," says Cliff Kraft.
- Ask yourself, "What is this listener trying to learn from me?" If you understand the listener, you'll have a much better chance of reaching him on his own wavelength.
- Ask yourself, "What am I really trying to say? Am I saying it?"
- Vary your delivery. A monotone is deadly, as is an overly slow or speedy delivery. And it's difficult to pay attention when a voice is consistently squeaky or gravelly. (Many community colleges offer basic voice and diction courses that can help you improve the way you sound.)
- Use silence (in moderation). The pause that refreshes is more than an old advertising slogan: it's a useful speaking concept.

—Northern Ohio Turf

## Steve Young Joins Plaisted Companies, Inc.

Plaisted Companies has announced the addition of Steve Young, CGCS, to its sales team. Steve's duties will focus on serving golf course needs relative to construction materials, topdressing materials and other agronomic needs.

Steve brings with him over 20 years of golf course experience in areas of maintenance, construction and clubhouse management.



Steve Young

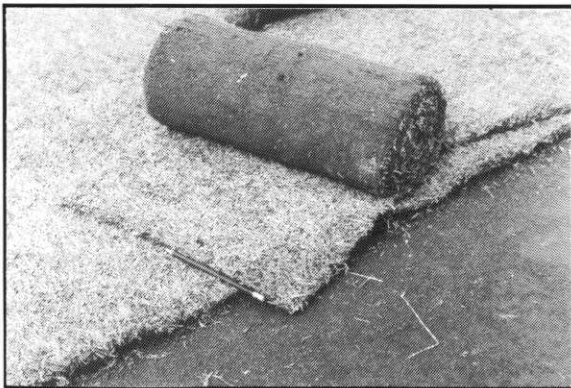
"Steve's background fits nicely with us," according to Todd Plaisted, president of Plaisted Companies. "As we expand we want to assure continued customer contact and

support. With Steve on board we are better able to achieve this."

Steve started with Plaisted Companies September 20, 1993.

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## Suggestions to Heed Regarding the Speed Of Your Greens

One of the best statements on green speed can be found in the 1973 Manual for Championship Preparation by the USGA.

"The greens should not be rolled or cut to the point where a ball could gain speed in putting down all but the severest slopes."

Furthermore, "A player should be able to stop the ball at the hole."

The ball should come to rest within 2 to 3 feet of the hole when putting from above the hole. There are rare occasions where this may not be the case, perhaps on a green where the *obvious* strategy is to keep the ball below the hole, and only a miss-hit shot would end up above the hole.

These guidelines should be followed when setting cutting height and green speed. The speed should be set to represent the average of all 18 holes. If there is only 1 severely sloped green, the speed should not be set to this green. However, 5 or more greens with slopes and undulations would have a definite impact on overall cutting height/green speed.

I recently visited a golf course built in 1921 that has an average green size of less than 5000 sq. ft. and more than 9 of the greens could be considered "undulating." Many areas of the greens are not used for hole locations when cutting heights go below 5/32". When greens are cut so short that flagstick locations are lost, you are essentially robbing the golfer of a good part of the game. This is a shame.

Large, flat expansive greens are most prone to lower cutting heights simply because of their design. Many golfers who complain about slow greens, especially on large greens, lack a quality in their game known as **authority of stroke**. John Jacobs, famous British instructor and former Walker Cup coach, describes this fault in golfers.

"We tend to wave it, coax it, steer it, drag it, jab it, twitch it—anything but *hit it*."

On this type of green, the emphasis should be upon *smoothness* because the distance of the ball travel may be longer.

Imperfections along the line of putt will make it difficult to predict ball direction and roll.

Enter this season with these thoughts in mind and begin to manage the putting surfaces appropriately. Go out on the course with the green committee and go through the above steps. Examine each green and see if there are hole locations that have been sacrificed to the Speed God.

—Jim Connolly, USGA Green Section