

GCSAA's Strategic Plan 2006

1. GCSAA Vision and Goals

The Board voted to revise the association's vision and goal statements to reflect the focus on the success of the facility and the importance of the diversity initiative. We hope that chapters will consider adopting vision and goal statements that reflect similar priorities as GCSAA's:

GCSAA Vision Statement

GCSAA members will be consistently recognized as:

- ** Key to the enjoyment of the game.
- ** Crucial to the economic vitality of the facility.
- ** Clear authorities regarding issues related to golf course management
- ** Professionals belonging to an inclusive organization that embraces a diversity of ideas and people.

Members will take pride in belonging to GCSAA as the organization that provides them with increased recognition by continually:

- ** Expanding its role as a leading golf organization.
- ** Working to improve golf's positive environmental impact.

GCSAA Goals

1. Provide opportunities and support that enable our members to achieve career success.
2. Advocate for the interests of our members, the industry and the game of golf.
3. Contribute to golf facility success by providing relevant continuing education and information.
4. Thrive as a strategic, inclusive and responsive organization.

2. GCSAA Business Plan and Budget

The 2006 budget includes funding for two field staff positions, new outreach programs to promote the GCSAA Class A and CGCS "brands," and continuation of the membership marketing campaign.

The Board approved transitioning Newsline from a monthly paper and online publication to a weekly e-mail update in order to reduce the number of emails sent to the whole membership by bundling them in a single weekly e-mail.

Grants from The Environmental Institute for Golf to GCSAA for 2006 will total \$1,395,000, an increase of \$355,000 from 2005, made possible primarily because of increased Advisory Council giving. The increase in grants will be allocated as follows:

- ** \$155,000 for research, including \$85,000 to launch the GCSAA

Environmental Golf Course Profile Survey, which will collect baseline data on environmental practices, and \$51,000 for additional chapter research programs. The total EIFG grant to GCSAA for 2006 research funding will be \$430,000.

- ** \$100,000 for new outreach programs to communicate the message and work of the EIFG and position the superintendent as an environmental steward.

- ** \$55,000 for environmental programs, bringing the total EIFG grant in this area to \$455,000.

- ** \$50,000 for education, bringing the total EIFG grant for education to \$400,000, with \$185,000 each for online education and learning systems plus \$30,000 for chapter education.

A complete summary of the 2006 GCSAA/GCSAA Communications Inc. business plan is available at: <http://www.gcsaa.org/about/governance/2006plan.pdf>

3. Investment Reserve Goal

Excellent investment returns in 2005 helped us meet our reserve target (50% of annual revenues) three years earlier than anticipated. The Finance Committee is drafting a policy to recommend to the Board how to allocate those funds to meet GCSAA's strategic objectives.

4. Dues Pricing Strategy

The Board also discussed the dues pricing strategy that was introduced at the 2005 Chapter Delegates Meeting, where 100% of the delegates supported exploring further the concept of a dues pricing strategy tied to the consumer price index.

The Board assigned the Standards/Bylaws Committee to develop specific language for a proposed bylaws amendment. The timeline calls for providing the proposed language to the delegates in May so that they can solicit feedback from chapter members before the 2006 Chapter Delegates Meeting. After hearing the delegates' feedback, the Board will vote whether to recommend the amendment for passage during their October meeting, and the proposal would appear on the ballot at the 2007 annual meeting.

5. Pace of Play Initiative

The Board and representatives of the Carolinas GCSA and Carolinas Golf Association discussed feedback from the Strategic Communications Committee regarding a draft position statement on the issue of pace of play.

The Board's consensus, with strong support from the Carolinas

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guests, was for GCSAA to lead the development of an industry-wide coalition to address the pace-of-play issue on as many fronts as possible in a well-coordinated initiative. GCSAA also will seek support from a variety of media partners.

GCSAA has already secured interest in such an initiative from all the allied associations who are partners in presenting the Golf Industry Show (including CMAA, which joins the event in 2007), as well as the PGA of America, PGA TOUR, United States Golf Association and International Association of Golf Administrators. Work will now begin on formalizing commitments and detailing strategies and a communication plan. The Board hopes for a formal joint announcement of the initiative at an appropriate venue during 2006.

Communication with golf audiences will focus on how improving pace of play can enhance enjoyment of the game, encouraging players to play from the correct tees, be "ready-to-play," repair ballmarks, and so on.

Likewise, communication with allied and industry audiences will focus on the importance of managing pace of play to achieve facility goals for revenue generation and customer satisfaction. Recognizing that each facility will have different goals and thus different solutions, each allied association will provide information about a wide variety of strategies that can be implemented in its own area of facility management. For example, GCSAA will provide information about how course setup and maintenance practices can be modified to impact pace of play.

6. Publication of Board Votes

The Board received a second legal opinion on the advisability of publishing board votes. That opinion concurred with current policy of not conducting roll call votes or publishing vote counts. However, given the significant concern expressed by a small minority at the Chapter Delegates Meeting, the Board approved a change in the Board Self-Governance Policies to permit Board members to disclose their own vote on a non-confidential issue when asked by a member. The Board also committed to continue working to improve transparency of its operation.

Board members are still bound by the Unanimity of Voting provision to support the decisions of the Board. The policy regarding availability of minutes was not changed. Voting members may view Board meeting minutes at headquarters.

7. Board Self-Governance Policies

In addition to changes in the confidentiality policy mentioned under 6) Publication of Board Votes above, the Board also approved the creation of a Board Policy Oversight Task Group. This task group will be convened every three years, beginning in 2006, to review the findings of an independent auditor's comparison of Board of Directors support and expense policies with three organizations that are comparable to GCSAA in terms of budget, membership, type of organization, scope of work and

representation, and scope of Board involvement, duties and tenure.

The task group's recommendations and any subsequent Board action will be presented at the Chapter Delegates Meeting.

The task group will be composed of the members of the Nominating Committee plus two additional members:

1. One member at large, approved by a majority of the Board of Directors from among the nominees presented by Board members.
2. The most recent past president who has not served with any current Board members. Together with the chairman of the Nominating Committee, this will cover a span of 14 to 18 years of Board history, with no stake in current or future policies.

8. Nominating Committee

The Board approved changes to the Nominating Committee Standard Operating Procedure (SOP) to remove references to the Post-Conference Board Meeting and to reflect that Nominating Committee members will serve on the Board Policy Oversight Task Group when it is convened every three years, beginning in 2006.

The Board also selected the members of the 2006 Nominating Committee. Immediate Past President Mark J. Woodward, CGCS, who is retiring from the Board at the annual meeting in Atlanta, will chair the committee and represent Region IV. Other members of the Nominating Committee and the oversight task group will be announced after they are confirmed.

9. Strategic Indicators: Career Success

The Board conducted an in-depth review of the strategic indicators designed to measure impact on career success.

The board's consensus was to focus on:

- ** Expanding efforts to communicate to the employer audience via advertisements and editorial in publications they read
- ** Utilizing field staff and existing relationships for face-to-face communication with employers and influential golfers at events they attend
- ** Collecting and publishing data of interest to employers, such as average costs
- ** Developing programs that offer both great educational value and an opportunity for golf to attract employer audiences
- ** Working to increase the number of employers who attend the Golf Industry Show, and drawing from their numbers for the Facility Task Group
- ** Involving the Facility Task Group in accomplishing career-related strategic objectives.

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10. National Institute of Golf Management

Board members noted that the National Institute of Golf Management offers an outstanding three-year program for golf facility owners, superintendents and other key personnel. The 2006 program was held Jan. 8-13 at Oglebay Resort and Conference Center in Wheeling, W. Va.

On the NIGM web site, Mark S. Farrell, chairman of the NIGM Board of Regents, describes the school's curriculum as both comprehensive and designed for interactive learning. Visit the NIGM web site at:

<http://www.ngf.org/nigm/cgi/default.asp>

"Direct benefits for those who attend will include best practices shared between all participants and faculty (over 175 golf courses represented), new marketing and promotional ideas with proven success and ready for immediate implementation, and a working understanding of the key components of golf course leadership and management with excellent support materials for future reference," Farrell explained.

The program is designed for golf course superintendents to take away both a better understanding of the functions of the entire facility and a team concept that can be brought back and implemented at their facility. Participants also develop a network of industry contacts and business relationships that provide a year-round resource for questions in every area of the business.

Immediate Past President Mark J. Woodward, CGCS, has taught courses for the program and is a former member and chairman of the NIGM Board of Regents. GCSAA Class A member Sean P. McHugh, CGCS, is currently serving on the NIGM Board of Regents. McHugh is chief superintendent of golf/turf at Cleveland Metroparks, Bedford, Ohio.

GCSAA is an educational partner with NIGM, and completion of the school earns more than 2.0 GCSAA education points. For more information, contact Sarah Clopton, GCSAA Curriculum Manager, at (800) 472-7878, ext. 3605, or via e-mail at: [http://mailto:sclipton@gcsaa.org](mailto:sclipton@gcsaa.org)

11. Methyl Bromide

The Board discussed the status of methyl bromide under the Montreal Protocol and options for helping superintendents in Florida, south Texas and southern California who need an effective and economical alternative. During the Golf Industry Show in Atlanta, GCSAA will be conducting a meeting to discuss the issue with appropriate representatives of GCSAA, the Florida GCSA and one of the leading methyl bromide distributors.

GCSAA also will be strongly encouraging industry clients to conduct research to find a viable alternative to methyl bromide before the current stockpile runs out.

Information about the phase out of methyl bromide as a soil fumigant due to its status as an ozone-depleting substance is

available at:

<http://www.epa.gov/ozone/mbr/>

The EPA fact sheet about methyl bromide is available at: http://www.epa.gov/pesticides/factsheets/chemicals/methylbromide_factsheet.htm.

12. Legislative/Regulatory Agenda

The Board approved the 2006 Legislative/ Regulatory Agenda, which will soon be available as part of the online advocacy manual at:

<http://www.gcsaa.org/resources/advocacy/advomanual/default.asp>.

13. Certification Code of Standards

The Board approved amendments to the Certification Code of Standards to reflect the portfolio requirement and the addition of service points for participating in a media interview relating to golf course management and for judging certification portfolios. The updated Certification Code of Standards will soon be available online at:

http://www.gcsaa.org/mc/certification/cert_code.asp

14. Chapter Affiliation Agreement

The Board approved two amendments to the chapter affiliation agreement that runs through Dec. 31, 2008, incorporating recommendations from the Chapter Relations Committee regarding chapter effectiveness and communication with chapters about chapter members' Class A renewal achievements.

Details about the amendments, which do not change any requirements for current chapters, will be provided in a separate communication to chapters. Chapters will then have a 90-day comment period to raise any objections or concerns before the amendments take effect.

15. Webcasts for Chapter Presidents

Last week, 22 chapter presidents participated in GCSAA's "Conversations with Chapter Presidents" webcast series. The program focused on how to have a successful year as a chapter president by taking advantage of the resources and tools available. The group discussed some of the common challenges impacting chapters and members. Special thanks goes to John Fulling Jr., CGCS, Western Michigan GCSA past president, for sharing his insight and experience. If you missed the webcast, but would like to hear the recording of the program, please contact Janet Satterlee, senior manager of chapter services, at:

<mailto:jsatterlee@gcsaa.org>.

GCSAA will continue to offer quarterly webcast programs for chapter presidents.

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SILENT AUCTION & ENVIRONMENTAL INSTITUTE

Since 1926, GCSAA has been the leading professional association for the men and women who manage golf courses in the United States and worldwide. From its headquarters in Lawrence, Kan., the association provides education, information and representation to more than 20,000 individual members in more than 72 countries. GCSAA's mission is to serve its members, advance their profession and enhance the enjoyment, growth and vitality of the game of golf. Visit GCSAA at www.gcsaa.org.

For more information contact: Teri Harris, GCSAA managing director, development, at (785) 832-4465; **Greg Lyman**, GCSAA director of environmental programs, at (785) 832-3625

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