

rently completing a curriculum map of the existing programs. This involves comparing the content of educational opportunities (like seminars and courses) against the competencies that superintendents need to be successful. Performing a gap analysis tells us whether our current programs match the competencies completely, somewhat or not at all. Due to the diverse nature of our members' jobs, we will not be able to offer all the education our members need. Therefore we will rely on our members to tell us what they want GCSAA to develop and what should be provided via external sources.

At GCSAA, we are challenging our existing ways of providing services to members. We are investigating new ways to turn information and research into education. The goal is not to make life more difficult for members, but to create meaningful learning experiences that will enhance a superintendent's

ability to be successful on the job:

In October, 1999 the education committee adopted a new vision and mission for this program that contained several guiding principles. We will use this as our guide for developing programs for the future:

GCSAA education will be the main contributor to the professionalism and competency of golf course management and will be consistent with the best practice standards for state-of-the-art content, delivery and instruction. This will be accomplished by designing learning opportunities that are:

- Interactive
- Accessible
- Learner centered
- Available with multiple delivery systems
- Competency based
- Global in scope
- Culturally responsive

This results in instruction that is practically transferred to the workplace

and provides optimal value to all stakeholders.

All of the questions have not yet been answered, but it is clear that the education program currently available to members will be of higher quality, more diverse and available to more members in the future.

How To Hire A General Manager

GCSAA has a new Career Development booklet entitled, "How to Hire a General Manager." While the booklet is aimed at employers and owners of golf courses, I am trying to get the word out about its availability to golf course superintendents, too.

Some of the information in it should be of interest to superintendents who are interested in pursuing a career as a general manager.

Also, if a superintendent has a gen-

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Shared Competencies

For job descriptions, here is a quick review of competency areas that are (potentially) shared by both general managers and golf course superintendents.

Club Management

- Policy formulation
- Board relations
- Committee relations
- Career development
- Golf operations management
- Golf Course management

Food and Beverage

- Pricing concepts
- Ordering/receiving/controls/inventory
- Quality control
- Accounting and Finance
- Budgeting
- Cash flow forecasting
- Compensation and benefits administration
- Financing capital projects
- Computers
- Business office organization
- Long-range financial planning

Human Resources

- Employee relations
- Management styles
- Organizational development
- Hiring/retention of staff

- Balancing job and family responsibilities
- Time management
- Stress management
- Labor issues
- Leadership

Building and Facilities Management

- Preventive maintenance
- Insurance and risk management
- Remodeling and renovation
- Hiring and overseeing contractors
- Energy and water resource management
- Security

External and Government Influences

- Legislative influences
- Regulatory agencies
- Environmental law
- Labor law
- Club law

Management and Marketing

- Communications skills
- Marketing through in-house publications
- Professional image
- Member contact skills
- Media relations
- Marketing strategies

Editor's Note: It is not the intent of GCSAA to push superintendents towards the role of general manager. There has been enough movement in that direction already coupled with expressed interest from a significant number of GCSAA members to warrant making this type of educational tool available to those who wish to become general managers.

eral manager position open at their facility and is interested in it, this booklet would be helpful to pass along to their employer.

The "How to Hire a General Manager" booklet is complimentary to GCSAA members and can be ordered by calling the service center at 800-472-7878.

While on the subject of the general manager position, I would also like to make your chapter aware that the Club Managers Association of America (CMAA) has extended an offer to GCSAA members to take education classes presented through CMAA.

This should be of interest to golf course superintendents who are interested in broadening their skills to pursue a career as a general manager. Refer to the CMAA at www.cmaa.org or call 703-739-9500 for more information.

KIM HECK

*Sr. Director of Career Development
GCSAA*

From the Introduction to "How to Hire a General Manager"

As competition grows in the golf industry, some facilities have changed from a green committee or advisory board reporting structure to a general management structure in the interest of keeping their competitive edge with other golf facilities.

Many successful golf courses are managed by a triumvirate of the club manager, golf course superintendent and golf professional. However, if

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your facility is already operating under a corporate-style of management or you are considering reconfiguring your facility's management structure, you may need an excellent general manager to oversee the daily operations.

General managers for all types of golf facilities may very well come from the ranks of golf course superintendents.

- More than 90 percent of all golf course superintendents have attended college
- 71 percent have attained a two- or four-year college degree
- 31 percent of golf course superintendents have indicated an interest in pursuing the position of general manager

Although every golf course is different in its organizational structure, today's superintendents are increasingly assuming the responsibilities for other operational functions relating

to the management of the entire facility.

Superintendents already manage the largest work force and the greatest portion of most facilities' budgets. Additionally, they are responsible for vast acres and millions of dollars worth of real estate, and they must be fully aware of and comply with federal, state, and local laws, rules and regulations.

This expanded knowledge, broadened management skills, and continuing education makes the superintendent an obvious choice when needing to fulfill the position of general manager.

This booklet is written with information gathered by the career development department of the Golf Course Superintendents Association of America.

It is intended to guide employers in their decision making when hiring for the position of general manager at their golf facility. Within this booklet, you

will find:

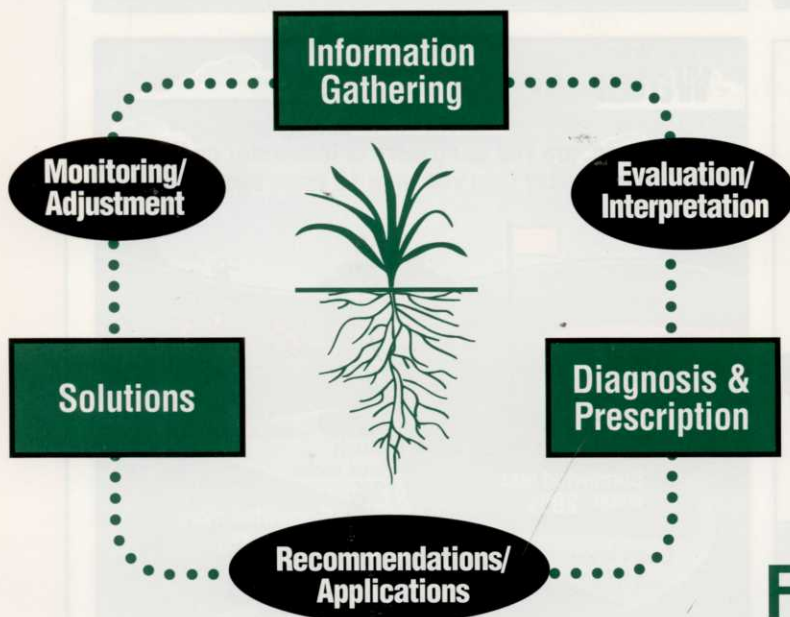
- The role of the general manager
- Analyzing the needs of your facility
- A comparison of job descriptions between the positions of superintendent and general manager
- The interview and selection process
- Creating a performance evaluation system for your general manager
- Ways GCSAA can help you

Not every superintendent is going to be the perfect candidate for a general manager position. There are a lot of business management skills involved in the management of an entire golf facility, and not every superintendent will have the desire to work more hours indoors nor the adequate training to meet the skills set required of a general manager.

However, with the right training and skills, a golf course superintendent should be the first place you look when hiring for the position of general manager at your golf course facility.

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