



From left, new GCSAA managing directors Bryce Gartner, marketing; Teri Harris, development; Hannes Combest, member programs; and Cam Oury, finance.

# GCSAA Fills Vacant COO Post With Team of Directors

By Steve Mona, CAE

I have never been shy in recognizing the valuable contributions the GCSAA staff makes to the success of the golf course superintendent and the association as a whole. Since arriving at GCSAA almost 12 years ago, it has been my goal — and that of the elected leadership — to ensure that we are attracting, building and retaining a talented and motivated team.

I realize that as our staff develops, there will be those who leave us for other opportunities. I am proud that GCSAA has been able to further the career of several outstanding individuals.

As you know, Julian Arredondo left GCSAA earlier this year after 11 years of service on the executive staff, first as the chief financial officer and later as the chief operating officer. As is the case with all open positions, we evaluate the needs of the organization and align our resources to best meet them. While Julian's departure was a loss, we are fortunate that GCSAA has developed depth on its staff over time.

Therefore, in late June, I announced a new structure for our senior leadership level that provides the best means to accomplish organization goals — and serve the members. That decision came after spending considerable time speaking with industry leaders and peers within the association-management profession.

Normally, I would not consider staff organizational issues to be of significant importance to association members, but I also realize the GCSAA member-staff relationship is unique. There is a high-level of mutual respect and admiration between the two groups and a strong esprit de corps present that has served the association well. Because of this interaction, I am sharing some basics of the structure so the membership can gain a greater understanding of association operations.

The new management structure will not include a chief operating officer position. Rather, I will have four managing directors report to me, focusing on the areas of Member Programs (career services, education, environmental programs, meeting planning), Marketing

(communications, brand management, publications, technology), Development (Environmental Institute for Golf, corporate marketing and sales) and Finance (accounting, facilities, member solutions). Such a structure allows me direct and frequent access to those individuals conducting the day-to-day business affairs of the association. We have been operating under a similar structure since Julian's departure and have been pleased with the results.

The managing directors include Hannes Combest, member programs; Teri Harris, development; Bryce Gartner, marketing; and Cam Oury, finance. Each is considered an equal member of what internally is known as the Senior Leadership Team. Cam Oury will continue to execute the responsibilities he was assigned when hired to fill the chief financial officer position when Julian moved to chief operating officer. Cam will continue to use the CFO title when appropriate.

Having a talented staff is crucial to the success of GCSAA and ultimately its members. We employ a detailed staff development program that includes ongoing coaching, mid-and end-of-year reviews, 360 degree evaluations and individual development plans. We also evaluate our staffing resources and needs when positions become open, and in the budget and planning process.

With the changes I have noted and with the processes we have in place, I am confident we are making strong progress in the achievement of our mission, vision, goals and strategic indicators.

**Editor's Note:** *As we go to press, the GCSAA and Golf Course Owners Association have announced officially that the 2006 Golf Industry Show scheduled for New Orleans has been moved to Houston, Tex., which is also the site of the 2006 GCSAA Golf Championship. Check out the most recent information regarding registration and housing at [www.gcsaa.org](http://www.gcsaa.org).*



Steve Mona, CAE  
GCSAA Chief  
Executive Officer