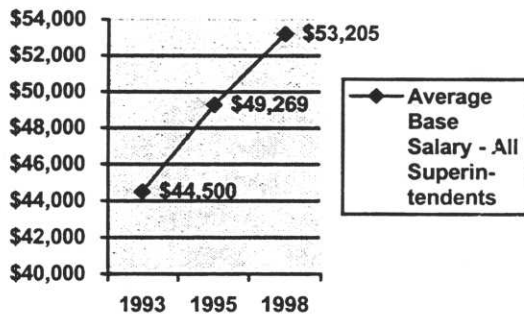


Trends in Compensation and Benefits for Golf Course Superintendents

The information presented in this report is based on surveys of compensation and benefits received by GCSAA member superintendents. Two separate surveys were conducted during 1995 and 1998, based on survey instruments that did not widely vary. Additional information is drawn from a similar survey conducted in 1993. The figures presented in this report are based on statistical summaries presented in each of those individual survey reports. Complete survey results are available by contacting the GCSAA Career Development department at (800) 472-7878, ext. 655.

Compensation – All Superintendents

In 1998, the average base salary for golf course superintendents rose to \$53,205. The observed increase represents a 19.5 percent gain since 1993, or increase of \$8,705 in 5 years.



In 1995, 57 percent of superintendents felt adequately or overly compensated. Today, this number is 70 percent. Half of all superintendents earn more than \$50,000 annually today; 15% of all superintendents earn more than \$75,000 annually.

Experience & Education

The results of the 1998 Survey compared with findings in 1995 indicate experience and education continue to be significant factors driving salary increases.

Experienced certified superintendents continued to command the most significant average salary increases during the reporting period. Certified superintendents with more than 20 years' experience received an average 17.9 percent salary increase from 1995 to 1998, and certified superintendents with 15-19 years' experience received an average 17.3 percent salary increase. These increases were significantly greater than the national average CGCS salary increase of 10.4 percent during the same time period.

Similarly, certified superintendents with the highest education levels realized greater salary increases than their peers during the reporting period. Certified superintendents with master's degrees averaged 18.0 percent increases from 1995 to 1998; certified superintendents with bachelor's degrees, 9.9 percent increases; and certified superintendents with 2-year certificates, 8.6 percent increases.

| | 1998 Avg. Salary | 1995 Avg. Salary | % change |
|---------------------------------|------------------|------------------|----------|
| CGCS with bachelor's degree | \$64,912 | \$59,068 | 9.9% |
| CGCS with master's degree | \$67,355 | \$57,078 | 18.0% |
| CGCS with 15-19 yrs. experience | \$66,286 | \$56,512 | 17.3% |
| CGCS with > 20 yrs. experience | \$66,774 | \$56,618 | 17.9% |
| CGCS National Average | \$62,948 | \$56,994 | 10.4% |

Compensation for Certified Golf Course Superintendents (CGCS)

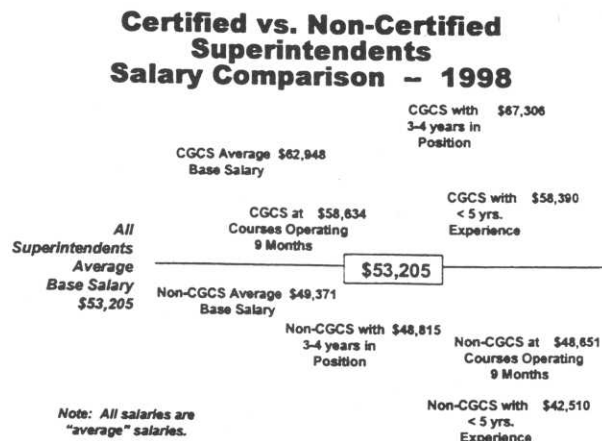
The average salary of a CGCS rose to \$62,948 from \$56,994 in 1995, a 10.4 percent increase, or an average annual increase of 3.5 percent. The average base salary for all superintendents increased 7 percent from 1995 to 1998, at an average annual rate of increase of 2.3 percent.

Certified superintendents' salaries average 27 percent greater than superintendents who do not have GCSAA certification. Furthermore, certified superintendents in almost all categories of comparison exceed the national average base salary for all superintendents. The following chart illustrates the impact certification has on salaries.

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Compensation and Benefits—

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Exceptions to overall base salaries for certified superintendents exceeding the national average for all superintendents are certified superintendents of municipal courses, courses with nine holes and courses where annual maintenance budgets are less than \$100,000.

This year's survey also finds overwhelming support by employers for involvement in GCSAA. The 1998 Survey finds that 96 percent of all employers pay GCSAA dues, 91 percent pay for seminar/trade show fees and travel, and 89 percent pay superintendents' chapter dues.

Employment Activity During 1997-98

Almost 20 percent of survey respondents reported being in their positions for less than 2 years in 1998. The number of superintendents who reported recently changing jobs (within 2 years) in 1995 was 25 percent of all superintendents responding.

In 1998, the average reported salary of certified superintendents with less than 2 years in their current position was \$66,978. This salary level is 26 percent above the average base salary (\$53,205) for all superintendents.

The median response to the 1998 Survey profiles a superintendent with 10 years' experience as a superintendent gained working at two different golf facilities, with six years spent in his/her current position. In 1995, the median survey respondent had 12 years' experience, with seven years in the current position.

Compensation Boosted by Bonuses

Seven percent more of GCSAA members are receiving a bonus than in 1995. Criteria for bonuses are merit and performance on the job, profitability of the overall operation and staying within budget. The average annual bonus for all superintendents in 1998 was \$3,710, up 11 percent from the average bonus in 1995 of \$3,353.

Salary Increases by State

Certified superintendents in 19 states reported salary increases in 1998 from 1995, above the national average of 10.4 percent. New Jersey led all states in average salary increases for certified superintendents over the three-year reporting period with a 51.5 percent increase from 1995 (\$50,247) to 1998 (\$76,145). Certified superintendents in Oklahoma ranked second in the nation in average salary increases (45.5%) and Delaware ranked third (32.1%).

| State | % Change '95-'98 | '98 Avg. Salary | '95 Avg. Salary |
|----------------|------------------|-----------------|-----------------|
| New Jersey | 51.5% | \$76,145 | \$50,247 |
| Oklahoma | 45.5% | \$69,300 | \$47,618 |
| Delaware | 32.1% | \$63,600 | \$48,150 |
| Massachusetts | 29.9% | \$72,480 | \$55,814 |
| California | 27.8% | \$73,665 | \$57,625 |
| Connecticut | 25.2% | \$76,533 | \$61,129 |
| Georgia | 22.5% | \$71,900 | \$58,673 |
| Virginia | 22.3% | \$68,850 | \$56,290 |
| Pennsylvania | 21.9% | \$64,801 | \$53,150 |
| New York | 19.7% | \$68,049 | \$56,827 |
| Average | 10.4% | \$62,948 | \$56,994 |

States that saw significant decreases in the annual average salaries for certified superintendents from 1995 to 1998, included South Dakota, Kentucky, Iowa, Montana, Kansas and Wyoming.

Regional Analysis

Using the United States Golf Association (USGA) Green Section regional designations, the average salary by state and region for certified superintendents reveals the following:

- The Mid-Atlantic region (Delaware, Kentucky, Maryland, Ohio, Pennsylvania, West Virginia, and Virginia) posted the most significant increase in average salaries, up 27.9 percent from \$55,223 in 1995, to \$70,621 in 1998.

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Compensation and Benefits—

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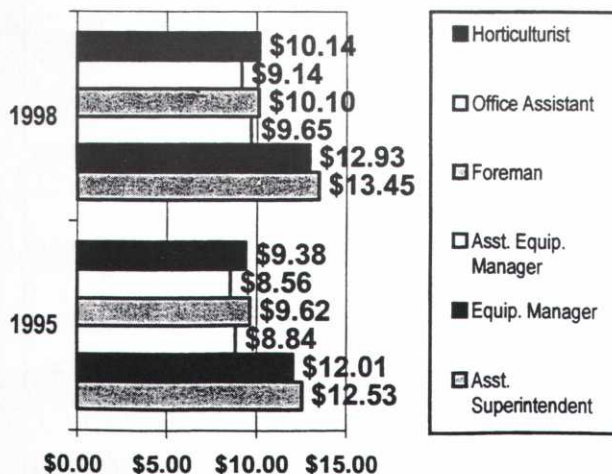
- The Western region (Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon, Utah, Washington) realized the next-highest salary increase of 11.8 percent, \$65,608 in 1998 from \$58,682 in 1995.
- Certified superintendents in Florida, experienced approximately the national average for salary increases (11.4 percent); salaries went to \$67,360 in 1998, from \$60,472 in 1995.

Consistent with regional findings in the survey, courses operating 11 months out of the year saw the most dramatic increase in salaries for certified superintendents, as salaries rose from \$49,731 in 1995 to \$70,070 in 1998, a 40.9 percent increase. The average salary for certified superintendents at courses open year-round was \$63,834 in 1998.

Certified superintendents at courses open seven months out of the year reported an average annual base salary of \$58,085 in 1998; the average salary at courses open eight months was \$62,286.

Other Compensation Information

In 1998, the average number of employees directly reporting to superintendents was reported to be 15, comparable to 1995 results. Average hourly wages for some of these employees are illustrated below.

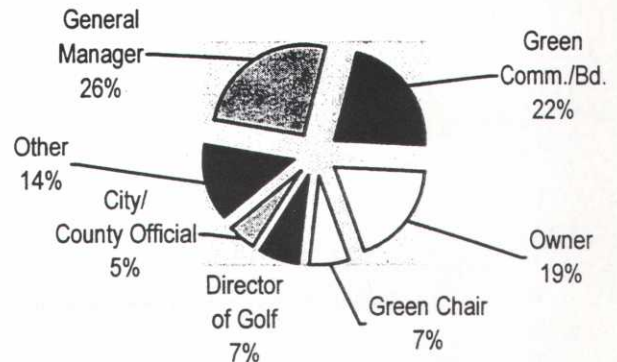


Assistant superintendents' salaries have also increased to \$27,981 in 1998, from \$25,053 in 1995. This 12 percent increase is consistent with the average increase for superintendents during the same time frame.

Reporting Structure

Twenty-six percent of GCSAA members report to a general manager. Out of that group, 85 percent believe that the GM structure works for them. Thirty-one percent of all members indicate an interest in becoming a general manager.

Reporting Structure



Green committee/board of directors, owners and green chairs are the other most frequently reported supervisors of superintendents. These reporting relationships did not significantly change from 1995.

In 1998, more than 900 superintendents responded that they reported to a general manager. Of those superintendents, 85 percent believe this reporting structure works for them, with 15 percent disagreeing.

Reprints of this analysis or copies of the complete 1995 and 1998 *Compensation and Benefits* reports are available from the GCSAA Career Development department by calling (800) 472-7878, ext. 655.

Golf Course Superintendents Association of America

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