

# Chapter Delegates Look to the Future

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Noting the association and its members have made significant gains on several fronts, the GCSAA Chapter Delegates meeting, October 13-14-15, took a strategic approach in discussing how GCSAA could sustain that momentum in achieving its mission, vision and goals.

"I commend and appreciate the Delegates for the energy they displayed during the meeting," said Ricky Heine, CGCS meeting chairman and GCSAA vice-president. "They were focused and well-prepared in giving the board of directors and staff their perspectives on how we achieve our long-term vision. They took ownership of their association and in their responsibility as delegates. It is obvious they engaged their members in talks before the meeting."

The exchange of ideas and comments focused primarily on three items: a) the development of long-term revenue streams to fund programs and services; b) growing the GCSAA membership and c) and positioning GCSAA and its membership classes in the marketplace (primarily to employers and influential golfers).

The financial conversations centered on the establishment of a long-term dues pricing strategy. At the request of the Delegates, the board and staff presented a proposal that would tie the establishment of membership dues to an index (such as the Consumer Price Index). Historically, the association has enacted a dues increase in larger increments on average every five to seven years. The result has been a loss of members. There was widespread agreement at the meeting that smaller dues increases would be more easily absorbed at the facility level and less likely to result in membership declines. Directors further discussed the issue at their fall meeting, October 20-21 in New Orleans.

Tied to the discussion of revenues was an examination of GCSAA membership



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numbers. From a high of more than 22,000 in 2001, the association's membership has declined approximately 10 percent to just over 20,000 today. There was agreement that the situation has been created in large

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part by a struggling golf economy and the implementation of member standards. Staff presented a seven-phased membership growth and recruitment campaign enacted late last year. Delegates supported the efforts, realizing such an initiative will take time to yield results and must be long-term in nature. They were especially supportive of the GCSAA field staff pilot program and encouraged strong consideration for expanding it in the near future.

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philosophy regarding the positioning of the association and its membership classes. Delegates shared a variety of opinions, but ultimately agreed that for membership standards to have value in the marketplace, then they must be promoted externally. There was unanimous support that greater resources be dedicated to marketing the association, with a focus on Class A as being the preferred membership class. It was noted, however, that promoting Class A does *not* mean that marketing other membership classes should not be part of the program.

Noting that chapters will be integral to the success of revenue generation, membership growth and retention, and marketing efforts, discussion also included an examination of chapter effectiveness. Specifically, the delegates were charged with providing the board and staff direction as to how the association could best invest resources to enhance chapter operations. The top three items were a) membership recruitment and retention, b) chapter executive development and support; c) chapter meeting effectiveness (attendance, timing, satisfaction, value,

etc.). It was the consensus that many of the issues were inter-related and thus could be addressed if programs and services are developed and coordinated appropriately. Once again, support for expanding the field staff pilot program was

communicated, and suggested as a means to implement effectiveness programs.

Delegates also expressed interest in providing support to GCSAA's advocacy efforts. They were briefed on the process the association follows for commenting to the EPA on product re-registration. The process includes an element for member input to GCSAA actions, plus the opportunity for chapters and members to become directly engaged as well.