

Racing Pigeons-

(Continued from Page 10)

trophies but some races can command some serious money.

Ron Des Lauriers, greens mower at Mississippi National Golf Club in Red Wing also raises racing pigeons and won one of the 600-mile races worth \$10,000. Des Lauriers said that in the southern part of the country the races are bigger, more involved and worth a lot more money. The biggest is put on by the American Racing Pigeon Union which has a national race. The national was held in Minnesota in 1997 and again this year.

Raising birds might seem elementary to the outside observer but Hanson said a lot of time, effort and money is put into these birds. Pigeons can command anywhere from \$25 to \$1,000 per bird depending on pedigree and race results. A typical racer will have from 50-100 birds in their holdings. The key to a successful program is to continue to build better racing birds.

"It's like horse racing," Hanson said. "You want to genetically breed your bird to what races you want. Some fly for long

distance races, some for sprint races."

Training is also critical for success. The birds are put through practice runs in the spring and in season. They need to be cared for properly, have good living quarters and even be prepared mentally to race.

"You're sending an athlete out there. They have to be trained properly, fed properly and there's ways of psyching the birds up (to race)," Hanson said.

Pigeons mate in pairs. The pair will share a single coop and raise young. Hanson said one of the ways to psych up the birds is to separate the pair a week before the race with the promise of being reunited as a motivating force to fly faster during the race.

Hanson has known of racing pigeons from an early age. It wasn't until early adulthood that he started raising and flying pigeons himself. In a way, Hansen seemed destined to be involved in the sport.

"A neighbor of mine when I was growing up, about 12 years old used to fly. I liked going over there and watching the birds. Then, as fate would have it, the girl I got married to- her dad raced pigeons,"

Hanson said. "I've been flying now since the late 80s"

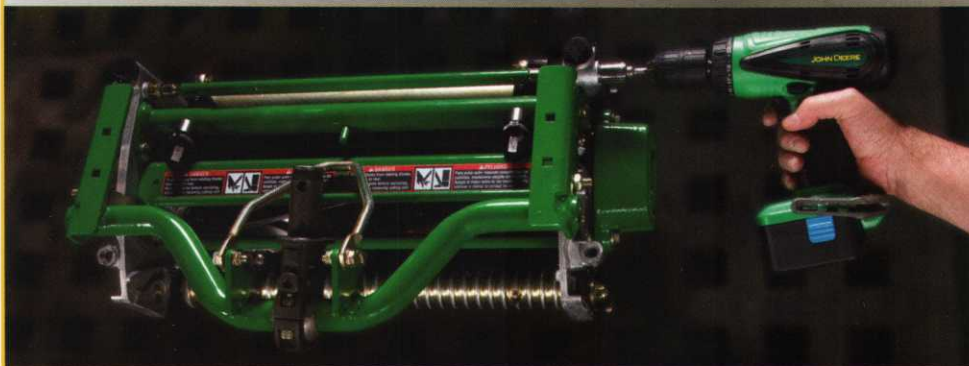
Like most hobbies, pigeon racing isn't cheap. The pigeons need daily care and a specialized coop to protect them from the elements. Those elements include the weather and predators. Des Lauriers was bemoaning the loss of a bird that had won significant races to a fox that had broken into his coop. There is also the possibility that hawks or other natural causes can prevent an expensive, well trained bird from returning on his or her journey.

"Most of the time, they will make it back," Hanson said.

Nearly a quarter century of involvement in pigeon racing hasn't dampened Hanson's desire, but he said he still treats it as a hobby. Hanson won one of the first races he entered for a decent amount of cash but he focuses on the relaxing aspect of having the birds around and watching them come home to roost.

"For me it's tough because it's the busiest time of the year for superintendents, but when I retire I'm really going to get into it. For now, it's just for relaxation," Hanson said.

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JAPANESE BEETLES ARE IN MINNESOTA FOR GOOD

By VERA KRISCHIK

Department of Entomology, University of Minnesota

Japanese beetle arrived in Minnesota in the early 1990s.

For the last five years I have been trapping Japanese beetles around the Twin Cities. This year the numbers were 100 times higher than last year. So if you have a problem this year, you will have one next year.

“For the last five years I have been trapping Japanese beetles around the Twin Cities. This year the numbers were 100 times higher than last year. So if you have a problem this year, you will have one next year.”

Japanese beetles eat the roots of only grasses. Grubs in the soil cease feeding in June and emerge as adults in July. Females prefer to lay eggs in irrigated turf. Adults feed on foliage of many

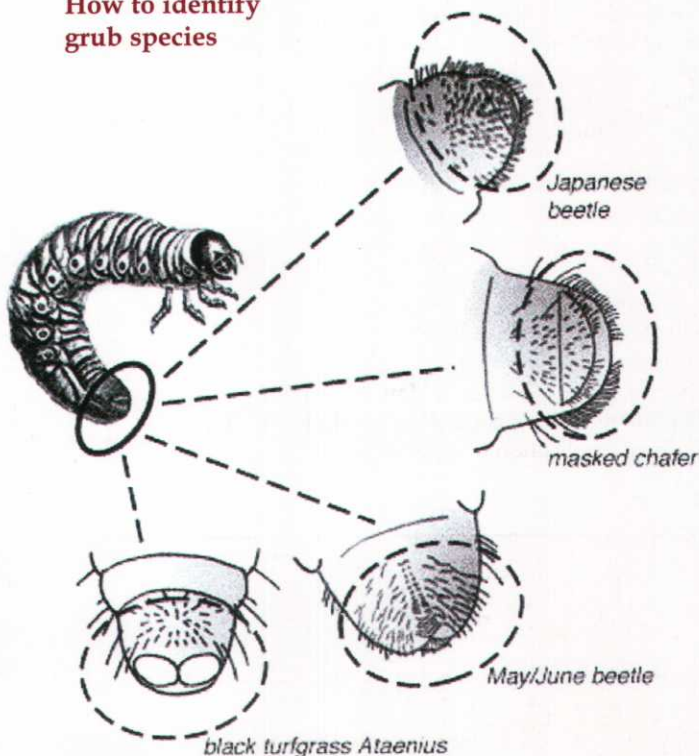


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How to identify grub species



plant species, preferring rose, linden, grape and ivy. Females fly to turf at the end of the day and return to woody plants to feed during the day.

Controlling adults will not control grubs. Pheromone traps can be used to determine the extent of your problem. However, collecting beetles and then killing them will not reduce your problem. You need to kill the grubs in the soil.

Insecticide recommendations for grub control

Control grubs by using imidacloprid (Merit) in May for overwintered grubs. However, in May larger grubs are difficult to kill. Also, apply imidacloprid in August to kill newly hatched and feeding grubs. Since our falls are warmer, you can apply it until the end of September. Halofenozide is an insect growth regulator (Mach 2) and will kill grubs, not adults.

If you find grub problems in the spring, then retreat as early as possible.

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Japanese Beetles-

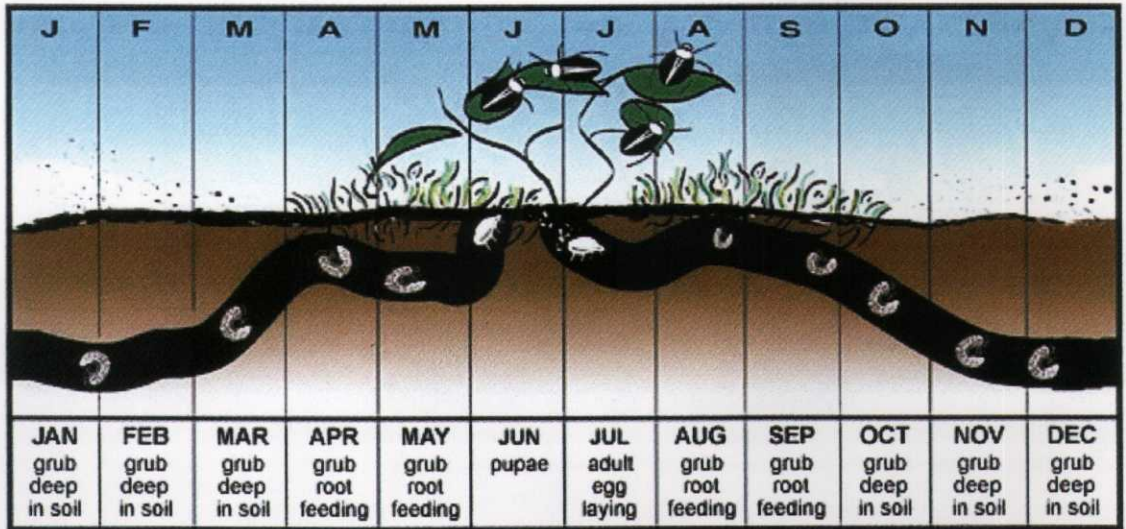
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Scouting for grubs

Remember you need to remove the thatch and look in the soil for the grubs. Grub populations between seven and 15 per square foot can cause significant damage to non-irrigated turf. Irrigated turf can withstand a higher grub count because the increase in water compensates for the roots chewed off by the grub.

Know what species of grubs that you have

When you use imidacloprid, you will kill all grubs in the area. However, adult *Ataenius* beetles, the small black beetles that form mating balls in May, July and September, can be controlled as adults with an application of a pyrethroid like



Talstar. Knocking down populations of the small *Ataenius* adults can resolve your problem, in some cases. Turf can tolerate 50 *Ataenius* grubs per square foot.

Grubs can be identified to species by the pattern of hairs on their brown hind ends (raster). Using a 10-power hand lens, you can see that the hairs on the raster of Japanese beetle form a small "V" shape

just below the anal slit. Clockwise from top are rasters of Japanese beetle, masked chafer, May/June beetle, and black turf-grass *Ataenius*.

* * * *

(Editor's Note: Vera Krischick may be reached at 612-625-7044 or by e-mail at kris001@umn.edu)



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Goal-Setting

By JAKE RYAN

Assistant Superintendent, Northland Country Club



Goal-setting has become widely used in organizations as a management tool for assessment. A company's mission statement serves as framework to evaluate current activities and express those goals. To be an effective organization it is a manager's job to meet those goals. Therefore, the chief purpose of using goal-setting as a management tool is to point out the purpose. Making the goals of the organization intended and expected in the direction towards the existing purpose.

Goals can improve the motivation of employees too. Besides abilities, the motivation of employees is a necessary part to influence their performance. There is no doubt that the success of a golf course is directly related to the performance of employees.

Here are a couple important considerations: How employees view their role in achieving a goal is very important. Employees will have a sense of ownership by setting and understanding the goals. To

set a clear goal with the employees, letting them know exactly what is expected from them and what is attainable, will give them emotional support because they have a purpose to focus on. Then they will encourage themselves to work effectively to achieve the purpose. The motivation of the employees is therefore improved and causes a better performance. The golf course will probably become more organized as the result of the higher level of the employees' performance.

Another consideration is that to make clear goals can lead to a sense of ownership for the employee. Because of the deep understanding of the golf course's goals and existing purpose, the employee will have a positive sense that they are important to the course and treat the course as their "own" course. Therefore they will have a strong will to make the course more organized. This can also lead to the improvement of the motivation and performance of employees. Setting goals

at the golf course provides measurement for performance.

Measurement is particularly important in the development of the course. If the manager is not able to measure the assessment standard of the course, there cannot be any continuous improvement. Goals are the future state that the golf course is willing to attain, so it is an appropriate measurement for determining the level of performance and whether it is acceptable or not. Compare the desired standard to the actual performance. The "desired standard of performance" is the goal. Knowing what the level of performance is by comparing the desired goal is not only for measurement, but also for the improvement of the course. If the outcome is above the goals, the performance can be believed to be acceptable, so the manager can find out the advantage and strengthen

(Continued on Page 17)



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Goal-Setting –

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it. Conversely, if the outcome is below the standard of goals, the performance is probably not acceptable and burdens should be removed. Goal-setting can provide direction to the employees.

When employees work with a sense of direction, it means important outcomes have their focused attention. When employees know a particular goal is important to accomplish, they will concentrate on it, prioritize their effort better and spend more time to achieve this goal first. It is a waste of employee energy and the resources of the course if they don't have a direction. Setting goals is a good way to prevent this kind of waste because it provides a guide for the employee to put into action. It means employees will acquaint themselves with the main work and improve the course by following the guides provided by the goal. It enables the employee to make the best use of their ability in the correct direction towards the goal. The course will possibly be more profitable with the appropriate division of resources and energy. The course then benefits from goal-setting.

There are problems with goal-setting that should not be neglected. If goals are set to be unreasonably difficult, employees will be overloaded with work and the morale of them will be low because of the continuous failure for achieving too difficult goals. As a consequence, they will think that they provided an unacceptable performance for the previous work and will have no confidence to take any risk or be creative in the next task. The work quality will be low and the golf course's organization will be decreased as a result.

Always keep in mind that if goals are too easy to reach, employees may feel relaxed and not try their best to attain the goal because the degree of the goal difficulty is not challenging enough to stimulate them. They will be satisfied with the achievement of easy goals, so they will not take any risk or be creative for the improvement of the golf course. Therefore, both difficult and easy goals may damage inherent motivation of the employee and lead to unacceptable performance. The goal should be challenging but not unreasonably difficult.

The fact is that the standard of goal difficulty is not easy to control. If it is not appropriate, the goal-setting as a management tool could make golf courses poor because it could decrease the intrinsic motivation and morale of employees.

A person might think goal-setting to be against the continuous improvement of the golf course. It means goals give the employee a feeling that it is the final and acceptable level of purpose, so no more improvement is needed after achieving the goal. The employee may stop continuously making efforts for the goals, and the performance will consequently go below the goal again. Then goals make the improvement of the course difficult to attain. Sometimes goal-setting seems to beat the process of improvement into pieces.

There is a goal in every single task. Employees might focus too much on every particular pieces of the task and forget that they should go ahead and move to the next step. They try hard to reach the goal first, after that they relax and decrease the level of their performance, and then try to achieve the same goal over and over again. This will cause an inefficient golf course, in other words, there will be no or very slow improvement for the course.

On the other hand, with acceptable achievement for the previous goal, employees need extra motivation to move on to the next goal. For instance, rewards should be given to employees to encourage them make continuous improvement. Providing an employee with lunch or dinner on a late day can be effective. The

opportunity for the employee to work for a bonus is another option. Hence, in order to avoid an obstacle caused by goal-setting, the course may spend more on rewards or increase salary for maintaining the continuous improvement.

In the end, there can be problems surrounding goals, but goal-setting is an essential and effective tool for management. Setting goals can improve the motivation of employees, and lead to a higher level of performance and more effective organization for the golf course. Goals provide measurement for performance. The level of acceptable performance can be defined by goals, so improvement of the organization can be made based on the measurable evaluation of performance.

Goal-setting provides a sense of direction for the organization. It reduces a golf course's expenses because employees prioritize their effort better in the correct direction toward the goal. The problems of goal-setting should not be neglected though. Because of the inappropriate degree of goal difficulty, the intrinsic motivation and morale of employees could be decreased. Even so it does not mean that this weakness of goal-setting will cause ineffectiveness.

The intrinsic motivation does not equal the whole performance. There are other factors, such as rewards, that may affect performance more than the intrinsic motivation. This problem is easily solved if capable. A realistic and challenging goal should be carefully established for the employee in order to make the best use of the goal-setting as management tool.

Though goals may slow down the continuous improvement and cost more on rewards to the employee, the improvement of the golf course cannot exist without the sense of direction and the evaluation of the performance. These are both provided by goal-setting. Goal-setting is extremely important and necessary as a management tool for organization.



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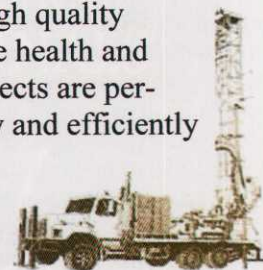
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Dr. Frank Rossi, Cornell University, on the left, was the featured speaker at the MGCSA March Mini-Seminar held at the Wilds Golf Club in Prior Lake. Dr. Rossi spoke about golf turf management and putting surface management. Also pictured are Van Cline (center), Toro Company, and Dr. Brian Horgan. Next up for the MGCSA membership is the Spring Mixer at Bellwood Oaks Golf Course in Hastings on May 18.

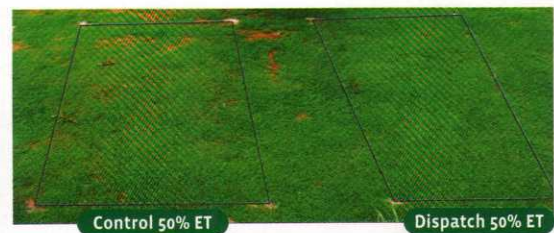
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