

The **GMIC Bulletin** is published quarterly and provides insights into the latest news about the institute, graduates, and the industry and golf management in general. In this first issue, you will find information that will provide best practice pointers, updates on our alumni and a few facts and figures. The GMIC Bulletin is a golf community newsletter – if you would like to contribute, please contact the editor.

The new year brings a new look to our popular web site **www.golf-management.org**. Our web site is just one more way that the GMIC is Bringing the Business of Golf To You.

About the GMIC

Located at the Glen Abbey Golf Club in Oakville, Ontario, the Golf Management Institute of Canada has served the education and training needs of the golf industry since September 1999. The GMIC has been designed to meet the training requirements of the golf industry by serving as a "graduate or finishing school", focusing on the development of management skills specific to the business of golf. The GMIC is a non-profit educational institution.

2007 Graduates

Congratulations are in order for the graduates in the class of 2007. Diplomas were conferred and awarded at our 4th annual golf tournament. The following individuals were awarded the Graduate Diploma in Golf Operations Management.

- Allison Chenier
- Dale Janes
- Kevin MacNaughton
- Elvis Medford
- Yi Mo
- Jack Murphy
- Christopher Rusk
- Carl Swanback

Tribute to George Bain Arnold 1972-2007

Husband, Father and valued GMIC faculty member.



'My connection to Bain was mainly through a keyboard a thousand miles away and yet he bestowed a feeling of friendship and a bond in that space we call the Internet classroom. A feeling that I am sure every student who was privileged enough to have shared time with Bain would agree. One can say with confidence that if we learned nothing else from Bain, "It was to embrace all that life has to give you and live each moment to the fullest". This tragedy of life also shows us that every encounter, regardless of how remote, will leave a little bit of you with those you encounter. Our thoughts, prayers and condolences go out to the Arnold family.'

Carl E. Swanback

4th Annual Golf Tournament A Success



The GMIC held its 4th Annual Charity Tournament & Auction on October 4th - the most successful to date. The Country Club (ClubLink) was the perfect setting for the event and the weather could not have been better.

Thank you to the 100+ who participated and the many organizations and individuals who donated prizes and their time to make this event successful.

Proceeds from the tournament will be used to further management education in the industry and provide access to the knowledge and skills required to ensure future growth and success.

Congratulations to our winning foursome - David Kaufman, Mike Shapira, Larry Ungerman and Dave Cowx.

A special thank you to our individual and corporate supporters:

- Bruce Backus, ClubLink Corporation
- Ian Blay, Deerhurst Resort
- Stuart Brindle, Mill Run Golf & CC
- Henry Brunton, National Golf Coach
- Carol Buckberrough, Ping Canada
- Sean Casey, Glen Abbey Golf Academy
- Ian Chan, Paris Grand Golf Club
- Vito Cirone, Burnside Golf Services
- Carl Clift, Golf Logix
- John Cormier, Hidden Lake Golf & CC
- Ron Craig, Turf Care Products Canada
- Warren Crosbie, Bayview Golf Club
- Paul Davies, Adidas-Taylor Made
- Dave Deasley, Amer Sports
- Kevin Dennehy, Glen Abbey Golf Club
- Gerry Dobson, Sportsnet
- Silu Fernades
- Danny Fritz, IMG
- Viti Gomes, Nike Canada
- Julie Goslin, Molson Canada
- Karen Hewson, RCGA
- Nigel Hollidge, The Club at Bond Head
- Kevin Hurd, Golf North Properties
- Tom Jackson, Oslerbrook Golf and CC

- Darryl Jinks, ClubLink Corporation
- Bob Leyhane
- Les Lucyk
- Linda Magliocchi, ClubLink Corporation
- Heidi Milford, The Miller Tavern
- Glenn Mills, Golf Town
- Rick Montgomery, The Miller Tavern
- Shawn Morey, Braeben Golf Club
- Joe Murphy, Scarboro Golf and CC
- Rick Murray, Fairways magazine
- Keith Pelley, Toronto Argonauts
- Glenn Phillips, ClubLink Corporation
- Kim Robinson, International Club Network
- Rob Roxborough, Magna Golf Club
- Ian Scott, Mississauga Golf & CC
- Scott Temple, Reed Exhibitions
- Kevin Thistle, Angus Glen Golf Club
- Boris Uvakov, Lionhead Golf and CC
- Dave Wilson, Ping Canada
- Sheila Wise, Inn at Manitou

Alumni Profile



“The Golf Management Institute of Canada provided me with the opportunity to enhance my knowledge of the golf industry without disrupting my life. Living and working in rural Newfoundland, I could attend classes without having to leave my province or even my home. The GMIC provides students with great learning techniques and a learning environment that allows them to gain the knowledge they need to become the finest managers in the country. Learning on-line is a great concept, and I would highly recommend the GMIC.”

Tonya Yetman
General Manager Gander Golf Club, Gander, NF

Industry Profile – Ivan Liu, MyHomeTurf



GMIC had the chance to talk with one of the earliest (First Graduating class) GMIC program graduates, Ivan Liu, Founder and Managing Partner of MyHomeTurf, a wholly owned Canadian company that prides itself in “Delivering the Lifestyle of Golf”. MHT, as Ivan refers to the company, is a leading supplier and installer of synthetic putting greens and artificial surfaces in Canada. Their plans don't end there... please read on to find out what other plans are on the horizon for MyHomeTurf:

Q. How did you get into the golf business?

A. I had a very successful career going in the Banking and Brokerage Industry... but I wasn't sure that I wanted to do that for the rest of my life (think about it, another 40 yrs??). I've always liked golf, got into it at 19 through my father. My interest in golf took me to the Toronto Golf Show Fall '99 and by chance I met Grant Fraser, the eventual president of GMIC, as we all now know. He opened my mind to the idea that a career in golf could be an option for me, a nice hybrid comprised of my budding passion for golf and my existing academic and professional experiences. After that meeting I started my 2 year journey/studies with the GMIC and from there my future career in the golf industry began being molded. Most important, something I think about at every milestone in my golf career...that chance meeting also given me a Mentor (Grant) and I continue to bounce my thoughts by Grant Fraser for his invaluable advice.

Q. If you had to coach someone about what it takes to succeed in the golf business what would you say?

A. I'd say get into a business-any business- that you love and have a passion for. The golf industry has endless opportunities for someone with a passion for the sport and an entrepreneurial spirit. Add personal drive and focus and you've got the ingredients for some level of success. The golf business is very broad so stay focused on a particular aspect of the industry, look for a niche per say. In our case, we focused on the artificial turf side of our business first; this was not planned... so stay flexible as well. We're now established in the turf field so we are now looking at other opportunities. Not to be too philosophical... but dream big dreams... boundaries lie only in our minds, if the idea is solid, it will work (be honest about this, do your homework, crunch the numbers,

Presidents' Insights By Grant Fraser



Welcome to the GMIC Bulletin, the first of our quarterly e-bulletins which we hope that you will find interesting with tips from our education team and profiles of industry leaders.

The GMIC was launched to respond to the fact that the golf industry in Canada and worldwide has experienced tremendous change and growth. The Golf Management Institute of Canada is a not-for-profit organization whose mission is to provide excellence in golf management education using the latest on-line Internet technology. Focusing on the business of golf, the GMIC's Graduate Studies program in Golf Operations Management caters specifically to individuals interested in pursuing a management career in the golf industry. For your convenience, all GMIC courses are offered on-line, on a year-round basis.

The GMIC has worked closely with Canada's leading golf businesses and associations from its inception to develop a truly innovative golf management program. Each course is constantly reviewed by industry professionals and updated as required. This ensures that no leading-edge information or skill set is left out of any course. Upon completion of our program, students will be trained in the best and most current golf industry practices.

In the long run, tapping into the GMIC's educational resources will provide both individuals and businesses with a highly valuable commodity: the industry-specific knowledge they need to stay one step ahead of the competition.

I thank you in advance for your interest in the Golf Management Institute of Canada. Providing convenient and flexible learning solutions is what the GMIC is all about.

The GMIC Bulletin is one more way that the GMIC is serving your education needs. We would appreciate your feedback and any ideas you might have so that GMIC can serve you better!

discuss the idea with anyone that will listen, learn from those meetings)... finances (the mighty dollar I mean) should never be the defining factor in a business proposition... passion and faith in the idea must be the cornerstone you lean on to succeed.

Q. What are MyHomeTurf's biggest challenges?

A. A large part of our business is driven by consumer confidence and reputation. If the economy is doing well then we're going to do well. However we look at it, Golf is a luxury product... a cyclical business so you have to be prepared for that. At MHT, with our Turf business we focus on quality and representing premier products and companies, therefore cheap imports that offer low prices can be challenging when customers just look at price. For MHT to succeed moving forward, we need to round out our offering...MyHomeTurf "HomeBase" (future indoor Golf and Fitness Facility) will bring that balance.

Q. What impact did GMIC have on your golf career?

A. Exponential... the impact is still not fully recognized...GMIC complimented my previous academic and professional training; it prepared me for the Canadian golf industry. The format and set-up of the program was also a key factor for me... Being predominantly on-line and self study, I was able to keep my day job as a Securities Trader while studying online (a bit of a juggle, but at least I had the option). Where else could I learn from industry leaders (another HUGE KEY) while still working FULL-TIME? The comprehensive GMIC offering gave me a taste test of the broad skills required to succeed in the golf industry.

Q. So what's in store for MyHomeTurf in 2008?

A. We are finalizing the plans for MyHomeTurf "HomeBase". "HomeBase" will be a 1st class - Indoor Golf practice and training facility located in Toronto. What will make HomeBase different is that it will offer Fitness and Wellness facilities/programs as well. We want to make this a family friendly facility so we plan to offer a strong junior program. Anticipated opening is summer 2008

For more information about MyHomeTurf, please visit www.myhometurf.com.

Facts & Figures



According to a Ipsos Reid poll:

- There are 5.95 million golfers in Canada.
- The industry generates \$12.9 billion per year on direct golf expenditures as follows:

- Green fees/memberships \$7.25 billion
- Golf equipment \$2.25 billion
- Apparel \$1.73 billion
- Golf travel \$1.62 billion

- Affordability is rated as the top barrier to take up the game followed by lack of playing partners and lack of free time.
- Canada has one of the highest golf participation rates in the world with 21.5% playing golf and Saskatchewan leading the way with 29.2%.

According to the RCGA there are 2,500 golf courses in Canada and public courses outnumber private clubs.

* Source the RCGA 2006 Golf Participation in Canada Report

Tips From The Trenches

Agendas –A Key to Meeting Success

By Terry Ruffell



One of the keys to any meeting's success is the meeting agenda. Here are 10 helpful tips from GMIC's Golf Club Governance course and instructor, Terry Ruffell:

- Always, always have a meeting agenda.
- Make sure that the agenda has some "meat" to it and there is a purpose for the meeting.
- Get the agenda out in advance so board or committee members are prepared for the meeting.
- For some who have reporting responsibilities it's a reminder that they are on the agenda.
- Ensure that all outstanding business from the previous meeting is covered under the "Business arising" item on the agenda or it is covered off in other reports. Don't let "stuff" just drop!
- When setting up the agenda, deal with any operations report first and make this short. For those of you in management, it's the volunteers meeting not a staff meeting.
- Have the committee or board deal with an easy issue first to get the meeting going.
- Deal with any tough item next. This will allow time to deal with the questions and issues during the meeting. Leaving the difficult issue[s] to the end could result in inadequate time, leading to a poor decision[s] or the meeting might never end. If you start the meeting with the "tough stuff", you might not get to anything else.
- Leave the reports that only contain information until the end and mark those reports FYI. Discuss these reports briefly or not at all and assume they have been read.
- The date of the next meeting should be a standing item on all agendas and never, ever leave the meeting without setting a date for the next meeting. And set that date based on what's left to be accomplished and give reasonable time to do research or seek member, committee and staff input.
- Productive meetings that make good decisions don't just happen. A key to any meeting's success starts with a well thought out agenda.

Network Corner

Are you a GMIC graduate? Want us to profile what you are doing in the golf industry. Simply email us at publisher@golf-management.org.

If your golf operation is looking for talented and knowledgeable managers, let us know and we will get it out to the network.

The following links are also a great source of networking information:

Canadian Golf Superintendents Association (CGSA) www.cgsa.com

Canadian Professional Golfers' Association (CPGA) www.cpga.com

Canadian Society of Club Managers (CSCM) www.cscm.org

Golf Association of Ontario (GAO) www.gao.ca

Golf Course Superintendents Association of America (GCSAA) www.gcsaa.org

National Golf Course Owners Association (NGCOA Canada) www.ngcoa.ca



Upcoming Online Courses

Human Resources Management in Golf Operations

Apr 15 - Jun 03

Retail Management in Golf Operations

Apr 17 - Jun 05

Golf Club Governance

Jun 17 – Jul 22

Strategic Management in Golf Operations

Jun 19 – Aug 07

To register, visit www.golf-management.org

GMIC e-bulletin Editorial Content Jan /08

Contact the Editor

If you would like to submit ideas or comment on the GMIC e-bulletin, email the Editor, Terry Ruffell, at truffell@sympatico.ca or call Terry at 705-835-0216.

Future issues of the GMIC e-bulletin will have advertising opportunities and you can contact Terry Ruffell at the above phone # or email address.

Contact GMIC

Visit our homepage at www.golf-management.org

Golf Management Institute of Canada
Glen Abbey Golf Club
1333 Dorval Drive
Oakville, ON L6J 4Z3
905-844-7666 Phone
905-844-2035 Fax