

LOCAL ASSOCIATION RESOURCE MANUAL



Prepared by: Carolinas Golf Course Superintendents Association

I. INTRODUCTION

Congratulations. You've been elected or appointed to serve as president of your local golf course superintendents association. During the next year you will be asked to lead your association through a full agenda. It will require planning, organization, facilitation and teamwork. At the end of your term as president, you should be able to measure the success of the year by the goals that were achieved.

How to Use the Local Association Resource Manual

This manual is designed to help you prepare for your presidency and serve as a reference throughout your term. Use it as a guide to structure your local association's work plan, build and direct your leadership team, and motivate your members to help fulfill that plan.

Each part of this manual provides brief, practical information on how to organize and carry out the various duties of president. You've made a commitment to lead your association. The vision you hold for your association today will be the legacy you leave behind once your term has ended. To be successful, you must be ready to meet the challenges. The first step is preparation.

II. ROLE OF THE PRESIDENT

Preparing For Your Presidency

Every organization needs a leader. This year, **you're it**. You've moved into the spotlight and have to deliver, but there's a big difference between running your golf course and leading an association.

Making the Transition

The transition from managing a golf course to being the president of your superintendents association may be a bigger jump than you think. This is because your role as an association leader is quite different from your role as a manager.

The greatest distinction between managing your golf course and running an association is that **leading an association must be a team effort**. At your golf course, **you** make the big decisions. **You** set the direction of your work team and define **your** goals and priorities. In an association, however, decision-making is a **process** that involves a larger group — the board of directors, officers, committee chairpersons, and professional staff.

You'll need to be able to conduct productive meetings and develop consensus among your peers to make decisions. You'll need good motivational skills to enlist the support of volunteers to plan association programs and activities. You may need to communicate persuasively with other business and community leaders, local and state officials, and other decision-makers.

Another difference between running a golf course and leading an association is the universe of people and issues that you deal with on a daily basis. For example, as president, you may need to build relationships with the local media, build consensus given diverse opinions from your membership, or give testimony before a legislative body.

Your Role As President

During the next year, your members expect you to keep the association on track and to see that their needs are being met. You also have certain expectations for yourself. You've got ideas about what you want to accomplish in the next year, and which direction you want to guide the association. Before you can do this, however, you need to have a clear understanding of just what your role is.

As president, you wear many hats. These may include:

- Presiding at all meetings of the board of directors and general membership.
- Participating in/attending major association functions.
- Appointing members to serve on standing and special committees and serving as an ex-officio member of all committees.

- Recruiting, training and motivating volunteers.
- Seeing that association policies and bylaws are upheld and implemented.
- Overseeing the management of the association (working with chapter executive directors/secretaries or with volunteers who accept administrative responsibilities).
- Keeping officers, directors and members informed about the association.
- Representing the association to the media as well as local, state and federal government officials and agencies.
- Maintaining regular contact with GCSAA and Carolinas GCSA in support of the chapter/national affiliation.
- Setting a good example by following the association's bylaws, code of ethics and other policies, such as a monthly meeting dress code.
- Preparing your successor for assuming the presidency when your term is complete.

To successfully carry out these responsibilities, it will require careful planning, organization, and goal setting. To achieve your association's goals, you must first identify its strengths and weaknesses and determine what your local association's focus will be for the coming year. Areas of focus might be: education; research; recruiting and involving members; or working with the media.

It is suggested that you establish goals that deal with internal and external issues. Internal issues could be to:

- Elicit from the membership their expectations of the organization.
- Present educational programs which are of interest to a majority.
- Clean house with respect to ethical standards.
- Help the members feel like part of the organization.
- Develop new leadership on the board in order to sustain quality service to the members in the future.

External issues may include:

- Improving the relationship between the media and your local golf course superintendents association so they will have confidence in your group as a reliable source for answers on relevant issues.
- Enhancing relationships with regulators and legislators on environmental issues through clearer communication of opinions.

- Extending outreach to facilities that have limited resources, and encouraging their participation in the Technical Assistance Network Program.
- Working with the local First Tee board or chapter.

Once you've identified what goals your local association will strive to accomplish this year, it's time to do your homework. You should become very familiar with three areas of your association:

- History and policies
- Organizational structure
- Available resources

History and Policies of the Association

Before you're installed as president, learn as much as you can about your association's history and policies. They explain how and why things have been done in your association. Reviewing your association's bylaws, articles of incorporation and other documents can provide that information.

APPENDIX 1

List of Association Documents to Review

Legal Documents

1. Articles of incorporation
2. Association budget and auditors' reports
3. Association bylaws
4. Code of ethics
5. Tax returns from previous two years

Background Materials

1. Most recent annual report
2. Association calendar of events
3. Publications of the association

4. Board minutes for one full year
5. Committee reports
6. Leadership roster and leadership job descriptions
7. Executive director/secretary job description
8. Long-range, strategic or business plan

Organizational Structure

After you've reviewed your association's history, your next step is to become familiar with the association's structure. Although your association may not be affiliated with the Carolinas Golf Course Superintendents Association, that does not mean that you cannot utilize the resources provided by the Carolinas GCSA or GCSAA. Get to know the resources available through these organizations.

Read the bylaws of your association. It is an agreement between the leaders and the membership on how the association will be governed. It will explain how the affairs of the association are regulated.

It's just as important for you to be familiar with other less obvious aspects of your association, or what's commonly known as the informal structure. This relates to those traditions and members who influence the organization because of their history of involvement or position within the association, industry or community (such as past presidents, charter members and current and past officers). They can be a valuable source of support and information and can offer another perspective of what may need to be accomplished in the coming year.

Take the time as your leadership year begins to identify those individuals and seek their input. They can help you become more familiar with where and with whom the "hidden" power lays and how you can tap into it.

Resources

Your next step is to identify the resources available to you at the local, state and national levels. This information will help you and your leaders better serve the association's members.

Local Resources

Local resources help you gain insight into specific member service needs. By getting to know your members, you will have a better understanding of what talents they can contribute toward achieving your association's goals. This information can be gained from:

- Fellow members
- Fellow officers and directors
- Executive officers and staff
- Committees and councils
- Local business and civic organizations
- Past presidents

Carolinas GCSA Headquarters' Resources

Carolinas GCSA is your link to the many chapter-related programs and services available from your regional organization. It serves your association in three ways, providing services to individual members, affiliated associations and to the industry. Refer to the Carolinas GCSA staff contact sheet in this manual for a quick reference of individuals who can help your local association with services and programs.

Talk with fellow officers and past leaders, as well as other members you may see at various membership meetings. Solicit their ideas on how you can improve the association. Ask them how you can help them and how they can help you.

Remember, however, your **most valuable resource** in learning about your organization is the **membership of your association** – they know it best and can help you develop your ideas.

Assess Your Readiness

Gathering information will not ensure your effectiveness as a leader. There are four specific areas that concern all leaders:

- Be familiar with the **volunteer environment** — know how the association operates and functions.
- Have or develop certain **interpersonal skills** — be an effective presenter, media spokesperson, and listener.
- Know the **roles and responsibilities** associated with the job — be clear on the job and its expectations.
- Practice **teamwork** — exhibit certain characteristics and qualities that encourage others to work together to achieve a common set of goals.

Effective leaders have a good sense of the personal skills they bring to the position. They take the time to become aware of their own strengths and weaknesses. They then capitalize on the strengths and compensate for those areas in which they are weak by appointing others who can demonstrate those skills.

Developing Your Association Leadership Team

This section covers:

- The importance of the leadership partnership.
- How to recruit your leadership team.
- Administrative vs. policy management.
- Defining the roles and responsibilities of association leaders — the first step in forming an effective leadership team.

The Leadership Partnership: The Key to a Successful Presidency

Associations that grow and prosper owe much of their success to the partnership that exists among all the association officers, committee chairs, and association staff. As president, you nurture the relationships among your leadership team. You serve as the “senior partner” and provide overall direction for the other officers, committee chairs and directors. You are challenged with recruiting and motivating your leadership team, working with your team to achieve goals, and preparing the president-elect to carry out programs and activities. You may wish to have officers serve two terms of office to maintain leadership continuity.

Working with a team:

- Builds camaraderie
- Stimulates participation through sharing responsibilities, ideas and rewards
- Helps you identify and nurture future officers of the association

It is important to select leaders who are highly motivated. Some members may wish to serve in local association leadership positions to help them advance in their profession. This is acceptable, as long as they are **actively involved** in the chapter and are truly interested in the betterment of the association as they develop and enhance their own leadership skills.

If your local association experiences difficulty in recruiting volunteers, remind your members that becoming actively involved in a local association will lead to the development of many qualities and skills that they will use in the workplace. Your members may also be concerned about the amount of time they will be away from work while serving their local association and profession. They should discuss this with their employer, and explain that the volunteer qualities they acquire can lead to tangible benefits for their facility.

III. RESPONSIBILITIES

Roles and Responsibilities

One of the major reasons associations do not achieve their goals is that often members do not understand their roles and responsibilities. You can avoid this confusion by simply clarifying what you expect from them. Provide all the members of your team with a goal or “charge,” which helps them realize your expectations of them for the coming year. Review the roles and responsibilities of each association leader as part of your board of directors’ orientation.

The president, officers, and committee chairs are those responsible for administrative management. They handle many of the day-to-day administrative matters of the organization including:

- **Planning:** developing plans for board review and implementation.
- **Organizing:** ensuring that internal operations run smoothly and that programs and plans of the association are carried out.
- **Directing:** overseeing day-to-day fulfillment of activities through committee work, board-approved procedures, etc.
- **Controlling:** monitoring fiscal policy and overall communications efforts of the association.

Following is a suggested description for each of the officers and individuals responsible for administrative management within your local association. These responsibilities will vary according to the make-up of your board and the size of your local association. You may wish to create position descriptions for additional leaders within your association.

President

Role of the president:

The president shall preside at all meetings of the local association and the board of directors and shall be an ex-officio member of all standing and special committees. The president shall act as executive director of the association unless an official has been employed by the local association and empowered to carry out the duties of an executive director.

Duties of the president:

1. Ensures that the board functions effectively, interacts with the appropriate committees and fulfills all of its duties.
2. Works with the executive director/secretary (for those associations that employ an executive director/secretary) to develop agendas for all board meetings.
3. Appoints committee chairs and consults with chairs to fill committee seats.

4. Assists committee chairs in recruiting volunteers for association assignments.
5. Calls special meetings as needed.
6. The president shall be the official contact for the Carolinas GCSA headquarters office when urgent information needs to be communicated.
7. Coordinates monthly reporting with the secretary or chapter executive director/secretary.
8. Addresses general membership at annual meeting to outline goals, accomplishments and unfinished business during preceding year.
9. Prepares the incoming president (president-elect) for assuming the duties of president.

Immediate Past President

Role of the immediate past president:

To serve as an adviser and counsel when called on by the president and board of directors.

Duties of the immediate past president:

1. Attends meetings of the board of directors.
2. Prepares for recognition of members who are retiring from the industry.
3. Chairs the nominating committee and submits names of all officer candidates to the board of directors at the election meeting, along with a brief written biography of each candidate and statement of qualifications.

President Elect or Vice President

Role of the president elect or vice president:

The president elect or vice president will assume the office of president in the event that the president resigns or is unable to complete the term of office. The president elect should be actively involved in local association program planning and be prepared to assume the duties of the president the next year.

Duties of the president elect or vice president:

1. Assists the president whenever possible.
2. Assumes the duties of the president in his/her absence.
3. Attends board meetings.
4. Serves as chair of one or more committees as requested by the president.

It's never too early to plan. The president elect should take inventory and evaluate the current activities of the association, then make plans for his or her year as president.

Secretary

Role of the secretary:

Maintains the records of the local association's operations, activities and meetings. Please keep in mind that if your local association has a paid staff member, he or she may fulfill many of these duties. If your local association does not have a paid staff member, you may wish to compensate the individual who maintains the membership records, sends correspondence, processes memberships, and handles other administrative responsibilities.

Responsibilities of the secretary:

1. Records the minutes of all board and association meetings.
2. Sends minutes to the president within 14 days of any board or membership meeting.
3. Publishes and mails notices of local association, board of directors' and committee meetings.
4. Maintains the local association bylaws, articles of incorporation, standing rules and other official documents.
5. Records meeting attendance and information on local association activities.
6. Maintains a roster of the names, addresses, telephone and emails of all members and publishes a membership directory annually.

Treasurer

Role of the treasurer:

Ensures the financial integrity of the local association. Some local associations may choose to combine the secretary and treasurer positions. The treasurer is responsible for submitting proposed budgets and monitoring the fiscal policy, monetary disbursements, and the budget status of the association. **It is highly recommended that your local association requires two signatures on all checks written by the association. This establishes a check and balance so that more than one person's permission is needed to distribute funds for your association. It protects the association from any potential fraud. Any individual who is accountable for the finances of the association should be bonded. It is recommended that the amount of the bond be in proportion to the size and assets of the association.**

Responsibilities of the treasurer:

1. Oversees the preparation and distribution of financial audits by an accountant or financial professional.
2. Submits payment for directors and officer's liability insurance and general liability insurance.
3. Ensures that all local association financial policies are being followed. These include, but are not limited to, commitment of funds, check writing, bookkeeping procedures, audits and cash reserves.
4. Gives regular reports to the board and at annual membership meetings as to the financial health of the local association.
5. Chairs the finance committee and directs this committee in preparing the budget for the next fiscal year.
6. Keeps books and records of all receipts and disbursements.
7. Orients the incoming treasurer to procedures and arranges for the transfer of records and operating procedures to the incoming treasurer.
8. Reviews financial documents of the local association.

Director

Role of the board member:

The board member contributes to the development of the local association's mission and participates in governing the implementation of that mission. The board sets the direction of the association. Board members help lead the association through consideration and decision-making authority regarding association policy issues. The board member is an elected representative of the membership at-large.

Duties of the board member:

1. Attends all board meetings and membership meetings.
2. Reviews the agenda and all material in advance of board meetings; contributes to the discussion of issues and business to be addressed at scheduled local association meetings.
3. Chairs committees when asked by the president.
4. Votes at board meetings to decide policy issues and motions presented to the board of directors by the president and committees.
5. Represents the local association in a positive and professional manner at all times and in all places.

6. Plays an active role in member recruitment, lobbying, fundraising and other revenue generation.
7. Assists the local association in strategic planning for the future of the association.

Working with the Board

The members of the board of directors represent those responsible for policy management. Members have elected them to uphold the good name of the association and ensure that the plans and activities remain in the general membership's best interest.

The success of your leadership team begins with a planning meeting or retreat. Each board member should be given the opportunity to state his or her priorities for the local association, perception of the role of the local association and general suggestions about what the local association should do on behalf of its members. As president, you should clearly state your vision for the association and work with the board of directors to establish common goals for the year. This is also an appropriate time for board members to state which committees they would like to chair, and for the president to make committee appointments.

Board members should be reminded that they have made a commitment to serve their association, even though it is a volunteer position. If conflicts or disagreements occur, remind the board members that you all were elected to represent your association and its members. Discuss alternatives and reach consensus on what the best course of action will be to resolve the issue, and continue with your scheduled plans that follow your association's mission.

As president, you will be successful if your vision is transferred to action by the board. Get involved in the beginning of the implementation process but don't get consumed by the process, or take over the details when it's someone else's task to perform. Don't lose sight of your mission. Encourage all members of your leadership team to contribute to the growth of your association.

Board members may have varying levels of involvement in your association. Some may be motivated more than others. Common expectations should be set for all board and committee members in completing tasks on time and according to direction provided.

Before assigning tasks and responsibilities, ask yourself these questions:

1. What is your specific expectation from that board member?
2. What specific task do you expect that person to perform?
3. What is the desired result?
4. By what dates are the specific steps toward fulfilling the task to be met?

5. What is the consequence to the rest of the local association for not completing the task?
6. What sort of assistance should the board member need from the board?
7. How should the committee be structured and what kind of person should serve on it?

Clearly communicate your expectations to the board member, follow up on the progress made, and thank the board member for his or her time and effort.

At the conclusion of the board members' term of service, you may wish to conduct an evaluation to determine if your board is still headed in the direction you intended and if you're accomplishing your mission.

Committees

Committees are an integral part of any association. These are appointed by the president for the purpose of engaging in specific aspects of the local association's activities. Appointing committees will also allow the president the opportunity to stand back and monitor the progress while making any necessary suggestions, instead of having to be heavily involved in the work.

Committees should be created out of the necessity to help service the organization through proactive planning and execution. Committees work much better than simply placing one individual in charge of one event during the course of the year. Once that individual's event is over, then it is easy to lose interest in upcoming meetings and endeavors. Belonging to a committee keeps someone engaged for the entire year. Some committees that may exist include:

1. Education
2. Meeting
3. Fundraising
4. Scholarship/Research
5. Membership/Communications

While these are all examples of suggested committees, it is important to realize that creating and monitoring these committees will allow the local association to reach its potential.

The Education committee would be responsible for developing the theme for the upcoming year's education and contacting and securing speakers at the designated venues.

The Meeting committee should be responsible for locating and securing all of the meeting destinations for the upcoming year. This should be done as soon as possible so that proper planning by the attendees can be performed.

The Fundraising committee should be responsible for identifying and contacting individuals and/or companies for the purpose of supporting the organization. This could include a

philanthropic entity such as a debilitating disease, benevolence fund for members, or other societal needs. This committee could also be responsible for generating income for PAC funds or other local political awareness organizations that would benefit the local association. Regardless, this committee would be responsible for attracting additional funds for the local association, not income that already exists.

The Scholarship/Research committee should be responsible for making recommendations to the BOD for scholarship recipients, as well as making recommendations of the BOD for the footnoting of any research dollars that are to be issued at year's end.

The Membership/Communications committee should be responsible for communicating with the Carolinas GCSA's communications director for the purpose of utilizing the untapped potential that exists with the local media. They should also be responsible for writing and mailing local association newsletters, local association updates for Carolinas Green, as well as communicating with the Carolinas GCSA headquarters for the purpose of membership maintenance.

It is important that all officers other than the current president serve on at least one, if not two of these committees during the course of the year. This allows future presidents not only the opportunity to have been introduced to all aspects of the local association, but ensures they will be directly involved for the course of at least one year with all of the internal workings of the local association.

The remainder of this manual will focus on six topics. These include:

1. Administration
2. Planning
3. Meetings
4. Education
5. Communication
6. Fundraising

We hope you, your officers, and your Board of Directors, in helping to execute your annual program, can utilize this manual. Remember, you are not in this alone. We are always ready to lend a hand in any way that we can. Good luck this year.

IV. ADMINISTRATION

The following administrative matters should be the minimum considered to ensure your local association is in compliance with state and federal laws and that the assets of the association are properly protected and utilized.

- **Bylaws:** Each local association needs a set of bylaws to govern the association. The Secretary of State offices in North and South Carolina require that certain information be included in the association's bylaws if the association is going to be incorporated. If you do not have bylaws, contact the Carolinas GCSA for help drafting bylaws for approval by your membership.
- **Incorporation:** To ensure that the members of the association are not personally liable in case of a lawsuit against the association.
 - In North Carolina the incorporators can fill out and file the Articles of Incorporation with the Secretary of State's office. Instructions are available at www.secretary.state.nc.us/corporations . The cost of incorporation is \$60.
 - In South Carolina the incorporators can fill out and file the Articles of Incorporation with the Secretary of State's office. Instructions are available at www.scsos.com/forms.htm#Non-Profit . The cost of incorporation is \$25.
 - There are requirements for most small tax-exempt organizations whose annual gross receipts are normally \$50,000 or less. Instructions are available at <http://www.irs.gov/charities/article/0,,id=169250,00.html> .
 - Both states require that if the registered agent of the association changes that a Change of Registered Agent be submitted.
 - If you are not incorporated call the Carolinas GCSA for help filling out your Articles of Incorporation and to apply for your EIN.
- **Federal Employee Identification Number (EIN):** In order to incorporate in either state the association must apply for and receive an employer identification number from the IRS. Use IRS Form SS-4. Instructions are available at www.irs.gov/charities/business/index.html
- **Not-for-profit Letter of Determination:** Once you have received your EIN and Articles of Incorporation you can apply to the IRS for a Not-for-profit letter of determination. The Carolinas GCSA and all local associations qualify as 501(c)(6) business league organizations. Application for a not-for-profit letter of determination is made on IRS Form 1024. Instructions are available at www.irs.gov

Tax Reporting Requirements: A tax return will need to be filed for your association. Most small tax-exempt organizations whose annual [gross receipts](#) are [normally \\$50,000 or less](#) are required to electronically submit Form 990-N, also known as the *e-Postcard*, unless they choose to file a complete Form 990 or Form 990-EZ instead. If you do not file your *e-Postcard* on time, the IRS will send you a reminder notice. There is no penalty assessment for late filing the *e-Postcard*, but an organization that fails to file required *e-Postcards* (or information returns – Forms 990 or 990-EZ) for three consecutive years will [automatically lose its tax-exempt status](#). The revocation of the organization's tax-exempt status will not take place until the filing due date of the third year.

- If you have receipts over \$50,000 you will need to file IRS Form 990-EZ. Form 990-EZ and the instructions for completing the form can be found at www.irs.gov. If you file a Form 990-EZ you will need to send a copy to your state department of revenue.
- **Insurance:** Local associations should consider purchasing two types of insurance, liability and Directors and Officers liability.
 - Liability insurance covers the association in case of an injury to your members, the general public, or from damage to the property of others. Protection extends up to your policy limits. Defense costs as a result of such claims are covered regardless of fault.
 - Directors and Officers liability insurance provides coverage to the directors and officers of the association in case they should be sued for some of the following alleged wrong-doings:
 - Discrimination
 - Harassment
 - Inefficient administration or supervision
 - Waste of assets
 - Misleading statements and misstatements
 - Libel and slander
 - Failure to deliver services
 - Acts beyond granted authority
 - Policies run about \$400 each, annually, and can be purchased through a local insurance agent or the GCSAA Chapter insurance program. For more information contact the Carolinas GCSA.
- **Membership Records:** The local association ought to maintain a record of membership for all members of the association. Minimum membership information should include member number, name, member classification, address, phone number, fax number, email address, place of employment, join date and dues status. Additional information you might want to capture could include golf handicap, Carolinas GCSA membership number, GCSAA membership number, spouse and children(s) names, etc. The Carolinas GCSA recommends that each local association purchase a computer that has Microsoft Works to use as an association membership database and Intuit QuickBooks to maintain your association finances.
- **Financial Records:** Any association has a fiduciary responsibility to its members to ensure the responsible stewardship of the funds that the association controls. Minimum financial records should consist of an annual budget, and monthly or quarterly statements of profit and loss and balance sheet.
- **Audit Committee:** Part of the fiduciary responsibility of the board of directors of a local association is to ensure the association's funds are handled in a businesslike and legal manner. Annually the board should appoint an audit committee to audit the association's finances and make a full report to the board.

- **Meeting Minutes:** The board should ensure that minutes are kept of all board meetings and the association's annual meeting. The minutes do not need to be extensive but should record all actions that are agreed upon by the board or, in the case of the annual meeting, the members.
- **Annual Meeting:** Corporate regulations in North and South Carolina require that every not-for-profit corporation hold an annual meeting which is open to all members.

V. PLANNING

It's quite obvious that successful planning is the cornerstone to your local association's success. Proactive and comprehensive planning of the upcoming year's events will dictate many items; items such as membership activity, attendance at meetings and other functions, educational themes, fundraising efforts, and media relations. Neglecting to adopt and adhere to a sound "Plan" will ultimately result in failure with respect to one or more of these areas.

The Carolinas GCSA, GCSAA and USGA all plan their upcoming annual events well in advance of the end of the calendar year. Dates and venues of all of these associations' meetings are available to you through the Carolinas GCSA office. Once these have been established, you will then have more than enough time to construct your calendar of events for the upcoming year.

Establishing Planning Meeting Dates

Within thirty (30) days after your local association's annual elections OR no later than November 15 of the current year the President shall call a meeting of the newly elected Officers and Board of Directors for the purpose of conducting a Planning Meeting for the upcoming year's events.

Each member of the local association's executive committee, board of directors, and other representatives should receive notification at least two (2) weeks prior to such meeting. This notice should include the date, time, location, and agenda for this meeting.

Notifying the Carolinas GCSA

The President of the local association should notify the Carolinas GCSA a month before such date so that a representative of the Carolinas GCSA can be present at this meeting, assuming the local association so desires to have the presence of a Carolinas GCSA representative.

Establishing an Agenda for the Planning Meeting

The agenda for the planning meeting should focus on three topics. The first should focus on the number of meetings the association will conduct for the upcoming year. The second

should include defining the reason for each meeting (education, golf, philanthropy, other fundraising, etc.) The third should determine the location and date for each meeting.

Executing the Meeting

The President of the local association should call the meeting to order and update those present as to the current state of the association. The President shall then disclose his/her goals for the association. This will open the floor to discussion for all of those present to comment on, add to, or modify these goals. Discussion should continue until a clear set of goals for the association has been established. At this planning meeting firm dates should be established for each and every outing, meeting, or any other event of the association. Committees should be appointed at this time, and everyone should leave this meeting with a clear understanding of when, where, and how the goals of the association will be met during the upcoming year.

Communicate the Results of the Planning Meeting

The information and content of this meeting should be recorded and placed in the files of the local association, released in a newsletter to all of its members, and placed on the Carolinas GCSA web page.

VI. MEETINGS

How well the association's leaders plan and market individual meetings will have the greatest influence on how well each one is attended. Following a few simple steps will help ensure that your meetings will be successful. These steps include: securing a meeting site, developing a program, notifying individuals, and executing and following up each meeting. These topics will be discussed in detail.

Securing the Meeting

Consider the needs of the meeting's purpose. If your meeting is a Board or Committee meeting, take into account the needs you will have for that meeting. Will you need audio-visuals? Does the location have the proper facilities for your specific needs? Often, restaurants have meeting rooms that meet these needs and often charge no room expense if a meal is served during the meeting.

If your meeting is an association meeting, be sure that the proposed meeting location has the facilities to meet the amount of attendees you anticipate being present. Again, make sure the facility meets the audio-visual needs of your guest speaker. This is also a good time to determine who will be responsible for providing such items as flip charts, etc. If golf is to be a part of the meeting, be sure that the time of day your group plans to play can be accommodated by the facility. Shotgun starts are usually preferred for association golf meetings so all players can gather together after golf... and no one wants to be in a group that tees off an hour and a half after the first group tees off!

When making arrangements for your meeting, the more notice one can give a facility, the better. **If considering a golf club as your meeting site, remember professional ethics. Plan your meeting through the proposed golf club's golf course superintendent.** If the superintendent wants you to work with the food and beverage manager or the general manager, let the golf course superintendent direct you to that person. Never go around the golf course superintendent without their consent. Usually the golf course superintendent will serve as an intermediary between his association and club.

Finally, if a deposit is due to secure the meeting location, always make sure all agreed items and prices the club will provide are listed on a receipt, with both the date of the meeting and the date the deposit was received by the club. If no deposit is required, it is still a good idea to have an activity sheet that list costs of food and golf and services that is initialed by both a representative of the association and a representative of the club.

Developing the Program

Never go into a Board or Committee meeting without an agenda. As the president of the association, it is your responsibility to set the meeting agenda. This may require you to set up a system that allows you to make contact with each Board member before the meeting in

order to have all topic items on the agenda. An agenda for the meeting will help keep the meeting focused and will help the meeting end at a logical place.

If the meeting is an association meeting, keep in mind most association meetings have four to five parts. Registration, education, lunch or supper, golf, and in some cases an after golf reception. Some parts of the meeting can take place in differing sequences. Make sure the order and time allotted for each part of your meeting are well planned out and that all key participants know the order and time allowed for each section. For example, make sure your speaker knows they must be finished at a certain time so lunch can be served in time for people to make the start of golf.

Notify Individuals

Whether your meeting is a large one or small one, a good system of notifying individuals is paramount. For smaller, existing Board or Committee meetings, setting up an e-mail list may be your best course of action. For larger association meetings, in addition to setting up e-mail lists, a system of postcard notification is usually necessary. It is important to establish and communicate these dates as soon as possible. Waiting until the week prior to the meeting to advertise the event is the best way to assure that your meeting is very poorly attended. Again, these dates should be established at the planning meeting and communicated to membership shortly thereafter.

For the meeting's guest speaker, in addition to e-mails, postcards etc., the personal touch of a phone call to make sure everyone is on the same page is a two-minute insurance policy that can help avoid a potentially embarrassing situation. Speakers are often busy people and may not read all correspondence thoroughly. A two-minute phone call a week prior to the meeting can insure all parties have the correct information.

Execute the Meeting

This is a good time to use your delegation skills. Remember, one person cannot be everywhere at once. This illustrates the importance of having an Education/Meeting committee, as well as having the association's treasurer present. However, it is good to oversee everything and be ready to effectively solve any challenges that may arise.

Make sure the registration people are set up in an area with plenty of room, in a place that is easy to find at the entrance, with all materials they will need (cash, receipts, etc).

Touch base with the golf course superintendent or manager and go over a checklist to make sure nothing has been overlooked and everything is on schedule. By this time, with proper delegation and pre-organization, the meeting should just about run itself. The best thing a president can do now is to be a leader if any issues arise.

Follow Up to the Meeting

Good manners are never in poor taste. A short thank you letter to the facility's manager, golf course superintendent and guest speaker is always a nice touch. Please remember to thank the golf course superintendent and guest speaker in front of the audience. A small gift of recognition is a way to reward those who went out of their way to help better your association for no compensation.

A week or so after the meeting, one may also want to consider a follow-up questionnaire to the meeting site's management. This will assist your organization in improving your image as professionals in the community and help improve your associations meeting logistics through experience as you learn what works well and what works not so well at different venues. This same type of follow-up should be used with your guest speakers. By becoming an association that helps meet the needs of your speakers, you will again promote a positive public relation image throughout the Green Industry and community-at-large, often enabling your association to higher quality of guest speakers.

Points to Ponder

Remember, you are not alone! As President of your association you have individuals comprising your Executive Committee and Board of Directors with many talents that are accessible to you. Delegation and organization are your key managerial assets. For most Associations, office terms begin sometime during the winter. Making good organizational use of this time with your Board of Directors will set you on a course of success for your term as President. A final thought to ponder; A few hours of work in the winter will save you many hours of work in the summer.

VII. EDUCATION

Education is the centerpiece of association meetings. While it is enjoyable for all to gather and partake in recreational activities such as golf, having the opportunity to be exposed to information distributed through a speaker, a panel, or through round table discussions is incredibly important for attendees. Unsurpassed continuing education is one of the characteristics that separate our organization from all others in the golf industry. Assuring our members who sacrifice a day of their time to attend such meetings receive a quality seminar is not only our goal, it is our responsibility.

The issues that need to be addressed to ensure a quality educational experience for members include:

- Identifying the educational needs of the local association
- Securing locations in conjunction with meetings
- Securing speakers who fulfill the local association's needs
- Marketing the education in conjunction with the marketing of the scheduled meeting
- Applying for pesticide credits and education points when applicable
- Event follow-up with attendance records

Identifying the educational needs of the local association

Each and every local association has different educational needs. It is important to identify several topics pertaining to the majority of your members. Focus on attracting speakers who can provide pertinent information relevant to your topic.

The Education Committee should be responsible for developing the theme, or in most cases multiple themes for the year. Potential themes should be discussed in general at the planning meeting and then developed into a program by this committee at a later date. This committee should also be responsible for attracting speakers who are experts in the selected fields of interest.

Securing the location

The location of the meeting is one factor that will potentially determine the success of the event. When securing the location, one should speak with the facility's contact in order to determine the date, time, and the association's needs with respect to the facility. Needs consist of proper space, audio-visual equipment, meals. Confirm the date, time and needs with the location prior to the meeting.

Securing the Speaker

The quality of each individual speaker selected to preside over the educational aspect of the meeting is very important. This individual is obviously the focal point of the event and can directly influence the number of attendees. This is a factor that must be addressed when developing themes for the year's educational program.

Several steps must be taken to ensure that speakers are utilized for the total good of the attendees. The obvious first step is to contact the speaker and explain to them the needs of the attendees so that they can modify their presentation, if necessary, to best educate all those present. Take this time to discuss any travel arrangements, accommodations, audio visual or other delivery media needs, or compensation if necessary.

After the date has been disclosed and agreed to, secure the speaker for that meeting. As time draws near, confirm the date, time, and needs prior to the meeting.

Applying for Pesticide Credits / GCSAA Education Points

Many speakers have presentations that have already qualified for pesticide credit points. Some instructors deliver presentations that do not or will not qualify for such credit. Always contact the Carolinas GCSA headquarters and ask for assistance in helping each presentation qualify for pesticide credits.

Some presentations have been approved by GCSAA for a specific number of education points. If an instructor's presentation has been approved for such points, then a staff member of the Carolinas GCSA must be present to facilitate registration of such an event. There could also be an additional charge to each attendee for such a class.

Marketing the Education

If a meeting is composed of education as well as recreation, then obviously these should be marketed together in one brochure. If education is the sole reason for the meeting, then make sure that such programs possess educational points of some aspect, whether it is pesticide credits, education points or service points.

Use all methods of communication available to you and your local association to promote the event. Utilizing media vehicles such as mass e-mails, Carolinas GCSA web site, Carolinas Green, and local association newsletters all help assure that your meeting will be well attended. Take advantage of other forms of communication such as networking with vendors and other superintendents to help further promote the event.

Executing the Education

In order to successfully execute educational presentations, several things must be in place. First, make sure the speaker has all of their requirements present, whether that is a slide projector, laser pointer, microphone, etc. Second, make sure the outline of the program is sufficient to suit the needs of the attendees. Once these items have been successfully addressed, introduce the speaker and/or the program, giving proper credit to the speaker in terms of educational background, field(s) of expertise, as well as something relative to their personal life.

During the presentation the attendees should be encouraged to be involved through question and answer sessions as well as open discussion. This will ensure that all attendees are not just attendees, but are participants.

At the end of the presentation the speaker should be thanked. He/she should also be included in all other activities free of charge. Meals and golf, if applicable to the particular event, should be offered to the speaker. If the speaker is playing golf, make sure they have a playing partner – it is rude to leave the speaker to find his or her own group.

Following up the Education Program

Unfortunately, many times once an event has passed there is no attention given to any aspect of that meeting. Taking the time to perform several acts of courtesy will not only ascertain whether the meeting met the expectations of the local association, but it can also have a positive effect in gaining long-term respect from everyone involved.

Writing a brief thank you note to the speaker and calling to express any points of inquiry or comments received from attendees with the speaker are just two ways to help better the long-term educational program of the local association. Remember, many speakers that we use at our events are often repeat speakers from year to year, so assisting them by sharing your comments and the local association's collective comments will aid in improving the educational experience.

VIII. COMMUNICATION

Minutes: A brief but accurate record of decisions, recommendations and issues for future discussion, is an invaluable reference tool for current and future boards. Be clear about who has the responsibility of recording minutes then present those minutes for approval or amendment at the next meeting.

Annual Reports: Annual reports help organizations keep tabs on their progress. Make them available to your members. Include a synopsis of all activities including meetings and big decisions. A financial summary should also be included. Annual reports can help prevent reinventing the wheel. A page or two can be enough. Don't go overboard.

Newsletters: Like meeting minutes and annual reports, newsletters need not be extensive to be effective. Minutes can serve as a starting point for news items. Include future meeting dates and all details in your newsletters and include Carolinas GCSA on your mailing list.

Internet: Every local association has access to its own webpage through www.carolinasgcsa.org. Keep information updated on this site and your members will be able to confirm meeting dates and venues long after they have lost their copy of your newsletter. Contact the Carolinas GCSA Headquarters with any changes to your webpage.

Carolinas Green: This is your publication and the pages are wide open to promote your events and success stories. Help your members feel good about their organization by giving them a presence and help allied associations by sharing ideas work well for you. Use the space to acknowledge sponsors who often have a presence elsewhere in the Carolinas.

GCSAA: The national association offers numerous resources and publications. These materials were produced for your benefit, so don't be afraid to use them or ask for help. Similarly, publications like Golf Course Management and NewsWeekly exist to publish your news. Sometimes making headlines can be as simple as sending a single email.

Media: Newspapers, radio and television provide free publicity when they report on an event or activity. Appoint a media point person in your organization to act as a liaison with reporters and the Carolinas GCSA. Invite reporters to your events well in advance and keep them coming back. Good relationships build trust and help accurate reporting.

Media Days: Consider taking one half-day each year to provide lunch, golf and information to a handful of selected reporters in your area. Reporters are like anybody else, they like to go to people they know when they need something. If two superintendents played golf with two reporters once each year, your area would see improved coverage.

Carolinas GCSA: Never be afraid to ask. The Carolinas GCSA staff is there to help you be the best you can be and that includes your role as a local association leader. Staff members can put their fingers on a wide range of resources and provide all kinds of information to help make you and your organization more effective.

IX. FUNDRAISING

Fundraising for philanthropic or societal causes resides in the heart of each of our organizations. Whether holding golf tournaments to raise research dollars or conducting raffles to help someone in need, we each have a responsibility to give back to our communities and our profession.

There are many ways to measure the success of organizations such as ours. While membership numbers, participation rates, and penetration percentages are all different items used as measuring sticks, the ultimate barometer should be based around the amount of funding and outside help that we provide not only to our industry researchers, but to our surrounding community as well.

Fundraising is not easy. Successful fundraising is downright difficult. Hopefully this section will provide each president and his/her organization some guidelines to help make this aspect of their association more successful.

Setting Goals

Before the first dollar is raised in the name of fundraising, there should be a clear set of goals that communicate the areas of distribution for these funds. Identifying the causes for which your organization is going to raise dollars is mandatory for you to execute a successful campaign. These recipient organizations can include anyone that your directors decide, from turfgrass research grants (Local University, GCSAA, Carolinas GCSA) scholarships, benevolence fund, and even a local charity. These should be identified in the planning meeting and each should be assigned a target value that your organization wishes to raise for each recipient during the course of the year.

There will surface, from time to time, an additional unforeseen cause that your association may wish to raise dollars for; a member who has contracted a serious illness, someone who cannot afford to attend an educational program, etc. The most important thing to remember is to be flexible, and to have dedicated members of your board holding the positions of this committee.

The goals that your board sets should be realistic and conservative. Allow some flexibility within these funds to help subsidize any unforeseen philanthropic cause that is deemed worthy.

Determining Fundraising Programs

While it is quite obvious that golf tournaments are an excellent avenue and are often one of the few free resources we have at our disposal, there are other means to raise funds for your associations' causes. Be creative when planning these events. Raffles, fishing tournaments, silent auctions, clay pigeon tournaments, etc. are outings that your association may use to raise additional funds.

When conducting a golf outing for the purposes of fundraising, use multiple vehicles within the outing to maximize your income. Entry fees, food and beverage sponsors, tee/hole sign sponsors, putting contests (with purchased insurance policy), raffles, etc, are all means to fully utilize the fundraising capacity of the outing.

Marketing

The success of each of your fundraising endeavors will depend heavily on the scale to which you market the event. It is important to publicize the event early and often, using multiple vehicles such as: word of mouth, newsletters, phone campaigns, post cards, flyers, and certainly e-mails.

Identification of Potential Donors

Vendors are an excellent starting point, but should not be the only source of donations. Identify individuals who may be influential members of the community who may wish to support your cause. For instance, if your association is conducting a golf tournament to raise money for an ill-stricken member, contact the foundation that raises funds for that particular illness and see if they can offer some additional guidance.

Include sod companies and lawn care companies if your association is conducting a tournament for raising research dollars. After all, they stand to benefit just as we do from any additional research.

Executing the Program

The fundraising committee will be charged with this task. From a president's perspective, simply communicating with this committee on a regular basis will help keep everyone informed as to the current events. When delegating these responsibilities, it is imperative to ensure that there are enough people participating in executing the fundraising component so that maximum success can be realized. Be sure to pay attention the every detail: remember, it's often the small things that make the difference

Develop Guidelines for the Distribution of Funds

We have already stressed the importance of pre-determining the recipients of funds that your association raises. It is also important to determine when and where the funds will be disbursed. Make sure that the timeframe works for the recipient. For example: Scholarship recipients should receive their funds before a semester begins, not midway through that semester.

Your association may want to verify the use of funds that were awarded to a recipient. This can be done by demanding a copy of any receipts. Remember to follow-up to ensure the integrity of the event.

Distribution of Funds

After the funds have been secured and a recipient has been identified, it is time to distribute these dollars. Determine if the association needs a representative at the event. Make sure that the distribution of these funds is prompt. The primary mode of distribution should be that of “check-writing.”

Public Relations and Follow Up

Sharing your association’s successful campaigns in the arena of fundraising will promote a positive relationship with many other industries other than those related to golf courses. The Carolinas GCSA has a staff member at the regional level whose job includes helping you and your organization publicize your efforts. Utilize this resource as often as you would like. There are no better words to fill the pages of a magazine or newspaper than those that display your association’s willingness to help others in need.