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through the GCSAA.

"One of our mandates here was to
give our house in order," said GCSAA
Executive Director and Chief Ex-
ecutive Officer Steve Mona. "And
that's a large part of what we've
done during my first five months
here.

Indeed, Mona is a product of
Anderson's impact. Since the
study was issued, GCSAA has seen
the departure of longtime Executive
Director John Schilling and the coun-
sel Robert Ochs and Director of
Membership Services Diana Green.
Per Anderson's recommendations,
GCSAA has created a completely
restructured hierarchy, with Mona
filling the newly created position of
executive director and CEO
(Schilling was merely the former).

The association also created
the positions of chief operations
officer — filled by Joe O'Brien — and chief
financial officer, filled by Julian
Arrendondo.

Since the Anderson study, GCSAA
has suspended overseas publica-
tions; worked more closely with
ally
published specifi-
cally
States Golf
Association; and joined the chemi-
ical trade association RISE (Respon-
sible Industry Sectoral Environment)
— something it refused to do
under the Schilling regime.

Now GCSAA has created three
new committees, which, Mona feels,
haven't been fully addressed:

Chapter Relations: According to
Mona, this department will inter-
face with the association's 113 chap-
ters nationwide. Unrest at the chap-
ter level was particularly evident at
the 1993 GCSAA Show in Anaheim,
Calif., where all but one of the by-
laws-drawn up in Lawrence —
were killed by voting members.

Technical Information Services: "One of the things we've heard over
the past few months is, we are the
logical people to gather and dissemi-
nate technical information, and we
do it," said Mona."This is the
information age, and creation of this
department is a reaction to that."

Career Development: Mona noted
GCSAA membership enjoys a very
high percentage of employment.
However, turf schools are turning
out more and more qualified gradu-
ates each year — and the number of jobs
is not keeping pace. In fact, the
stock of private clubs is declining.

"We hear a lot about guys in the
field for 20 or 30 years, making a nice
living, at a good club for a long time," said Mona. "But what's
exciting is, a guy who's just
completing a program he or she is
taking in a community college or four-
year college program — just
graduated from Lawrence. We're
talking about the Chicagoland area,
and they're the same quality of
people, but we're not finding them."

"I'm not sure what those positions
are we're looking for," said Mona.
"It's the work experience. Who do
these fellows have looked to for
guidance?"

Mona has been looking for a
development of this type, and he
thinks he's found one at the
University of Illinois in Urbana.

"That's a good move for us,"
Mona said. "If you talk to people
who are involved in the main agri-
cultural departments, they're
looking for new ways to market the
farmers and the crops they produce.
We think there's a need in this
country to educate people to be
trained in golf courses."

The association is also
looking into retraining programs, for
example, taking a skilled worker
who's worked his way up the ranks
then
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