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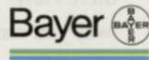
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“‘Pull’ is a way we drag people—sometimes kicking and screaming—into performance. What we need to create is that internal push—that idea that they can have an impact on the organization.”

That was the way Loree Olsen of Career Track started a mesmerizing presentation on motivation at the annual conference of the Associated Landscape Contractors of America last November.

She said that employers and supervisors “cannot do things the way we did 10 years ago. You’ve got to have non-monetary ways to motivate that are creative and exciting.”

Perched atop psychologist Albert Maslow’s “Triangle of Human Needs” is self-actualization. Below that, in

order, are: esteem, belonging, security and—at the bottom—survival, the basest need.

Morale, she said, is not about doing one thing 1000 percent better. It’s about doing 1000 things 1 percent better. “Give your employees something new to learn, not just more to do,” she recommended. “Take the ordinary and infuse it with the extraordinary.”

Most of all, you can’t treat employees with a cookie-cutter approach. Each must be treated differently.

“I don’t know that there’s any way you can create a system,” she

noted. “People do not mesh well with that square-peg-in-a-round-hole philosophy.”

Create a positive non-critical environment, she suggested. “Don’t let the dominant-submissive wars take place. Synergy is increased by recognizing the value of the differences in people.

“Yet one of the most important motivational factors is the power of shared experience and the bonding and buy-in that comes with it,” Olsen said, “We

need to treat employees the way we want employees to treat customers: with respect and consideration. And we need to let employees know there’s someone behind them who wants them to succeed.”

Olsen said that everyone at your business should be having some fun at work. When there’s a breakdown of fun, a breakdown of enjoyment, she noted, there’s a breakdown of performance.

The 10 characteristics of an optimal experience, she said, are:

- 1) excitement: the job must be exciting;
- 2) involvement: the employee must feel involved with others or with the company’s mission;
- 3) action: the job must not be static;
- 4) fulfillment: the employee must get a sense of accomplishment from the task(s);
- 5) freedom: employees must feel like they’re on their own;
- 6) appropriateness: something for the employee to do that the employee is capable of doing;
- 7) meaningfulness: the employee must feel that, when the job is done, it’s going to mean something;
- 8) control: the employee must feel in control of his or her destiny;
- 9) challenge: the task must stretch the employee’s abilities; and
- 10) understanding: the supervisor must understand the employee’s point of view.

If you have an apathetic worker, Olsen suggests you tell him or her:

“Jim, I can see that you don’t like the job. What can I do to make that job better?” Because “it costs five times more to fire, rehire and retrain than to make good use of the staff you’ve got.

“Play to your employees’ strengths. Positive information generates positive action; negative information generates negative action.”

If other problems arise, Olsen continued, you must supply “instant corrective and non-judgmental feedback in the form of challenge, competition, choice and creative solutions.”

The key is not trying to stop a bad event from happening, she observed. It’s how quickly you can regain your “balance,” land on your feet, absorb the shock and walk away.

“Switch your focus from what doesn’t work to what works. Make the job an optimal experience—magic,” she said. “Your life is too darned short to do without the magic any longer.” **LM**

# Motivation: a push, not a pull

by JERRY ROCHE / Editor-in-Chief





**JAGUAR 3**  
TURF-TYPE TALL FESCUE

# This Cat's Making Quite an Impression.

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Circle No. 139 on Reader Inquiry Card

# Tall fescue: survival of the fittest

by JERRY ROCHE / Editor-in-Chief

If the turf you're maintaining just doesn't seem to be able to stand up to extremes in either the weather or other environmental stresses, turf-type tall fescue may be an alternative.

Whether the turf is high maintenance or low maintenance, tall fescue can work, according to Dr. A.J. Powell of the University of Kentucky.

"Tall fescue is sort of the IPM grass," Powell contends. "If you had no pesticides to use, I think you might choose tall fescue. It has the ability to survive many situations.

"We're seeing new tall fescues almost by the week, and they're looking better all the time. Turf breeders have really done a fine job [in the areas of] texture and color. Most of the newer types are not as yellow as their predecessors in late May and early June, and texture is only something you see up close, so many times it's less important."

Some drawbacks to tall fescue as your turf of choice:

1) Brown patch is a major problem, and it's increasing.

2) It doesn't do well in thatchy areas, because thatch pulls the moisture from the seed.

3) New sod has to be watered even more than Kentucky bluegrass.

4) It's difficult to get slit-seeded into ryegrass.

5) Other, very minor, problems: white grubs, armyworms, drought/heat thinning, seedling freeze-out, seed dormancy, allelopathy.

Powell has tested brown patch on tall fescue. "If you can bring your mowing height down and increase your frequency, I guarantee that you'll have fewer brown patch problems," he says.

"You're also going to have more of a problem when you have higher nitrogen rates.

But where we could irrigate it when it was under stress, there was less brown patch."

Powell notes that dwarf-type tall fescues and what are known as "double-dwarfs" grow less tall.

"There are several reasons I'm not completely sold on them, though," he observes. "First, they are generally even more susceptible to brown patch. They don't germinate as quickly, and they are slower to start in the spring and slower to establish." They also generally don't grow as long into the autumn, Powell says.

## Academic description

According to the texts, the closer you grow tall fescue cultivars to the transition zone, the better off you will be. In cooler parts of the country, it is susceptible to low temperature injury, which causes it to gradually thin out.

Tall fescue is fairly heat-tolerant compared to most cool-season grasses, and its drought and wear tolerance is very good.

Generally speaking, tall fescues respond very nicely to occasional watering, though they do not demand irrigation.

In the early days of turf-type tall fescue development, they generally had very coarse leaves and lacked the color qualities of, say, bluegrass or ryegrass. That made early cultivars perfect for sports fields, playgrounds and roadsides.

However, the newer cultivars exhibit much better color, and many rival bluegrass and ryegrass in that respect. Leaves are also not quite as coarse and thick, mak-

## 1994 NATIONAL TALL FESCUE EVALUATIONS (NTEP)

### ENTRIES, MEAN RATINGS, SPONSORS (LSD=0.1)

6.2 Jaguar 3 (Zajac)

6.1 Houndog V (International), Falcon II (Burlingham), Southern Choice (Burlingham), Gen-91 (Genesis), Crossfire II (Pickseed West), Coyote (Zajac)

6.0 Finelawn Petite (Finelawn Research), Pixie (Jacklin), MB-22-92 (Burlingham), Lancer (Lesco), Rebel Jr. (Lofts), Coronado (Pure Seed)

5.9 Lexus (Barenbrug), Empress (Zajac), Marksman (Burlingham), Apache II (Pure Seed), Toma-hawk (Turf-Seed), Grande (Seed Research), Debutante (Willamette), Micro DD (Turf Merchants), Pyramid (Olsen-Fennel), Duster (Pennington), Gazelle (Zajac), Starlet (Burlingham), Virtue (Pennington)

5.8 Titan 2 (Smith), Silverado (Turf-Seed), Montauk (Cascade), Palisades (Olsen-Fennel), Rebel 3D (Lofts), Duke (Cascade), Adobe (Scott's), Guardian (Roberts), Bonsai Plus (Turf Merchants), SR8200 (Seed Research), Trailblazer II (Lesco), Shortstop (Pickseed West), Vegas (Barenbrug), Eldorado (Turf-Seed), Cochise (Ampac), Alamo (Medalist), Safari (Turf-Seed), Leprechaun (Roberts), SR8300 (Seed Research), OFI-ATK (Olsen-Fennel)

5.7 Avanti (Davenport), Finelawn 88 (Finelawn Research), Austin (Barenbrug), Kittyhawk (Smith)

5.6 Bonsai (Turf Merchants, standard entry), Monarch (Turf-Seed), Olympic II (Turf-Seed), Aztec (Scott's), Astro 2000 (Green)

5.5 Phoenix (Barenbrug/Normarc), Bonanza (standard entry)

5.3 Arid (Jacklin, standard entry), Twilight (Turf Merchants)

5.2 Falcon (Burlingham, standard entry)

5.1 Anthem (Green)

4.4 KY-31 without endophyte (standard entry)

4.3 KY-31 with endophyte (standard entry)

ing newer cultivars a very good choice for home lawns in both cool-season areas and, especially, in the Mid-Atlantic states and other parts of the transition zone. □

## TOP CULTIVARS AT SELECTED EVALUATION SITES

### ALABAMA

Kittyhawk	5.7
Gazelle	5.6
Cochise	5.6
Pixie	5.5
Shortstop	5.5
Leprechaun	5.5
Shenandoah	5.5
Bonanza	5.5

### ARKANSAS

Coyote	8.5
Shortstop	8.1
Lancer	7.9
Coronado	7.9
Lexus	7.9
Gazelle	7.7
Crossfire	7.6
Empress	7.5
Leprechaun	7.5

### ARIZONA

MB-22-92	6.8
Jaguar 3	6.6
Gen-91	6.4
Pyramid	6.4
Crossfire II	6.3
Grande	6.3
Coronado	6.1
Empress	6.1
Tomahawk	6.1
Monarch	6.1

### BRITISH COLUMBIA

Empress	6.1
Adobe	6.1
Bonsai	6.1
Lexus	6.0
Pyramid	6.0

### CALIFORNIA

Jaguar 3	7.4
So. Choice	7.4
Lancer	7.4
Micro DD	7.4
Pyramid	7.4
Gazelle	7.4

### DIS. COLUMBIA

Arid	4.4
Jaguar 3	4.1
Anthem	3.9
Titan 23	3.7
Guardian	3.5
Alamo	3.5
SR8300	3.5
OFI-ATK	3.5
Phoenix	3.5

### GEORGIA

Silverado	5.1
MB-22-92	5.0

Marksman	5.0	SR8300	6.6
Adobe	5.0	Shenandoah	6.6
Twilight	5.0		

### MICHIGAN

Jaguar 3	7.2
Finelawn Petite	7.2
Phoenix	7.1
Shenandoah	7.0
Gen-91	6.9
Titan 2	6.9
Trailblazer II	6.9
Safari	6.9

### MISSOURI

Rebel Jr.	7.7
Lexus	7.6
Jaguar 3	7.5
Gen-91	7.5
Apache II	7.5
Eldorado	7.5
Leprechaun	7.5
SR8300	7.5
Phoenix	7.5

### NEBRASKA

MB-22-92	6.8
Falcon II	6.7
S. Choice	6.7
Lexus	6.7
Bonsai	6.7
Finelawn Pet.	6.6
Lancer	6.6
Houndog V	6.5
Marksman	6.5
Grande	6.5

### NEVADA

Montauk	6.6
Lancer	6.4
So. Choice	6.3
Safari	6.3
Bonanza II	6.3
Falcon II	6.2
Austin	6.2
Gen-91	6.1
Alamo	6.1
Kittyhawk	6.1
Bonanza	6.1

### NEW JERSEY

Crossfire II	6.2
Houndog V	6.1
Jaguar 3	5.9
Coronado	5.7
Falcon II	5.5
So. Choice	5.5
Coyote	5.5
Pixie	5.5
Gen-91	5.4
Lexus	5.2
Marksman	5.2

### NEW YORK

Astro 2000	5.4
Marksman	5.1
Olympic II	5.1
Titan II	4.8
Vegas	4.9
Austin	4.8
Phoenix	4.8
Houndog V	4.6
Pixie	4.6
MB-22-92	4.6
Bonanza	4.6

### PENNSYLVANIA

Houndog V	7.8
MB-22-92	7.8
Marksman	7.8
Jaguar 3	7.6
S. Choice	7.6
Grande	7.6
Montauk	7.6

### RHODE ISLAND

So. Choice	6.3
Aztec	6.2
Jaguar 3	6.1
Coyote	6.1
Alamo	6.1
Finelawn 88	6.1

### SO. DAKOTA

Coyote	6.5
Jaguar 3	6.4
MB-22-92	6.4
Titan 2	6.4
Pyramid	6.2
Coronado	6.1
Tomahawk	6.1
Silverado	6.1
Eldorado	6.1
Leprechaun	6.1
Finelawn 88	6.1
Arid	6.1

### TEXAS

Marksman	7.2
Phoenix	7.2
MB-22-92	7.1
Cochise	7.1
SR8300	7.1
OFI-ATK	7.1

### USDA-MD.

<b>(high maint.)</b>	
Houndog V	7.8
Falcon II	7.8
Crossfire II	7.8
Jaguar 3	7.7
Pixie	7.6
So. Choice	7.5
Coyote	7.5
Gen-91	7.4
Lexus	7.4
Tomahawk	7.4

### USDA-MD.

<b>(low maint.)</b>	
Gen-91	7.1
Finelawn Petite	7.0
So. Choice	6.8
Lexus	6.7
Houndog V	6.6
Coyote	6.6

### VIRGINIA

Crossfire II	5.8
Duster	5.8
Houndog V	5.7
Falcon II	5.7
Apache II	5.7
Gazelle	5.7
Gen-91	5.6
Coronado	5.6
Jaguar 3	5.5
So. Choice	5.5
Silverado	5.5

### WASHINGTON

Finelawn Petite	6.0
Lancer	6.0
Gazelle	6.0
So. Choice	5.9
Gen-91	5.9
Empress	5.9

### WISCONSIN

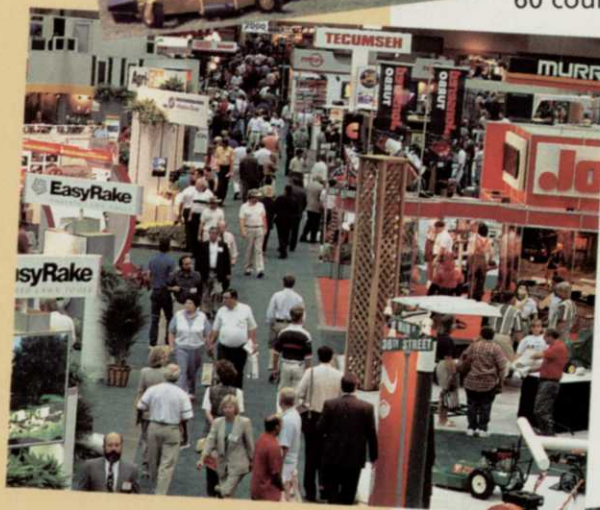
Lexus	8.1
Gazelle	8.0
Coyote	7.9
Finelawn Pet.	7.8
Coronado	7.8
Marksman	7.8
Tomahawk	7.8

### Evaluation sites listed

above: Auburn University, Ala.; Fayetteville, Ark. (full sun); Tucson, Ariz.; Vancouver, B.C.; Santa Clara, Calif; District of Columbia; Griffin, Ga. (high pH); Urbana, Ill.; West Lafayette, Ind.; Wichita, Kans.; Lexington, Ky.; USDA, Beltsville, Md.; Deerfield, Mass.; East Lansing, Mich.; Mississippi State, Miss.; Columbia, Mo.; Lincoln, Neb. (high maintenance); Reno, Nev.; North Brunswick, N.J.; Ithaca, N.Y.; University Park, Pa. (medium maintenance); Kingston, R.I.; Brookings, S.D.; Dallas, Tex.; Blacksburg, Va.; Pullman, Wash.; Madison, Wisc.

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### Joystick control a joy to operate

The new Snapper Z-Rider mowers have fingertip maneuverability due to a single-lever joystick control that enables point-and-go steering.

A pivoting front axle and 20-inch rear tires provide maximum traction and stability on uneven terrain while 13-inch swivel caster wheels allow maximum maneuverability, according to Snapper. Both the 48- and 60-inch models are also equipped with flip-up

seats and floor pans facilitating maximum maintenance accessibility.

The 48-inch Z-Rider has an 18 hp OHV Kohler Command engine; the 60-inch model a 22 hp engine.

For more information, phone (404) 957-9141 or fax (404) 957-7981 and tell them you saw it in **LANDSCAPE MANAGEMENT** magazine.

Circle No. 300

### Skid-steer loader has six-foot turning radius

The Bobcat 751 skid-steer loader is the newest member of the mid-size Bobcat 700 C-

Series family.

Like its popular counterpart—the Bobcat 753—the



751 offers a compact footprint for a mid-size loader with a turning radius of less than six feet. The 751 has a 1,200-lb. operating capacity, using a 116-cu. in. Peugeot XUD9 diesel engine, and many standard Bobcat C-Series features, including a dependable transmission with heavy duty drive chains that never need adjustments and the exclusive Bobcat Interlock Control System.

For more information, phone (701) 241-8700 and tell them you saw it in **LANDSCAPE MANAGEMENT** magazine.

Circle No. 302



### New stump-cutter is user-friendly

The most recent addition to Vermeer's line of rugged stump cutters is the new 252 SC. It has an uncluttered control panel to prevent distractions while operating hydraulic controls to precisely feather the cutter's sweep for optimum results.

It also has Vermeer's exclusive Auto Sweep system, designed to make stump cutting easier by maximizing available power, increasing efficiency and reducing machine stress.

The 252 SC also comes with a detachable front-hitch assembly, allowing for crating and front-wheel options. Measuring 35 inches in width, it is narrow enough to fit through most gates.

For more information, phone (800) 829-0051 and tell them you saw it in **LANDSCAPE MANAGEMENT** magazine.

Circle No. 301

### New perennial rye has great green color

The Scotts Company has released Divine perennial ryegrass, an exceptionally dark green cultivar.

Divine also provides reduced clipping yields and a high level of endophyte for good insect resistance. It can be used alone, in mixtures, or overseedings for all areas in which perennial ryegrass is adapted.

For more information, phone (800) 543-0006 and tell them you saw it in **LANDSCAPE MANAGEMENT** magazine.

Circle No. 303

## >PRODUCT REVIEW



### Enforcing rules on sensitive turfgrass areas

Standard Golf has designed a new "Environmentally Sensitive Area" sign, clearly communicating to golfers that an area is off-limits. The sign refers players to the local rule.

The 12-by-12-inch white aluminum sign is lettered in green. It's designed for use

with Standard Golf's 40-inch signpost. Green-capped hazard markers (also available from Standard Golf) should be used to mark the perimeter of an environmentally sensitive area.

For more information, phone (319) 266-2638 and tell them you saw it in *LANDSCAPE MANAGEMENT* magazine.

Circle No. 304



### Dethatcher comes in 46-, 60-inch widths to better aerate soil

Tine-Rake Dethatcher attachments are now available for all Grasshopper zero-radius out-front mowers. Both 46- and 60-inch models feature spring steel, double-looped tines that are angled forward to increase tension as the rake advances, removing large amounts of thatch and aerating the soil to improve root development.

A stabilizer tube keeps tines aligned for unified raking action. Because the Dethatcher is front-mounted, it allows you to vacuum debris at the same time using any Grasshopper Quik-D-Tatch Vac Grasscatching system.

For more information, phone (316) 345-8621 and tell them you saw it in *LANDSCAPE MANAGEMENT* magazine.

Circle No. 305



### Choice of engines for more efficient mowing production

A choice of three more powerful engines gives Jacobsen's new generation of Turfcut out-front rotary mowers a wide range of power and traction drive options.

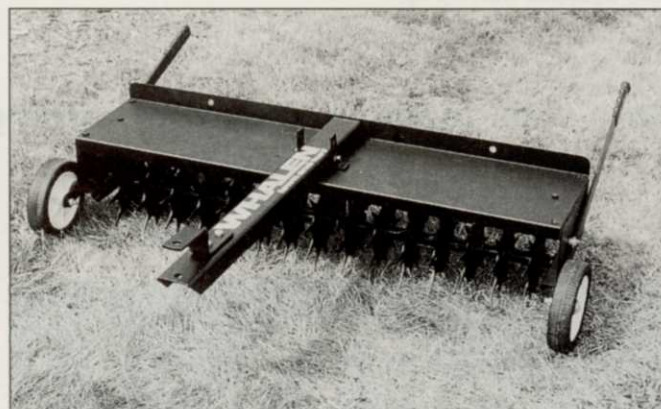
Turfcut models now feature a Kubota 23 or 28 hp diesel engine, a 45 hp Ford gas engine, and two- or four-wheel drive.

Operators can now mow at up to 6 mph in low range. And transport speeds in high range up to 10 mph get the Turfcut between jobs faster.

The Turfcuts also feature contoured seats and easy-to-reach controls.

For more information, phone (414) 637-6711 or fax (414) 637-4465 and tell them you saw it in *LANDSCAPE MANAGEMENT* magazine.

Circle No. 306



### Spike aerator is 'towable'

Whalen Lawn and Turf's spike lawn aerator can be towed behind lawn tractors, all-terrain vehicles and other types of utility vehicles.

It hooks up with a standard pin-type hitch. Other features: adjustable depths, all-steel frame construction, seven-inch transport tires, nine-inch steel, spike wheels making a path 36 in. wide.

For more information, phone (800) 447-5777 or fax (309) 776-3222 and tell them you saw it in *LANDSCAPE MANAGEMENT* magazine.

Circle No. 307



## New plastic shield protects applicators

The Applicators Friend shield limits exposure to granular turf products during spreader operations.

The shield attaches to Lesco, Agri-Fab and Scotts spreaders in minutes with minimal tools and will not affect spreader operations or spread patterns whatsoever. It is made of high-tech non-corrosive material and is mounted with stainless steel hardware and non-corrosive frame hangers.

For more information, phone (800)



595-2774 or fax (607) 729-3435 and tell them you saw it in *LANDSCAPE MANAGEMENT* magazine.

Circle No. 308



## Treat dry, wet spots with no burn concern

Aqueduct Soil Surfactant by Aquatrols gives golf course superintendents an effective tool for treating localized dry spots, wet spots and other water-related problems with no concern of burn.

Through its dual mode of action—enhancing water penetration and reducing hydrophobicity in the soil profile—Aqueduct promotes turf recovery.

For more information, phone (800) 257-7797 or fax (609) 751-3859 and tell them you saw it in *LANDSCAPE MANAGEMENT* magazine.

Circle No. 309

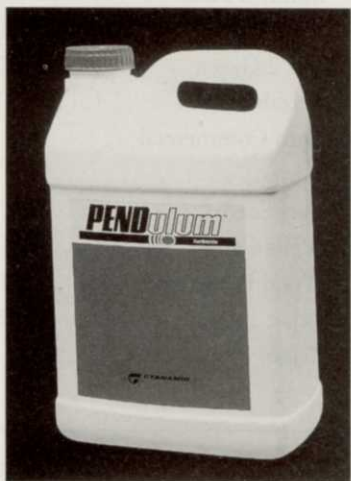
## Pre-emergent now registered in Calif.

Pendulum 3.3 EC turf herbicide is now registered for use in California, the last state to register it.

Pendulum is safe on a wide variety of cool- and warm-season turfgrasses and many trees, shrubs, groundcovers and perennials. It controls most annual grasses and many broadleaf weeds, including crabgrass, goosegrass, foxtail, *Poa annua*, henbit, chickweed, oxalis and spurge. The new formulation is available in 2.5-gal. jugs.

For more information, phone (800) 545-9525 and tell them you saw it in *LANDSCAPE MANAGEMENT* magazine.

Circle No. 310



## Insecticide registered for golf course use

Tempo insecticide, an advanced generation pyrethroid insecticide that controls a broad spectrum of turf and ornamental pests, is now registered for use on golf courses, according to Bayer Corp.

It can be used as a spray to control surface-feeding insects such as armyworms, cutworms, ants, mole crickets, ticks and fleas, among others. Tempo has low mammalian toxicity, low use rates, fast knock-down and long residual, according to Bayer. It is, however, a Restricted-Use Pesticide.

For more information, phone (816) 242-2000 and tell them you saw it in *LANDSCAPE MANAGEMENT* magazine.

Circle No. 311

## Dormant oil controls tree and shrub pests

Riverside Dormant Oil 415 for mite and insect pest control in shade trees is available through Terra International. Insects controlled: aphids, spruce gall aphids (adelgids), certain caterpillars, gall mites, lace bugs, leaf beetle larvae, mealybugs, spider mites; and immature plant bugs, psyllids, sawfly larvae and whiteflies.

Dormant Oil 415 can be used as a carrier for *B.t.* when applied through a mist blower or cold fog machine.

For more information, phone (712) 277-1340 or fax (712) 233-3648 and tell them you saw it in *LANDSCAPE MANAGEMENT* magazine.

Circle No. 312

# Events

## MARCH

**15: Shigo on Trees**, Nashville, Tenn. Phone: (402) 474-5655.

**15-16: Tree Health Management**, Climbing and Rigging, Portland, Ore. Phone: Larry Campbell, (800) 635-4294.

**20: Responsible Industry for a Sound Environment (RISE) "Multiple Chemical Sensitivities"** seminar, Atlanta. Phone: (202) 872-3860.

**20: Aerial Rescue Training**, Testing & Timing, Southfield (Mich.) Civic Center. Phone: Ann Ashby, (517) 482-5530.

**21: Building with Trees seminar**, Greensboro, N.C. Phone: (402) 474-5655.

**21-24: Associated Landscape Contractors of America's Student Career Days**, San Luis Obispo Campus, Calif. Phone: (703) 620-6365 or (800) 395-2522.

**22-23: International Society of Arboriculture New Jersey Chapter**, Frelinghuyser Arboretum, Morristown, N.Y. Phone: David C. Shaw, (908) 431-7903.

**23-27: International Society of Arboriculture Southern Chapter**, Callaway Garden Resort, Pine Mountain, Ga. Phone: Rae Ann Ham, (803) 654-8265.

**26-April 1: American Society of Golf Course Architects Annual Meeting**, Pinehurst, N.C. Phone: (312) 372-7090.

**28-29: Dr. Alex L. Shigo Lecture**, location pending. Phone: John Kirkland, (503) 254-0482.

**29-30: Florida Certified Landscape Contractor Exam**, Edgewood Children's Ranch. Phone: Lynne Rue, (407) 345-8147 or (800) 375-3642.

## APRIL

**2, 3, 4, 10, 11: Alabama Irrigation Association Spring Short Course**, Mobile, Dothan, Montgomery, Birmingham and Huntsville. Phone: Rebecca Nixon, (334) 826-9797.

**8-10: The Show at Augusta Interactive Golf Expo**, August, Ga. Phone: (617) 248-0021.

**9, 10, 11: Sports Turf & Grounds Maintenance Seminar**, Elyria, Massillon and Vandalia, Ohio. Phone: (407) 351-9381.

**13-17: American Planning Association National Conference**, Walt Disney World Dolphin, Orlando, Fla. Phone: (312) 431-9100.

**22: Envirotron Golf Classic**, World Woods Golf Resort, Homosassa Springs, Fla. Phone: Florida Turfgrass Association, (800) 882-6721.

**25-26: Sports Turf Management for Professionals course**, University of California, Davis, Calif. Phone: (800) 752-0881 or (916) 757-8777.

**27: Landscape and Lawn Seminar**, Sea World, San Diego. Phone: Southern California Chapter, Sports Turf Managers Assn., (619) 432-2421.

**27-May 1: New York State Recreation and Park Society annual conference/exhibition**, Hotel Syracuse and ONCenter Exhibition Hall. Phone: Rob Marchiony, (518) 584-0321. **LM**

## AD INDEX

101	Agrevo	9
102	Agrevo	22-23
103	American Cyanamid	53
104	American Cyanamid	14-15
105	Bayer Corp	18-19L
106	Bayer Corp	18-19G
107	Bayer Corp	2-3G
108	Bayer Corp	2-3L
109	Bayer Corp	4
110	Bayer Corp	16
111	Bayer Corp	17G
115	Benness Gardens	14L
113	Dixie Chopper	5L
	Dow Elanco/Dursban	3
	Dow Elanco/Team	5
	Dow Elanco/Gallery	7
114	Grasshopper	Cv2
112	Howard Price	11
116	Int'l Lawn Garden	56
	ISK Biosciences Insert (Regional)	
32a-32d		
117	John Deere & Co	8-9L
118	Kubota	19
119	Monsanto	Cv3
120	Mycogen Corp.	17
121	New Holland	11L
122	Nutramax	5G
123	Otterbine Barebo	18
124	PBI Gordon	6
126	Pickseed	27
125	Rohm & Haas	12-13G
127	Rohm & Haas	8-9G
128	Scag Power Equip	13L
129	Tee 2 Green	Cv4
130	Terrabiotics	7G
132	Toro Commercial	29
133	Turfco	7L
134	Turf Seed	31
135	Wells Cargo	14L
136	Wood Equip Co	15L
138	Zajac	15G
139	Zajac	53

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