



The Golf Course Superintendents Association of America

Chapter Assessment Tool

Chapter: _____

Submitted By: _____

Date: _____

Overview and Purpose

One of GCSAA's mandates is to effectively serve members through chapters. Chapters and GCSAA work in partnership, and are committed to ensuring that golf course superintendents have professional development and education opportunities at the local and national level.

Thank you for your investment in completing this assessment tool. It is an instrument designed to guide chapter leaders through the process of examining association operations, services, programs and activities against the competencies for success. This assessment tool will enable your board to identify those areas where your chapter excels, as well as areas your chapter would like to develop, improve or enhance. By completing this assessment tool, each chapter will be able to identify successful areas to build on, as well as challenges to be addressed. GCSAA will work with each chapter to develop a personal plan of action.

Affiliated chapters are required to complete this assessment tool at least once during every affiliation agreement period. In this case, your chapter will need to complete the assessment at least once between January 1, 2006 and December 31, 2008. However, we strongly encourage your board to complete the assessment prior to your next annual strategic planning session. (GCSAA staff can facilitate a strategic planning session with your chapter's board or group). This will help ensure that the results of the assessment direct your chapter in making progress toward the achievement of its goals and long-term vision.

Benefits of the Assessment Tool

In addition to assisting your chapter in identifying areas of success and opportunity, consider these benefits:

- 1. Leverages your chapter's existing resources through:**
 - **Training** – This is an excellent tool for training your chapter's leaders about organizational structure and operations. You also have the opportunity to explore the benefits of hiring administrative staff if you are a volunteer-operated organization.

- **Mentoring/Transitioning** – Use portions of this tool to transfer knowledge from one leader to the next. This will help ensure continuity within your association.
- **Surveying/Retaining Members** – Completing the membership section of this assessment tool will help direct your focus on members’ needs and the benefits and value they receive from their involvement in your chapter.
- **Tracking/Evaluating** – Use this self-assessment as a guide for creating or improving different processes (examples: improving member communication, enhancing programs and services provided to members, or more outreach to the media and the industry).
- **Planning** – Again, this tool is an aid to assist your chapter with developing an annual business plan, as well as strategic goals.
- **Personalized Service** – GCSAA will work with your chapter to develop an action plan tailored to meet your members’ priorities.

2. Measures Progress Toward Furthering the Chapter’s Mission

The assessment addresses the competencies of chapters through the accomplishment of various tasks. These are all tied to each chapter’s mission.

5-Step Assessment Planning Tool

The following are suggestions to help guide your chapter in this process.

Step 1 – Before you begin

The assessment should be a collaborative effort involving the entire board:

- Familiarize everyone on the board with the assessment tool.
- Commit to completing the process.
- Be prepared to gather input and feedback from members to make the assessment tool a successful working document.
- Determine and clearly articulate what you want to accomplish.

Step 2 - Preparation

- Schedule time prior to or during your next annual planning meeting to complete the assessment tool.
- Decide what degree of input you will need from committees or task groups that are directly involved with competency areas and notify them of your process. Your group will benefit from the collective wisdom and differing perspectives of your members, as you work through this process. This, in turn, will help to build ownership.

Step 3 – Gather the Evidence

- Ask each board member to focus on one competency, and ask them to gather the necessary information regarding that particular competency to aid in completing that section of the assessment tool.
- Collect documents and information to aid in completing the assessment tool.

Step 4 – Board Review

- Complete the assessment.
- Take time to complete the section at the end of each competency, which identifies goals and vision for the organization, and provides space for comments.

Step 5 – Submit to GCSAA

- Submit the assessment tool to GCSAA electronically.
- GCSAA staff will assess your responses, and assign a ranking to each skill statement. There will be levels assigned for:
 - Competencies that a chapter must be able to do to affiliate with GCSAA
 - Competencies that chapters should be able to do
 - Competencies that a well-functioning chapter performs
 - Competencies of a top-performing chapter

Step 6 – Assessment Follow-up Questions

- Some questions to be asked immediately after completing the assessment are:
 - What issues did the assessment bring to the forefront for the board?
 - Are these issues immediate, short-term or long-term?
 - If this is not your first time in completing the assessment tool, what progress has been made? What lessons were learned?
- Learn about resources, incentives and programs that will assist your chapter in reaching the next desired level and accomplishing its short- and long-term goals.

Instructions

Below is the assessment tool. It is divided into eight different competencies. Please provide a response to each skill statement, reflecting the current activities and operations of your chapter. Please place a check mark (✓) next to the “yes” or “no” option for each question.

Membership

1. Our chapter recruits members. Yes _____ No _____
2. Our chapter retains members. Yes _____ No _____
3. Our chapter assesses the needs of members at least annually.
Yes _____ No _____
4. Our chapter identifies the various demographics of its members.
Yes _____ No _____
5. Our chapter develops and delivers programs and benefits that satisfy or exceed membership expectations.
Yes _____ No _____
6. Our chapter maintains an active list of prospective members and maintains regular contact with them through various methods. Yes _____ No _____
7. Our chapter complies with the dual membership requirement (we notify GCSAA when a golf course superintendent applies for membership with our chapter to ensure he or she also joins GCSAA). Yes _____ No _____
8. Our chapter conducts a membership promotion or campaign.
Yes _____ No _____
9. Our chapter has developed a membership benefits brochure.
Yes _____ No _____
10. Our chapter distributes annual membership renewals.
Yes _____ No _____
11. Our chapter sets targets for membership growth.
Yes _____ No _____

With respect to membership, our chapter has the following goals:

1. _____
2. _____
3. _____
4. _____
5. _____

Comments (*Please elaborate on listed goals*). _____

Association Operations

1. Our chapter understands the principles of association management (i.e. financial management, accounting, legal and tax issues). Yes _____ No _____
2. Our chapter has a name for the association. Yes _____ No _____
3. Our chapter has developed bylaws. Yes _____ No _____
4. The board of directors reviews and updates the bylaws to reflect changes in the association's policies, procedures and operations. Yes _____ No _____
5. Our chapter has developed written standard operating procedures (SOPs).
Yes _____ No _____
6. Our chapter has developed articles of incorporation. Yes _____ No _____
7. Our chapter has defined lines of authority and responsibility (for officers, board of directors and staff). Yes _____ No _____
8. We have set up a checking account in our chapter's name. Yes _____ No _____
9. We have set up a savings account or other investment fund in our chapter's name.
Yes _____ No _____
10. Our board of directors has developed an annual fiscal year plan and budget.
Yes _____ No _____
11. Our chapter has developed an annual planning calendar that identifies areas of focus and key activities for the year. Yes _____ No _____
12. Our chapter complies with all of the following reporting requirements, as specified in the affiliation agreement:
 - Affirmation of current good standing from the state where incorporated
 - Affirmation that chapter has retained its tax-exempt status and does not anticipate losing such status
 - Copy of bylaws
 - Certificate of insurance for directors and officers liability coverage
 - General/property liability insurance binder
 - Copy of submitted IRS 990 tax form for most recently completed fiscal year (Those chapters with more than \$25,000 in gross annual revenue must file a 990 form).
 - Financial summary of most recently completed fiscal year. (Those chapters with less than \$25,000 in gross annual revenue must complete and submit a financial summary form).
 - Annual report of association activities for most recently completed fiscal year

- Current officer list
 - Current membership roster
- Yes _____ No _____
13. Our chapter has developed a mission statement. Yes _____ No _____
14. Our chapter has developed a code of ethics. Yes _____ No _____
15. Our chapter makes available financial statements or reports to members.
Yes _____ No _____
16. Our board reports financial information to appropriate constituencies (i.e. board, members and the IRS).
Yes _____ No _____
17. Our chapter has established an internal auditing committee. Yes _____ No _____
18. Our chapter hires a CPA to conduct an annual, certified audit. Yes _____ No _____
19. We have an established mailing address and e-mail account for the chapter.
Yes _____ No _____
20. Our chapter offers an affinity program (examples of affinity programs are life insurance benefits and a credit union). Yes _____ No _____
21. Our board of directors maintains and preserves chapter records. Yes _____ No _____
22. Our board keeps official minutes of all chapter board and membership meetings.
Yes _____ No _____
23. Our chapter has developed, and currently maintains, a database with accurate information of association members and constituents.
Yes _____ No _____
24. Our chapter has developed a system for tracking and updating our chapter members' and constituents' contact information. Yes _____ No _____
25. Our chapter can produce a membership list for members, constituents, sales/vendor representatives, the media and other target audiences. Yes _____ No _____
26. Our chapter produces an annual membership directory for members, constituents, sales/vendor representatives, the media and other target audiences.
Yes _____ No _____
27. Our chapter sets membership dues. Yes _____ No _____

28. Our chapter collects membership dues. Yes _____ No _____

29. Our board has determined that our chapter needs to hire administrative staff.
Yes _____ No _____

30. Our board of directors has developed a position description for administrative staff, including independent contractors or staff that is hired through a management company or firm.
Yes _____ No _____

31. Our board of directors has developed a compensation and benefits package for administrative staff.
Yes _____ No _____

32. Our chapter has established an office as the chapter's place of business.
Yes _____ No _____

33. Our chapter has purchased office equipment.
Yes _____ No _____

34. Our board of directors has hired administrative staff. Yes _____ No _____

35. Our board of directors has promoted current administrative staff, or hired an executive director. Yes _____ No _____

36. Our board of directors has developed, implemented and evaluated personnel policies and procedures. Yes _____ No _____

37. Our board of directors recruits, provides job training for, supervises, evaluates, disciplines, retains and terminates staff as appropriate.
Yes _____ No _____

38. Our board of directors provides opportunities for staff's professional development (i.e. pay for their membership in the American Society of Association Executives – ASAE). Yes _____ No _____

With respect to association operations, our chapter has the following goals:

1. _____
2. _____
3. _____
4. _____
5. _____

Comments *(Please elaborate on the listed goals).*

Leadership/Volunteer Management and Development

1. Our chapter generates/develops a pool of volunteers. Yes _____ No _____
2. Our board of directors communicates time commitments to potential leaders.
Yes _____ No _____
3. Our chapter encourages members to contribute their talents and skills to the organization. Yes _____ No _____
4. Our chapter organizes committees for various association projects and activities.
Yes _____ No _____
5. Our chapter invites members to serve on committees or task groups or to help with chapter projects. Yes _____ No _____
6. Our chapter provides a leadership training or orientation session for committee members and the board. Yes _____ No _____
7. Our chapter trains volunteers to represent the profession in areas such as career development, education, environment, The First Tee, government relations advocacy and compliance, media/public relations, membership and research. Yes _____ No _____
8. Our board of directors has developed a mentoring program for new leaders in our chapter. Yes _____ No _____
9. Our chapter sends a chapter leader to a leadership program. Yes _____ No _____
10. Our chapter ensures that board members and committee members provide regular updates to the membership on their meeting outcomes and activities through chapter meetings, the chapter's publication, e-mail or other means. Yes _____ No _____
11. Our board of directors encourages volunteer participation at higher levels such as GCSAA committees. Yes _____ No _____
12. Our board of directors engages in strategic planning on an annual basis.
Yes _____ No _____
13. Our board of directors develops and executes a strategic plan that transcends from year to year and board to board. Yes _____ No _____
14. Our board of directors, on at least a quarterly basis, reviews and records progress toward achieving the goals outlined in the strategic plan.
Yes _____ No _____
15. Our chapter works with the local student chapter. Yes _____ No _____

With respect to leadership/volunteer management and development, our chapter has the following goals:

1. _____

2. _____

3. _____

4. _____

5. _____

Comments (*Please elaborate on the listed goals*). _____

Communication

1. Our chapter sends regular communications to members. Yes _____ No _____

2. Our chapter creates and provides a newsletter to members and constituents (the publication is a minimum of four pages, and could be provided either through print or electronic means). Yes _____ No _____

3. Our chapter produces a publication that creates a sense of community and is informative; the publication contains more editorial content from members than preprinted material. Yes _____ No _____

4. Our chapter produces a magazine (this is a four-color publication).
Yes _____ No _____

5. Our chapter has developed a Web site. Yes _____ No _____

6. Our chapter has appointed or hired a web manager to maintain and update the content on our site. Yes _____ No _____

7. Our chapter provides a discussion forum on the Web site. Yes _____ No _____

8. Our chapter sends broadcast e-mail to members. Yes _____ No _____

9. Our chapter has established one or more list serves for members and constituents.
Yes _____ No _____

10. Our chapter provides information on local employment opportunities.
Yes _____ No _____

11. Our chapter sells advertising for the chapter publication. Yes _____ No _____

12. Our chapter advertises job openings. Yes _____ No _____

13. Our chapter offers an employment referral service for a fee. Yes _____ No _____

14. Our chapter annually appoints a delegate to attend the Chapter Delegates Meeting.
Yes _____ No _____

15. Our chapter delegate provides at least quarterly updates to the membership on national news, events and information. Yes _____ No _____

16. Our chapter has developed uses and occasions for a phone tree. Yes _____ No _____

With respect to communication, our chapter has the following goals:

1. _____
2. _____
3. _____
4. _____
5. _____

Comments (*Please elaborate on the listed goals*). _____

Professional Development

1. Our chapter holds at least one educational meeting/year. Yes _____ No _____
2. Our chapter develops education for chapter meetings. Yes _____ No _____
3. Our chapter develops education seminars. Yes _____ No _____
4. Our chapter develops education for state pesticide credit. Yes _____ No _____
5. Our chapter delivers GCSAA education to members through the regional seminar program, the Superintendent Leadership Series or the Chapter Administered Program.
Yes _____ No _____
6. Our chapter provides training for members' staff such as equipment managers or irrigation techs. Yes _____ No _____
7. Our chapter provides non-discipline, non-turf related education and training (example: child labor laws and presentation skills). Yes _____ No _____
8. Our chapter provides education and training to facility staff, other club, operation and cross management staff. Yes _____ No _____
9. Our chapter provides scholarships for undergraduate and graduate students.
Yes _____ No _____
10. Our chapter provides scholarships to members for continuing education opportunities.
Yes _____ No _____
11. Our chapter has strong relationships with faculty and students at universities.
Yes _____ No _____
12. Our chapter provides career assistance for members. Yes _____ No _____
13. Our chapter has partnered with the green industry and allied organizations to meet mutual goals and objectives for legislative and regulatory purposes. Yes _____ No _____
14. Our chapter recognizes our members through awards. Yes _____ No _____
15. Our chapter stresses the importance of golf knowledge and skills to the membership.
Yes _____ No _____

With respect to professional development, our chapter has the following goals:

1. _____
2. _____
3. _____
4. _____
5. _____

Comments (*Please elaborate on the listed goals*). _____

Promoting the Profession/Industry

1. Our chapter has identified local, regional and/or state media contacts and has developed a media list. Yes _____ No _____
2. Our chapter invites the media to a chapter event. Yes _____ No _____
3. Our chapter hosts an annual media event. Yes _____ No _____
4. Our chapter generates story ideas for the local media. Yes _____ No _____
5. Our chapter has developed a public service announcement (PSA) and secured airtime for its play on local or regional cable/media. Yes _____ No _____
6. Our chapter regularly sends press releases to newspapers. Yes _____ No _____
7. Our chapter shows members how to write a press release (provide a template or fill-in-the-blank form) and encourages its use. Yes _____ No _____
8. Our chapter encourages members to promote themselves and garner some recognition. Yes _____ No _____
9. Our chapter encourages members to use GCSAA PR services and aids. Yes _____ No _____
10. Our chapter encourages members to use and display the chapter/GCSAA logo. Yes _____ No _____
11. Our chapter regularly highlights members' contributions to the industry using all PR sources. Yes _____ No _____
12. Our chapter has engaged in a PR campaign on a statewide level. Yes _____ No _____
13. Our chapter has established contacts with allied organizations. Yes _____ No _____
14. Our chapter invites allied groups to one annual event. Yes _____ No _____
15. Our chapter regularly contributes an article to a state golf association publication. Yes _____ No _____
16. Our chapter recruits members to volunteer for The First Tee, Junior Golf or related programs. Yes _____ No _____
17. Our chapter has formed or joined a coalition to address one issue impacting the game of golf in our state. Yes _____ No _____

18. Our chapter regularly exhibits at a trade or consumer show, golf tournament or other event to generate awareness and inform the public about the golf course superintendents profession and the association. Yes _____ No _____

19. Our chapter hosts (or co-hosts) a trade show. Yes _____ No _____

With respect to promoting the profession/industry, our chapter has the following goals:

1. _____
2. _____
3. _____
4. _____
5. _____

Comments (*Please elaborate on the listed goals*). _____

Advocacy (Government Relations and Public Policy)

- 1. Our chapter provides advocacy and compliance assistance to our members, and advocates for the best interest of members. Yes _____ No _____
- 2. Our chapter has established relationships with local and state lawmakers. Yes _____ No _____
- 3. Our chapter identifies and represents the varied interests of members (i.e. different demographics and facility types, etc.). Yes _____ No _____
- 4. Our chapter has created task groups with other allied golf groups on specific issues such as the economy, water, etc. Yes _____ No _____
- 5. Our chapter has hired a contract lobbyist. Yes _____ No _____
- 6. Our chapter has established a government relations communication network. Yes _____ No _____
- 7. Our chapter has appointed a government relations liaison to work with GCSAA on government relations efforts. Yes _____ No _____

With respect to advocacy, our chapter has the following goals:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

Comments *(Please elaborate on the listed goals).* _____

Nondues Revenue

- 1. Our chapter solicits sponsorship dollars and other nondues revenue.
Yes _____ No _____
- 2. Our chapter has identified the purpose and criteria for the use of funds prior to each fundraising event. Yes _____ No _____
- 3. Our chapter hosts an annual fundraising event. Yes _____ No _____
- 4. Our chapter has identified revenue-generating ideas. Yes _____ No _____
- 5. Our chapter donates to charitable organizations. Yes _____ No _____
- 6. Our chapter has developed a conference and show. Yes _____ No _____
- 7. Our chapter sells advertisements for the chapter publication. Yes _____ No _____
- 8. Our chapter has developed relationships with industry partners. Yes _____ No _____
- 9. Our chapter encourages industry to help with chapter events, a win-win situation.
Yes _____ No _____
- 10. Our chapter sells Web site advertising. Yes _____ No _____

With respect to nondues revenue, our chapter has the following goals:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

Comments *(Please elaborate on the listed goals).* _____

Environmental Stewardship

1. Our chapter promotes environmental stewardship for golf facilities.

Yes _____ No _____

2. Our chapter encourages participation in a golf course environmental certification program. Yes _____ No _____

3. Our chapter has developed best management practices for our area regarding the positive impacts of golf on the environment. Yes _____ No _____

4. Our chapter supports local environmental research efforts through funds or in-kind donations and activities. Yes _____ No _____

5. Our chapter promotes positive environmental stories to the local media.

Yes _____ No _____

6. Our chapter sponsors or participates in school programs or community environmental projects and programs. Yes _____ No _____

With respect to environmental stewardship, our chapter has the following goals:

1. _____

2. _____

3. _____

4. _____

5. _____

Comments *(Please elaborate on the listed goals)*. _____

Research

- 1. Our chapter has identified research needs. Yes _____ No _____
- 2. Our chapter funds or supports research studies and programs. Yes _____ No _____
- 3. Our chapter reports research outcomes to appropriate constituencies.
Yes _____ No _____
- 4. Our chapter has submitted an application to participate in joint research projects with other chapters/GCSAA. Yes _____ No _____
- 5. The members in our chapter routinely provide help with local or state universities in conducting field trials or experiments (example: chapter sponsored USGA spec greens for research or field trials). Yes _____ No _____

With respect to research, our chapter has the following goals:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

Comments (*Please elaborate on the listed goals*). _____

