

Leadership Forum Series
Wednesday, April 27th | 4:00 – 7:00 p.m.
Wellesley Country Club

Leadership Forum Education

Seven Characteristics of Highly Effective Private Club Boards

One of the biggest challenges in the private club industry is the lack of consistent and highly effective governance. Establishing and maintaining effective governance in private clubs is very difficult due to the frequent board turnover and the consistent pattern of emotion-based decision making, as opposed to an objective approach.

Steve Mona, Club Benchmarking Director of Governance and Leadership, will walk through seven characteristics seen consistently across the industry from highly effective club boards. In addition to the seven characteristics, Steve will provide immediate and practical tools to improve their own board's performance. Other key components of effective governance present in high-performing Boards will be discussed, including bylaws, succession planning and the Board Policy Manual.

Measuring Your Club's Capital Health – Which Metrics Matter?

Kevin Shea of Club Benchmarking will walk through metrics that are critical to every club's financial health. These metrics include Net Worth Over Time, Net to Gross PP&E, Debt to Equity and Net Available Capital. Attendees will have the option of submitting their audited financials in advance to participate in an evaluation of their club's capital health.

Essential or Extraordinary?

A Data-Driven Look at the Efficiency vs Experience Debate

Is the member experience at your club "Essential" or "Extraordinary?" Where you fall on that spectrum is directly related to whether club leaders are focused on efficiency and cost cutting or on delivering an exceptional member experience. In this session, Club Benchmarking Research Specialist Mike Morin will use analysis of annual data from more than 1,000 clubs to address the financial realities of the "efficiency vs experience" debate, and member survey data from more than 56,000 private club members to quantify the importance of the member experience including eye-opening generational variations in Net Promoter Scores (NPS).

Itinerary

4:00 – 6:00 p.m. – Education

6:00 – 7:00 p.m. – Cocktails and heavy hors d'oeuvres

Leadership Forum Presenters



Steve Mona
Director of Governance & Leadership

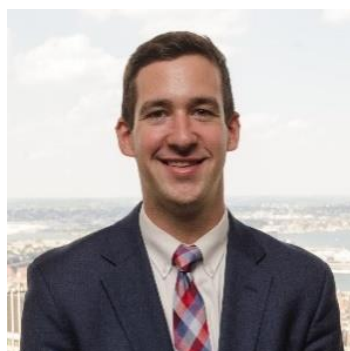
Steve Mona is a well-known and highly respected figure in the golf industry who joined the Club Benchmarking team in 2019 as Director of Governance & Leadership. His career includes leadership roles with the Northern California Golf Association, United States Golf Association and Georgia State Golf Association, and both *Golf Digest* and *Golf Inc.* magazine have recognized him as one of the "Most Powerful People in Golf." Mona was named CEO of the World Golf Foundation in 2008 after 15 years as CEO

of the Golf Course Superintendents Association of America. A native of New York, Mona earned a bachelor's degree in journalism from San Jose State University (CA). He lives with his wife Cyndi in Ponte Vedra Beach, FL.



Kevin Shea
Data Management & Research Specialist

Kevin specializes in data management and research project support. Prior to joining Club Benchmarking in 2017, he served as Assistant Manager at Cherokee Town & Country Club in Atlanta, GA and at The Country Club in Brookline, MA. He holds a Hospitality & Business Management degree with a minor in Economics from University of Massachusetts, Amherst. A native of Duxbury, MA, he enjoys playing golf and he is a major supporter of all Boston sports teams.



Mike Morin
Survey Project Manager & Research Coordinator

Michael is a Survey Project Manager and Research Coordinator specializing in member and employee engagement surveys. Prior to joining the Club Benchmarking team in 2017, he worked in management for the UMass Club in Boston, Jupiter Island Club in Florida and Bald Peak Colony Club in New Hampshire. He holds a Hospitality Management degree from University of New Hampshire.

About Club Benchmarking

Club Benchmarking is the private club industry's leading provider of business intelligence and data analytics. The Club Benchmarking Key Performance Indicators are indispensable tools for club boards and management teams committed to data-driven leadership. Club Benchmarking Solutions include Financial & Operational Benchmarking, Strategic Capital Planning Services, Employee Engagement Surveys, Workforce Analysis & Compensation Benchmarking, Member Attachment & Loyalty Surveys and Board Advisory Services.