

WESTERN VIEWS



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PRESIDENT'S MESSAGE

Roger Barton

The board of directors and I would like to thank all the superintendents who hosted a meeting this summer. I know this took extra time and effort during a very hot summer. We will be setting up our meeting schedule for next year in January, so if you want to host a meeting at your club, please let us know.

I don't know where the summer went. We were all so busy, and the summer months flew by. We are now into fall projects, which keep our golf courses in top condition. I think this is very satisfying work.

I would like to ask everyone to take time out to attend our fall party on Friday, November 4, 1988. Kurt Thuemmel and his committee have a great evening planned for us at Walnut Hills Country Club.

I would like to welcome to the board newly-elected Paul Schippers from the Moors Country Club and re-elected Paul Richter from Spring Lake Country Club. Bob Johnson from Forest Hills Country Club will be going off the board, and I would like to thank him very much for his help and dedication to the Western Michigan Golf Course Superintendents Association.

Good luck with those fall projects, and I will see you at the fall party.

Sincerely,

Roger Barton



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GOLF DAY 1988

After an extremely hot and dry summer we again had perfect weather for our 9th Annual Golf Day. Our host, Roger Barton, had the golf course of Blythefield Country Club in his usual immaculate condition for our 216 players. The food (lunch, hor d'oeuvres and dinner) was delicious and the hospitality of the staff at Blythefield was very warm and friendly.

The event for the golf aspect of the day was a 2 best of 4, four man best ball, which was won by a team from Lakeland Hills consisting of Beau Gilson, Gary Jozaik, Donny Worden and G. Morris.

Besides the event, there were other fun things going on. Four Closest to the Hole events and a Longest Drive contest were held. Miller West, again, sponsored the Hole-in-One Contest for \$5,000 which, again, I didn't win. Spartan Distributors ran their raffle, which gave away 2 - \$100 bills and raised \$845 towards our day. TCI provided a beer, pop and cheese cart that made several trips around the course. There were many other important contributions made by our suppliers that added to the fun and success of the day. All of these contributors were listed on an attractive placemat that was used at both the lunch and dinner. We greatly appreciate these contributions of money, prizes, equipment and time.

As is the format for our turf research fund raising day, we allow the morning shotgunners to play an alternate golf course in the afternoon until the banquet that evening. Keith Paterson and Kent Country Club was the gracious host for that aspect of the day.

When all is said and done, it was a great day that was enjoyed by all. There was good food, golf, prizes, fun and most importantly \$8,000 raised for turf research. Now that is what I call a GREAT DAY!

Chris Fochtman
Golf Day Co-Chairman

ELECTION RESULTS

President:	Roger Barton Blythefield Country Club
Vice President:	Fred Pastoor C.G.C.S. Muskegon Country Club
Secretary/Treasurer	Keith Paterson C.G.C.S. Kent Country Club
Director:	Paul Richter Spring Lake Country Club Paul Schippers The Moors

GCSAA CONFERENCE SETS SALES RECORD FIVE MONTHS EARLY

This has been a record-breaking year for the Golf Course Superintendents Association of America (GCSAA). Earlier this year, the association welcomed its 8,000th member, and as of today space sales for the 60th International Golf Course Conference and Trade Show - slated for Anaheim in early 1989 - have reached a record five months in advance.

To date, more than 117,960 net square feet of display space has been committed to various manufacturers and distributors from all over the world. This surpasses the previous record of 112,000 net square feet in Houston earlier this year.

"We still have some space available, but it's truly incredible how quickly everyone has responded," said Karyn Davis, sales and marketing manager GCSAA. "The industry is booming, and exhibitors are eager to display their products to the buyers - the golf course superintendent."

The show will run Feb. 6-13 in the Anaheim Convention Center and will be among the largest to be presented there. The GCSAA Conference and Show is a one-stop marketplace for today's golf course superintendents from around the world. More than 60 percent of the exhibitors have indicated that they will be revealing their new product lines and services for 1989 at the show.



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SLATE OF GCSAA CANDIDATES SET

The Nominating Committee of the Golf Course Superintendents Association of America (GCSAA) has submitted a slate of candidates to the Association's board of directors.

The committee selected the candidates during recent meetings at the association's headquarters in Lawrence, Kansas.

The candidates' names will be on the official ballot when elections are held during the 1989 Annual Meeting in Anaheim, California, February 13.

The nominees are:

For President: Dennis D. Lyon, CGCS, City of Aurora, Colorado, Golf Division;

For Vice President: Stephen G. Cadenelli, CGCS, Metedeconk Golf Club, Jackson, New Jersey, and Gerald L. Faubel, CGCS, Saginaw Country Club, Michigan;

For Directors: Gary Grigg, CGCS, Shadow Glen Golf Club, Olathe, Kansas; Randy Nichols, CGCS, Cherokee Town and Country Club, Dunwoody, Georgia, Michael Wallace, CGCS, Hop Meadow Country Club, Simsbury, Connecticut; and Randy Zidik, CGCS, Rolling Hills Country Club, McMurray, Pennsylvania.

The president and vice president are elected to one-year terms, and directors are elected to two-year terms. Three directors will be elected.

Currently, Lyon is vice president of GCSAA; Cadenelli and Nichols are directors; and Faubel is secretary-treasurer.

John A. Segui, CGCS, currently is president; Donald E. Hearn, CGCS, is immediate past president; and Joseph G. Baidy, CGCS, William R. Roberts, CGCS, and Kenneth A. Sakai, CGCS, are directors.



I told you we should have given Tim a raise.

A POEM

I planted grass into the ground.
It thrived, and grew by leaps and bounds.
My fairways, they looked really swell;
The greems, the tees — they all did well.
But ALAS — it's here — that dreaded scum —
The thing that we call phythium!!
The blue, the bent, of course the rye —
I'm, sure that now they all will die.

We spray and spray, and spray some more,
The water system works no more.
Equipment groans but trudges on
Even though the Poa's gone.
The thunderstorms keep rolling in,
WAIT! Yes, here comes the hail again.

The rivers arise, the creeks all flood,
The course is lost in tons of mud.
The stag was cancelled yesterday,
Just one guy showed up to play.
Don't fret or cry, be brave and strong,
Summer doesn't last too long.

The days get short, the nights — they cool,
Leagues are over, they've closed the pool.
And, finally, I can sleep at night
To dream of when I'll win this fight.
Chin up!! my friends, don't be so sad,
It really isn't all that bad.
When things look tough and really bleak
OOPS!! I have to go—another leak.

Robert J. Hall


CREDIT: The Ballmark

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CONCEPTS IN GOLF COURSE DESIGN

by

Dr. Michael J. Hurdzan, President
American Society of Golf Course Architects

Every talk on golf course design should begin with a reading of the following passage:

GOLF

Golf is a science, the study of a lifetime, in which you may exhaust yourself but never your subject. It is a contest, a duel, or a melee, calling for courage, skill, strategy and self-control. It is a test of temper, a trial of honour, a revealer of character. It affords a chance to play the man and act the gentleman. It means going into God's out-of-doors, getting close to nature, fresh air, exercise a sweeping away of mental cobwebs, genuine recreation of tired tissues. It is a cure for care, and antidote to worry. It includes companionship with friends, social intercourse, opportunities for courtesy, kindness and generosity to an opponent. It promotes not only physical health but moral force.

D.R. Forgan

Notice that this was written by D.R. Forgan of the Forgan family, who were famous club makers in Scotland since the middle 1800's. In fact this passage on "Golf" was written about the turn of the century - 80 or 90 years ago. Much has changed in golf since 1900, including golf equipment, the golf swing, the golf course, and certainly standards of maintenance, but Forgan's description of this great game is as valid today as it was when he wrote it. The point is that the SPIRIT of golf is the same; it has not changed, and under close inspection the spirit of golf course design has not really changed, either. Some have tragically abused it, but this is more out of ignorance about the true concepts than it is a premeditated maliciousness. So the purpose of this paper is to discuss golf design concepts in the time parameters of yesterday, today, and tomorrow and to give you some ideas that might apply to your golf course. But, before I begin this discussion we should restate some obvious facts, for they are important and should be kept in mind.

When greens are kept fast, fairways lush, roughs long, and sand bunkers soft, you can bet the golf course will play difficult and slow. And lastly it is the subtleties or nuances of a golf course, such as flowers, shrubs, selected tree plantings, tee accessories, etc., that make a golf course memorable and enjoyable. Then, in summary, this means that the golf course superintendent exercises far greater impact on the golf course and the golfer

than does the designer. Hence, he should be aware of his power and responsibility and, likewise, he should be given full credit for making a round of golf an enjoyable experience. (By the way, these influences of the golf course superintendent are also 100 or more years old, for in researching old magazines for the history books on golf architecture that I am writing, I continually find references made to the great condition of this or that course, with only occasional mention of the design.)

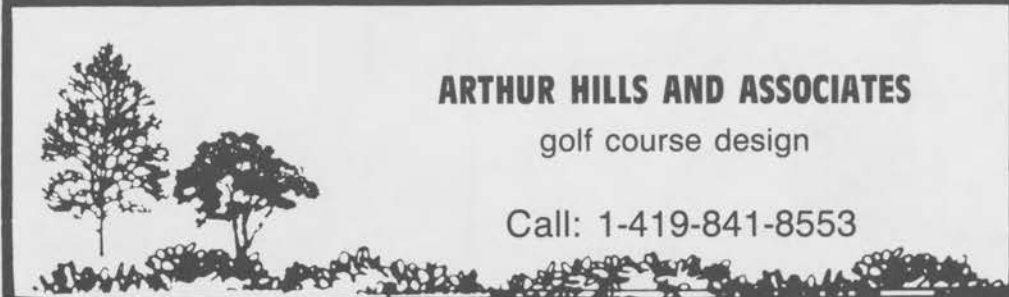
The place to start to examine golf course design is perhaps the oldest, and in my opinion the greatest, golf course in the world, the Old Course at St. Andrews, Scotland. This course is a product of 600 to 700 years of golfers trudging those sandy links, and so rather than being designed, it evolved with the game itself and, hence, it is the touchstone for design principles. At the Old Course, the basic rule is that the hazards at the green are on the left or middle left. This means that if you risk the hazards on a drive down the right side, then you are rewarded by an easier approach to the green than the left side driver. Although this may be a bit too simple, it does illustrate that what makes St. Andrews so great a challenge is a complex system of risks and rewards. This is the key element in all golf course design - a finely tuned balance of RISKS AND REWARDS. In addition the penalty should match the crime while always recognizing the average golfer's margin of error with each particular golf shot.

So the **spirit** of St. Andrews' "Old" Course is a system of risks and rewards that demands strategic planning of your golf shots. You must think ahead and not just hit the ball down the middle all of the time.

"Well, how does all of this apply today?" you may ask. The answer is that the most enjoyable golf courses to play demand that the golfer be able to apply a precise balance of **skill, strength and strategy**. So all golf course design must provide the opportunities for this to occur by producing a system of hazards and safe areas that can be managed by all golfers.

This process begins by analyzing the green or green site, determining what are the margins of error permitted

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BENTGRASS IN RETROSPECT

by

Roger A. Stewart, Jr., CGCS

In the past seven or eight years we have all heard about fairway renovation to Creeping Bentgrass. Riverside Golf Club was one of the first clubs in the Chicago area to undergo this process, and I thought this might be a good time to look back on what we did and where we are now.

In August of 1982 we began a three year program of bentgrass conversion. The positive effects of what we did are numerous, but I limit my remarks to a few. Most noticeable is the reduced irrigation requirement for bentgrass as opposed to **Poa annua**. Basically, we went from a quagmire in July and August, to a firm playing surface year round. An indication of this is that we have only restricted carts from fairway use three times in the last three years. This is a welcome relief to members who were used to coming out on 90° + days and not knowing if they were going to make it around if carts were restricted. We have experienced little or no damage from carts traversing wilted areas. Our expectations as to the durability of Creeping Bentgrass have been surpassed many times over. Before renovation, our budget for Pythium control alone was over \$12,000.00. Now we spend between \$4,000.00 and \$6,000.00 for the control of that same problem. Our chemical budget hasn't gone up in the last five years. We have also found that we must spend much less time babysitting fairway turf during hot weather and, therefore, can use that time more productively in the management of our predominantly **Poa annua** greens. An unexpected benefit has been the boost in morale on my crew in July and August because of better turf with less work.

All of this didn't take place without some problems. I knew that the management techniques used after renovation were the real key to the success of the program. We knew we had to reduce our irrigation and stress the **Poa annua** in order to maintain predominantly bentgrass turf. We probably took this principle to the extreme initially, which caused a great deal of consternation amongst my members and my committee. Words like concrete, asphalt, desert, and dust bowl began to show up in conversation around the club more often than I like. I suppose my credibility slipped a little in their minds during those early days in the renovation process. However, when I saw the bentgrass respond remarkably to our infrequent, but heavy irrigation, (3 hours of irrigation on 10-14 days intervals), I knew my convictions were strong and with time my members would see the benefits as well. The question was would they wait long enough? Thankfully, they did. We started out each spring after renovation with about 50% bentgrass, and then the next year it increased to 60% to 70%, and then to about 70% to 80% where it seems to have leveled off. This is a very manageable situation now. This year, one of the hottest and driest on record, the fairways really shine. If we had not done this renovation, the **Poa** would be gone and the quagmire

would be back. Yes, we have had to water a little more this year, (3 hours of irrigation every 6-10 days) and we do hand water a few dry spots, but we have grass that is alive and providing an excellent playing surface. We have not solved the divot regeneration problem caused by less irrigation, but we're still trying. This is a minor irritation for members who ride the fairways every day. We still "greensaire" our fairways, and we use growth regulators, and we use light weight mowers and less nitrogen fertilizer, all of which have a necessary place in our management plan.

I guess I can say the program was very successful for us. I have not heard of too many instances where this procedure was a failure. However, the greatest successes have been where a solid bentgrass management plan has been followed after renovation. I learned much more than what is written here, but most importantly I learned the old axiom of "following your convictions" pays off.

Now all I have to do is figure a fool proof way to keep **Poa annua** out of putting greens!

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around this green, selecting a fair distance to approach the green, then working backwards to determine where a fair approach shot must be played from, and then defend or improve it. In short, it means laying a golf hole out from the green back to the tee, which was how the first golf course architects did it.

Since the golf green is the key element in this process, that is where this discussion should now focus. But here is where we must remember those obvious facts I mentioned earlier, you remember:

- 1) Conditioning is more important than design.
- 2) The superintendents control conditions.
- 3) The superintendent should get the credit or blame.

Thus, if condition is so important, the golf green must be designed with maintenance in mind, which means good surface and subsurface drainage, a compaction resisting soil mix, sufficient cupset space, enough collar area to accommodate maintenance equipment, maintainable slopes outside the green, and a design and placement of bunkers so they fairly protect the green. But they must be far enough away to reduce accumulations of blasted sand, confining of foot traffic, and eliminate drying out of putting surfaces through superheated bunker faces.

Having been trained as a golf course superintendent, we know these factors well and believe that a green can

be designed which will meet all of these criteria. The general guidelines are as follows:

1. At least 4,200 sq. ft., of **usable** cupset area with a total green size around 6,000 ft.
2. A free-form design of the green with 75%-80% of it not seriously defended by hazards but 25%-30% of it is strongly defended.
3. Surface drain the green in 3 or 5 different directions with interior slopes of 2% to 4%.
4. Tile drain entire putting surface on 15'-18' centers and build with a high infiltration rate material (at least 8"/hour).
5. Mounds should "bleed" out into the putting surface and bunkers should be no closer than 12 feet to putting surface.

These are only general guidelines that can be occasionally modified. But where the skill of the golf course architect comes in is in knowing what is a fair target area within a green, how to defend it, and how to present it to all golfers of all skills. This topic can not be explained in a paper and some golf course designers work an entire lifetime without ever understanding it. It is not magic, either, but rather, it is a process that requires knowing how all golfers react to a given shot, knowing their probability of hitting various targets with various clubs under varying conditions, and then adjusting risks and rewards in

(Continued on Page 9)

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an artistic framework. This ability rests more on experience than on intellect.

This does not mean that the golf course superintendent can ignore these intrinsic factors, but it **requires** that the superintendent try to understand the design intent and adjust maintenance to enhance it. This means understanding speed and slope relationships within the putting surface and keeping putting a skillful pursuit instead of just mowing as short as possible and making it a test of luck. The same can be said of the width of fairway landing areas, the length of rough and collar grasses, and the softness of bunker sand, etc. The goal of maintenance should be to make the game more fun, not more difficult.

In the future I believe that golfers will place more emphasis on having a total outdoor environment rather than just a place to play golf. They will expect to see mini-landscapes integrated into the golf course, such as flower beds, rocks, waterfalls, wooden walls, ornamental trees and shrubs, etc. In America we have normalized the golf car and golf car paths so much that the naturalness found in links-land would be foreign. This situation may be either good or bad, depending on your point of view. It may be good in that it allows the superintendent to be artistically expressive through the location of these landscapes and

the materials he uses. It will force us to learn more about all plant materials and not just turf and trees so we become more multi-dimensional professionals. On the negative side it requires more work, study, and money to meet these expectations. If you believe this trend is inevitable as I do, you should begin, now, using and learning about these materials.

A basic rule that I follow is to use formal plants and devices in formal settings, such as around tees, walks, signs, ball washers, structures or bridges, etc., and informal plants out on the golf course proper. Formal plants and devices are such things as flower beds, steps, garden or hybrid flowers, landscape shrubs, and any kind of planting you commonly see around homes. Informal plants and devices refer to ornamental grasses, wildflowers, meadow grasses, such as hard and sheep fescues, prairie grasses, such as blue gramma, buffalo grass and wheat grasses. Properly used, these items can make your golf course distinctive and easier to care for.

In summary I would emphasize:

1. Condition is more important than design.
2. Make the golf course fun, not difficult.
3. Be fair to all skill levels of golfers.
4. Make the golf course a visual experience through landscape techniques.

CREDIT: The Greenletter

PLANT SPRING-FLOWERING BULBS NOW

by

James A. Fizzell, Sr. Ext. Adviser Horticulture, U. of I.

Nothing can brighten up a dull yard faster than spring-flowering bulbs. Most spring bulbs must be planted in the fall beginning in September, but planting can continue until the ground freezes so solid it cannot be worked. Tulips, hyacinths, and daffodils are the "old reliables" and contribute much to the home environment. It is also suggested to plant some of the "minor" bulbs for extended blooming times and for more colors, textures, heights, and flower shapes.

The following list contains only species that are true bulbs. True bulbs are enlarged bases of stems surrounded by fleshy, food storing scales, which are actually modified leaves. Corms, rhizomes, tubers, and tuberous roots are sometimes referred to as bulbs in common usage. Botanically, they are similar to bulbs because they store life-sustaining food until conditions are right for growth. The bulbs listed should all be planted in the fall.

Daffodil (Narcissus) - Yellow, gold, white, orange, red and pink, 2-18 inches tall.

Dutch Iris — White, lemon, gold, light blue, dark blue, purple, rich brown and combinations.

Fritillary, Crown Imperial (Fritillaria) — Yellow or orange, white or checkered, 3-4 feet tall.

Glory of the Snow (Chianodoxa) — Blue and white checkered, 6-12 inches tall.

Grape Hyacinth (Muscari) — Blue and white, 6-9 inches tall.

Hyacinth (Hyacinthus) — White, pink, blue, mauve, rose, red, purple, tawny orange, 8-12 inches tall.

Lily (Lilium) — White, yellow, pink, orange, red and maroon, 1-7 feet tall.

Oxalis violacea — Rosy purple to white, 10 inches tall

Puschkinia scilloides — Blue and white, 4-8 inches tall

Quamash (Camassia) — Lavendar, blue or white, 2-3 feet tall

Squill blue (Scilla) — Blue, 6-12 inches tall

Snowdrops (Galanthus) — White, 4-9 inches tall

Spring or Summer Snowflake (Leucojum aestivum or L. verum) — White, 9-24 inches tall

Star of Bethlehem (Ornithogalum) — White, 12 inches tall

Tulip (Tulipa) — All colors except true blue, 4-30 inches tall

Spring flowering bulbs are not fussy about soil as long as it is well-drained. Heavy soils can be improved by mixing in coarse sand and/or organic matter to a depth of one foot. The soil doesn't need to be rich in nutrients since the bulb already contains the food it needs to produce foliage and flowers in the spring. The only exception to fertilizing is to add phosphorous (bone-meal) at the time of planting to help with root development. Dig the hole the correct depth for planting, add one tablespoon bonemeal at the bottom of the hole, set the bulb firmly in place (pointed ends up), water and cover.

THE BUNKER SAND TRAP

by

Judith Ferguson Gockel
Agri-Systems of Texas, Inc.

Choosing a new bunker sand has many of the elements of organized gambling: if you are lucky or particularly skillful you could win, but the odds are not on your side. It is possible to even things up if some of the basic guidelines for making the selection are observed.

In the laboratory, several factors are taken into account. We make recommendations based on particle size, distribution of the particles, particle shape, color, cleanliness and cost. After we have done all that, we then bring the whole thing into the real world by firing a golf ball into a pile of the sand almost horizontally and then dropping it from a height sufficient to achieve something close to terminal velocity. If the material passes these tests, it is going to be fine.

For the individual in the field doing the selection, there are some points to consider. The first consideration is particle size. Experience has demonstrated that having the majority of the particles in the .25MM to the 1.0MM range provides the most satisfactory results. By majority, incidentally, we are referring to 85% or more of the material, not merely a percentage large enough to elect a President.

Particles exceeding 1.0MM work their way toward the top of any aggregation, while the fines are moved downward through the coarser materials. Any mixture of particles will demonstrate their characteristic while achieving stability.

Large particles blasted onto the green can cause damage to equipment, as well as becoming an uncomfortable hazard to bystanders. Deposits of the recommended sand range are usually very similar to the material used for topdressing. Consequently, they create few problems. An excess of the particles often indicate the presence of significant amounts of soil materials. These associated silts and clays can create serious drainage problems or complicate existing ones.

It is most desirable to have the bulk of the particles in the .5MM to .25MM range, except where frequent high or gusty winds occur. In this instance it is advisable to go to the larger size range.

Particle shape is harder to determine in the field and is largely a subjective determination in the field. There is no

(Continued on Page 15)

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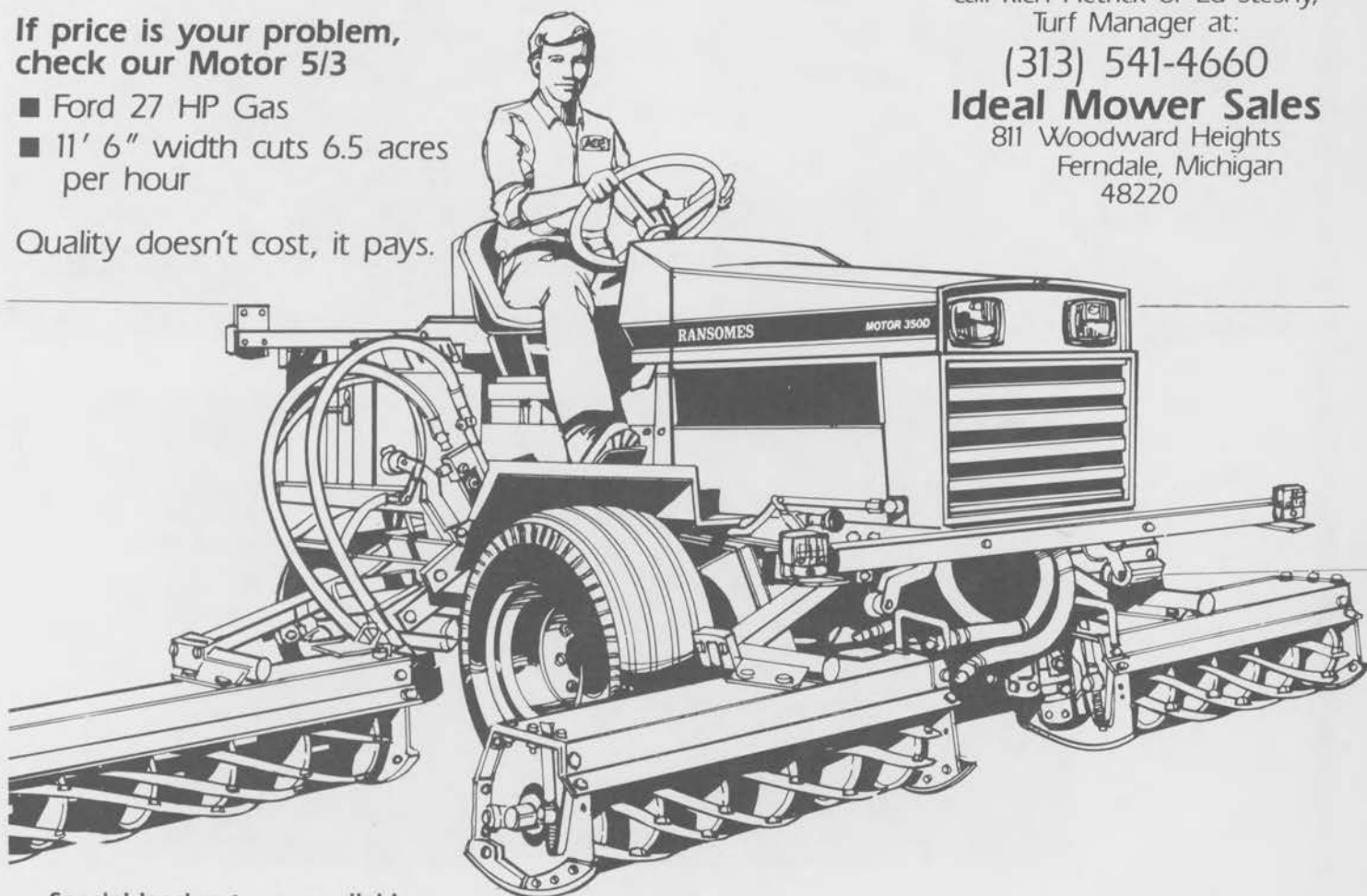
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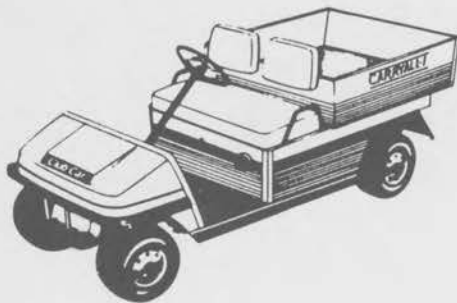


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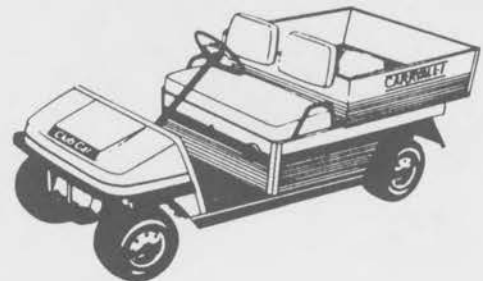
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BUNKER SAND TRAP

(Continued from Page 10)

national standard for sand; one company's mason sand may be another's concrete or glass sand. You can at least request an angular or sub-angular sand, which terms have loose meaning to most suppliers. The problems engendered by round sands make a determined search for angular materials worthwhile. Round sands are theorized to have windblown at some point in their history; the forces which create them are too great to have been mere water movement. They are inappropriate for most golf course uses, since they shift under pressures of various sorts. A good analogy is a boxful of ball bearings. If you apply pressure at any point everything moves eventually. Pity the hapless golfer, slowly sinking beneath a tide of encroaching sand while slashing hopelessly at his invisible ball.

Angular materials have some flat sides which interlock with those of other particles, establishing stability quickly and retaining it well in the long term. It is possible to go too far into the region of the angular, truly sharp sands, which may pack too hard, making explosion shots difficult. These determinations are difficult to make without special techniques, and these sands are best selected with a laboratory procedure.

The term "angle of repose" is related to particle shape; the more angular the particle, the greater the angle of

repose. The material is piled to the highest angle it will support without having grains of sand begin to avalanche down the sides of the pile. The test is done with material in the dry state; the presence of moisture increases this angle considerably in all sands.

Color is a consideration which requires special attention. While the beautiful white sands show up well on television and are much sought after by persons who must rely on visual appeal for sales of property or memberships, the white sands are also hard on the eyes and can make the ball hard to see in some situations. If you have a choice of materials, you might want to take into consideration your specific needs. If maintenance creates problems, bear in mind that the white and pale cream sands show contamination much more readily than some of the darker materials.

Compaction is another major consideration. The best results are usually obtained from the silicabased sands. There are white limestone sands which are available; however, they tend to break down, creating an undesirable quantity of fines. The fines can cement together, creating drainage problems; they can also produce a good deal of dust in windy conditions. This is your last choice if any other materials are available.

Cleanliness is a major consideration in the choice of a bunker sand. Many sands, including "washed" sands,

(Continued on Page 16)

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BUNKER SAND TRAP

(Continued from Page 15)

have a significant silt/clay component. This is difficult to determine quantitatively in the field. Because processing methods vary so greatly, one company's washing procedure may be much more or less efficient than another's. As with any of the conditions involving fine particles, the silt and clay can cause drainage problems and should be avoided. A percentage of no more than 2% total silt plus clay may be acceptable in a material which meets all other standards.

The final consideration is cost. As the ideal material must be screened, and in most cases washed, you can predict that your costs will be substantial. Do not assume that the most expensive material is necessarily the best one; the material may have to be processed much more intensively than its less expensive competitor in order to meet acceptable standards. In some areas there are local "name" brand materials with good reputations. These tend to be quite expensive and not always better than a less well-known one. The cost of hauling cannot be overlooked in the cost equation, since this factor can double or triple your total cost. In submitting material for testing, it is helpful to indicate relative costs of the materials, since we can weigh our selection using the same factors you do and assist you more effectively in making a choice.

There are a few things to bear in mind as you prepare to put your new materials in place. First, do not mix new material with old, contaminated sand. The bunker should be emptied, drainage checked and corrected, and then the new sand should be added.

Also, try to stage the addition of the material; have it brought to the course and dumped on a driveway or other hard, clean surface, then transfer it to the prepared bunker. This permits examination and control of incoming material. It is a good idea to specify that the trucks doing the hauling be cleaned before picking up your load. This prevents contaminating material, such as gravel or cement, being picked up by your fresh sand.


Finally, check with the supplier of your selected materials to determine that the deposit of the material you select is adequate to supply your needs for some time to come. Limited availability can affect your future addition, and require that you go through the whole process again much sooner than you would wish.

A little time spent initially on assessing your specific needs, making inquiries concerning available materials, and solving the initial cost versus maintenance cost equation will provide you with a more satisfactory longterm result. The more information you have, and can provide to us, the better able we will be to recommend the best material for your needs.



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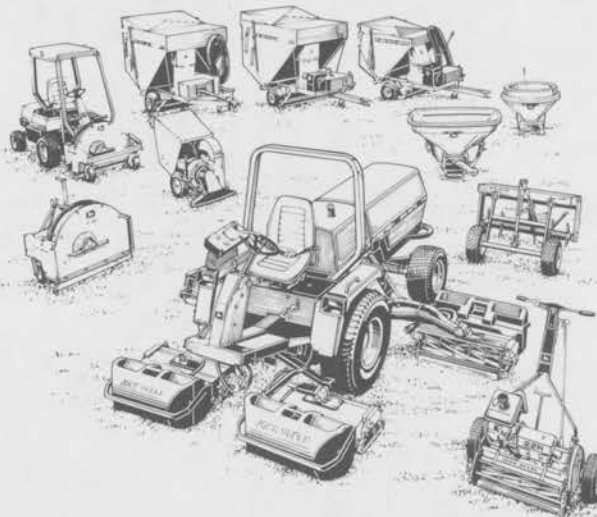


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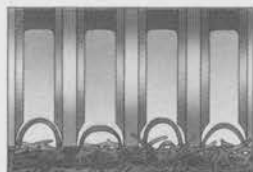
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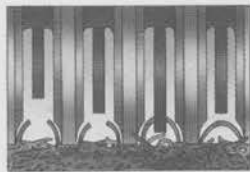
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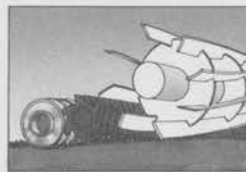
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GETTING ORGANIZED: HOW TO SCHEDULE YOUR DAY

If your workload keeps growing as fast as your workday seems to shrink, maybe your problem is a lack of organization.

A few minutes spent in planning can help you get more accomplished each day and help you run your operation more efficiently. Not everyone can be an efficiency expert, but even the most disorganized person can get more done by planning his work more efficiently. These eight suggestions can help.

1. At the end of each workday, take a few minutes to schedule the next day's activities — phone calls, meetings, interviews, and projects. Make a list, with the most important things to be accomplished at top. As other important things come up, you may have to change your plans, but having a list can help you keep your priorities in mind.
2. Schedule work according to your own personal efficiency. Not everyone works at peak efficiency first thing in the morning, so you should schedule the important things for a time when you are at your sharpest.
3. Decide whether you would rather tackle the tough projects first and get them out of the way, or ease into them by finishing the smaller tasks first.
4. Tough problems take concentration, and it is impossible to concentrate when you are continually inter-

rupted. If you know you are going to have to deal with a thorny problem, set aside some time for it. Let everyone know that you don't want to be disturbed and make yourself work at it.

5. Use an action request form for assigning tasks to your subordinates. It should include a description of the job, a deadline, and a person responsible for its completion. This system makes for more paperwork, but it does make assigning jobs easier and gives you a written record for reference.
6. Take a close look at the things that make up your day. Some of them may be merely habit and no longer necessary. Cut ruthlessly. A collection of minor tasks can take valuable time away from more important duties.
7. Group similar tasks into one time period. If you have to do similar things at different times during the day, try doing them all at once. Switching your concentration from one job to another can take more time than you think.
8. Don't agonize over decisions. There is a difference between spending a reasonable amount of time considering alternatives and delaying a decision because it is an uncomfortable one.

If you have to make a decision, make it. The only way you can avoid making a decision is by waiting until

(Continued on Page 22)

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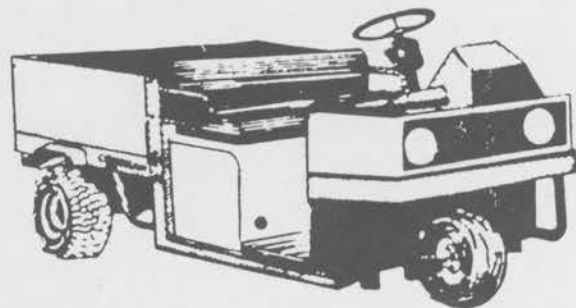
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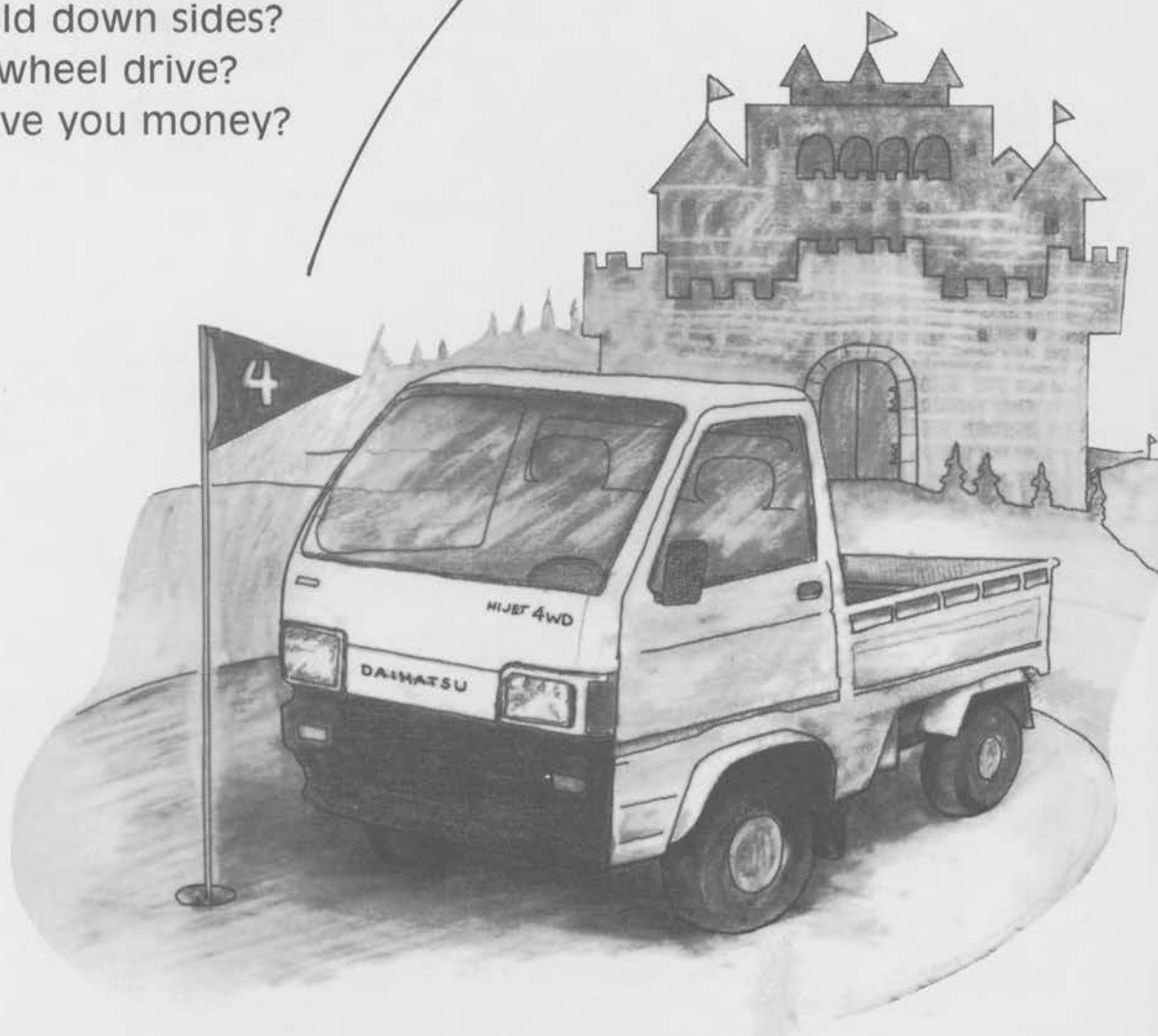
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GETTING ORGANIZED (Continued from Page 20)

you have only one alternative remaining. The last alternative may be the worst of the bunch.

These eight suggestions may not make you an efficiency expert, but they may help you re-evaluate your work habits. Not everyone works the same way, but it is important to find a system that works for you. Set your own schedule and follow it. You will be surprised at how much you can accomplish.

CREDIT: *ForeFront*, July 1979



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CREDIT: *Old Farmer's Almanac*, 1988

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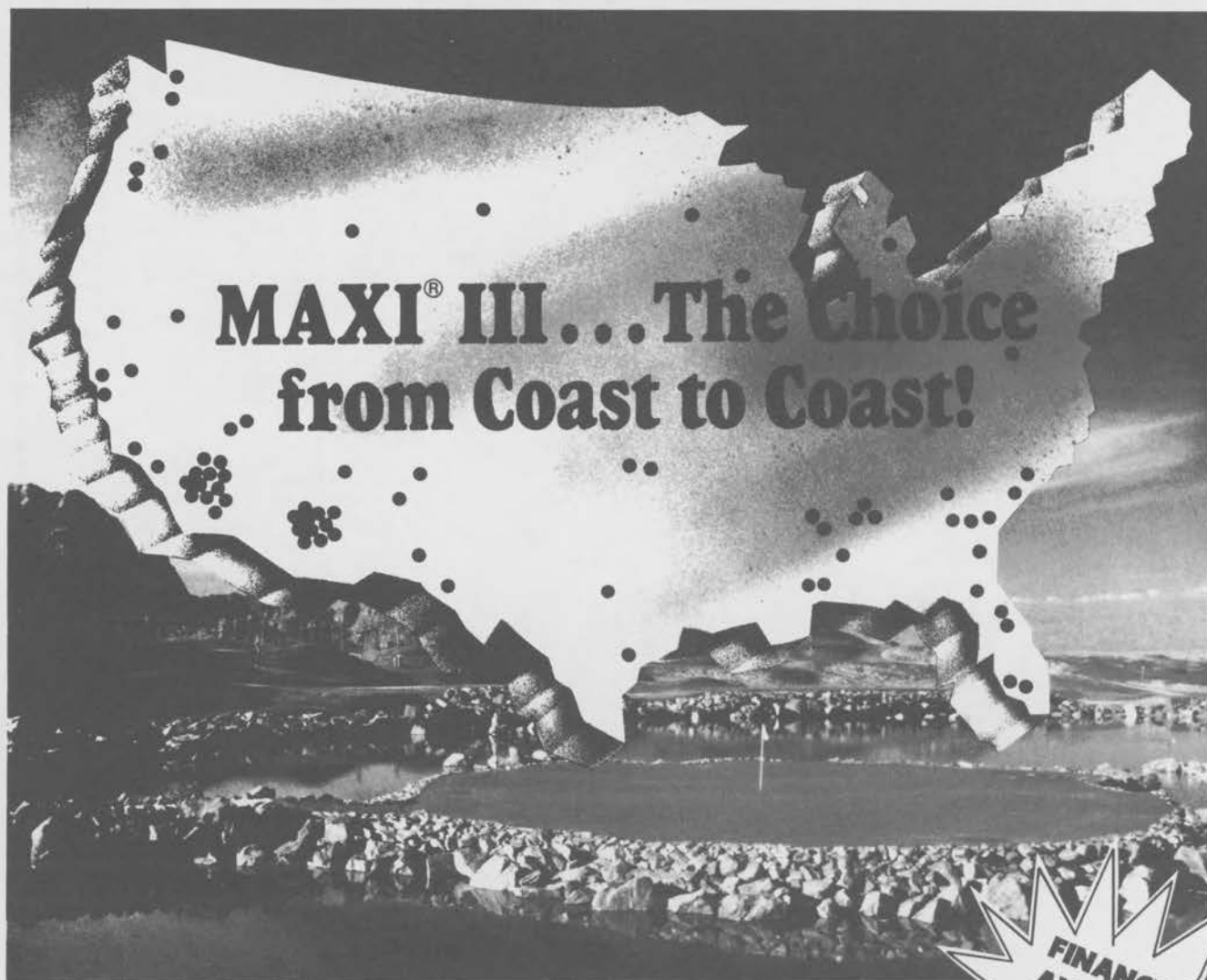
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3 Yes, GCSAA provides a meeting ground for superintendents. Each year, GCSAA sponsors an annual conference and show for its members. Last year more than 6,500 educators, industry representatives and members from all over the world attended. GCSAA's executive committee decided at its last board meeting that the conference experience is so valuable that first-year members should be encouraged to attend by being given free admission.

4 Yes, GCSAA offers recognition for superintendents. Through its public relations efforts, its magazine, and its award programs, GCSAA helps promote the image and the professionalism of the superintendent. GCSAA also provides information to superintendents about how they can use public relations to promote their own image to their course, their community and their association.

5 Yes, GCSAA provides each member with a life insurance program. Supplemental insurance, disability and pension programs also are available.

6 No, GCSAA can't help you with your golf handicap. You'll have to work on that yourself.

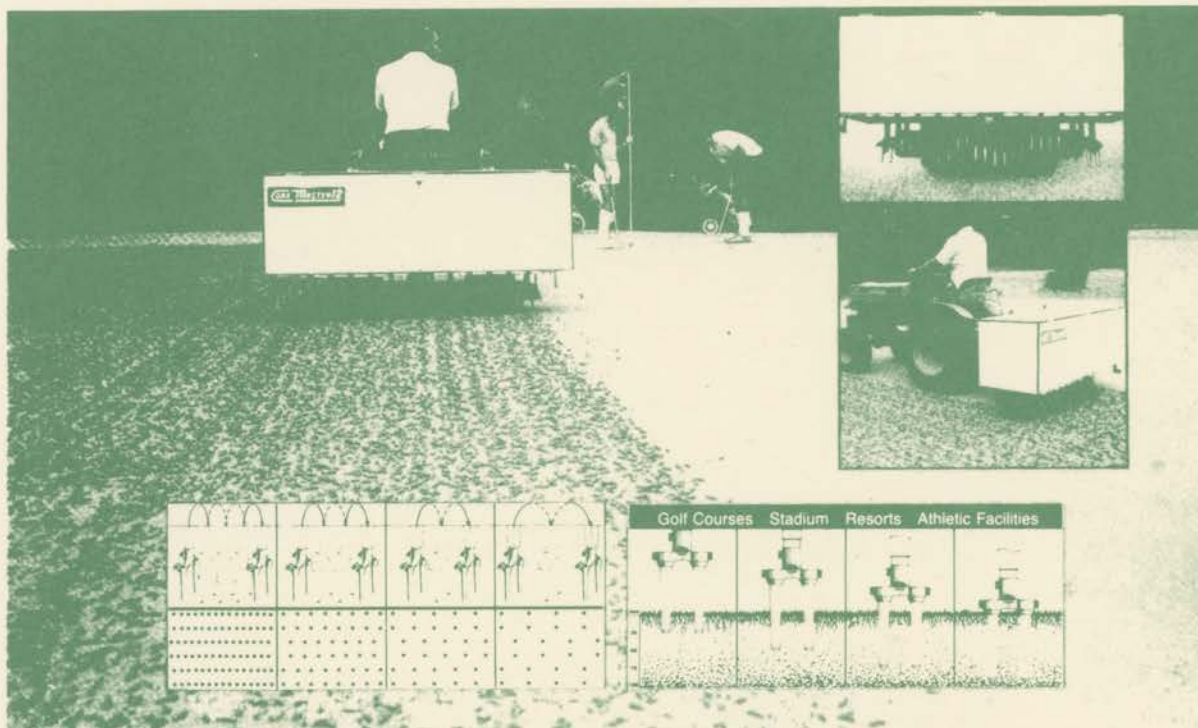


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