



**Coming Events**

- August 5 Rutgers Turfgrass Research Field Day  
Cook College, New Brunswick
- August 11 & 12 Penn State Field Day, University Park
- August 23 **MGCSA Family Picnic**  
Country Club of New Canaan
- August 25 Univ. Of R.I. Field Day, Kingston
- September 9 MGCSA Meeting — St. Andrews G.C.
- September 30 Chapter Team Championship  
Ridgewood C.C. (contact  
Dennis Flynn for details)
- October 19 MGCSA Meeting — Wee Burn G.C.
- November 9-11 N.Y.S. Turfgrass Conference and Trade  
Show, Rochester
- December 6-9 N.J. Turfgrass Assoc. Expo
- December 11 MGCSA Christmas Party  
Brae Burn C.C.

**MGCSA News**

We had a nice turnout for the MGCSA Superintendent/Managers meeting on July 8th at Scott Niven's Siwanoy Country Club. From all the comments I heard, the course condition could only be described as immaculate.

Winners of the Superintendent/Managers Tournament were:

- 1st Place: 70 Ridgefield Country Club  
Byron Johnson, Superintendent  
Viny Adams, Manager
- 2nd Place: 71 Fairview Country Club  
Bob Alonzi, Superintendent  
Drew Campbell, Manager
- 3rd Place: 72\* Silver Springs Country Club  
Pete Rappoccio, Superintendent  
Gino Torcellini, Manager

\*Match of cards with Westchester C.C., Siwanoy C.C., Mt. Kisco C.C., Wykagyl C.C., Brae Burn C.C.

After a sumptuous dinner, we were given a brief, but hard hitting presentation by reps of the E.F. Hutton Co. Their discussion centered around the various types and approaches of individual financial planning which all of us should be aware of. Anyone wishing additional information should contact the E.F. Hutton office in Stamford.

Our thanks to Scott Niven and everyone at Siwanoy.  
Our second annual "Summer Social" was held on July 12

at Fairview Country Club. Some 90 MGCSA members and their wives had an enjoyable steak barbeque with poolside dancing to the "Who Cares" band.

We would like to extend our thanks to Bob Mullane of Alpine Tree Care, Inc. for his donation of \$200, Frank Reichert of the Reichert Co. for his donation of \$50, and to John Wistrand of Metro Melorganite, Inc. for his \$50 donation. These donations were used for door prizes which helped make the party an even bigger success.

At the MGCSA Board of Directors meeting held on June 29th, the following applications were approved:

- Steve Finamore, Wykagyl C.C., Class A
- Dennis Petruzzelli, Brae Burn C.C., Class B
- Drew Morrison, Andrew Wilson, Inc., Class C
- James Snow, USGA Green Section, Honorary
- Joe Gillardi, recently retired as Superintendent of Sterling Farms Golf Course in Stamford, Connecticut. Joe was unanimously approved as a Life Member and we wish him and his wife success in their Florida retirement.

Came across an interesting article on Rain-Loss of Nitrogen in the *Fairfield County Cooperative Extension Newsletter*. The article is reprinted elsewhere in this newsletter.

See you at the Picnic. —Pat Lucas

**NOTICE**

The Scholarship and Research Committee is now accepting applications for the Metropolitan Golf Course Superintendents Association special scholarships.

To qualify, applicants must be MGCSA members or their dependents.

Your application, accompanied by your resume, must be received by **August 15, 1982**. Please mail to:

Robert U. Alonzi  
S.R. Chairman  
Fairview Country Club  
Greenwich, CT 06830

**Schwartzkopf Resigns; Snow Named Green Section's Northeastern Region Director**

Carl H. Schwartzkopf, Director of the Northeastern Region of the United States Golf Association's Green Section staff, has resigned his position.

William H. Bengeyfield, National Director of the Green



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Publication deadline for *Tee to Green* is 21 days before the regular meeting.

Section, accepted Schwartzkopf's resignation, effective June 1. Schwartzkopf has decided to pursue other opportunities in his home state of Michigan.

Schwartzkopf joined the USGA Green Section staff in 1971 and served in varied capacities before becoming Director of the Northeastern Region and Assistant National Director in 1980. He held both posts until September, 1981.

James T. Snow, formerly Senior Agronomist of the Northeastern Region, has been named Director of the Northeastern Region, succeeding Schwartzkopf. Snow will assume his new duties immediately.

Snow joined the USGA Green Section staff in 1976. He was graduated from Cornell University in 1974 with a bachelor's degree in Ornamental Horticulture and later received a master's degree in the same subject from Cornell in 1976. *Credit: United States Golf Association*

### Rain-Loss of Nitrogen

The heavy rains of the past several weeks have depleted the soil of nitrate nitrogen by two processes: first by leaching out of the root zone and second denitrification. This is the process by which soil micro-organisms in water soaked soil get their oxygen from nitrates as there is not enough atmospheric nitrogen available (the air spaces are filled with water). As a result the removal of the oxygen from the nitrates leaves the nitrogen in a gas form which quickly dissipates into the air. This is a rapid process and can deplete most of the nitrates in a day or so of wet soil conditions.

As soon as the soil drains, and a waterlogged condition is no longer present, a nitrate fertilizer should be applied to all vegetable crops.

For example, use 1 pound per 100 feet of row of urea or ammonium nitrate or ammonium sulfate or 2 pounds of sodium nitrate.

*Credit: The University of Connecticut Cooperative Extension Service*

### Turf Tip

*Editors Note: The following turf tip was received from a superintendent in Fairfield County along with a suggestion that other superintendents contribute and make it a monthly feature. We think it's a great idea. Please send your tips to Pat Lucas, Editor; 81 Tomac Avenue, Old Greenwich, CT, 06870.*

Schedule fungicide applications as soon as possible after verticutting. This will minimize disease infection from the many new open wounds.

### New Member . . . A Biography

by Dennis Petruzzelli, Assistant Superintendent  
Brae Burn Country Club

Steven Finamore is the new Golf Course Superintendent of Wykagyl Country Club in New Rochelle, New York (as of January 1982).

Steve has been involved in golf course management for the past fourteen years. He originally got interested in becoming a Golf Course Superintendent by working as a seasonal employee while in high school in Waltham, Massachusetts at Waylon country Club. At that time, Steve just wanted an ordinary summer job. He soon became so fascinated with the preparation and visible accomplishments in managing a golf course, that he enrolled into the University of Massachusetts for Turfgrass Management. Studying under turfgrass mentor, Dr. Joseph Troll, he received his bachelor's degree. Steve worked during his college years at The Country Club in Brookline, Massachusetts to further his skills and experience.

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After graduating college, he became the Assistant Superintendent at Rearton Valley Country Club in New Jersey. After spending some time there, he felt confident to take on the responsibilities of being a Superintendent. Steve became the Superintendent for the Monmouth County (New Jersey) Public Golf Course System, managing three courses; Hominy Hill Golf Club, Shark River Park Golf Club and Howell Park Golf Club. He mainly managed Hominy Hill and oversaw Shark River Park and Howell Park Clubs. He pointed out that the budget for these public courses were comparable to private golf courses.

Many Superintendents may agree that "settling in" and organizing at a new job can be very hectic. Increasing the "craziness" would be to host a professional golf tournament in the Spring. That's exactly what Steve experienced recently at Wykagyl. He hosted the Chrysler-Plymouth Charity Classic on the womens tour last month. Mother nature hindered the playing conditions and deterred spectators as rain and cold weather was to everyone's displeasure. However, Steve should be commended for the fine job he and his crew did, considering the natural circumstances.

Steve really enjoyed hosting his first professional tournament and feels its a great challenge to prepare the golf course for professional play.

When I asked his opinion on the most important quality needed in becoming a successful Superintendent, he replied, "Possessing management capabilities and dedication are musts." These determine the effectiveness of the superinten-

dent and the condition of the golf course.

In traveling back and forth from his home in Coltsneck, New Jersey to New Rochelle, Steve makes time to be with his wife and two daughters. He likes to play hockey, biking and naturally, playing golf in his spare time.

I would like to wish Steve further success and welcome to the Metropolitan Golf Course Superintendents Association.

### Herbicides Help

This *could* happen:

In general, if herbicides were not available for U.S. agriculture, 31 percent of the total production of the major food crops would be lost.

ECONOMIC BURDEN: \$12.95 billion in lost revenues.

FOOD EXPORTS: Eliminated or seriously reduced; favorable balance of payment plummets.

LOSS PER AMERICAN FARMER: \$4,469.

INCREASE IN CONSUMER FOOD PRICES: 50%.

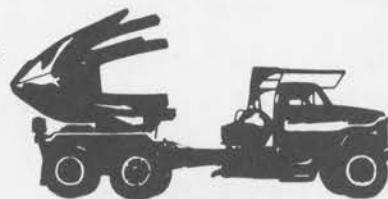
REQUIRED ADDITIONAL CROPLAND: 128 million acres would have to be farmed to produce the same quantities of food and fiber using available non-chemical means of weed control (A 46% increase; not a feasible alternative because the land is not available.)

REMEMBER: 10% of all herbicides used is 2,4-D. Considering 2,4-D specifically:

If uses were discontinued in North Dakota, wild mustard weed infestations would run rampant, resulting in an economic loss to the state exceeding \$175 million annually in

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small grains and flax. In a hungry world, this economic loss converted to wheat could feed 13 million people for one year or make enough loaves of bread to circle the earth 45 times. Nationwide, the loss would be \$2.8 billion.

2,4-D helps eliminate certain pasture weeds which kill three to five percent of the cattle, sheep and horses on rangeland in the western United States.

For more information on how to participate write or call:  
National Coalition For A Reasonable 2,4-D Policy  
435 N. Michigan Avenue, Suite 1717  
Chicago, Illinois 60600  
(312) 644-0828

*Credit: 2,4-D Informational Brochure*

### Swimming Eases Depression

Regular cardiovascular exercise, like swimming or jogging, can decrease the incidence of depression, according to recent studies.

A study at the University of Virginia was conducted to determine the attitudes of 176 "normal" or non-depressed people who jogged thirty minutes a day for ten weeks. At the end of the test period, the subjects demonstrated a 5% or more decrease in their "depression levels" as determined by three different psychological tests.

The National Spa and Pool Institute says this and other studies make a great case for a regular exercise program of either swimming, jogging or walking. NSPI says the benefits of a weekly swimming program have been enumerated by doctors across the country who say swimming is one of the best forms of exercise for the cardiovascular system.

The 275 participants said they "felt better" and their productivity on the job had improved after 3 months of exercise which included swimming three to four days a week.

The questionnaire indicated that of the 275 participants, 89% felt better physically, 56% had better sexual relations, 52% said their working capacity increased as much as 20%, 54% had a better outlook and 13% said there was an improvement in their business relationships.



### Golf Correcting Water Usage Image

Determined to correct the onerous and inaccurate image it has in the water usage area, the game of golf has initiated a nationwide 1982-83 campaign to remove itself from an often pictured villainous role within nature's water cycle.

To identify golf's vital place in the world's water supply cycle, a logo has been developed by a Research Task Force representing the national golf association community.

Man's survival depends on water. Less than one percent of the world's total water supply, 359 quadrillion gallons, can be consumed by man. By the year 2000, the demand on the world's per capita water supply will increase by 33% because of greater population alone. It is imperative that alternative sources of water be identified and that nature's water cycle be understood by all, whether they play golf or not.

Golf Courses and other green areas play a vital role in the water cycle. Turfgrass serves as a filter which removes impurities that would otherwise find their way into our rapidly dwindling ground water supplies. It can also purify recycled water from factories and sewage treatment facilities and return it to underground aquifers.

According to James E. McLoughlin, Executive Director of the Golf Course Superintendents Association of America, "What we are trying to get across is that golf courses recycle water, whether it's by using effluent water or simply by filtering water from natural sources. Golf should be looked on as one of the good guys in this scenario instead of part of the problem."

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## The Troubles We've Seen

Sunday morning, between the hours of 7 and 9:30, is the favorite time for calling the Green Section agronomist to discuss golf course troubles.

It is true that this is the time when he's most likely to be home. But it may not be the time when you'll find the agronomist in a humor to be greatly sympathetic to your problems, particularly when the club has encountered troubles through deliberate actions that could have been avoided.

Clubs could save themselves many troublesome and expensive situations if they asked questions BEFORE they took actions. It is a distressing fact that relatively few golf course problems we encounter are caused by uncontrollable factors. Rather, they are brought about by poor management, poor construction, or a misunderstanding of plant growth principles.

These points probably can be illustrated most vividly by reciting some of the trouble calls that have come to one Green Section office during the past year. To save possible embarrassment to the club, the accounts are fictionalized to some degree, but all are based on actual cases. If a club member should recognize his own club's problem among those presented here, he may take comfort in the fact that there are very few original mistakes and there are members of other clubs who think it is 'their' problem which is being aired.

### "Drainage by Theory"

A new drainage theory was incorporated into the new

greens established at one long established club in the Southwest. Essentially, the system involved the placement of a permeable seedbed mixture about 8 inches deep over a compacted, impermeable subgrade. Theoretically, water moves easily downward to the compacted soil and then outward to the edge of the green. The system works, except when water is applied too rapidly (as frequently happens in the case of rain) or when the slope is so long that water comes to the surface before it reaches the edge of the green.

It appears likely that these greens may need to be rebuilt again. The cost to the club for testing this theory will be considerable.

The Green Section has been involved with investigations of green construction methods for many years and has devised a construction procedure that has been proven to work well. We urge clubs to investigate thoroughly the merits of this procedure before undertaking to build greens on the basis of an idea that sounds attractive but which has not been tried.

### Can We Buy Short Cups?

At a golf course in the process of construction the green chairman greeted the agronomist with the question, "So you know where we can buy shallow cups?" It developed that the club was running short of money; the golf course had been designed on a rather elaborate scale with large greens, tees and bunkers. Much effort had gone into the development of costly ponds and other artificial beauty spots. Now, however, as the course neared completion and

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as money supply neared depletion, someone had suggested that a good many dollars could be saved by reducing the thickness of topsoil on greens from 12 inches to 6 inches.

There is no question that the quantity of topsoil needed on greens is an expensive item but it is our opinion that it would be poor economy to save money by sacrificing quality of putting greens. The normal minimum recommendations for topsoil depth is 12 inches. Inasmuch as 20 to 25 percent shrinkage is common, the green eventually is covered with about a 9 inch depth.

#### The Nature of Drainage

At a golf course where greens are old, compact and chronically troublesome, water was found to be standing in the cup. Water had been applied about 36 to 40 hours previously. The Green Section representative took the occasion to point out that drainage was poor and that this was one of the factors concerned with shallow roots and unhealthy turf.

A rather heated discussion followed. The greens were rolling and the surface permitted ready run-off of excess water. Club members maintained that these were well-drained greens. From the standpoint of SURFACE drainage, the members were right, but internal drainage or ready movement of water through the soil is the other aspect of good drainage. Surface drainage is important but it is not enough. Water that moves into the soil must also be allowed to move out.

Credit: USGA Green Section

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filed thru the exits  
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a peaceful fulfillment  
on this unforgettable day.  
  
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—Frank Paladino

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## From Imperfection Springs Advancement

Katherine Jankus has a problem. Beth Lowery, the new researcher who has been assigned to the department, is afflicted with cerebral palsy and must go from one place to another in a wheelchair. Her condition also causes her to move in an awkward, at times ludicrous, manner. Still, she manages, and her job skills are excellent.

The person who doesn't manage so well is Katherine Jankus. "She gets to me," she confides to a coworker. "I know she's capable and all that, but I just don't like having her around. I can't even look at her. I wish I knew what to do."

### A Positive Focus

When you think about it, achieving a comfortable relationship with someone who is handicapped isn't essentially different from building a relationship with anyone. True, more perseverance is required. But the process of accepting another person's handicap can teach you a lot. With this goal in mind, here is what Katherine Jankus might begin to aim for . . .

### Normal behavior

This is not easy, since psychological studies show that many afflicted people can often sense when those who are being excessively "nice" are masking a deeply felt discomfort. This can be even harder to bear than someone's open aversion. What Katherine Jankus might do, therefore, is make an effort to behave toward Beth Lowery exactly as she does toward the other people with whom she works—especially when it comes to such basics as maintaining normal eye contact.

### Self-honesty

There's not much sense in denying the negative feelings you may have when you're confronted by someone who is

physically handicapped. But now put yourself in the other person's place. The view is frightening, isn't it? Continue looking—and start empathizing. Then you'll be able to see that the person is still able to work, is still someone who can form and carry on a number of good personal relationships.

### Candor

It may be appropriate to ask questions about the affliction once you and the other person have come to know and trust each other—particularly if some aspect of the job is involved. Katherine Jankus, for example, might discuss with Beth whether there are changes in the office layout that could be made to help her move around more easily.

Remember, however, that people who are handicapped usually don't want to have their condition spotlighted, and overly solicitous behavior can do just that. If some physical problem seems to be causing difficulties, it may be best to wait until you are asked for help. If you do volunteer assistance, at least offer it in as low-key a way as possible.

### Positive focusing


Apart from their disability, people who are afflicted can be as bright, as cheerful, as knowledgeable as anyone else. They can also be as understanding—if not more so—and surely better informed than anyone else about how life looks from their vantage point.

Beth Lowery, for example, happens to be a well-read, warmly sympathetic person. If Katherine Jankus were to focus her attention on these positive qualities, she could start building the kind of relationship that she would value rather than dislike.

*Credit: Research Institute Personal Report*

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Something to think about . . .

### THE AGONY OF ANGER

Psychologists tell us that bottled-up anger can cause severe tensions that do actual physical harm—ranging from peptic ulcers to hypertension. And, while exploding may be more healthy than holding anger in, expressing anger through temper tantrums, . . . or insults can have serious career consequences. That's why you should learn how to let off steam safely when a problem arises. Here are some suggestions on how to use this sometimes destructive force constructively:

When you feel the need to strike out—to talk back, to do something—first put some space between yourself and the cause of your anger. Any change of scene or routine, no matter how brief, can help by giving you a fresh perspective on your own feelings and the problem.

Work off your tensions. Take a brisk walk . . . Or try an exercise like this . . . Put the palms of your hands together; squeeze. Repeat as needed. You'll feel better and less angry, too.

Keep your anger in perspective. Express your feelings to the proper person with a cool statement like "This action upsets me." As a way of introduction, it will enable you to discuss the problem calmly.

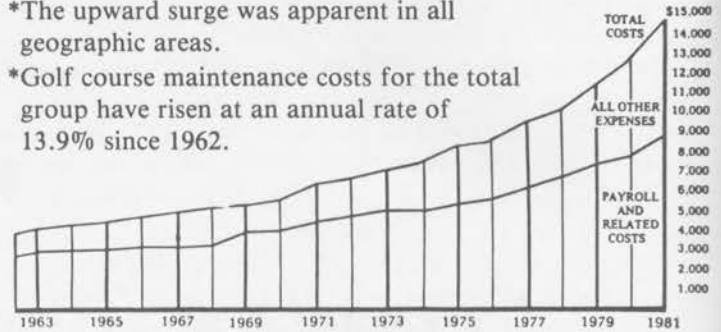
—Office Guide 1/15/82

### The Rise in Golf Course Maintenance Costs Yearly Average Costs Per Hole\* Survey

For 100 country clubs with a total of 2,079 holes of golf, golf course maintenance costs rose 14.2 percent in 1981, while net golf expenses showed an overall gain of 13.2%.

\*The upward surge was apparent in all geographic areas.

\*Golf course maintenance costs for the total group have risen at an annual rate of 13.9% since 1962.



Your Figure	Overall Average	Geographic Divisions			
		East	South	Midwest	Far West
<b>Average Cost per Hole</b>					
<b>1981:</b>					
Payroll	\$ 7,208	\$ 5,843	\$ 7,590	\$ 6,237	\$10,721
Payroll Taxes and Employee Benefits	1,295	1,037	1,123	960	2,032
Course Supplies and Contracts	2,409	1,933	3,852	2,121	2,522
Repairs to Equipment, Course Buildings, Water and Drainage System, Etc.	1,470	1,147	1,728	1,309	1,940
All Other Expenses	1,872	1,258	1,330	990	2,008
<b>Total Golf Course Maintenance</b>	<b>\$14,210</b>	<b>\$11,018</b>	<b>\$15,623</b>	<b>\$11,852</b>	<b>\$20,213</b>
Add: Golf Shop, Caddy and Committee Expenses	2,641	1,822	3,863	4,043	2,152
<b>Total Golf Expense</b>	<b>\$16,851</b>	<b>\$12,840</b>	<b>\$19,486</b>	<b>\$15,895</b>	<b>\$22,378</b>
Less: Income From Golf Fees, Golf Carts, Driving Range, Etc.	7,552	5,184	11,201	5,894	10,380
<b>Net Golf Expenses</b>	<b>\$ 9,299</b>	<b>\$ 7,656</b>	<b>\$ 8,285</b>	<b>\$ 9,801</b>	<b>\$12,018</b>
<b>Percentage Variations—1981 Based on 1980:</b>					
Payroll	% 10.0%	9.9%	4.8%	12.8%	11.5%
Payroll Taxes and Employee Benefits	10.8	9.6	2.2	16.4	12.7
Course Supplies and Contracts	22.9	11.5	49.1	22.1	19.7
Repairs to Equipment, Course Buildings, Water and Drainage System, Etc.	12.7	10.8	(11.0)	10.9	33.7
All Other Expenses	27.1	39.2	26.4	5.8	26.5
<b>Total Golf Course Maintenance</b>	<b>% 14.2%</b>	<b>12.8%</b>	<b>12.3%</b>	<b>13.8%</b>	<b>16.5%</b>
Golf Shop, Caddy and Committee Expenses	17.7	18.0	43.2	18.0	1.0
<b>Total Golf Expense</b>	<b>% 14.7%</b>	<b>13.5%</b>	<b>17.3%</b>	<b>14.4%</b>	<b>14.8%</b>
Income From Golf Fees, Golf Carts, Driving Range, Etc.	18.7	20.5	25.7	7.1	13.2
<b>Net Golf Expenses</b>	<b>% 13.2%</b>	<b>9.2%</b>	<b>7.5%</b>	<b>19.2%</b>	<b>16.2%</b>

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\*Daconil 2787 is a registered trademark of Diamond Shamrock Corporation.

Tank mixing brings other advantages, too. With TERSAN 1991 in your tank, you get systemic action for protection from within the turf plant. Disease control is longer-lasting and is less affected by rainfall or frequent irrigation. Tank mixing fungicides with different modes of action also reduces chances of benzimidazole resistance. You help insure the long-term effectiveness of TERSAN 1991 in your disease control program.

This year, plan on using TERSAN 1991 in combination with Daconil 2787. It's the tank mix turf diseases can't match.



*With any chemical, follow labeling instructions and warnings carefully.*



## Rusting On Your Laurels

Presentation by

James Arch, President

James Arch and Associates, Maitland, Florida

at U Mass Turfgrass Conference

The title of this presentation is RUSTING on your laurels, not resting. Recently I was reading in a book published by Prentice-Hall which said it very well when it said, "When you are green you can grow but when you are ripe, you start to go rotten."

A few Sundays ago, on a church marquee in Winter Park was written, "The road to self-improvement is ALWAYS under construction." Another way of expressing it is "when we cease to grow we start to go" or "we don't grow old . . . when we stop growing we are old." That may be at 20 or need not be at 80.

For example, a teenager may be too tired to cut the grass while a 75 year old grandma who knows the grandchildren are coming for the weekend will clean the house, bake a cake and cookies and have unlimited energy.

Dr. Robert Schuller expressed it very well. He says that well meaning people often say to him, "Dr. Schuller, I hope you live long enough to achieve all your dreams and ambitions." His reply is always the same, "I hope I don't because if I do, I will have died before I die."

Throughout life our continuing purpose in GROWTH. William James, the Harvard professor, said we use only 10% of our potential. More recent psychologists such as Dr. Herbert Otto and Dr. Eric Fromm say it is closer to 3 or 4%. In any event, we all have room for continuous growth.

Last year I received a call from a gentleman who identified himself as Sherburn Ruprecht, who said he had sat in on a talk I gave to a group of life insurance general agents and agency managers and he liked what I said and how it was said, and he would like me to give a talk at his annual awards banquet for his people and do a seminar for them. We made all the necessary arrangements. Then I asked

Sherman to tell me about his organization.

He told me he was the agency manager for the Lutheran Brotherhood Fraternal Life Insurance for Lutherans which started in 1918. He came to Florida 4 years ago when the Florida agency was 70th out of 82 . . . now, 4 years later, it is in 4th place. The fastest agency in the 63 years they have been in business. He also pointed out that his agents can sell only to Lutherans, which means that instead of having 8 million prospects in the state of Florida they have only 100,000 and this includes women and children. This growth took place during difficult years from business and financial points of view.

Then I said, "Sherburn, anyone who can bring an agency from 70th to 4th in that short period of time must have a great philosophy in building an organization; what is it?" Fortunately, I had a sheet of paper handy and I wrote down what he said. It ought to be written in large bronze letters so all can see it each day. This is what he said.

"Our business is building people . . . when you build people in knowledge, personal abilities, income, they become self-sufficient, then production follows."

When he said this, it reminded me of what Wolfgang von Goethe wrote about management . . .

"When you see people as they are, you leave them as they are, but when you see them as they are capable of becoming . . . you help them to be what they can be."

J. Sterling Livingston, a Harvard professor, wrote in the Harvard Business Review, referring to it as the Pygmalion Effect in Management . . . the self-fulfilling prophecy. We get what we EXPECT from people. If you look at your people as ineffective, incapable, you will expect poor performance from your people. When you have high regards, expect high performance, that is what you will get.

Such a person was Robert Browning, the poet. He saw people as they were capable of becoming and had high expectations. His attitude and love, respect and adoration for Elizabeth Barrett breathed the breath of life into her. Elizabeth Barrett was one of 11 children, the daughter of an

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oppressive, tyrannical, negative, bad tempered, critical, domineering father. His tight control, fits of rage, made the very sensitive and frail Elizabeth very nervous and sick. She was a bed-ridden invalid for most of her first 40 years of life. That was until she met Robert Browning. He did not see Elizabeth that way. He saw her as a warm, loving, kind, thoughtful person. Elizabeth described this relationship and her life as being a flower opening up. He gave her a new breath of life and thus she built her self worth and self esteem.

They were married, took an extensive, exhausting trip throughout Europe which she handled beautifully. She gave birth to a child (after age 40); both did fine. She wrote the "Sonnets of the Portugese" and the very famous poem, "How Do I Love Thee."

All because of the expectations of another person.

One of the seven key attitudes in life is that of EXPECTATION. Let us right now spread some high expectations to each other.

The success of this meeting is because of the person you are sitting with. Please turn to the person on your left and right and behind you and say this to each one, "I am proud of you and glad you are here."

Will you please answer this question by a show of hands, "How many of you believe you are normal?" That was an interesting response. First we had a few people who thought they were normal. Then people began to look around and thought they had better become normal, so more hands went up. Then more. Well, you normal ones are the people I need to talk to.

There is no such thing as human behavior without a reason. It is the natural law of CAUSE and EFFECT. Did you know that the bee flies 1000 miles to gather sufficient nectar to make one pound of honey. Just imagine such a tiny thing flying 1000 miles. The work, the struggle, the time. After all that effort and energy, what happens? We steal it! Do you understand why the bee has such a lousy disposition . . . under those circumstances, wouldn't you

sting too!!!

About 4000 years ago, a Hindu mystic wrote in archaic sanskrit on a papyrus scit the key to the mastery of life in just seven words. It is the key to all success and failure. The key to happiness and the cause of worry. Down through the ages philosophers and psychologists have agreed that what he wrote, "As one's thinking is—such one becomes." Two thousand years later, the Roman emperor and philosopher Marcus Aurelius said the same things when he gave us eight words that will TRANSFORM our lives: "Our lives are what our thoughts make them."

About 26 years ago, I was at the home of Dale and Dorothy Carnegie in Forest Hills, N.Y. and I asked Mr. Carnegie, "You are writing biographies of famous people, interviewing well known personalities on radio, and have helped thousands of people to attain greater success; what is the biggest lesson you ever learned in life?" I thought he would have to think about an answer, but he didn't. He responded immediately and said, "That is easy to answer. By far, the most vital lesson I ever learned is the importance of what we think. Our mental attitude is the X factor that determines our fate." He then quoted Emerson who said, "A man is what he thinks about all day long." . . . "But how could it be anything else? Think happy thoughts and you will be happy."

The Buddhists say, "All, yes all that we are, is the result of what we have thought."

Dr. Norman Vincent Peale in a recent speech said, "This is the greatest natural law in the universe and fervently do I wish I had known it when I was a young man . . . but I did not. I did not know it when I was 20, 30, 40 or even 50 . . . it is the greatest discovery in my life other than my relationship with God. Simply stated it is this: "When you think in negative terms, you will get negative results . . . when you think in positive terms, you will get positive results." Exactly what the Hindu mystic said.

In the Bible, in Proverbs, is stated, "As a man thinketh in his heart, so is he." Now we have an additional word in

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this statement, the word 'heart.' To understand that in modern day understanding, it would read: "As a person thinks sub-consciously, so is that person."

At birth, we are given a piece of equipment that, if it had to be replaced, could not be replaced for a billion dollars. This amazing unit will enable us to BE the person we want to be, HAVE the things we want to have, and DO the things we want to do. Unfortunately, we have not told how to operate it. So instead of our running it, it runs us. It is the most magnificent, awesome creation anywhere. Scientists cannot explain how it works; they do not know.

The average brain weighs 2 to 3 pounds and like the rest of the body it is about 75% water, which means the mineral content is about 10 to 12 ozs. It is about the size of half a grapefruit. The cortex, the outer 1/8th of an inch, has 500 billion neurons. It has memory banks within it that will store more information than is in the Smithsonian Institute. It records everything we see, hear, and think. It is a Xerox copying machine, a Polaroid camera, a Betamax video tape recorder, a technicolor wide screen projector, 1000 I.B.M.

computers plus billions of miniature microfilm cartridges.

To duplicate these things, it would take a building as big as the Empire State Building, weigh tons, and take the power of Niagara Falls to operate it, and would cost billions. If it could be made, it still would not think, reason, exercise choice, make decisions, be creative, nor have feeling. We have all these qualities.

Now, I would like to mention a *magic word* which is the secret of happiness, the foundation of psychiatry, the basis of mental health, and will give the strength to face all problems of life. Yet, when you see it in a newspaper or magazine, you would not even think about it. Even so, it is a magic word. The word is ATTITUDE. The way we look at things, state of mind, the posture we take. It may be negative, positive, or even neutral. Dr. Walter Scott, President of Northwestern University, said, "Success or failure in business is caused more by mental attitudes than by mental capacities." William James said, "The greatest discovery of this generation is that human beings can alter their lives by altering their attitudes of mind."

To illustrate the importance of attitude—prior to May 6th, 1954, no human had ever run a mile in less than 4 minutes. Sports writers, coaches, athletes and doctors said it is physically impossible for the human body to run a mile in less than 4 minutes. Then it happened. On Thursday, May 6th, at Oxford, England, at a meet at Oxford University, Roger Bannister broke the 4-minute barrier running the mile in 3:59.4. On August 19, 1981, at the Zurich Invitational Track and Field Meet at Zurich, Switzerland ran the fastest mile an American had ever run. He did it in 3:53.98 . . . but he came in 8th. The first ten runners came in under the 'impossible' 4-minute barrier. The winner of the Zurich event was Sebastian Coe from Sheffield, England, who knocked 11 seconds off Roger Bannister's first mile under 4 minutes. Just imagine how far a miler can run in the last 11 seconds of the race. The only change is attitude. No longer do they say it cannot be done.

Most people fail to exercise the greatest power they possess—the power to choose. Instead of reacting to things that happen to us, we have the power to ACT. We can choose what we think and what we think, we become.

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