




THE Greenerside

Official Publication of the Golf Course Superintendents Association of New Jersey

Chris Carson receives the Leo Feser Award

Chris Carson, superintendent at Echo Lake Country Club, is the year 2000 recipient of the Leo Feser Award. Chris's article "How to Keep Your Job" appeared in *Golf Course Management*, January 2000. The article is reprinted in this issue of *The Greenerside*. Chris is a past president of GCSANJ, the Education chairperson for the New Jersey Turfgrass Expo and was also the hands down winner of the 75th Anniversary Logo contest. Congratulations, Chris, it is an honor to have you represent GCSANJ.

The Leo Feser Award is given annually for the best article written by a superintendent published in *Golf Course Management*. The award is named after golf course superintendent Leo Feser who was the chairman of a new magazine committee in 1933. Mr. Feser is credited for keeping the magazine and some say GCSAA afloat during the depression. Mr. Feser wrote, edited and assembled each issue of the magazine at his home. In 1955, he proposed that the association honor the best magazine article written by an active member. The first Leo Feser Award was presented in 1956 and then annually since 1977.

GCSANJ congratulates Chris as he writes about a committee that he helped to establish and is still active in. 



Chris Carson,
superintendent at
Echo Lake Country
Club.

.....

How to keep your job

A superintendent offers some time-honored tricks of the trade that can help you thrive as a professional golf course manager.

By Chris Carson

All too often we have seen colleagues lose their jobs and then read the resulting job notice specifying the need to "take the course to the next level." This phrase has been the catalyst for many discussions among our peers, but not many people seem to grasp what these

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President's Message



Thank you for the past two years

Thank you for your confidence in me for the past two years; it has been a pleasure to serve as president of this great association. By the time you read this I will be a "Has Been." When I became president of GCSANJ, I was asked to write down three goals that I would like to accomplish during my tenure. I thought long and hard; since GCSANJ had a solid foundation I decided that there were two special things that I would like to see accomplished.

There was no Standard Operating Procedure Manual (SOP), so when a new member came on to the Board of

Directors, that person had no guidelines to help in running the committees, or what each committee is responsible for. I started to collect "job descriptions" from each committee chairperson and then the winter broke and time ran out. The SOP Manual is almost complete and I will have it to the Board for this winter.

I felt that there was a need for a directions manual. Brian Remo, the Class "C" representative, volunteered the assistant superintendents to complete that task, but soon after he became a superintendent. Brian passed the torch to Tim Kerwin, and Tim was able to make sure that the job was completed. We owe a lot of thanks to Brian, Tim and the Class "C" Committee for that.

Speaking of Tim Kerwin, he has moved on to a sales position and has vacated the Class "C" chairperson post. It is up to the president of GCSANJ to appoint the chairperson, so if you are an assistant superintendent and are interested in this committee please send a letter of intent to headquarters. Good luck in your new position, Tim!

I think that I had a successful two years. That is due to an understanding employer, a great Board of Directors, everyone at AAMC and you, the members. Everyone at Paramus Golf Course supported my efforts and that made it a lot easier. I learned how to delegate in the past few years, so your Board members were responsible for making things a lot easier for me. All the staff at AAMC have been there whenever I asked, and I asked a lot. Rick Alampi was always available and Judy Policastro is what I refer to as "the glue that holds GCSANJ together."

Another group that I need to thank is all the commercial members that

I think that I had a successful two years. That is due to an understanding employer, a great Board of Directors, everyone at AAMC and you, the members.

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How to keep your job

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golf facilities are really saying or why the previous superintendent was removed.

As a member of the course relations committee of the Golf Course Superintendents Association of New Jersey, I have had many opportunities to interview and assist facilities hiring new superintendents. This has given me a better understanding of what golf facilities are seeking and why things sometimes go wrong for superintendents.

Job security begins at home

Most golfers never visit the maintenance facility, but obviously it's the place where every operation begins. I believe there is a strong connection between the condition of this facility and the condition of the golf course it serves. When the shop is neat and clean, when the equipment is well maintained, when the whole facility seems professionally run and cared for, it's almost certain the golf course will show the same care.

When a maintenance shop is a disaster area, the crew and golfers receive a strong message: Sloppiness, lack of concern and low standards are acceptable here and, therefore, also on the golf course.

Equipment, too, can tell a lot about the management philosophy of the superintendent. Machinery that is washed after use and properly maintained will perform more reliably and precisely and, as a result, last longer. Contrast that with a "rainy day" maintenance schedule, with a chemical sprayer caked with overspray or spills, with equipment that is put away covered with clippings and dirt, and you have a clear picture of an operation in need of management upgrading.

It really doesn't take a lot more money to do this part of your job well, but it does take commitment. When a small, poorly funded operation shows professionalism by being orderly and clean, the superintendent is more likely to get more of the space, equipment or money needed for his or her operation. If the golf facility management is convinced you are taking care of the resources you have, it will be more willing to support your budget request.

A good foundation

I recently visited a famous resort hotel in Virginia. While there, I met with the general manager, who told me his company had set as its prime goal the attainment of the "Five Diamond" award. After extensive review, they decided this goal could only be reached by improving the service orientation of the staff. The No. 1 focus was not on managers or chefs or executives, but on doormen, parking valets and counter people. By training and appropriately paying the people who make the hotel's first impression, the company hoped to instill a cultural change that would improve the

entire organization.

I observed these front-line employees, and the impression they made was wonderful. The hotel did achieve its goal, and I learned the valuable lesson that a service business is improved from the bottom of the employee pyramid upward.

It's a lesson that all of us in the golf service business should learn. For example, when your manager, green chairman or president calls business peers, he or she expects the

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Calendar

Dec. 5 **Small Engine Troubleshooting:** Rutgers University, contact Rutgers at 732-932-9271.

Dec. 6 - 7 **Small Engine Repair:** Rutgers University, contact Rutgers at 732-932-9271

Dec. 11 **GCSAA SEMINAR, Financial Essentials for the Superintendent:** Trump Taj Mahal, Atlantic City, NJ. Contact GCSAA at 800-472-7878

Dec. 12-14 **NJTA EXPO 2000:** Trump Taj Mahal, Atlantic City, NJ. Contact NJTA at 732-821-7134

Jan 3 - March 16, 2001 **Rutgers Golf Turf Management School:** Contact Rutgers University at 732-932-9271

Jan 22 - Feb 9, 2001 **Rutgers Three Week Preparatory Short Course:** Contact Keith Wilson at 732-932-9271

Feb 11-18, 2001 **GCSAA's 72nd International Golf Course Conference and Show:** Dallas Texas. Contact GCSAA at 800-472-7878

How to keep your job

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call to be answered professionally and promptly. Does that person always receive the same telephone response when calling your office? Telephone etiquette is your first opportunity to make a good first impression, and it's too important to leave to chance. Good managers recognize this and teach their employees how to do it properly.

Good records are critical

Next, take a look at your record keeping. Is it complete, with all pesticide applications, daily logs and weather information up to date?

Many superintendents take the extra step of tracking labor hours, watering schedules and similar records. But don't keep records just for the sake of having records. As long as these records serve a purpose and add value to the operation, they are appropriate. But I've also seen some operations waste a lot of time logging and tracking useless information.

In my case, I've assembled a management notebook that has proved useful over the years. Whenever I'm faced with a new situation or problem, I make brief notes on how it was handled, along with comments on the results obtained—good or bad. Photographs and literature are included, as are the pertinent comments of people from whom I sought help. This notebook is only about 150 pages, but it contains a valuable history of my course and my decisions. On many occasions reviewing these notes has helped me understand and solve recurring problems. It requires minimal time and also helps me order my thoughts by putting them down on paper.

In addition, this management notebook serves as a record of my successes and failures, so it should be extraordinarily valuable to my eventual successor. The management of my club is aware of this record, and I believe it illustrates how I have taken a long-range view with regard to management of the course—a view I believe is shared by them with respect to my employment.

It starts with people

We all know our staffs are our No. 1 asset, so managers need to spend time tending to that asset. Building the maintenance staff can be difficult, but it's ultimately very rewarding. When your staff knows what to do because of your leadership and wants to do it because of their own enthusiasm and work ethic, you can make great strides on the golf course.

Enthusiasm is, in my mind, the most compelling feature I can find in an employee. Good managers are able to harness and direct that enthusiasm to the benefit of the operation but are rarely able to instill enthusiasm in employees who lack it.

Sometimes expanding enthusiasm is possible. At my club, with the help of the golf professional, we outfitted every staff member with a set of used golf clubs. This simple and affordable idea allows my predominantly inner-city employees to play the game and, in fact, has turned some of

A staff that understands and plays the game is more likely to appreciate the importance of careful maintenance.

them into golf fanatics. We have an annual staff golf event and encourage them to play when the course is closed. Playing time not only fosters their enthusiasm for the game but helps instill team spirit. A staff that understands and plays the game is more likely to appreciate the importance of careful maintenance.

The ties that bind

On an association level, GCSAA has recognized the need for cooperation within the golf world. I think it's entirely

Continued on page 5

Key Points

- ☐ An orderly maintenance shop sends a clear message of care and professionalism that naturally extends to the care of the course.
- ☐ Good record keeping helps improve the efficiency of your operation, provides a record for your successor and tells management you care about the course's long-term value.
- ☐ It's critical for your job security to cultivate a professional working relationship with facility managers, especially the golf professional.
- ☐ It's important to set high standards and goals, but keep them realistic and in line with the needs of your specific course.

How to keep your job

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appropriate that our leadership is building ties with the PGA, the Club Managers Association of America, the USGA and other allies. We are all in the golf business together, and strong working ties and friendships can only help us all.

But on the golf facility level, I have seen too many instances of superintendents who manage their operation well, who develop excellent staffs and who grow good turfgrass but who also get into difficulty because they ignore the most important relationship at the course: the one between themselves and their managers and golf professionals.

It's remarkable that we superintendents don't realize how critical this relationship is. We have even heard tales of animosity and outright hatred toward pros, managers or even green chairmen. Strained relationships can only result in grief, and there is really no reason for it. A good superintendent works with, not against, these people. Certainly a green chairman, whose role is voluntary, doesn't have the time or inclination for an adversarial relationship with the superintendent.

Though friendship is the ideal, at the very least a professional relationship must be developed and maintained. Yes, this can be difficult in some cases, but it's absolutely critical for continued success in our business.

The golf professional may answer more questions about the course and its condition in a week than you might in an entire season. So it only makes sense for him or her to be an advocate of your program. Your pro's public relations skills and constant exposure to golfers can help soothe angry patrons and help explain why some of your maintenance practices, although temporarily annoying, are vital for the course.

For example, ask yourself what you would like your pro to say when an influential golfer comes steaming into the shop with questions about green aerification. The golf staff should know why the course must be aerified and be able to explain it in a way that eases golfers' concerns.

Instead of offering cooperation and support, the pro could easily say, "I don't know why he's messing up the greens during the season. I told him it was a mistake, but he just won't listen!" Those two sentences could do a world of damage: they should never be made and won't be made if you cultivate a good working relationship.

This works both ways, of course. I have seen superintendents ignore golfers' needs and the requests of the pro or manager simply because of a "power trip" or a bad relationship. Not cutting greens for a pro/assistant pro tournament, not doing everything possible to accommodate an important event, or watering a green when the pro staff has it surrounded with golf bags for a shotgun start are surefire ways of saying, "I don't care about you or your role in this operation."

Listen to comments

Every superintendent must learn what is important to his or her golfers. It is useless to focus on landscaping, wildlife protection or bunker maintenance if the green surfaces or housekeeping are perceived as needing work. It's easy

It's hard for most of us to take complaints and criticism, but these comments give us clues on how to improve operations.

for us as course managers to concentrate resources in areas we believe are important, but good managers listen to golfers' concerns and, whenever possible, accommodate them.

It's hard for most of us to take complaints and criticism, but these comments give us clues on how to improve operations. Many times it means compromising, but that's what we do—we compromise between quality turf growth and quality golf course preparation. The successful course manager balances the needs of the course with the needs of golfers. The best managers also know, of course, when it's time to stand their ground, but they are always prepared to defend their stance with sound reasoning.

Learn the language

During my visits with directors of courses that are seeking to hire new superintendents or that are having difficulties with their current superintendents, I've noticed that real

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or perceived lack of communication is frequently the main reason why superintendents get in trouble.

I know of an excellent, although extreme, example that occurred several years ago. The relations committee of our chapter was invited to a golf course by the superintendent to help him solve problems with the facility's owner. The committee moderated a three-hour discussion. We always take a neutral tack in these instances; we don't necessarily act as advocates for our profession or the superintendent.

In this case, the owner, who was not a native speaker of English, was hesitant to criticize the superintendent. He believed he had hired a professional, and he respected him and his decisions. But all was not well. It was a course under construction, and naturally there were many decisions being made on the fly by the superintendent, while the owner couldn't understand why his suggestions were not being taken. In his mind, they were important things he wanted done right away. However, out of respect for his professional superintendent, he did not put them forward as dictates but rather as "suggestions."

The superintendent heard these suggestions and acted on them when he thought appropriate. In his mind, he was prioritizing correctly and appropriately, and perhaps he was. But he ended up without a job because he didn't recognize that his owner's suggestions were high-priority items.

Although this example is based primarily on cultural differences, the lesson is still a valuable one. Learn the language! When your owner, manager or green chairman says he or she is not sure aerifying fairways one week before the club championship is a great idea, is that person saying, "Don't do it" or "We'll see if it works out"? Or is he or she saying, "If we're going to do this, we had better communicate why. Let's not surprise anybody with this decision."

It certainly can be hard to know what owners, managers, committees, boards and golfers want, but the best managers make every effort to find out.

Set high goals

We hear so often about "raising the bar" as a metaphor for goal setting. In high school and college I was a high jumper on the track team. I used to set the bar higher while stretching and warming up, then drop it back down to a challenging but manageable height during practice. This gave me something to strive for, and it was an excellent motivational tool.

From my personal experience I know this works, and every successful superintendent I have met has high goals. Providing a vision of what the course can be is part of being a leader, and high goals provide us with an ideal target. Though these goals may be unattainable because of budget

constraints or physical course conditions, they do provide a vision for the future. This vision can help you achieve success if you accept that success will not be measured by significant leaps but by small steps.

Be the leader at your course

The superintendent who thrives is not content to stand still. He or she is always planning for improvement, setting goals and providing the golf facility with a plan and a vision of where it can be. From a management standpoint, this means the budget is well thought out, well presented and well defended. It means that a three- or five-year plan is in place, and that plan is constantly updated and improved.

Good managers review the quality of their operations periodically. They take a hard and honest look at every aspect of the operation.

Every year I try to eliminate an operation that isn't working, improve something we are doing and add something we haven't been doing. It's my way of challenging myself and

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the staff, and it forces me to review the successes and failures of the past season. When we open our minds to change, good things usually result.

The problem with perfectionism

I began by addressing the negative message sent by sloppy maintenance facilities and careless procedures. Let's also consider a situation at the opposite end of the spectrum—an obsession with perfection.

Too many of our peers are striving for unattainable goals, and it leads to misery. By definition, a perfectionist can never be happy because it's simply not possible to be perfect. This basic fact has escaped the attention of too many superintendents who become overly stressed or burned out. They've lost the joy that attracted them to our profession, and in some cases job loss has resulted.

On the other hand, striving for excellence and making the course the best it can be each year are legitimate goals that help superintendents move forward. But remember, perfection is not a realistic or a reasonable goal.

Taking it to the "next level"


When a golf facility's management says it wants to take the course to the "next level," that means the facility wants a superintendent who is a leader, who initiates programs appropriate to the course and who has high but realistic goals. That person must also be able to recognize the needs of the staff, communicate well, manage the equipment and facility responsibly, and know how to reconcile the needs of the course with those of the golfers.

The people who thrive in our business recognize there is always something else to learn, always new programs to

try, always new ways of looking at and improving their courses.

In simple terms, you want your owner or chairman to be able to walk through the clubhouse on Saturday morning

By definition, a perfectionist can never be happy because it's simply not possible to be perfect.

and receive pats on the back for the quality of the course. Each one of those accolades translates into job security for you. 



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Thank you for the past two years

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have helped to support this association, both financially and in their donation of time. I can't list everyone or every organization without risk of leaving someone out, but the next time you attend a monthly meeting, read the signs announcing the sponsors. When you read *The Greenerside*, or note the 75th Anniversary sponsors, take the time out to thank those who make it so we can enjoy this association for a fair price. I know that some of you think that is just a part of doing business, and to a degree you are right, but when you thank these sponsors, most will tell you that it is something that they enjoy doing, and I believe them. If it was not for the non-superintendents working at the monthly meetings, those meetings would not be as enjoyable as we have come to expect.

Being elected as president of GCSANJ will always be a highlight in my career and my personal life. Thank you for your faith in me. Although that was a great time as president, I have to say that the thing that I am most proud of is being honored with the award of the Member of the Year

last year. You, the members of GCSANJ, nominated me for that award and that makes me proud to be a part of this great association. THANK YOU!!!

Now back to reality – I have to apologize for the lateness of this issue, but with all my free time coming up I can probably get the editor to keep things on schedule.

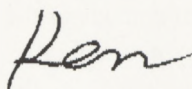
If you missed the 75th anniversary kickoff gala, you missed a great evening (another one of those committee things). The next issue will highlight that evening.

Sherwood Moore received the Distinguished Service Award and Doug Vogel was honored as the Member of the Year. These two gentlemen will be highlighted next issue also.

For those in attendance at the Gala, I have an update. Faith Isabelle Vogel was born one week after the gala on Sunday, October 29th. Doug and Susan Vogel worked very hard to make the evening a success, and Faith showed her true colors by letting them enjoy the evening (as much as you can enjoy an evening out while being nine months pregnant). Faith and Susan are doing well. Doug says she looks just like him (she should grow out of that stage), and big brother Noah as well as big sister Emily are getting ready to take care of their little sister.

I leave you on that happy note and thank you all for making my tenure as rewarding as it has been.

Sincerely,



Ken Krausz, CGCS



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GCSANJ news

DISTRICT 1 CHAMPIONSHIP HELD AT TAMCREST GOLF CLUB

Golf Course Superintendent Ken Duggan met us overlooking the pool and the hospitality even got better as the day went on. It was a beautiful day for golf and the course was ready to test our skills. The long drive contest was held and \$140 was donated to the GCSANJ Foundation. The district teams were set at this meeting.

The course was in great condition and the only complaint I heard was that it was too cold to use the pool. Not bad for August in New Jersey. The long drive and closest to the pin contests were sponsored by Torsilieri, Inc., Koonz Sprinkler, Bobcat of North Jersey, Storr Tractor and Wilfred MacDonald. Storr Tractor also was a dinner sponsor. Thank you! The closest to the pin contests were won by Glenn Gallion, Jim Swiatlowski, Matt Lapinski and Glenn Gallion again. Glenn Gallion also won the long drive contest; I guess

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After the golf we were treated to a fine barbecue dinner, prepared by District 1 Director Elliott Lewis and his wife Adrienne. They even brought along a friend to help out! The day and evening went great, thank you Elliott, Adrienne, Ken and Tamcrest for making it all happen!

The third tri-annual Pelrine-Krausz golf challenge was held during this meeting, and you are going to have to find the play-by-play description later in this issue. I

DISTRICT II BATTLES AT COLONIA COUNTRY CLUB

By Ken Givens, District II

The District II meeting was held on August 21 at the magnificently manicured Colonia Country Club and was hosted by Superintendent Lance Rogers. The greens were quick, the course is tight, and these conditions made for a true test of golf. It is usually tough to get someone to volunteer their golf course in August to be used for a district meeting. Therefore, I would like to thank Lance and Colonia Country Club for allowing us to use their challenging course on short notice. Maybe we could do it again next year?

I would also like to thank Storr Tractor, Koonz Irrigation Supply, Torsilieri Inc. and Dempsey Sales for sponsoring the closest to the pin prizes, and Storr Tractor and Wilfred MacDonald for their sponsorship of the longest drive holes on the course. A big thank you also goes out to Storr Tractor and special thanks to Ken Kubik and Grass Roots for each company's food sponsorship. Great shrimp, "Kube"!

Now for the day's stats! Twenty-one District II members teed it up at Colonia Country Club under bright sunshine, perfect for great scoring. The six-man team that qualified to represent District II at the championship at Hopewell Valley on October 23 will consist of Bob Dwyer, Lance Rogers, Rob Finnesey, Dennis Granahan, Joe Ciccone and Ken Givens. Bob shot the low round of the day coming in with an 83. District II will send the following long hitters to the long drive championship: 0-12 handicap Dennis Granahan, 13-24 handicap Joe Ciccone, Lance Rogers, Bob Dwyer, 25+ handicap Al Caravella, John Hyland and Ken Kubik. The closest to the pin winners were as follows: Hole #2 Matt Wasserloos at 8'8", Hole #6 Rob Finnesey at 10'5", Hole #13 John Hyland 12'9" and Hole #16 Jack Martin 19'6". The longest drive winners on the course were Rob Finnesey on Hole #1 and Pete Pedrazzi on Hole #18.

Again, thank you, Lance and Colonia for a great day. I

Continued on page 11



Continued from page 10

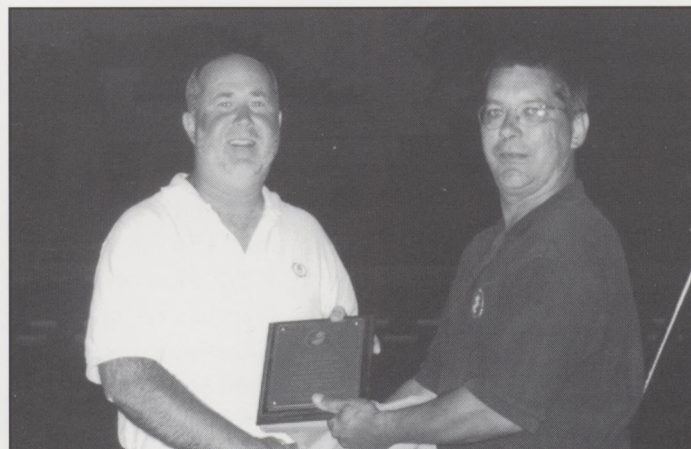
DISTRICT III RETURNS TO TOMS RIVER C.C.

By Shaun Barry
GCSANJ Affiliate Representative
Aventis, USA

Some superintendents lose sleep over hosting a major tour event, but the reason Ed McSeaman is sleep deprived is because of his friends and peers. It seems that when District III has its annual meeting at Toms River C.C. there will be rain and lots of it. Last year it helped end a drought, and this year it just added to the super-saturated conditions at this wonderful golf course.

Ed watched on a daily basis and saw the potential for

Continued on page 12



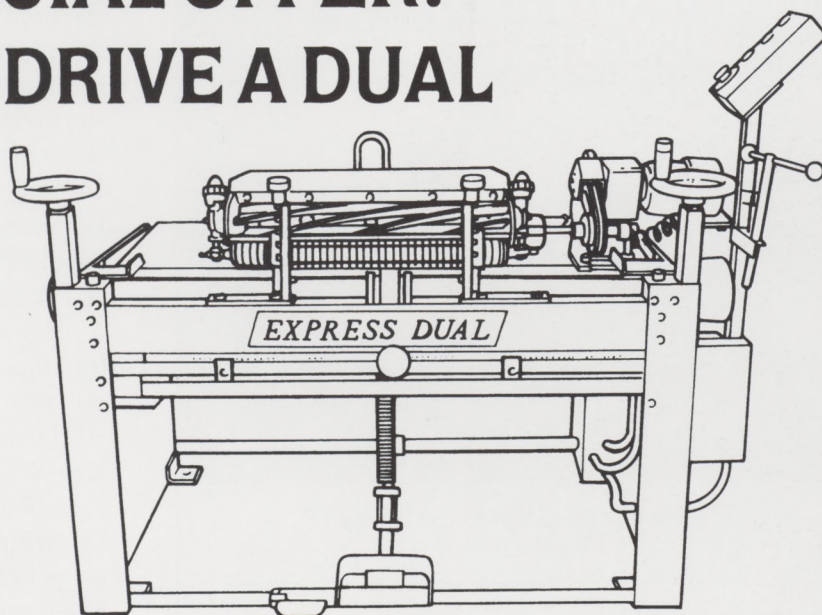
Ed McSeaman (left) adds to his collection of flags and plaques.
Ken Krausz, CGCS, does the honors.

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Continued from page 11

problems, while all I allowed myself to see was the potential for fun. Finally we reached that point where we had to make a decision. Every superintendent who is reading this knows what Ed really wanted to do, but we rolled the dice and we won. The day of the event arrived and after two days of no rain the course was now playable. The sun was shining brightly, and the day was warm. We loosened up and were enjoying the beautiful lunch that was sponsored by Storr Tractor, but Ed, Andy and their determined crew were still cutting and grooming right up to our shotgun start.

Most of us have played here before, and now we were back to challenge this short and simple 9-hole course. Once again the course taught us some humility as it did not allow anyone to score really low. We continue to walk off the course shaking our heads but always with a smile on our faces.



District III's answer to John Daly. Will the final long drive champion come from this group?

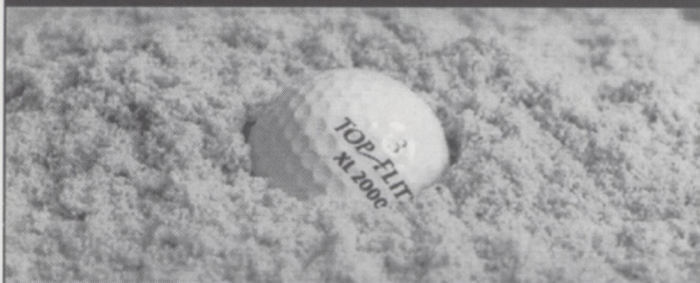
Only one person broke 80—Jim Woods shot 79. Rick Krok had an 82, but his net 70 gave him a first for that event. John Wantz (83) took second low gross honors, and Damon Berardo (73) placed second on the net side. Nearest to the pin at #2 White (Lesco) and #2 Blue (Lebanon) were Mark Peterson (10'2") and Harry Harsin (8'11"). Number 6 White (Zeneca) and Blue (Bill Dempsey) had Pat O'Neill (5'1") and Fred Rapp (6'9") take the prizes. Winning one skin each were Matt Dobbie, Bob Kaufman, P. O'Neill, M. Peterson, F. Rapp, J. Wantz and J. Woods. (As they were leaving, Matt and Pat donated their winnings to the Foundation. What can we say but thanks, guys!) The six lowest gross scores made our District team. They will now represent District III at the Hopewell Valley meeting. Jeff Theibault (85), Bill Murray (86) and John Alexander (87) will join Mr. Woods, Krok and Wantz on the team.

Seventy-four percent of the attendees donated toward the Foundation, and they got a chance to qualify for the long drive contest. Qualifying were J. Alexander, Mark Mason, H. Harsin, J. Woods, M. Dobbie, Tim Mariner, D. Berardo, Ken Krausz, F. Rapp and B. Dempsey. Good luck at the championship.

With all of the golfing events completed we gathered at the pool and enjoyed the beautiful buffet while listening to live music and great interaction at each table. As has been the case, nobody wanted to leave, and Ed was happy to have us stay as long as we wanted. What a great combination, and I do hope we can return many more times in the future. 🏌️

Continued on page 13

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GCSANJ news

Continued from page 12

TWICE IS A CHARM FOR DISTRICT IV AT BURLINGTON C.C.

By Shaun Barry
GCSANJ Affiliate Representative
Aventis, USA

A few years ago District IV elected two of their members to represent them as directors on the GCSANJ Board. What wonderful choices—Gregg Armbruster and Brian Minemier are quite a team. Last year Gregg hosted their district meeting, and this year Brian volunteered (or did Gregg volunteer Brian?). That doesn't matter. What matters is that the District had a place to meet. Unfortunately, Brian had to prepare his course twice for his peers. The first meet-

Continued on page 14



Gregg Armbruster presents our flag to Brian Minemier for hosting the District IV Championship.

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Continued from page 13

ing was cancelled because of many new lakes that appeared throughout the course that morning and afternoon. Brian was disappointed so he looked and found another date for the event. This time everything was great. Mr. Armbruster once again had the event so well organized that I expected to see representatives from the USGA taking notes.

This turned out to be the best attended District meeting in 2000, and their \$340 was the most money collected for the long drive contest. The Foundation thanks each and every one of the donors for their kindness. In addition to a lunch sponsor (Lebanon) and closest to the pins (Bill Dempsey and Lebanon), Greg received some wonderful assistance from local suppliers.

The day's events started with the long drive contest, and the qualifiers were John Carpinelli (297), Doug Larson (292) and Bob Prickett (283). Doug and Bob were so determined to help the Foundation that they entered twice (at least I think that is the reason why . . .). The other qualifiers were Tim McBrearty, Shaun Barry, Steve Malikowski, Roy Griffiths, Brad Simpkins, Mike Uckar and Pat Wall. I know these gentlemen will do well at the championship.

Finally we were able to head out onto the course. Our goal was to enjoy this beautifully conditioned course with some clubs in our hands. Obviously some people had better clubs because their scores were great. Taking low gross honors was Tom Grimac with an even par round of 72. He was closely followed by D. Larson (74) and B. Minemier (76). The low net winners were J. Carpinelli with a 65 (and a gross of 75), Steve Rudich (66) and Khlar Holthouse (68). Joining Tom, Doug and Brian on the District team were Mr. Carpinelli (75), Tony Benfield (77) and G. Armbruster (80).

Closest to the pin winners were T. Grimac (31'1"—you

had to be there to understand), Bob Fetzko (11'4"), Kevin Driscoll (3'10") . . . were there any witnesses?) and Bob Prickett (7'10"). Long drive winners on the course were Brian Fieldschneider and John Betts. Walking away with one skin each were G. Armbruster, T. Benfield, J. Carpinelli, K. Driscoll, B. Prickett, Kent Rickenbach and S. Rudich.

The day did end with a superb meal, but not before Brian and Gregg got sore hands from accepting the accolades from all of the attendees. Please extend our thanks and congratulations to everyone at Burlington C.C. for having us as their guests. To Brian and Gregg I say, "Another job well done, and I can't wait for the 2001 event!"

ANOTHER SUCCESSFUL INVITATIONAL

By Shaun Barry
GCSANJ Affiliate Representative
Aventis, USA

Copper Hill C.C. has been a part of the New Jersey golfing community for 75 years. Through these years this wonderful club has been active in hosting state and local tournaments. They continued this tradition by adding our 24th Invitational Tournament to their schedule. This is our biggest event of the year, and this is the one that they wanted to have. Rob Mlynarski has been making every effort to accommodate us for the last five years. Problems with our scheduling usually was the culprit in the delay. Finally everything worked for us, and I am happy to be writing about a great meeting.

Rob doesn't get away from the club too often, and the

Continued on page 16

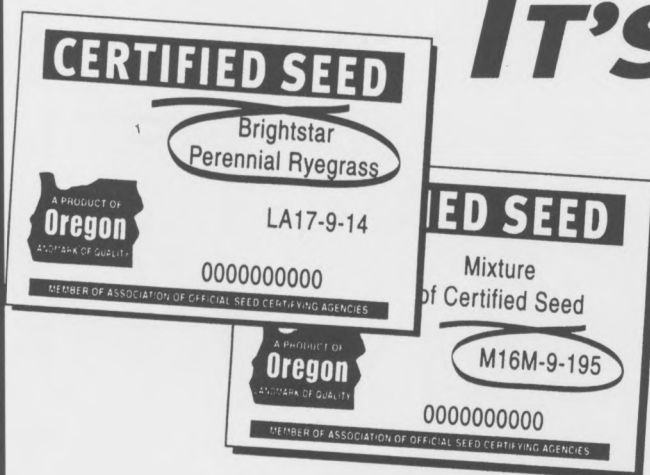


The winners at the District IV Championship.



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Penn G-1
Penn G-6
Seaside II

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Call The GCSAA Foundation for more information at (800) 472-7878 ext. 465.



We would like to acknowledge Turf-Seed, Inc. and Tee-2-Green Corp. for their contributions through this philanthropic program.

Continued from page 14

course shows the excellent results of his dedication. Rob, however, is also great at including his assistants into the equation. If you spend time with Rob you will get to know Craig Kinsey and Pat Dolan. They make a great team on and off the course. Reflecting this attitude was Rob's choice of having three teams from Copper Hill in the Invitational field. Pretty impressive!

Just prior to playing some golf, everyone was able to enjoy the beautifully prepared food selections. With all of the choices and the quantities, I am not sure how anybody was able to swing a club. It was great and nothing changed at dinner. I think Kevin Driscoll got dizzy going from one station to the next.

With the course being in such good condition it is easy to understand why scores were so good. It also is evident that we had some real golfers at this event. Fred Ricelli did not help Vince Bracken's team to another victory, but he did win a closest to the pin prize. Joining him as winners in the

Continued on page 17



Rob Mlynarski accepts the GCSANJ plaque and flag from Ken Krausz, CGCS, for hosting the 2000 Invitational.



Knickerbocker C.C. wins the Invitational Supt-Pro and the 4-Man Team events.



Taking 2nd place for both team events at the 2000 Invitational is the team from Sea Oaks G.C.

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
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skills contests were Harry Harsin, Mike Juliano and Matt Anasiewicz. Walking away with both of the long drives was Ian Kunesch. Ian usually is the first entry that we receive for the Invitational and I can see why.

Although the scores were great we did have two teams excel. Sea Oaks G.C. is a brand new course this year, but Ken Mathis has found some time to play or else he is just a natural. He teamed up with his pro, Kevin Kriews (Mark's brother), for a second place finish (63) in the supt-pro event. The other members of their group (Robert Stryker and Charlie Avery) helped them also place second (60) in the team tournament. Kevin also was low pro with a fine 72. He won \$100 cash.

Capturing both events this year was a team from a club that has had a history of winning. The champions came from Knickerbocker C.C. Sam Juliano and Phil Fabrizio had a score of 60, and their team with Dr. Robert Zampieri and

Mike Juliano smoked the field with a 55. What a great score! They could not have missed too many putts.

Congratulations to all of the winners and to all of the teams that attended, and a special thanks to our friends at Copper Hill C.C. You treated us like members and it was an absolutely fabulous time. 

FFA LINKS DEDICATION

*By Shaun Barry
GCSANJ Affiliate Representative
Aventis, USA*

Dave Pease knows that I like to try and record historical events that involve our association and our industry. He had Bob Duncan from Howell Park G.C. invite me to the offi-

Continued on page 18

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GCSANJ news

Continued from page 17

cial dedication of a golf hole in Monmouth County. I was intrigued because this was news to me. At this event Bob was honored for his efforts in helping create this wonderful classroom and laboratory. Dave followed up on my visit with the following thoughts. This is an abridged version of his letter to me.

"We (MCPS) have had a long-standing relationship with the Vocational Agricultural Program in Monmouth County. The relationship stems from a 'working relationship' to bring students out to the golf course on field trips to enlighten them as to the opportunities that exist in agriculture, specifically turf management and more specifically golf course management.

"... Matt Clement began holding field trips at Howell Park... Bob Duncan took 'special interest' hosting clinics... Illustrating directly with the teaching faculty the nuances of golf course management. The effort put forth by Bob has culminated with the construction of the FFA Links where he was technical advisor for the project. Bob has al-



N.J. State Agriculture Secretary Arthur R. Brown, Jr. (left) and special honoree Bob Duncan at the dedication of FFA Links.

ways taken a devoted interest with young students, and his commitment to help establish the FFA Links is truly a remarkable story of dedication to giving back to the industry and planning for the future of tomorrow's greenkeepers. I am extremely proud of the work that Bob has done. His undaunted energy and personal support to this entity is a tribute to his steadfast desires and beliefs as a professional golf course superintendent." I

A TREE IS PLANTED IN MEMORY OF DR. LOUIS VASVARY

At least seven different organizations got together to sponsor a tree planting ceremony for Dr. Lou Vasvary. While listening to the stories about Dr. Lou there was a common theme, he enjoyed his work with each organization so much that each group thought that they were his favorite. I always knew that GCSANJ was a favorite of his; I did not think that anyone could have the same enthusiasm for so many groups.

Dr. Lou's wife Kathy and daughter Amy each spoke briefly. You could see that he was being remembered by all the tears that were shed, not only by the members of his family.

Next time you are at Cook College, stop by Blake Hall and take a moment to remember Dr. Louis Vasvary by the Parrotia perscia planted in his honor. Of course it is fitting that the Persian Parrotia (a member of the Witchazel family) is an insect resistant variety. I

Continued on page 19

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Continued from page 18

STEINIGER RECEIVES PIPER & OAKLEY AWARD

Eberhard "Eb" Steiniger, long-time golf course superintendent of the Pine Valley Golf Club in Clementon, N.J., has been named the sixth recipient of the USGA Green Section's Piper & Oakley Award.

"I am very proud to receive the Piper & Oakley Award," Steiniger said. "I've been blessed with wonderful opportunities to interact with the Green Section and its staff over many years."

The Piper & Oakley Award periodically recognizes volunteers who have contributed to the programs and activities of the Green Section. It is named after Dr. Charles V. Piper and Dr. Russell A. Oakley, who played key roles in the establishment of the USGA Green Section in 1920.

This award complements the USGA Green Section Award, which recognizes distinguished service to golf through work with turfgrass. Steiniger also received the USGA Green Section Award in 1970.

Steiniger began at Pine Valley in 1927, became superintendent in 1932 and held that position until his retirement in 1980. Steiniger has remained as a valued advisor to generations of Green Section agronomists and researchers. He served on the USGA Green Section Committee from 1974-1989 and the USGA Green Section Award Committee from 1974-1989. He has contributed many articles on a wide variety of topics to the USGA's *Green Section Record* and has been a speaker at countless USGA educational conferences and seminars. I

GCSANJ EXECUTIVE BOARD MEETS ON SEPTEMBER 20, 2000

The September meeting of the Executive Board was called to order at 12:35 p.m. by Vice President Ed Mellor.

Also there were: Chris Holenstein, Ken Givens, Bruce Peeples, Gregg Armbruster, Elliott Lewis, Jim McNally, John O'Keefe, Glenn Miller, Mickey Stachowski, Judy Policastro, Dr. Bruce Clarke and arriving late, Ken Krausz.

Keith Wilson, from Rutgers, thanked the Board for its support and discussed upcoming classes.

We received a thank you letter from Arnold Palmer for making him an honorary member.

We also received a letter from the USGA wanting any effluent irrigation users to cooperate in a study of theirs (see related article on page 26).

There was discussion on the proposed budget for the year 2001. The final form was accepted.

Chris Holenstein stated that *The Greenerside* ad rates would not increase for the year 2001.

Mickey Stachowski spoke about a report of federal authorities trying to reduce populations of Canadian Geese on eastern flyways.

Jim McNally spoke about the proposed PDI. Jim also gave a preliminary report on the national candidates. He spoke of the GCSAA 75th anniversary plans as well as GCSAA's request for committee members.

John O'Keefe was selected by GCSAA to attend leadership-training course.

Elliott Lewis is taking suggestions for topics for the Winter Symposium.

Five new members were accepted; they are: Darrell Marcinek, class B, from Canoe Brook CC; Justin Santos, class B, Canoe Brook CC; James Olivo, class C, Preakness Hills CC; John McLaughlin, class C, Black Bear GC; and

Continued on page 20

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Continued from page 19

Samuel Johnson, class AF, Northeast Design and Shaping.

There was discussion about the dues structure; no decision was made.

Final by-law change proposals were presented to the Board; the procedure for by-law changes was discussed.

Dr. Clarke noted that Rutgers hired a turfgrass physiologist, Dr. Bingru Huang. He also spoke of the Bentgrass Dead Spot Study at Charlestown Springs being only one of two projects on this disease in all of the United States. Dr. Clarke also invited the Board to attend the dedication ceremony of the Ralph Geiger Turfgrass Education Center on November 17, 2000.

Bruce Peebles stated that he is preparing for the 2001


budget survey, and he asked for any input for changes.

The assistant superintendent tournament is set for Richmond County CC on October 30.

The drought emergency task force has a meeting set for October 3, 2000. Glenn Miller stated that there is good dialog with the state.

John O'Keefe stepped down as the liaison to The Alliance For Environmental Concerns, and Mickey Stachowski, agreed to fill that position as he is the Government Relations Chairperson, and this is a good fit.

It was mentioned that Chris Carson, superintendent at Echo Lake CC, received the Leo Feser Award.


The meeting was adjourned at 3:45 p.m. 

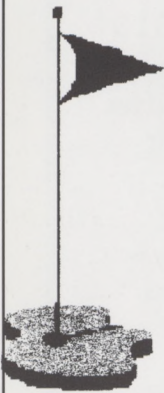
Wanted: Seminar alumni for roundup reception in Dallas

Textron Golf & Turf is on the lookout for Future Turf Managers Seminar alumni for a 30th reunion reception during the GCSAA conference and Show in February 2001. More than 900 great students have passed through the seminar, and we need your help finding them. If

you are or know one of these individuals, ask them to contact Diane Ellsworth, events coordinator, Textron Golf & Turf, at dellsworth@ttcsp.textron.com.

Many alumni have continued into prestigious ranks, including presidents of associations and superintendents of major golf courses. "At Textron Golf & Turf, we take great pride in providing a stepping stone from academics to the golf course," says Steve Yolitz, vice president of marketing and business development, Textron Golf & Turf.

To all of the students who have passed through the program, we look forward to hearing from you and catching up this coming February. 



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Healthy greens

Reprinted from the Leader Board.

Most golfers will brave rain and cold weather to play a round, according to a recent online survey by the National Golf Foundation and *USA Today*. Almost 15 percent of the 600 respondents said they have even played when snow covered the course completely. Almost 60 percent reported playing when the temperature is as low as 40 degrees. Almost 12 percent said they are willing to play if the temperature is below 30 degrees.

However, few subjects raise such an emotional response from golf course superintendents and golfers alike as winter play. How do you balance winter play with protecting the playability of your course during the rest of the year?

Damage

Thinning of the turf due to direct wear injury is an obvious and significant result of winter traffic. Unlike during the growing season, when turf is able to regenerate new

leaves and stems to replace injured tissue daily, fall and winter weather completely halt turf growth in many parts of the country. The grass is continually thinned throughout the fall in direct proportion to the amount of traffic. Greens played


Winter play can do an inordinate amount of damage to the health and playability of the greens in relation to the number of rounds.

during the winter season tend to be hard, slow and bumpy, and are slower to develop during the spring compared to greens that are not subjected to fall and winter traffic. Foot printing is often a problem, and golfers tend to complain about the lack of trueness, even after several top dressings in the spring and early summer. Repairs are expensive and, in some cases, the green may have to be kept out of play for days or weeks until the new turfgrass is established.

Suggestions

While most superintendents won't advise closing the entire course during late fall or early winter, many would advise a short delay while the frost melts. Delays preserve the quality of the greens, prevent needless repairs and may even save golfers a few strokes the next time they play. Your golf course superintendents can also construct temporary greens or possibly design a winter course with course play backwards from green to tee, with the tee serving as the target point.

Factors to consider

Winter play can do an inordinate amount of damage to the health and playability of the greens in relation to the number of rounds. Every golf course considering winter play should question whether or not it is worth the risk of damaging the greens and affecting their playability for a significant period during the regular season by allowing a relatively small percentage of a facility's golfers to use them at that time. 

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Frost delays

How can a footprint be a killer?

When it's a footprint made on a putting surface that's covered with frost. It's hard to believe that simply walking across a golf green covered with frost can cause so much damage, but the proof will be there in a few days as the turfgrass dies and leaves a trail of brown footprints. That's why most courses will delay starting times until the frost has melted. And it's also why golfers who appreciate a quality putting surface will be patient during frost delays.

Why does frost cause problems?

Greens are fragile. The putting surface, or green, is an extremely fragile environment that must be managed carefully and professionally. Remember that every green is a collection of millions of individual grass plants, each of which is a delicate living thing. Obviously, Mother Nature never meant for these plants to be maintained at 3/16 or even 1/8 of an inch for prolonged periods. This stress makes greens constantly vulnerable to attacks from insects, disease, heat, drought, cold—and frost. Frost is essentially frozen dew. It can form when the temperature (or wind chill) is near or below the freezing point. The ice crystals that form on the outside of the plant can also harden or even freeze the cell

structure of the plant. When frosted, the normally resilient plant cells become brittle and are easily crushed. When the cell membranes are damaged, the plant loses its ability to function normally. It's not much different than cracking an egg. Once the shell is broken, you can't put it back together.

The proof is in the prints

Although you won't see any immediate damage if you walk on frosted turf, the proof will emerge within 48 to 72 hours as the leaves die and turn brown. And, since just one four-some can leave several hundred footprints on each green, the damage can be very extensive.

Thanks for understanding

The damage isn't just unsightly—putting quality will also be reduced until repairs are made. Those repairs are expensive and, in some cases, the green may have to be kept out of play for days or weeks until the new turfgrass is established. A short delay while the frost melts can preserve the quality of the greens, prevent needless repairs and may even save you a few strokes the next time you play.

Editors Note: Feel free to post this in the clubhouse.



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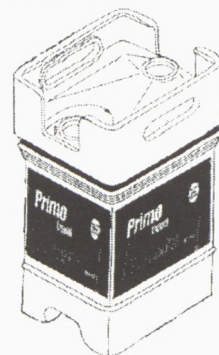
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Dealing with difficult negotiators

By Michael Chaffers

More often than we would like, we find ourselves negotiating with people who are rude, belligerent or dishonest. These people may lie, threaten us or refuse to listen to our ideas. We might ask for a salary raise, and they belittle our value or our contribution to the company. Such negative tactics can easily provoke a reciprocal response from us; that is, confronted with such nasty behavior, we push back just as hard. This confrontational situation produces deadlocks and often damages our working relationship with the other side. Thus, we hinder our ability to achieve our goals for the negotiation. A key part of being an effective negotiator is responding to such aggressive behavior effectively and constructively. The following tips should help you effectively deal with the difficult negotiator.

1. Reflect, don't react.

Many people respond to difficult negotiators by getting flustered, withdrawing from the conversation, mirroring the other side's activities—or even conceding the point. By reacting to difficult negotiators, you allow them to dictate the course of the negotiation and give them more power over you.

Reflect; don't react. Don't say anything right away, no matter how angry or frustrated you might feel. Relax, let off steam and stay in control of yourself—maybe by counting to ten or calling a caucus or a timeout. Allow them to continue their obnoxious behavior, if they wish: when they attack your ideas, don't defend them; if they attack you, don't counter. Focus your energy on developing an effective strategy.

2. Ask yourself, why might they be acting this way?

Strange as it may seem, most difficult negotiators are not really difficult people. They may be normal folks who, when presented with tough problems or situations, act in ways that aren't very constructive. Or, they might be people who have learned ineffective ways to negotiate. Before writing them off, put yourself in their shoes and see if you can find reasons for their behavior. Are they under severe time pressures? Are they overburdened with responsibilities and demands? Do they lack experience in negotiating the items you are discussing? None of these reasons excuses their rudeness, but it may help you understand their motivations and see them as people with whom you can work.

3. Ask yourself, am I contributing to the problem?

Occasionally, difficult negotiators are only reacting to our provocative actions. If we interrupt them, belittle their



views or refuse to discuss alternatives to our proposals, then it should not surprise us when they act the same way. Becoming aware of our contribution to the problem, and taking ownership of it by apologizing and changing our behavior, can be a powerful tool in changing the activities of the other side.

4. Decide if you want to change the game.

It is not always worth the trouble to directly confront difficult negotiators. It may be that their tactics are not preventing you from attaining your goals. Perhaps they are vindictive, powerful managers, and you cannot afford to cross them. Or you might believe that you play their game better than they do; that is, you think you can achieve your goals in spite of being difficult yourself. Of course, you can choose not to do anything to change their behavior—just make sure this is a conscious choice and not an emotional reaction.


5. To change the game, negotiate the process.

A particularly effective strategy for changing difficult negotiators' behavior is to directly address the problematic approach, share its negative impact on you and suggest a better process for negotiating your issues. Display the behavior you want them to exhibit. When they attack your views, hear them out, acknowledge their point and their right

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How to hire a general manager

GCSAA has made available to all members a new booklet entitled "How to Hire a General Manager." While this booklet is aimed at employers and owners of golf courses, GCSAA would like the membership to know of its availability to golf course superintendents. Some of the information in it should be of interest to superintendents who are interested in pursuing a career as a general manager. Also, if a superintendent has a general manager position open at their facility and he/she is interested in it, this booklet would be helpful to pass along to their employer. The "How to Hire a General Manager" booklet is complimentary to GCSAA members and can be ordered by calling the Service Center at 800-472-7878.

The Club Managers Association of America (CMAA) has extended an offer to GCSAA members to take courses presented through CMAA. This should be of interest to golf course superintendents who are interested in broadening their skills to pursue a career as a general manager. Refer to the CMAA web site at www.cmaa.org or call 703-739-9500 for more information. 



Dealing with difficult negotiators

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to disagree with you, and then reframe whatever they say as positively as you can. Avoid rejecting their positions. Instead, ask problem-solving questions (e.g., "How might we do that?"). When you make your points, share your reason-

ing and data—not just your conclusions. Explain to them how it is mutually beneficial to negotiate amicably with you—the negotiations will be more efficient and you will be able to develop more creative ideas if you listen to one another. As a result, they will be more likely to achieve their goals in the negotiation.

6. Never forget that you can always walk away.

Some difficult negotiators may resist all your attempts to modify their behavior. Do not feel trapped in the negotiation as a result. Instead, exercise your choice to walk away and pursue alternative actions that address your needs and objectives. Your aim is to bring difficult negotiators to their senses, not to their knees. Rather than threatening to march out the door right away, warn them that you may have to end the negotiations and find more productive ways to accomplish your goals.

Summary

Difficult negotiators can't always be avoided. When you have to deal with them, don't allow their behavior to deflect you from achieving your goals. Don't be difficult just because they are. 

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You're never too young to associate

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Are you just getting started in your career? Or maybe you're in a transition to a new profession. The logical place to call "home" as you begin to climb the ladder to success is your association. That's because each step is easier with the support and assistance your association provides.

You've probably been "associating" all your life without realizing it, from being a Girl Scout or Boy Scout or a member of a hobby club to joining a fraternity, sorority, or neighborhood civic group. But now—as an adult career starter—you'll see how becoming actively involved in your association is one of the greatest investments you can make in your career.

Here are seven tips to get you started:

Create a map

Take a look through your association newsletters and listings of upcoming events. Target names, places and dates, and keep these as your landmarks to reach your desired destination.

Make tracks

Associations offer numerous opportunities to meet, greet and network with people who have been doing what you're doing for a lot longer. Go beyond the luncheons and more formal gatherings to casually speak with a fellow member in the hallway or while you're in line. Experienced association members can answer your questions and are happy to introduce you around.

Bring your cards

As you hand your business card to an associate, point out something on the card, your fax number, e-mail address or mention your office location. This helps the card receiver match the name with the face and will make your next contact more productive.

Find a mentor

For career starters the greatest asset is a mentor. Your mentor is a seasoned professional who you turn to and count on for expert advice and guidance. There's no better place to find a mentor than in your association.

Look everywhere

Is there a member that keeps popping up in the newsletter or that is located nearby? At your next association meeting, search for an individual who has a lot to say and appears knowledgeable about your industry. Consider a Board

member or committee chair. Past presidents are also excellent resources for the novice.

Be honest and up front with potential mentors

Have clear ideas on how you'd like to interact. Will it be regular phone calls or breakfast meetings? Meet an hour

You've probably been "associating" all your life without realizing it, from being a Girl Scout or Boy Scout or a member of a hobby club to joining a fraternity, sorority, or neighborhood civic group.

before or after association functions. Arrange regular lunch meetings to discuss specific issues and challenges you're facing. It may be hard to imagine, but you have something to offer the mentor as well—a new perspective and fresh ideas.

Continued on page 26

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Effluent Irrigation? If you use it the USGA needs your help

The United States Golf Association, in cooperation with the American Water Works Association, is developing a database of golf courses that use some form of wastewater effluent for irrigation. If you are currently using reclaimed or recycled water or if you plan a conversion in the next few years, the USGA would like to hear from you.

The information needed at this time is the course name and address, along with the superintendent's name, phone number, fax number and e-mail address if available. Fax this information to Gary Grinnello, chairman of the Recycled Water Committee at 702-258-7191.

If you have any further question, contact Mike Huck, agronomist, Southwest region, USGA at 714-542-5777. 


You're never too young to associate

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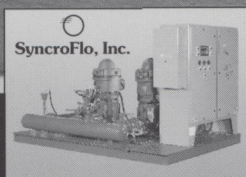
Get involved

Go beyond writing a check to your association and get involved on a personal level. Volunteer for a standing committee or help plan an event. Have you noticed the individuals in leadership positions? Take their heed, give your association a little of your time and talents, and you'll reap great

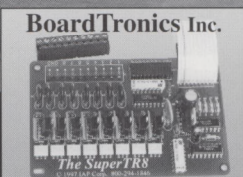
rewards.

Your first few association events may be a bit overwhelming. Relax, you'll quickly adapt to the hustle and bustle. Soon you'll be the one sharing your experience and expertise with fellow members. It's a great tradition to follow as you near the top of the ladder to success. 

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