



The American Elm-

(Continued from Page 10)

The tree was named the 'St. Croix' and first cloned in August 2003. Preliminary greenhouse inoculation trials at the University of Minnesota, Department of Plant Pathology were very encouraging, and a repeat of Dr. Townsend's field trials, including the 'St. Croix' and a few others, will be ready to run in May 2009. The research is a collaborative effort between the Department of Horticultural Science and the Department of Plant Pathology, and is substantively supported by the Minnesota Turf & Grounds Foundation.

While we must always be careful about becoming too enamored with any given species, and we must never relent in our cultural struggle with DED in our communities, it is exciting that we can once again employ American elm in our landscape plans. The proposition that we may soon have a local provenance disease-tolerant cultivar is especially encouraging. The American elm is still a superlative ornamental shade tree in many circumstances, and the more disease tolerant cultivars to choose from the better.

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Survey Says...

By PAUL DIEGNAU, CGCS, *Keller Golf Course*
and JACK MACKENZIE, CGCS, *North Oaks Golf Club*

Education

As the education chair, the Editor of *Hole Notes* asked me to respond to the results of the survey as they relate to MGCSA-sponsored educational opportunities. Co-chair Tom Proshok and I are responsible for programming the March Mini-Seminar, GCSAA regional seminars, speakers for the spring and fall mixers, and the golf-related content for the Green Expo. The results from this survey are along the lines of what we expected for the most part. The old adage "you can't please all of the people all of the time" rings true once again.

The number of MGCSA members attending the Green Expo on an annual basis is an impressive 83%. The reasons for not attending range from cost and location to trade show and educational topics. It is unlikely the location of the show will change due to its size, complexity, sheer volume of attendees and the somewhat central location in the state. In my opinion the cost of attending all three days is very reasonable at \$73 with the member discount and discounted rooms at the Hyatt Hotel for \$91/night. The trade show at the Green Expo is one of the largest in the United States and offers something for everyone.

The quality of the speakers and their topics rated a total of 94% as either average or excellent. It would have been interesting to include one or two additional choices, as it is a rather quick jump from "average" to "excellent". We will continue to push for excellence in our educational offerings specific to golf, however there are limitations we must work with in our current arrangement. Some of the comments made in this survey reveal there is still some confusion and/or misinformation out there regarding the inner workings of the Green Expo.

There are two organizations that sponsor the Minnesota Green Expo: MNLA and the MTGF. MGCSA is one of nine allied associations within the MTGF. MNLA is a much larger, better-defined, resource-rich organization than the MTGF. Bob Fitch, Executive Director of the

MNLA, is responsible for running the Green Expo, and if I might add, does a fabulous job. As you can see, the MGCSA is but one cog on the Green Expo wheel. There are several factors that limit the quantity and length of the educational sessions specific to golf. I may or may not agree with these established protocols but they are as follows:

"The MGCSA is but one cog on the Green Expo wheel. There are several factors that limit the quantity and length of the educational sessions specific to golf."

- Dedicated trade show time - the exhibitors on the trade show floor provide the financial blood that drives this show. Therefore it is of utmost importance that they remain satisfied and willing to return year after year. Dedicated trade show time means that nothing else can compete with the trade show during these established blocks of time. There are 11.25 hours of dedicated time over the three days and 25.5 hours that the Green Expo is officially open. This equals 11.25 hours that are unusable for education sessions (lunch is also included in those hours).

- Limited number of education time slots.

- Limited number of rooms.

- Concurrent golf-specific sessions are difficult to balance. A stronger topic or speaker will outdraw a "weaker" session, often resulting in embarrassingly small audiences. Remember, golf course professionals only account for a small percentage of the attendees on any given day. We also hear grumbling when two strong topics or speakers are booked concurrently (I think that is a good problem to have).

- Pesticide re-certification session topics must be approved by the Minnesota Department of Agriculture as relevant to the program.

- Green Expo protocol prefers that out-of-state speakers present for multiple ses-

sions to help defray speaker costs overall.

- Some popular, well-known golf industry speakers have raised their rates substantially in the last several years and are limiting their speaking engagements.

- Speaker availability - we compete for speakers with green industry shows all across our nation.

Hopefully you can see that there are a multitude of factors we must deal with when programming for golf-specific speakers and topics. Eleven individuals recorded comments on why they felt the Expo educational offerings were below average. The main thrust of those comments centered on too much landscaping and not enough golf and the need for more detailed topics and extended sessions. As explained above, we are limited in the educational time slots allot-

ted as an association. We added the popular Thursday morning extended session several years ago and will continue with that format. The education committee is always looking for speaker or topic ideas that would interest our membership. In my three years as the education chair I can remember being contacted TWO times by members with ideas for education sessions. Both of those ideas were implemented into education sessions. If there is something specific you are looking for in an educational experience, please let me know and we will try to make it happen.

So you may be asking, "Why doesn't the MGCSA leave the Green Expo and go back to the way it used to be?" As expected, there are pros and cons to each situation. The MTGF receives one-third of the net revenues from the Expo event. This translates to approximately \$120,000 per year. Of that amount \$60,000 is given to Drs. Horgan and Watkins to support their research and the TROE Center. Additional turf and grounds research is funded yearly through MTGF with the remaining monies. Return to the days of the MGCSA Annual Conference and that event was lucky to break even yet we retained our identity and all education was golf-specific.

(Continued on Page 14)

MGCSA Survey-

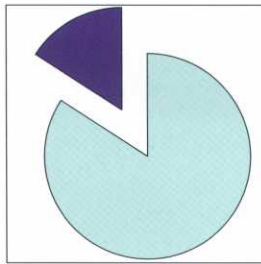
(Continued from Page 13)

Not Richard Dawson, but rather Mike Knodel CGCS, Superintendent at the Oak Grove Golf Club, conducted on behalf of the MGCSA Board of Directors, a very enlightening industry survey recently. Thank you to everyone who participated, 41 percent of the 512 surveys sent via email responded to some or all of the questions asked.

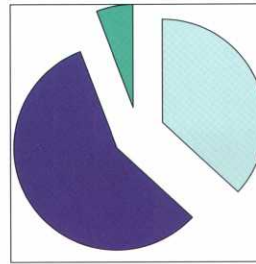
The survey questions were compiled by the Board of Directors and completed through Survey Monkey, an online survey site. The survey was setup as an anonymous response system with both multiple choice questions as well as essay response questions to give members a chance to voice their honest opinions. The following graphics represent the results of the survey.

What is your perceived value of being a member of the MGCSA?

- 84.1 % Meets or exceeds expectations
- 15.9 % Does not meet expectations

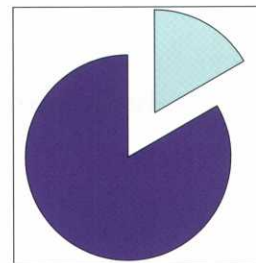


How would you rate the quality of speakers and topics presented at the Green Expo?



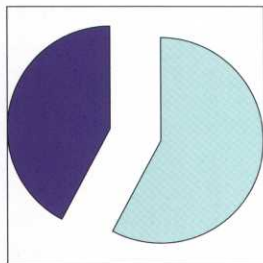
- 36.9 % Excellent
- 57.2 % Average
- 5.9 % Below average

Do you attend monthly meetings on a regular basis?



- 16.6 % Yes
- 83.4 % No

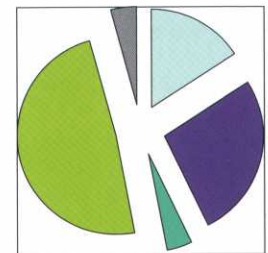
Would you be interested in serving on an MGCSA committee or volunteer in other ways?



- 57.9 % Yes
- 42.1 % no

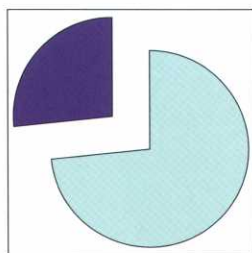
Why don't you attend the monthly meetings?

- 26.9% Cost
- 46.2 % Location
- 7.1 % Education topics
- 84% Time commitment
- 7.1 % Too many meetings



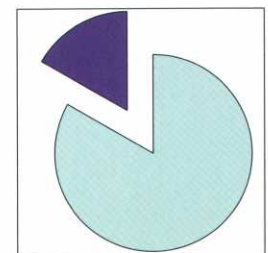
Would you support a \$25 increase in MGCSA dues to retain a lobbyist to strengthen the MGCSA voice at the legislature?

- 73.3 % Yes
- 26.7 % No



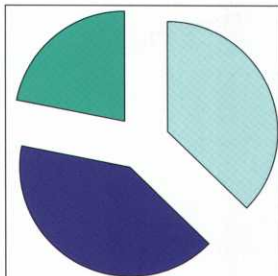
Do you attend the Minnesota Green Expo?

- 83.4 % Yes
- 16.6 % No



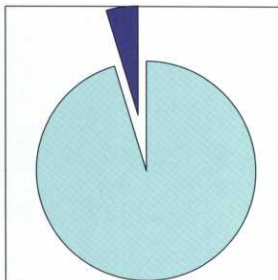
Do you think the MGCSA should operate a golf course?

- 37.1 % Agree
- 40.9 % Neutral
- 22.0 % Disagree



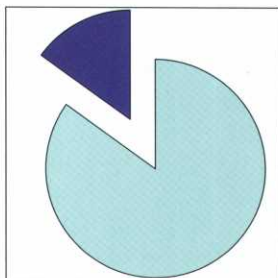
Do you like the current format of the Hole Notes?

- 95.2 % Yes
- 4.8 % No



Does the content of the Hole Notes help you to do your job?

- 84.9 % Yes
- 15.1 % No



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7 ft. vetidrain - \$9,000
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Toro Light wgt. fwy reel - \$650
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Motivation

By JAKE RYAN

Assistant Superintendent, Northland Country Club



What's a superintendent to do when all of his open and reasonable efforts to motivate employees to come to work promptly, work carefully, deliver exceptional results, and operate as if they were pleased to be a part of the team, fail? There is no lack of reading material and motivational speakers who'll tell you countless ways to start burning a fire under your employee's butt. But what do you do when the fire goes out and nothing in the many of ways seem to work anymore? What do we really know about motivation?

Given the continuous barrage of advertisement, mottos and free opinion on the topic of motivation, without doubt there are at least a few key rules that naturally work out every time. Aren't there? Or are we wrapped up with the idea that everyone is an individual, and what sets a person in action is likely to get in the way of another?

Instead of wondering, let's gather some information. Recall through the course of all the jobs you've ever had, and bring to mind the job you had that produced the highest amount of motivation in you. It doesn't matter what the job was. It is probably the job you have right now or it might be a part-time job you had in high school.

Now that you've got the job in mind, write down the things that caused you to feel motivated and satisfied. If you're like most people, the factors you listed are common and so are the ones that didn't make your list. On your list are items such as recognition, opportunities for achievement, freedom, challenge, the chance to learn and grow, and the work itself. What was not there? You most likely didn't write down items as job security, benefits, working conditions, and the organization's policies and procedures.

I think the missing link in understanding motivation is that there are two different aspects at work. On one hand there are the things that motivate us, that turn us on, that cause us to feel satisfied with the job. On the other are those things that dissatisfy us, that turn us off, that prevent us from being motivated. There are two

"Motivation represents a measurable increase in both job satisfaction and productivity. The motivated employee does his job better and likes it more than those who are not so motivated."

variables at work, and you have to attack both of them. Psychologist Fred Herzberg stated it best: "Job satisfaction and job dissatisfaction are not flip sides of the same coin. They are entirely different coins, and the wise manager uses both those coins to buy better performance."

What is motivation?

A good definition of motivation is this: motivation represents a measurable increase in both job satisfaction and productivity. The motivated employee does his job better and likes it more than those who are not so motivated. I think what makes true motivation is the first set of factors mentioned: opportunities for achievement and accomplishment, recognition, learning and growth, having some say in how the job is done, and worthwhile work. Those are the things that build strong feelings of loyalty, satisfaction, enthusiasm and many other important attributes we want to see in our

employees.

But you can't get away with working exclusively on the make happy level. You have to make sure that you clean up the job to reduce or get rid of those things that cause people to be unhappy and quit.

Where does money fit into this scheme?

Pay is the ringer in the equation; the one factor that shows up as both a source of satisfaction and a cause of dissatisfaction. I think employees are dissatisfied with their pay when they feel it isn't equal with their efforts, or is distributed unevenly, or doesn't reflect the responsibilities of the job, or is out of touch with market realities. If you don't pay competitive wages, people will be unhappy and they will quit. But no matter how much

you increase salaries, you won't create motivation and job satisfaction, because job satisfaction is about the content of the job.

Look at it this way: Hire me to scrub dirty floors and pay me pennies and I'll be unhappy and unmotivated. If you raise my wages to a large amount, I'll still hate scrubbing dirty floors. But I won't make a complaint any more about my crummy compensation. I probably won't quit and I may even improve my attendance record (if you pay me my generous wages on an hourly basis). What you have bought with the generous pay increase you provided me was not real job satisfaction. All you have bought is the absence of dissatisfaction. I don't think they are the same thing. If you really want me to be a happy employee, you'd better change the nature of my work.

(Continued on Page 19)

Motivation-

(Continued from Page 18)

Modifying the nature of the job is the real key to motivation. You need to do everything you can to get rid of the things that generate employee unhappiness.

Recognizing that regardless of how big an investment you make you will get little in return. All your budget will acquire is the absence of dissatisfaction. You have no choice but to pay people competitive wages, provide a healthy, safe and desirable work environment. It is important to give as decent insurance policies, vacations and retirements plans as people could get working for the insurance company down the street. If you don't, employees will quit and it will be tough to hire replacements. But all you'll get for the money you spend in this endeavor is a bunch of employees who have to look for something to complain about.

If you want genuine motivation you have got to look at the job itself. Does the work provide me with the chance to actually achieve something? Does my job let me to do something that makes a difference? Do I have a lot of input in how I do



MGCSA volunteers help groom Interlachen during the Womens U.S. Open in June. Photo courtesy of Judd Duinick, Duinick Bros., Inc.-Golf.

my job or am I completely limited by standard operating procedures? Can I learn and grow and mature on this job, or will I be hooking into the same quick coupler watering the same green for the next twenty years? Do I get any appreciation when I do something particularly well?

Providing appreciation of high-quality performance is the best place to begin.

Recognizing good performance any time it's come across - with just a "Thanks" or a literal pat on the back - can be enough to get the motivational engine running. An employee will need more than just an attaboy, but acknowledging excellent work every time it appears is a great place to start the engine of motivation running.



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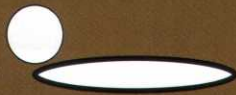
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For nearly half of those 45 years Larry specialized in formulating seed and fertilizer products. In addition, he has taught Turfgrass Management for 10 years as part of a landscape curriculum at a technical college and was most recently the Executive Director of the Minnesota Turf and Grounds Foundation for the past eight years. The entire staff at Twin City Seeds is excited to have Larry on our

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David Soltvedt Receives Professional Certification

David J. Soltvedt, a member of the MGCSA and director of agronomy at The Ridge at Castle Pines North, Castle Rock, Colo. has been designated a Certified Golf Course Superintendent (CGCS) by the GCSAA.

A native of Karlstad, Minn., Soltvedt spent his youth employed at the Karlstad Golf Club as well as Justin Dagen Farms, Inc., of rural Karlstad.

Soltvedt is a graduate of Michigan State University's golf/turfgrass management program.

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