

would have liked to have had the results of this study in our hands at that meeting.

There are more requests for funding of research in Florida now than ever before. Each year the FTGA turns down many projects because we don't have the money. The USGA and the GCSAA have helped with many projects in Florida but their funding also has to be spread across the whole United States. Dr. Terri Nell and I have presented the \$5-a-member donation plan at many meetings with very limited success. We had a meeting together yesterday to evaluate our success and failures. Dr. Nell stated that we had never had anyone tell us that they didn't like the program. We have had several general managers and management companies tell us they would just like to send in a check from the club instead of billing the membership. We certainly would welcome their support in this manner.

This year we have received endorsement and permission to use the logo of the FGCSA, the Florida chapter of the Club Managers Association of America and the USGA in our fund-raising campaign. IFAS researchers Drs. Laurie Trenholm, Philip Busey, John Cisar, Lawrence Datnoff, and Robin Giblin-Davis have all written letters of need in support of this program. The club manager's association board of directors has agreed to request donations from their members when dues are billed.

The FTGA has donated \$2 million for research in the last 20 years. You as golf course superintendents could really help the program by talking to your club managers and green committees about sup-

porting this funding program and assuring them that this research money returns far more to the members than the meager \$5 donation. If only half of the private clubs participated, we could achieve in two years what it has taken the FTGA two decades to accomplish. Don't you think \$5 is a worthwhile investment in the future of golf?

GCSAA News

Committee Structure Changes

To Increase Involvement,
Elevate Strategic Focus

Increasing opportunities for meaningful member participation and raising discussions to a more strategic level are key goals in a phased transformation of the association's committee structure.

The transformation will start in 2004 with the creation of two new "umbrella" committees, which will be composed of members and others with relevant expertise and will be chaired by board members.

As needed throughout the year, the committees will convene task groups consisting of two or three members of the umbrella committee (one serving as chairman) plus additional members and other experts in the specific area. Task group assignments may involve commitments as brief as one or two conference calls, or as extensive as multiple in-person meetings over two or three years, which will provide more flexible opportuni-

ties for volunteer service. Once its assignment is complete, the task group will dissolve.

"We think it is critical to have a wide range of perspectives in the room when we are developing strategies," said President Jon D. Maddem, CGCS. "Our aim is to bring members with experience and expertise together with experts in relevant disciplines and our professional staff. This new structure will allow us to take a higher-level, integrated approach overall, with great flexibility in targeting specific issues as they arise.

"We are using a phased approach to implement the system so that we can apply what we learn during 2004 as we implement additional changes."

For 2004, the umbrella committees will be formulated as follows:

- The environmental programs committee and its related task groups will replace and expand upon the current environmental stewardship, government relations and research committees and begin work on the priorities identified during the July 2003 Environmental Institute for Golf strategic planning meeting.
- The strategic communications committee and its related task groups will replace and expand upon the current member communications and Web strategy committees.

As a result of this more flexible form of involvement, it is expected that the environmental programs and strategic communications committees, and their related task groups, will involve at least as many members as the current five and more over time. Other

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than the Institute focus group, which will complete its service in January 2004, all other currently active committees and resource groups will continue in their current form for 2004.

The next phase of implementation, anticipated in 2005, would reconfigure most of the other existing committees into two additional umbrella committees in the areas of professional development and member/chapter services, along with numerous related task groups in each area. The nominating, election and standards/bylaws committees would continue as stand-alone committees, in accordance with the bylaws.

Maddem provided participants in the September Chapter Delegates Meeting with a preview of the changes to the committee structure.

"Serving on a committee or task group is the chance to help mold GCSAA's strategies and policies," Maddem said. "It also is a fulfilling way to share your experience and expertise while you build leadership skills that you can use at work and in other organizations."

Members interested in serving on a GCSAA committee or task group must complete the online volunteer form by Dec. 1. Members who serve on GCSAA committees or task groups are eligible to receive service points for their participation.

Outcomes of The Environmental Institute for Golf Strategic Planning Session

In keeping with the spirit of the above-mentioned pooling of resources and integrating overlap-

ping areas of interest, 58 golf industry leaders and GCSAA staff met at headquarters in Lawrence, KS on July 29-31 to discuss how the newly named Environmental Institute for Golf, could build on the basics provided by the former GCSAA Foundation. Attending on behalf of the FGCSA were David Fry, Tim Hiers and Joel Jackson.

This gathering of stakeholders from a variety of disciplines is in keeping with the new format indicated above for committees and resource groups. The inter-relationships of various areas of interest will be combined to maximize results and avoid duplication of effort.

The meeting was facilitated by Jeffrey Cufaude of Idea Architects, Inc. After the ground rules were discussed the group was asked to leap forward in time to 2008 and develop a shared vision of what the Institute might accomplish. Remembering these are intended to be far-reaching goals, here is how the Institute might be viewed.

It is 2008 and the Institute

- Conducts an organized, collaborative effort to lead golf's environmental stewardship activities.
- Focuses on delivering programs and services that are targeted at maximizing the environmental sustainability of the game and golf courses.
- Operates as "the" organization that funds sound science and documentation on environmental issues that can be used in a practical manner by all stakeholders resulting in changes in behavior.
- Provides education in the formats appropriate to

the various audiences (superintendents, owners, builders, architects, developers, golf professionals, club managers, policy makers, regulators, environmentalists and golfers).

- Serves as the clearinghouse of information in the environmental and golf arenas.
- Generates positive PR and public awareness based upon the results of the environmental work of the golf industry.
- Operates with sufficient funding to conduct meaningful information collection, research, education and outreach programs.

This is a very simple list and does not do justice to the discussions both in small working groups and general sessions where detailed questions and ideas of how to accomplish those goals were brain stormed, argued, defended and debated for two and a half days. Steve Mona, the CEO of GCSAA, thanked one and all for their open and candid comments. He congratulated the group on the successful sharing of ideas and addressing tough issues. Mona reiterated The Institute will operate under three principles:

- Collaboration
- Accountability
- Responsibility

Jeffrey Cufaude closed the session with this quote from philosopher Huston Smith:

*"Infinite gratitude toward all things past.
Infinite service toward all things present.
Infinite responsibility to all things future."*

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