



THE NEWSLETTER

Golf Course Superintendents

Association OF NEW ENGLAND, INC.

Sponsors and administrators of the Troll-Dickinson Scholarship Fund – Awarded yearly to deserving Turf Management Students.

August 1999

GCSANE's first-ever executive secretary set to streamline administrative office

There's a new lady in the house, the one where the Golf Course Superintendents Association of New England hangs its administrative hat. And her presence is just another step in the group's ongoing growth period.

Which is yet another way of announcing that Sharon (Legg) Brownell is the first-ever Executive Secretary of the GCSANE, a position designed to upgrade the golf course superintendent's place in the sport's operating wing.

There's also a catch to Sharon's selection to run the association's office. She has no direct ties to golf other than the fact she served the Massachusetts Golf Association for eight years in its accounting department.

"The closest thing to being an athlete or a sports enthusiast I can claim is my interest in fishing and boating," Sharon told. "I'm a water person . . . born and brought up on Nantucket Island. I'm not

really tuned to a golfing environment but I know how it should look when it comes to crossing the t's and dotting the i's. It's a challenge I'm really looking forward to."

Sharon is being hired (she started putting things in place August 1) to bring a professional touch to the superintendent's involvement in golf's industrial atmosphere. She'll direct all correspondence, meeting arrangements and in general assume responsibility for most if not all of the group's paperwork.

The new executive secretary thinks her association with the MGA should serve as a backbone for her duties with the GCSANE. "I have a handle on some of the little things that have to be done to give the superintendents a smooth look when it comes to stating their causes and purpose in the overall scheme of golf," she exclaimed. "This is new for me and it's new for the guys who are probably the most important contributors to the golf scene."

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"I have a handle on some of the little things that have to be done to give the superintendents a smooth look when it comes to stating their causes and purpose in the overall scheme of golf."

**Sharon (Legg) Brownell
GCSANE Executive Secretary**

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Superintendent keeps busy behind the scenes at Fenway Park

Every weekend different golf courses across the world are showcased through the many professional tours. New England has its share of them, with tour stops at Nashawtuc, Pleasant Valley, and Hartford. But did you know that one of the largest events to come to Boston recently had a local superintendent working behind the scenes? The 1999 All-Star game held at Fenway Park included our own Ron

Dobosz, Jr. of Cedar Hill Golf Course in Stoughton.

It seems that Joe Mooney, the venerable groundskeeper of Fenway, is not equipped to perform his equipment maintenance in-house. Enter Ron and his assistant, Mike Marshall.

"We service and test all the equipment at Fenway every week," said Dobosz. And

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New Executive Secretary

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The announcement of Sharon's appointment coincides with another important event in her life of her recent marriage to Tom Brownell. "We have a couple of things to celebrate," Sharon said. "Tom's in the boating business, mostly launching big boats for owners."

Behind the scenes at Fenway

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because Fenway has much of the same equipment found at your normal golf course, Ron and Mike are perfect for the job.

"They have all the same stuff," Ron said. "Cushman's, topdressors, aerators, it's all there. They have two Jacobsen Tri-Kings that are used to mow the outfield and foul play areas. The infield is mowed with a Jacobsen walk behind unit. Joe mows all the turf at 7/8" in the spring and fall, while raising the height of cut to 1" during the summer."

You might think a major league field would have its own mechanic, but they don't even have more than a rudimentary set of tools. "They have no mechanics tools," Ron exclaimed. "We had to beg Joe to buy an electric compressor so we could fill flat golf car tires."

"Basically we perform normal maintenance; setting height of cut and checking the reel-to-bedknife," Ron told.

Fret not for Mooney and his staff, however. He employs a 20-man crew, and that rivals the size of many private 18-hole clubs. They are responsible for keeping the old yard free of trash, painted, and all the other chores that go into grooming an athletic field.

Ron and Mike will continue to help keep the turf groomed, even if it is from behind the scenes. And like any good golf course, the reels will be broken down, sharpened, and rebuilt come winter.

What other tricks of the trade are there to be learned? "When we test out the mowers," Ron explained, "we always try to do it during batting practice."

So the next time you visit Fenway Park or turn on the television to watch a game, remember that a fellow superintendent is once again making his mark.

RUSSELL HELLER

And now I have my own little professional interest as we launch our new life together. I'll be commuting to the association office from Mattapoisett, but it won't be a burden since I'll be working on a part-time basis."

Whatever, the two parties are convinced its a dual move in the right direction. "I think the supers need a good woman to guide them," Sharon quipped. "We'll be better organized and sport a streamlined look under the new setup."

Sounds good all around. Obviously, Sharon Brownell brings a positive presence to the GCSANE. She also brings a good sense of humor to the administrative table. It makes for a good mix of relaxed atmosphere and strong business input. Maybe it's just what the association needs . . . the winning combinations of a woman's touch and confirmed efficiency.

GERRY FINN

Calendar

- August 18 **URI Turf Field Day**
Kingston, R.I.
- September 7 **GCSANE Monthly Meeting Individual Championship**
Poquoy Brook Golf Club
Lakeville, Mass.
Supt. - Mike Cummings
- October 7 **GCSANE Monthly Meeting**
White Cliffs Country Club
Plymouth, Mass.
Supt. - Lianne Larson
- October 12 **New England Championship**
Nashua Country Club
Nashua, N.H.
Supt. - Barrie Robertson
- October 20 **Pro/Supt. Tournament**
The Willowbend Club
Mashpee, Mass.
Supt. - Mark Casey
- November 1 **GCSANE Monthly Meeting**
Brae Burn Country Club
The Highland Course (9 Holes)
Supt. - Bob DiRico, CGCS
- November 16 **GCSAA Seminar**
Human Resource Management
The International
Bolton, Mass.
- November 17 **GCSAA Seminar**
Budgeting & Forecasting
The International
Bolton, Mass.
- December 3 **75th Anniversary Gala**
Blue Hills Country Club
Canton, Mass.

The Super Speaks Out

This month's question: *With the month of June busting out all over with periods of extreme heat, the golf course superintendent was on the spot. How did you handle the combination of high temperatures and minimal amounts of rainfall?*

Matt Grady, Longmeadow Golf Club:
"June was a bone-dry month, all right, but I did have one big thing going for me in my first year here. The City of Lowell, blessed with the Merrimack River to rely on, never has had a water ban. Therefore, between city water and our own well, I've been able to fight the drought with an unlimited water supply.

"But . . .

"This has been an unusually dry year overall and while we're talking, the dry month of June is carrying over into July. This means that we're in an all-out war against the elements because the cold fact is you can use your irrigation all you want but there's nothing like a natural rainfall to put your turf back on the right track.

"Anticipation has been a factor in trying to keep our turf up to snuff. It started in the beginning of my maintenance schedule. Early on we did a lot of aerifying while expecting a lot of compaction to take place because of the soil being extremely dry and, of course, expecting our usual amount of heavy play. We have a playing group that just won't quit.

"The aerifying concentration was put in place along with heavy doses of wetting agents. In other words, we were prepared for a drought before it even happened. However, this doesn't mean we were spared any damage. Because of the two on-going circumstances on Longmeadow being a nine-hole golf course with a virtual gridlock of golfing traffic, the dry conditions gave us a few jolts.

"One of the gratifying things about the endless battle with drought and finding time to work around play was the attitude of our golfers. They are a relentless lot, but they're also an understanding group. They realize that fighting the elements is tough on the superintendent and his crew. In that sense, I didn't have to put up with complaints and grumbling which only serve as a distraction when maintenance gets a little tough on the nerves.

"In the end look at things, I'd say it's been tough keeping ahead of the elements these last two months (June and July). I've tried to wean some of my plants off irrigation, maybe try to get some water on their own. I've also raised my cutting heights all over the course and this is where the golfers' understanding comes into play.

"Regardless, when the elements are getting the upper hand, there's not much you can do except make it as easy as possible on the turf with your knowledge and patience. The patience becomes evident when you're looking for rain you know is not going to happen. But when it does, there's nothing like the comforting touch of Mother Nature. In other words, I'm still praying for rain. There's nothing like it to cure the dry turf blues."

Erik Anderson, Haverhill Country Club:

"This has been a baptism of fire for me since this is my first head super job. On that note all I can say is thank God for Kip Tyler. I had worked for Kip at Salem and the experience has been a big plus, especially since I've practically walked into a storm that hasn't had any rain with it.

"What we did when our water supply had dwindled down to virtually nothing was to go on a syringing program . . . At that point we had reached a stage where we were simply trying to keep the plants alive."

**Erik Anderson
Haverhill C. C.**

"Conditions here since the start of the season have been covered with the dreaded "D" (drought). And that's only half of it. Along with taking on my first solo job, the black cats have crossed my path. Lady Luck, like Mother Nature, hasn't been very good to me.

"For example, when it became apparent that June was going to be a real steamer and put a strain on our source of irrigation water, we set up a deal to buy water from the Town of Haverhill. That sounds great and it was. I use the word, 'was', because the deal lasted only one day because of a water ban. So, for all the negotiating, we wound up with a grand total of 150,000 gallons of bought water.

"However, Haverhill was good to us. We borrowed 1,000 feet of hose from the town fire department to reach our irrigation pond and make some inroads on the battle against the drought.

"What we did when our water supply had dwindled down to virtually nothing was to go on a syringing program. In effect, we went to unloading some 280,000 gallons of water a night on the course to a mere sprinkling of 49,000. At that point, we had reached a stage where we were simply trying to keep the plants alive.

"That's the kind of situation we were operating under as June slipped into July and almost a carbon copy of the weather we had to endure for the previous 30 days. It's too bad, because with an adequate amount of irrigation, the course holds water well and survives on a low liquid diet.

"Other than these emergency measures and the emergence of the recent rash of pythium (by the Fourth of July), this first year has really been an eventful one for me. I've tried everything I can utilize from my own personal knowledge, plus the things I learned working for Kip. Otherwise, I have to cope and I have to pray. Sounds simple but it isn't."

GERRY FINN

GCSANE News

GCSANE announces 1999 Ryder Cup admissions policy: Complimentary admissions for members & spouses

Regular and Associate members of the GCSA of New England and the Golf Course Managers of Cape Cod, along with their spouses, will be extended complimentary tournament admissions to the 33rd Ryder Cup Matches. The event starts Friday, Sept. 24, at The Country Club in Brookline.

Eligible members must present a current membership card and photo ID each day at the Allied Golf Associations trailer located between the two main entrances

into the matches at the corner of Lee and Clyde Street. Spouses must also present a photo ID. Members planning to attend this event must take the "T" Green Line

train to the Cleveland Circle stop or the "T" Orange Line train to the Forest Hills stop. A complimentary shuttle will operate to and from the Ryder Cup entrances.

GCSANE News

Thank you from 75th Anniversary Committee

Dear GCSANE Membership,

On behalf of the GCSANE seventy-fifth anniversary committee, I would like to extend our thanks to all the participants who helped support our fund raiser for the 75th Anniversary Gala Event, held at Marshfield C.C. on July 12, 1999.

We greatly appreciate your donations in helping us defer some cost of this special event.

Special thanks to The Cardinals, Country Club Enterprises, and R.F. Morse companies for their generous support.

This event at Marshfield C.C. has set the stage and raised the threshold for this year's 75th celebration.

Don't forget to mark your calendars for December 3, 1999 at Blue Hills C.C. in Canton for our Gala Event. Look for more information in future *Newsletters*.

Once again please accept our sincere thanks.

On behalf of the entire
75th Committee,
Respectfully yours,
Robert Healey, Chairman

Eligible members must present a current membership card and photo ID . . . Spouses must also present a photo ID.

Remember When?

Remember When: Looking at GCSANE's past

Remember when? looks at significant individuals and events of GCSANE's past.

25 years ago

The four-tee system seems to be the compromising move in an argument raging at many clubs on whether golf courses should make the game more enjoyable for members by inviting low scores.

The new system simply adds another tee to the championship, men's, and ladies' teeing grounds, a front tee that decreases the strain on the drive and subsequent approach shot to the green.

Supposedly the four-tee system puts the degree of difficulty of a golf course into the hands of the player. It provides an option intended to make everyone playing the golf course comfortable and happy.

Congratulations to Robert Ferguson who was recently voted into the GCSANE as an associate member. To be voted on at the next meeting: Allen DeBlasio, Michael Hermanson, Ronald Hanson, and Eric Brown.

15 years ago

What a difference a year makes. Last year, no rain. This year, rain, rain, and more rain. February, with 7.8 inches of rain, and March with 9.0 inches of rain and melted snow, contributed to dangerous flood conditions in many of the suburban areas.

In winning the sales division at the Worcester Country Club tournament of golf course superintendents and associates, Larry Bunn proved that last year was a big fluke when Bob "Chopper" Brown won. Bunn has already predicted he and partner Steve Butler will club Brown and his partner into submission for the Team of Two title later this summer.

One of the finest putting strokes around has to belong to Steve Murphy. He's a happy guy any time he two-putts from three feet.

On the serious side, congratulations are in order for Ken Mooridian of Hopedale C.C. for capturing the association's Individual Championship.

5 years ago

For bird watchers in the Marshfield area, Marshfield Country Club is regular Friday morning stop on tours conducted by the Massachusetts Audubon Center. "They come to see our purple martins and bluebirds and they're never disappointed," says course superintendent Bob Matthews, who "manages" 84 purple martin "apartments" and 28 bluebird houses at the Marshfield layout.

A tip of the GCSANE cap goes to member Doug Preston for winning the MGA state amateur golf championship at the Charles River Country Club.

Please reserve Tuesday, August 16 for a spot in the second annual Scholarship and Benevolence Fund Tournament at the Wachusett Country Club where general manager and superintendent Don Marrone, Jr. has worked since he was 14 years old.

GERRY FINN

GCSAA announces long-term association plan

The GCSAA has changed their structure of a single-year business plan structured by GCSAA's staff departments to a longer-term overall association plan. The new format will help the board and the staff to focus on overall association goals and will promote greater inter-departmental teamwork and efficiencies while retaining accountability for results. The following synopsis of the overall association plan for GCSAA and GCSAA Communications, Inc. was approved at the spring board meeting in May.

GCSAA/GCSAA Communications, Inc. Plan for 2005

I. To enable our members to achieve career success.

A. Increase compensation, job satisfaction, and percentage of positive employment changes, as measured from superintendents' point of view.

1. Offer members tools, information and resources to help them enhance their individual employment situations.

B. Improve employers' and influential golfers' appreciation of a member's value and the importance of job continuity, establishing the superintendent as key to the economic vitality of the golf course.

1. Develop, implement, assess, and improve a brand marketing strategy that favorably differentiates GCSAA "Class A" members from other members and non-members.

2. Increase recognition of the Certified Golf Course Superintendent as a premium brand.

3. Establish the superintendent as the facility's resident expert in the areas of health, safety, and risk management.

4. Find out specific needs of employer groups, including Green Committee chairs and management companies.

C. Improve the skills of GCSAA members and key staff, as measured by assessments based on a current and future-oriented competency profile.

1. Expand educational opportunities through controlled, planned growth of GCSAA programs designed to develop core competencies.

2. Provide an integrated, comprehensive, job-linked, learner-centered, continuing professional education curriculum for members.

3. Provide a GCSAA brand, world-renowned faculty and faculty support program.

4. Provide career path planning assistance for members.

D. Assist members and potential golf course superintendents in becoming informed consumers of educational and informational programs and products.

1. Explore and develop, if appropriate, endorsement/accreditation program for college and university programs.

2. Cultivate the leadership skills, professionalism, career expectations, and an understanding of the professional culture to future golf course superintendents.

3. Develop and promote model curricula for key golf course maintenance staff positions, including turf equipment managers, irrigation specialists, and chemical applicators.

4. Develop a comprehensive marketing campaign for education to increase participation and general member awareness.

C. Influence legislation and regulations that affect golf, as measured by percentage of constructive and desirable decisions.

1. Coordinate and support effective grassroots lobbying.

2. Build and nurture relationships with green and golf industry advocates.

D. Strengthen GCSAA's environmental leadership role among golf and environmental constituents.

1. Expand the Performance Measurement Program and publicize the findings, as appropriate.

2. Establish the golf course superintendent as the environmental leader on the golf course.

E. Establish strategic partnerships to leverage our industry and membership interests.

1. Strengthen relationships with leaders of allied associations in golf.

2. Strengthen GCSAA's research presence among industry and allied organizations.

3. Strengthen relationships with leading golf course industry manufacturers and suppliers, and increase the influence of the superintendent on industrial innovation and trends.

III. To be the recognized authority on information and issues related to golf course development, management and operations.

A. Position GCSAA as the source of golf/turf information (up to the playing of the game) valuable to the golf industry, media, government, employers, the golfing public, etc.

1. Position the GCSAA international golf course conference and show as the full spectrum venue for the golf industry up to the playing of the game, attracting over 30,000 attendees annually by 2005.

2. Provide industry supported, comprehensive informational offerings through publications, Web site content and other media, dealing with the technical/operational aspects of golf course management, and the products and services that support superintendents.

3. Provide information packs, tools and training for members to assume the position of local authority on information and issues related to golf course development, management and operations.

4. Generate practical, technical and operational research and publish findings of value to the superintendent, golf course owner and industry.

5. Monitor government initiatives and inform GCSAA members and allies.

6. Expand the display of materials reflecting the history of the role of superintendents in the game of golf and the history of the association.

The new format will help the board and staff to focus on overall association goals and will promote greater inter-departmental teamwork and efficiencies while retaining accountability for results.

II. To be a powerful and influential advocate for the interests of the profession and our members.

A. Increase visibility for members, as measured by increased membership and media market share.

1. Increase membership to 30,000 members, including member representation at 80% and employer-member representation at 50% of all domestic golf facilities.

2. Initiate, support and evaluate participation in golf industry initiatives with a focus on increasing positive recognition for the golf course superintendent and their key influence on enjoyable playing conditions.

3. Establish golf course superintendent recognition/authority in the consumer market.

B. Increase visibility of the association, as measured by media market share and exposure.

1. Assume highly visible role in major golf events.

2. Conduct association award programs that attract media attention and coverage.

3. Conduct a merchandise and accessory program that widely distributes the GCSAA logo.

4. Promote the association and its members through a year-long celebration of GCSAA's 75th anniversary.

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Legislation to save pesticides introduced

H.R. 1592, *The Regulatory Fairness & Openness Act of 1999*, has been introduced in Congress to ensure full, fair implementation of the Food Quality Protection Act (FQPA). H.R. 1592 maintains the fundamental goal of FQPA, but requires the EPA to use reliable information and sound science (not guesswork) to assess pesticides.

The 1996 FQPA law dramatically changed the way pesticide risk is evaluated. EPA began the safety assessments but is using "assumptions" and "models of pesticide use" instead of real data! Two important classes of chemicals are under the gun right now at EPA: organophosphates (products such as Dursban) and carbamates (such as Turcam).

GCSAA has launched a campaign to support this bill. We must act quickly to save valuable golf course pesticides. Your representative needs to hear from you!

To call, dial the Capitol Switchboard at (202) 225-3121. Ask for your legislator's office. Then ask to speak to the staff member

in charge of the FQPA issue. Don't expect them to know details of H.R. 1592, but emphasize how important fair, objective implementation is to you and your job.

Use the following points:

- Safety comes first with pesticides, and safety depends on science. That is why H.R. 1592 directs the FQPA to be implemented according to the most modern scientific standards; safety is the goal.
- Pesticide regulations must be based on strict scientific standards.
- H.R. 1592 supports fundamental health goals of the FQPA, especially additional safety and protection for infants and children based on sound science.
- The bill reinforces Vice President Gore's call for FQPA to be implemented on the basis of sound science, a transparent regulatory process, reasonable transition (in the event some pesticides or pesticide uses be lost), and consultation with public and government agencies.

- Under H.R. 1592, golf course superintendents, nursery managers, farmers, pest control operators, public health officials, and homeowners will continue to have access to effective, reliable pesticides as long as they meet rigorous, scientific safety standards, after full and fair review by the EPA.
- To assess pesticides under FQPA, H.R. 1592 requires EPA to use reliable, accurate pesticide use data, rather than anecdotal information or "worst case", theoretical assumptions.
- H.R. 1592 mandates that EPA establish rules to help farmers and other pesticide users generate the data so critical to scientific FQPA implementation.
- H.R. 1592 clarifies the EPA assessment process so all who use pesticides do not lose products necessary to growing safe, affordable, abundant food; protecting public health; and enhancing recreational areas, parks, and rights of way.

DIVOT DRIFT...announcements...educational seminars...job opportunities ...tournament results...and miscellaneous items of interest to the membership.

MEMBERSHIP

Welcome New Members: Kevin Taylor, Affiliate, Bruedan Corporation.

Proposed for Membership: Thomas Barnes, Supt., Acushnet Valley G.C.; Matthew Barrett, Asst., Acushnet Valley G.C.; Ted Zubiel, Asst., Rolling Green G.C.; Stephen Brochu, Asst., Middleton G.C.; Timothy Strano, Supt., Concord C.C.; Petrie Anton, Asst., Newton Commonwealth G.C.; Greenco, Friend.

INFORMATION

It is with great sadness to report that Nancy Finn, wife of our contributing editor Gerry Finn, passed away July 29. Mrs. Finn graduated from Baypath College in 1944. She was the director of children's services for Emergency Aid in Suffield, Conn. She was a tennis champion in singles and doubles at Suffield C.C., women's club champion at Edge-wood G.C., and was past president of Suffield Platform Tennis. In addition to Gerry, she leaves two daughters and a brother. Condolences of the GCSANE are extended to the entire Finn family.

Dick Duggan has recently accepted the superintendent position at Peabody C.C., a new grow-in on the North Shore. Congratulations, Dick.

Best wishes to the wife of Dennis Friel, who has been experiencing health problems recently.

We were saddened to hear of the recent passing of Percy Clark at the age of 80. Mr. Clark was the superintendent at Meadow Brook G.C. in Reading and Falmouth C.C. until his retirement in 1987.

POSITION OPENINGS

Superintendent. The Farm at Southwick is a high-end, daily fee course under construction. Ten holes will be completed and seeded this fall, the remaining eight next spring. Responsibilities include grow-in, maintenance, budget, purchasing, and clubhouse grounds. Grow-in and irrigation installation experience preferred. Individual must have a turf management degree, three years of supt. or asst. experience, and pesticide applicator's license. Salary/benefits commensurate with experience. Send resume to: Mark I. Milton, Golf Realty Advisors, 250 Boylston St., Chestnut Hill, MA 02467.

Assistant Superintendent. Norfolk G.C. is a 9-hole private club. Responsibilities include crew supervision, chemical/fertilizer applications, irrigation repair, record-keeping, and day-to-day maintenance. Individual must have a Mass. Pesticide applicator's license, a two-year degree in turf management (or winter school), two years of

experience on a golf course, and must work well with others. Compensation includes salary, health insurance, paid local seminars and meetings, one week paid vacation, uniform, and golf privileges. Send resume to: Jason Adams, Supt., Norfolk G.C., 166 East St., Westwood, MA 02090.

TOURNAMENT RESULTS

75th Anniversary Tournament
July 12, 1999, Marshfield (Mass.) C.C.

1st Gross (70) - Darrin Eddy, John Dee
2nd Gross (71) - Greg Misodoulakis, Rob Donovan
3rd Gross (72) - Mike Hanson, Steve Deossie
3rd Gross (72) - John Lenhart, Rich Tworig

1st Net (58) - Mike Stachowicz, Chris Cowan
2nd Net (59) - John McNulty, Ken Heitch
3rd Net (60) - Mark Casey, Charlie Enwright
3rd Net (60) - Dave Vanderklish, Mac McPhail
3rd Net (60) - Matt Crowther, Chuck Bramhall
3rd Net (60) - Ron Dobosz, Mike Marshall

Closest to the Pin: #6 - Mike Iacono (4' 4"), #9 - Mike Nagle (3' 2 1/2"), #14 - Ron Dobosz (4' 5"), #16 - Mike Nagle! (4' 8 1/2")

Longest Drive: Jim Hardy & Mike Hanson

Hats off to Bob Matthews and the entire staff of Marshfield C.C. on a beautiful golf course.

GCSAA announces new long-term business plan . . .

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7. Expand media relations programs that cause golf writers and broadcasters to look to GCSAA and the golf course superintendent for information on course conditions and management.

8. Market/promote/facilitate the involvement of GCSAA in the GCSAA/RISE/PLCAA Ambassadors Speakers Program.

9. Develop/implement plan to collect, maintain and market superintendent/golf course demographics and operations information for members/non-members and all golf courses for internal and external use.

B. Customize the delivery of information, where appropriate, to meet user needs in terms of content, medium, timing, etc.

1. Develop and implement an individualized target marketing program to anticipate information needs.

2. Expand the use of E*push systems to additional audiences.

3. Investigate and implement new technology and media as appropriate.

IV. To be a strategically positioned, dynamic and responsive organization.

A. Establish a greater strategic connection between GCSAA, its members, and chapters.

1. Develop a shared vision for the ideal national/chapter relationship that most effectively promotes and supports the professional superintendent now and in the future.

2. Develop effective programs and services to strengthen the ability of chapters to serve members.

3. Organize, implement and encourage various methods of inter-chapter networking.

4. Provide comprehensive association/membership information through publications and communications.

B. Effectively utilize the organization's available resources and opportunities to position the organization as a leader in service to its members, the industry, and other constituents.

1. Attract, retain, and fully utilize a professional, motivated, and service-oriented staff.

2. Increase and conserve financial resources.

3. Apply resources and technologies to maximize effectiveness and efficiency in the

development and delivery of programs, including a 90% target for day-to-day member use of the Internet, by 2005.

C. Solicit, utilize, and recognize member/volunteer participation in policy direction and program development.

1. Develop opportunities that encourage and develop leadership for the organization's future (e.g., new, young, and diverse people).

2. Investigate and implement opportunities to capitalize on volunteer participation.

3. Identify ways to assist volunteers in effectively managing their volunteer time commitment.

D. Provide significant, meaningful contributions to the game of golf.

1. Assume a leadership role in player development in the game of golf.

2. Develop and implement an environmental awareness and education program that reaches beyond the golf course, perhaps targeting a youth audience.

3. Develop and implement diversity programs to encourage minority participation in the game of golf and the golf course superintendent's profession.

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