

BOARD OF DIRECTORS SELF-GOVERNANCE POLICIES

GCSAA's success in achieving its mission depends on the involvement of volunteer members. To ensure that members are able to serve effectively, without regard to personal circumstance, the association provides significant support to GCSAA board members.

Note: For purposes of all the board policies and standard operating procedures, the Immediate Past President shall be considered an officer.

Fiduciary Responsibilities.....	2
Fiduciary Duties	2
Board Meeting Minutes	3
Finance Committee	3
Campaigns and Elections.....	6
Campaign Policies and Procedures	6
Annual Meeting and Elections.....	7
Resignation Policy	7
Representation and Travel	8
Board Representation Policy	8
International Invitation Policy	9
Travel and Expense Policy.....	9
GCSAA Credit Card Policy	10
Entertainment Expense Policy	11
Travel Accessory Policy	11
Clothing Allowance Policy	11
Official GCSAA Stationery Policy	12
Standard Operating Procedures.....	12
Chart 1: GCSAA Board Representation at Events.....	15
GCSAA Conference and Show VIP/Special Guest Policy	16
Definitions.....	16
Exclusions	16
Complimentary Registration Policy.....	17
VIP Expense Policy	17
Board Support	20
Facility Relationships Policy	20
Technology Policy	23
Significant Other/Family Travel and Protocol Policy.....	25
Recognition, Privileges, Benefits and Limitations	27
Recognition	27
Education Points and Service Points.....	28
Privileges and Benefits.....	28
GCSAA Board Meeting Location Selection Policy.....	30

Fiduciary Responsibilities

Service on the Board of Directors of GCSAA is a position of trust bestowed upon an individual by the voting members of this Association. It is a position that requires that an officer and director conduct themselves in a manner consistent with a position of integrity and trust. The membership of GCSAA must be assured of the integrity and objectivity of present and future board members in policy matters on behalf of all the membership.

Fiduciary Duties

Directors and officers of GCSAA stand in a fiduciary relationship to the organization. This relationship imposes upon them a duty to manage the affairs of the organization in the best interests of the organization and its members. Their fiduciary duties include an obligation to keep them informed of the organization's affairs and to exercise reasonable diligence in managing the organization's business for the benefit of all members.

1. **Liability.** No board member shall be liable for the acts or failure to act of any other member, director, officer or employee of GCSAA. Nor shall any board member be liable for monetary damages for breach of fiduciary duties, provided that such liability does not arise: (a) from breach of a board member's duty of loyalty to GCSAA, (b) for acts or omissions not in good faith or which involve intentional misconduct or a knowing violation of the law, or (c) from any transaction from which a board member derived an improper personal benefit, or as otherwise set out in K.S.A. §17-6002(b)(8) and §60-3601.
2. **Liability Coverage.** The association shall purchase an insurance policy of professional liability that covers all officers and directors.
3. **Confidentiality.** Officers and directors have a duty not to disclose the confidences of fellow board members, discussions from any board meeting and how any board member voted on any issue to any person so as to impair or undermine the ability of the Board of Directors to properly function.
4. **Unanimity of Voting.** The Board of Directors of GCSAA has a fiduciary responsibility not only to the members of the association, but also to the members of the board itself. Therefore, when propositions or motions are made, each board member shall be given adequate time to express their opinion either for or against such proposals. When the question is called and vote is taken, each board member shall have the option of voting yea, nay or abstaining. Board members have an obligation to support the vote of the body during and after the meeting even if the vote is contrary to the board member's point of view.
5. **Conduct Concerning Commercial Endorsement.** In an effort to avoid any appearance of impropriety or the loss of the ability to make objective decisions every board member should absolutely refrain from appearing in any advertisement or using their position to endorse commercial products of any kind. It is also declared to be a policy of this board that after the individual ceases to be

a board member that they should not use their former title of officer or director or any reference to previously being on the board of directors of GCSAA in any advertisement or endorsement of a commercial product.

6. **Ineligibility for Awards.** Members of the Board of Directors and their families (including grandchildren) are not eligible to receive awards or scholarships or win contests sponsored or administered by GCSAA or The Environmental Institute for Golf during their board service. This ineligibility also applies to Board of Directors' significant others and their families.

Board Meeting Minutes

Board members shall receive a copy of the minutes of each board meeting during their board tenure.

1. It shall be the responsibility of the Secretary/Treasurer of GCSAA to promptly notify the Board of Directors of all board actions between board meetings, including the tally of individual votes and recording such actions into the minutes of the next board meeting.
2. Voting members of GCSAA shall be permitted, for a purpose related to the business of GCSAA, to view the minutes of any board meeting in person at GCSAA headquarters. Members shall not be permitted to make copies of any board meeting minutes or remove the minutes from the headquarters.

Finance Committee

The primary purpose of the Finance Committee is to spend dedicated time, periodically throughout the year, on the financial oversight of the organization. This will allow more in-depth discussion on related issues.

1. **Composition.** The committee will consist of a maximum of the following individuals:
 - The Secretary/Treasurer (Chairman)
 - The Vice-President (prior year's Secretary/Treasurer);
 - The two Directors who have the greatest tenure on the board, excluding the Immediate Past President;
 - Directors campaigning for the office of Secretary/Treasurer;
 - The President and Chief Executive Officer (ex-officio); and
 - The Chief Financial Officer (staff liaison).
2. **Meetings and Communication.** It is anticipated that the committee will meet every quarter, principally by conference call. The chair will determine the need for any physical meetings. This approach will enable better management of volunteer time and travel, as well as the professional fees of the independent auditor and investment consultant. Electronic communication will be the preferred means of communication.

3. Duties.

- 3.1. Apply the “prudent person rule,” or simply good business judgment in all financial oversight matters.
- 3.2. Annually review all significant aspects of financial and investment policy, including among others, financial reporting policies, allocation and investment vehicle guidelines, and others.
- 3.3. Annually review the scope of the independent auditor’s work (certified public accounting firm), previous year’s performance, their reports, findings and recommendations. Make appropriate recommendations to the Board of Directors regarding any engagement of the independent auditor.
- 3.4. Review investment performance on a quarterly basis, and consider meeting with individual investment managers on a rotating basis.
- 3.5. Look to the independent auditor, independent investment consultant and CFO to identify issues that warrant consideration, and then give due deliberation.
- 3.6. Over an appropriate time horizon, three to five years, evaluate the performance of the independent investment consultant and managers against established benchmarks.
- 3.7. Communicate well-reasoned findings and recommendations to the Board of Directors so that appropriate actions can be taken.
- 3.8. Establish a disciplined agenda, and schedule for the year, to address recurring quarterly and annual issues. This still allows for spontaneous issues to be addressed as needed.

Membership Dues Review

1. The Board of Directors shall review membership dues for classifications A, Superintendent Member and C a minimum of every two years.
2. The review shall occur as part of the annual business plan and budget setting process.
3. Factors to be considered in the review process are other non-dues revenue sources, the association’s financial position and other general economic projections.
4. Projected amount and use of the investment reserves will be emphasized in the review.
5. The preferred range for the potential dues increase would be calculated using the published CPI for the preceding 24 months, rounded to the nearest \$5. However, if the need exists, a potential dues increase could exceed the 24-month CPI amount.

6. Any adjustment to these classes of dues would require a vote at the following year's annual meeting.
7. The decision and communication of the dues increase must be timely in order to comply with notice of annual meeting provisions. The 24-month CPI shall be reported at the annual Chapter Delegates Meeting, and any potential dues increase shall be presented for discussion at the Chapter Delegates Meeting.
8. The targeted implementation date would be May of the year in which the annual meeting is held.

Campaigns and Elections

GCSAA recognizes the importance of providing the membership with information about the board's needs, the direction of the organization and candidates' qualifications so that the members can make informed choices during the election process.

Campaign Policies and Procedures

The following policies and procedures provide guidance for GCSAA board members, candidates and chapter delegates in conducting appropriate campaigns.

1. **Campaign Calendar.** Those nominated for office shall not actively campaign until the Nominating Committee has formally approved and submitted a list of candidates to the GCSAA Secretary/Treasurer for confirmation.
2. **Campaign Events.** Board candidates and all chapter delegates shall attend the annual Chapter Delegates Meeting.
 - 2.1. **Chapter Delegates Meeting.** All candidates selected by the Nominating Committee shall attend the Chapter Delegates Meeting. Candidates will be provided a forum to give a short presentation and an extended question-and-answer session with the chapter representatives. Candidates will be allowed to distribute campaign literature only during the question-and-answer portion of the "Meet the Candidates" session.
3. **Communication and List Distribution.** The following information will be provided to candidates and delegates to promote communication between delegates and the board candidates.
 - 3.1. **Voting Delegate Lists to Candidates.** GCSAA headquarters will furnish all candidates with rosters of both voting delegates and alternate delegates as soon as they are identified. The rosters will be provided as an Excel spreadsheet data file with preferred mailing addresses, e-mail addresses and phone numbers.
 - 3.2. **Voting Strength Reports.** Delegates and chapters have access to their voting rosters via the GCSAA web site throughout the year, as well as a summary of their chapters' voting strength. Candidates will be provided a summary of all chapters' voting strengths prior to the annual meeting.
4. **Board Conduct During Campaigns.** In order to facilitate harmony on the GCSAA Board of Directors, and to promote a positive image of the board to membership, no board member shall make any statement or statements regarding their "individual or the board's position" relative to the merits of any candidate for GCSAA office.

Annual Meeting and Elections

GCSAA annual meetings will be held in conjunction with the Golf Industry Show with the time and location to be designated by the Board of Directors. In the event that the Golf Industry Show is not held in a given year, the board will designate a time and place for an annual meeting in that year.

1. **Required Attendance.** All candidates and voting delegates shall attend the GCSAA Annual Meeting and Election. Delegates shall represent and cast the votes of their eligible chapter members.
2. **Assignment of Proxies.** Members of the Board of Directors shall not solicit nor cast any proxy votes for dues increases or bylaws amendments. Nor shall they solicit proxies for candidates other than themselves. If a board member receives a proxy, they shall sign the proxy over to their chapter's voting delegate. Non-board candidates can solicit proxies on their own behalf; but must assign all proxies to their chapter voting delegate or a registered individual voter, unless they are registered as an individual voter.
3. **Taking Office.** Officers and directors elected at the annual meeting shall take office immediately following adjournment of that meeting.

Resignation Policy

Any board member who resigns their office shall relinquish all rights and privileges of board membership.

1. **Committee Appointment Option.** The president has the prerogative to appoint a resigning board member to fulfill committee service as a committee or task group member.
2. **Responsibility for Charges.** Any charges to a GCSAA credit card following the resignation of a board member shall be the personal responsibility of that individual.
3. **Appointment of Successor.** Vacancies occurring in any office of the Board of Directors of the Association shall be filled by appointment by the President with the approval of the Board of Directors for the unexpired term.

Representation and Travel

It will be the responsibility of board members, and sometimes their significant others, where appropriate to represent the association.

Board Representation Policy

The board representation chart indicates who will represent the association at particular events. If any issues are known to be of particular interest to the constituents at the event, staff will provide background information or talking points to the board members attending the event, as appropriate.

1. A majority of the entire Board of Directors must approve any representation not listed. If standard operating procedures for such approval are not followed, the officer or director may be held personally accountable for the expenditures by a majority vote of the entire Board of Directors.
2. Because events typically attended by the President may change dates from one year to the next, the President will represent the association only once per event, unless otherwise approved by a majority vote of the entire Board of Directors.
3. Substitutes will be selected in the order of Vice President, then Secretary/Treasurer. If none of the officers can attend, a substitute will be chosen with approval of the majority of the Board of Directors.
4. GCSAA will pay expenses for board members' significant others to attend events and meetings as specified on the attached list. If a substitute is selected to represent the association, this policy applies to the substitute's significant other. Other expenses for family members or guests of board members will not be paid by GCSAA. Board members will receive 1099 forms for all significant other travel expenses that are paid by GCSAA.
5. The President's significant other may stay at GCSAA's rental house at the Masters with the President.
6. The President may invite additional business guests to stay at GCSAA's rental house at the Masters, within the limits of space available. The officers must approve any and all such guests before an invitation may be issued. All guests of the GCSAA President shall be responsible for making their own travel arrangements, paying for all their own expenses and respecting the privacy of any official GCSAA meetings that may be held at the house.
7. For each board meeting, each director and officer must prepare a brief report detailing the business purpose and outcomes for any travel that was an expense to GCSAA since the previous board meeting. The outcomes should also include the benefits derived from the significant other's attendance at events and meetings.

International Invitation Policy

When GCSAA is invited to participate in an international event, the Board of Directors will review the CEO's recommendation when deciding whether or not to send a board member, using the following criteria:

1. Which association or organization is extending the invitation?
2. What is the significance and prestige of the event?
3. What opportunity exists for GCSAA to interface with current members, potential members and other officials during the event?
4. What additional business could be advanced while representing GCSAA at the event?
5. What are the time, budget and availability constraints?

Travel and Expense Policy

Travel arrangements for GCSAA business should be made to ensure the best rates. For overseas travel, depending on the event and schedule, the Board can authorize business class airfare on a case-by-case basis. GCSAA will pay the expense for airline club memberships for officers and directors during their terms of office. GCSAA will reimburse the board member's actual and reasonable expenses incurred during travel on association business per the policy guidelines.

1. No reimbursement will be issued without a properly authorized expense report. If no expense report is filed within 30 days of the last day of the trip, the CFO and/or Secretary/Treasurer will contact the board member to discuss resolution or other actions to be taken.
2. Individuals traveling on GCSAA business should request and consider the lowest available upgradable airfare in the appropriate class of service. Board members may request more convenient flight times to minimize layovers and time away from work. Board members are not expected to stay over simply to obtain a lower airfare.
 - a. Board members and their significant other have the option to upgrade to first-class for domestic flights (business class for international flights) only by using any previously earned upgrades or frequent flyer miles, except that officers may upgrade to business-class tickets at GCSAA expense, using the most cost-effective method available, when traveling on the same flight as their employer in instances when GCSAA pays for first-class travel for the employer.
3. Expenses associated with changing tickets, except to fulfill the requirements of the board member's employer or unforeseen circumstances; will be the

responsibility of the individual traveler. GCSAA will pay for ticket changes for earlier flights when a meeting adjourns earlier than expected.

4. Board members who rent cars while traveling on association business should carry GCSAA's Automobile Insurance Identification card. Collision damage provisions or programs offered by car rental companies should be waived.
5. Newly elected directors will be reimbursed for their expenses starting after the annual meeting and will be reimbursed for additional travel expenses from that point on to their home.
6. Board members are encouraged to minimize meal expenses. Expenses for meals, cocktails, wine, mini-bar, service charge, tip, tax, etc., should not exceed \$100 per day. The \$100 per day maximum shall be considered cumulative over the span of each event. The \$100 per day maximum may be exceeded in locations where costs are significantly higher to conduct business. The per diem should be reviewed periodically to insure it is a sufficient amount.
7. Approved expense reimbursement for those items considered income by the I.R.S. will be grossed-up for taxes using a standard thirty-three percent (33%) income tax rate. The honorarium presented to the Past President is an exception and will not be grossed-up for taxes.
8. GCSAA will not reimburse or be responsible to board members or significant others for expenses such as childcare, pet care or other costs associated with being away from the home or workplace.
9. GCSAA will pay for caddy fees at GCSAA-sanctioned events.

GCSAA Credit Card Policy

GCSAA credit cards are issued to each board member for GCSAA purposes only. Board members may spend their own funds or use their own or GCSAA credit cards while traveling on GCSAA business or performing responsibilities on behalf of GCSAA.

1. The Board Event Liaison will prepare a report of any charges more than 30 days old that have not been reflected on an expense report. This report will be sent to the board member to assist in filing the expense report. Additionally, at each Board Meeting a travel variance report and summary of timely submission of expense reports will be prepared for the Secretary/Treasurer.
2. If no expense report is filed within 30 days of receiving the report from the Board Event Liaison, along with a copy of the credit card statement, the CFO and/or Secretary/Treasurer will contact the board member to discuss resolution or other actions to be taken.

Entertainment Expense Policy

On occasion, it may be appropriate for an officer or director to incur entertainment expenses for a bona fide business purpose while representing GCSAA. Examples include meals and social events that further the mission, vision, goals and established policies of the association. Each board member should refrain from any activity that may detract from or give the appearance of detracting from the mission, vision, goals and established policies of the association.

1. The President must approve these occasions before the expense can be approved.
2. Should any director or officer violate this privilege, such privilege may be suspended by a majority vote of the entire Board of Directors, and any subsequently incurred expenses will be the individual's personal responsibility.

Travel Accessory Policy

The association provides luggage and accessories to ensure that board members traveling on GCSAA business project a polished and professional image that reflects well on GCSAA and the golf course management profession.

1. Each board member will have the option of receiving travel accessories (with GCSAA logo) that meet their individual needs upon election to the Board of Directors. Standard travel accessories include:
 - Long garment cover
 - Wheeled garment bag
 - Expandable upright
 - Wheeled business case or backpack
 - Travel golf bag with travel cover
 - Golf accessories
2. Each item of the travel accessory set can be replaced as needed throughout the individual's term on the Board of Directors. The board member may purchase replacement items on their own to include pieces that are appropriate for travel needs, or the Board Event Liaison can provide a replacement identical to the original piece. Replacement costs should not exceed an average of \$1,800 over a three-year period.

Clothing Allowance Policy

The association provides clothing allowances, in lieu of uniforms, to ensure that board members representing GCSAA project a polished and professional image that reflects well on the association and the golf course management profession.

1. Each officer will receive a \$1,500 annual clothing allowance.
2. Each director will receive a \$1,000 annual clothing allowance.

Official GCSAA Stationery Policy

The association provides board members with personalized, GCSAA-logo business cards and stationery denoting their office, to ensure that they project a polished and professional image that reflects well on GCSAA and the golf course management profession.

1. The official GCSAA letterhead paper listing the Board of Directors should be used only for official, authorized purposes. Officers are delegated certain responsibilities and authorities by the bylaws of the association. An officer may use official letterhead only for matters that are within the scope of their authority as granted by the bylaws.
2. A director has no authority as an individual to speak for the association. Only the Board of Directors as a body has such authority, unless there has been specific delegation of authority, by resolution of the Board of Directors, to that individual board member.
3. Individual board members may use the personalized, GCSAA-logo stationery for any routine correspondence concerning association matters.
4. The association provides past presidents retiring from the Board of Directors one order (quantity 500 each) of stationery, second sheets, envelopes and business cards. Past presidents may order additional supplies of stationery and business cards from GCSAA at no cost.

Standard Operating Procedures

1. **Approval of Board Representation at Events.** The annual operating budget shall include travel and expenses for the events and participants listed on the board representation chart.
 - 1.1. A detailed list must be placed in the budget for any event not specified on the board representation chart. These events must be clearly identified in the budget for approval by the Board of Directors.
 - 1.2. After the budget is approved, additional board travel should be clearly documented, clearly identifying the purpose of the additional travel (e.g., the presence of additional board members would be advantageous at a listed event, or it would be beneficial for GCSAA to be represented at a non-listed event).
2. **Masters Housing.** The GCSAA officers and Chief Executive Officer shall be guaranteed space at the house.
 - 2.1. Other current GCSAA board members and key staff who are conducting GCSAA business at the Masters shall have first priority for lodging at the GCSAA house for the duration of their official GCSAA business.

3. **Officer and Travel Reports.** Officer and travel reports are to be submitted, in the appropriate format, to headquarters 30 days prior to all board meetings.

4. **Travel and Expense Procedures**

- 4.1. Travel requests should be initiated as early as possible in order to secure the lowest cost possible.

- 4.1.1. Reservations will be confirmed and tickets issued the same or next working day after receipt of confirmed travel preference.

- 4.2. If a net savings can be secured by leaving the hometown a day early or by returning a day late (in order to obtain a cheaper airfare), GCSAA will pay for the additional night's lodging and related meals and other expenses. Otherwise, lodging and other expenses associated with early arrival or late departure will not be reimbursed and will be the responsibility of the individual traveler.

- 4.3. Board members may reserve rental cars for ground transportation on GCSAA trips.

- 4.3.1. The Board Event Liaison will arrange appropriate car-pooling for functions attended by more than one board member.

- 4.4. The following guidelines apply to all board expense reports:

- 4.4.1. Receipts must accompany all expenses over \$10. All expenses such as parking, tolls, taxis, etc., under \$10 must be properly explained.

- 4.4.2. Itemized statements from restaurants, hotels, car rentals, etc., must be submitted with the expense report. Credit card receipts only are not acceptable. If the hotel statement is not available, due to master billing, a note should be made on the expense report. The Board Event Liaison will provide a copy to the board member when the master bill arrives for payment.

- 4.4.3. Hotel statement charges that are not reasonable and customary will not be allowed. Applicable laundry, telephone and parking expenses will be reimbursed.

- 4.4.4. For meals, entertainment and meeting expenses, the names, titles and company names of those attending should be listed, along with the business reason for the expense and the nature of the business discussion.

- 4.4.5. Recommended gratuities are:

- Skycaps, porters, hotel doorman, hotel bellhop - \$1 per bag. \$2 if very heavy bag.

- Luggage storage at hotel - \$1 per bag at drop off and pick-up. \$2 if very heavy bag.
- Taxi driver – 10%-15% of fare.
- Delivery to room of requested item (hair dryer, towel, pillow) - \$1 per item.
- Delivery to room of box/amenity - \$3-\$5 per box/amenity. More if very heavy.
- Hotel assistance for hailing cab - \$1.
- Valet parking - \$2 when car is picked up.
- Concierge - \$1-\$3 per assist (such as making a restaurant reservation).
- Housekeeping - \$2 per day paid on a daily basis.
- Wait staff in restaurants – 15%-20%. If a large group (sometimes more than 6 or 8) make sure the tip is automatically added to bill. Check bill before signing and don't add a double-tip.
- Room service – 15% or as set by hotel. In many hotels, the tip is automatically added to the room service bill. Check bill before signing and don't add a double-tip.

4.4.6. Personal auto usage is reimbursed at the prevailing “per mile” Internal Revenue Service rate. This reimbursement policy releases GCSAA from any liability or fiduciary responsibility to the individual using his or her own vehicle for GCSAA business. The individual traveler is responsible for maintaining proper insurance coverage and satisfying the deductible and any further claims against them as the result of an accident or traffic violation.

4.4.7. Mileage in excess of the cost of airfare to the same city will not be reimbursed.

4.4.8. Reimbursements for alcohol will be made for reasonable consumption. This is a matter of professional image and appropriate use of the organization's financial resources.

5. **GCSAA-Logo Stationery Delivery.** Personalized, GCSAA-logo stationery will be supplied to presidents, board members and past presidents within one month after the order is received. Officer candidates who are running unopposed will receive business cards denoting their new title immediately after the election. The past president will receive his/her past president stationery within one month after retiring from the board.

Chart 1: GCSAA Board Representation at Annual Events

<u>Event</u>	<u>Authorized Representation</u>				
	President	Vice President	Sec/Treas	Immed. Past Pres	Directors
• Board of Directors Meetings	1 ^b	1 ^b	1 ^b	1 ^b	5 ^b
• BIGGA Annual Meeting	1	1			
• PGA of America Merchandise Show	1				
• Canadian GSA Conference and Show	1	1			
• USGA Annual Meeting	1				
• GCSAA Conference & Show	1 ^a	1 ^a	1 ^a	1 ^a	5 ^a
• Board Orientation	1	1			1 ^c
• China Golf Show	1				
• Masters Tournament	1	1	1	1	
• National Golf Day	1	1	1	1	5 ^f
• ASGCA Annual Meeting	1				
• Golf 20/20 World Golf Hall of Fame Induction	1	1			
• International Summit	1				
• U.S. Open Championship/EIFG BOT Meeting	1	1	1	1	1 ^g
• NGCOA MCO	1	1			
• John Deere Classic	1				
• PGA Championship	1 ^a	1 ^a	1 ^a	1 ^a	
• Ryder Cup – United States	1	1	1	1	
• Ryder Cup – Europe	1	1			
• Chapter Delegates Meeting	1	1	1	1	5
• John Deere Championship	1				
• PGA of America Annual Meeting	1				

Legend

- ^a GCSAA pays significant other's expenses.
- ^b Significant others will attend two Board Meetings.
- ^c Or more if more than one new director is elected/appointed to the Board.
- ^d Invited, but attendance not "mandatory".
- ^f All directors are encouraged to attend NGD.
- ^g EIFG Board of Directors member.

GCSAA Conference and Show VIP/Special Guest Policy

GCSAA offers complimentary registration and invitations to various VIPs and special guests to honor them and increase their recognition and appreciation of the association. GCSAA also pays or reimburses certain expenses for various categories of VIPs and special guests.

Definitions

1. **Course Official** refers to any individual in an employer-type role in relation to a board member, such as a general manager, club president, green chairman, course owner, etc.
2. **Designated Course Official** refers to the one course official whom the board member designates to receive an expenses-paid visit to conference and show.
3. **Officer's Assistant Superintendent** refers to the one assistant golf course superintendent whom the officer designates to receive an expenses-paid visit to the conference and show.
4. **Full Pack Registration** includes admittance to all conference sessions and the trade show.

Exclusions

1. **Theme Park Tickets.** GCSAA shall not provide complimentary theme park tickets for any VIP or special guest.
2. **GCSAA Golf Championship.** GCSAA shall not provide complimentary golf championship registration for any VIP or special guest; however, a board member may choose to apply the staff recognition allowance toward the entry fee and any related expenses.
3. **GCSAA Seminars.** GCSAA shall not provide complimentary seminar registration for any VIP or special guest. However, a board member may choose to apply the staff recognition allowance toward seminar registration fees.
4. **Entertainment Expenses.** GCSAA shall not pay entertainment expense for any VIP or special guest, other than board members and their VIPs. Board members' entertainment expense must meet the qualifications set forth in the Entertainment Expense Policy.
5. **Other Individuals.** GCSAA shall pay no expenses for board family or guests in addition to those specifically listed in the VIP Expense Policy below.
6. **Board VIP's.** Expenses designated for Board VIP's are not transferable to any other event. All expenses will be forfeited if the specific VIP is not attending.

Complimentary Registration Policy

VIP/Special Guest registrations are assigned codes according to what events and functions are complimentary.

Codes 50 and 51 – Full-pack registration, guest activities and President’s celebration event.

1. Code 50 is limited to current board members.
2. Code 51 is limited to significant others and natural/adopted children of current board members.

Code 52 – Full-pack registration. Code 52 registration is limited to:

1. Each officer’s designated assistant golf course superintendent and significant other
2. The current board members’ course officials and their significant others, up to 12 additional guests of the President whose term expires at the conference and show, and up to four additional guests per other current board members.
3. Current Old Tom Morris Award recipient and significant other, and past recipients of the Old Tom Morris Award
 - The current Old Tom Morris Award recipient is also entitled to up to eight additional complimentary tickets, if needed, for the event where the award will be presented.
4. Current recipients of the Distinguished Service Award, President’s Award for Environmental Stewardship, Leo Feser Award, Excellence in Government Relations Award, and their significant others
5. Past Col. John Morley DSA winners.
6. Chief volunteer and staff officers of U.S. allied associations of golf and international golf course superintendent associations, and their significant others
7. Host chapter president and significant other
8. GCSAA Past Presidents

Code 53 – Full-pack registration. Code 53 registration is limited to board members of U.S. allied associations of golf not eligible for Code 52.

VIP Expense Policy

GCSAA’s official travel agency will bill GCSAA directly for airfare and rental cars booked in accordance with a GCSAA travel shell. GCSAA also will arrange for direct billing for other means of airport-hotel ground transportation and lodging. GCSAA will reimburse travelers for flights or ground transportation booked through other means according to the standards listed below, upon receipt and approval of an expense report.

1. **Airfare.** GCSAA will pay coach airfare for GCSAA board members and significant others, each board member’s designated course official and significant

other, each officer's assistant golf course superintendent, the President's assistant's significant other and current recipients of the Old Tom Morris Award, Distinguished Service Award, President's Award for Environmental Stewardship, Leo Feser Award Excellence in Government Relations Award, and the current award recipients' significant others.

The Old Tom Morris Award recipient and significant other may upgrade to first-class tickets if desired.

Each officer's designated course official and significant other may upgrade to first-class tickets at GCSAA expense, using the most cost-effective means available, if desired.

2. **Ground Transportation.** GCSAA will pay for on-site ground transportation as follows:
 - Board members will receive appropriate ground transportation for the duration of their stay.
 - Board members' significant others and the officers' assistant superintendents' significant others traveling separately from the board member or assistant will receive appropriate ground transportation between the airport and hotel. **Note:** GCSAA will not pay for ground transportation for board members' extended families or guests in addition to the significant other and minor children traveling separately from the board member. However, additional family members and guests may ride with the significant other, provided there is adequate room.
 - Each board member's designated course official will receive appropriate ground transportation for up to five days.
 - Each officer's assistant superintendent will receive appropriate ground transportation for up to five days.
 - The current Old Tom Morris Award recipient will receive appropriate ground transportation for up to five days.
 - Current recipients of the Distinguished Service Award, President's Award for Environmental Stewardship, Leo Feser Award and Excellence in Government Relations Award will receive appropriate ground transportation for up to five days.
3. **Tournament Lodging for Board Members.** GCSAA shall arrange for complimentary or direct-billed lodging at the tournament headquarters hotel for all board members attending the tournament. GCSAA shall provide a one-bedroom suite for the president and one room each for the other board members. If the hotel is an all-suite hotel, GCSAA will provide either a two-bedroom or

upgraded one-bedroom suite for the president and regular one-bedroom suites for the other board members.

4. **Conference Lodging for Board Members and Guests.** GCSAA shall arrange for complimentary or direct-billed lodging at the conference headquarters hotel or other appropriate hotel, beginning no earlier than the night before the first conference seminar through the end of conference, as follows:

- The President shall receive a two-bedroom, suite and up to four additional bedrooms for up to five nights for family and/or guests. The additional bedrooms may be upgraded if available.
- The Vice President (incoming President) shall receive a two-bedroom, suite.
- The Secretary/Treasurer and Immediate Past President shall receive a one-bedroom, suite.
- Directors shall receive a one-bedroom suite; suites will be assigned only if enough are available for all directors.
- Each board member other than the President shall receive a maximum of one bedroom for up to five nights, in addition to his/her suite. These may be upgraded if available.

5. **Conference Lodging for Course Officials and Assistant Superintendents.** GCSAA shall arrange for complimentary or direct-billed lodging at the headquarters hotel or other appropriate hotel as follows:

- Each officer's assistant superintendent shall receive one bedroom for up to five nights, from the night before the first conference seminar through the end of the conference.
- Each board member's designated course official shall receive one non-concierge level bedroom for up to five nights. These may be upgraded if available, with the board member's permission.
- Lodging intended for assistant superintendents and designated course officials are not transferrable to other family members or guests.

6. **Conference Lodging for Award Recipients.** GCSAA shall arrange for complimentary or direct-billed lodging at the conference headquarters hotel or other appropriate hotel, for up to four nights, as follows:
 - The current Old Tom Morris Award recipient shall receive a one-bedroom suite.
 - Current recipients of the Distinguished Service Award, President's Award for Environmental Stewardship, Leo Feser Award and Excellence in Government Relations Award shall each receive one bedroom.
7. **Meal/Incidental Expenses.** GCSAA shall reimburse actual travel-related meal/incidental expenses for the duration of approved travel, up to \$100 per day, which will be cumulative for the covered days. The \$100 per day maximum may be exceeded in locations where costs are significantly higher to conduct business. All receipts must be attached to the expense report and submitted for approval.

Board Support

GCSAA's success in achieving its mission depends on the involvement of volunteer members. In recognition of the significant amount of time and travel that GCSAA demands of its board members, and to ensure that members are able to serve effectively without regard to personal circumstance, the association provides the following forms of support for GCSAA board members.

Facility Relationships Policy

GCSAA recognizes that board members' need to maintain secure relationships with their place of employment and is an important prerequisite to effective volunteer service.

GCSAA provides the following forms of support:

- To thank and reward the assistant superintendents whose efforts enable the board members to travel on GCSAA business.
- To educate the employer of a GCSAA board member about the scope and importance of a board member's responsibilities and their role in the game of golf.
- To highlight the value and benefits that the board member's service brings to the golf facility where they are employed.
- To demonstrate appreciation for the employer's support for the board member's involvement as a leader of GCSAA.
- To enable board members to effectively co-manage their service to GCSAA and their employment obligations.
- To reduce the time that board members need to spend on GCSAA work not directly related to policy issues.
- To prevent the board member and the employer from bearing the costs of doing business on behalf of an international association.

1. **Staff Recognition Allowance.** Each Board member shall be allowed to spend up to \$1000 in each year of board service (from annual meeting to annual meeting) to reward and/or recognize the support of their staff. This \$1000 amount is per Board member, not per staff member; it is up to the Board member to decide how to allot the allowance. The Board member has wide discretion in spending the \$1000 annual allowance.
 - All expenses for this recognition program must be submitted on GCSAA expense reports. Board members may use their GCSAA credit cards to make the purchases under this program.
 - Any expenses in excess of \$1000 in a year shall be borne by the Board member. No portion of the \$1000 allowance left unspent in a year may be carried over to a subsequent year.
2. **Officers' Assistant Superintendent Conference/Seminar Attendance.** GCSAA shall provide complimentary Code 52 registration and pay expenses for each officer to send one assistant golf course superintendent to the GCSAA Education Conference and Golf Industry Show, as provided for in the GCSAA Conference & Show VIP/Special Guest Policy.
3. **Officers' Employer Visit to GCSAA Headquarters.** Each officer may, if desired, schedule one visit to GCSAA headquarters annually with their employer, to meet with the Chief Executive Officer and learn more about the organization and the officer's role on the board of directors.
 - GCSAA shall pay first-class airfare, using the most cost-effective means possible, and appropriate ground transportation for the board member's employer, and if traveling together, for the board member. All hotel and incidental expenses shall be direct-billed to GCSAA. GCSAA also will arrange and pay for a golf outing with the officer, their employer and the Chief Executive Officer, if the officer desires.
4. **CEO Visit to President's Golf Facility.** The Chief Executive Officer may annually visit the incoming/new President's golf course to meet with the President's employer. The President and CEO shall schedule the meeting at the convenience of the President's employer.
5. **President's Employer Visit to Major Tournament.** GCSAA will pay expenses for the President's course official and the course official's significant other to attend either the U.S. Open Championship or the PGA Championship with the President, depending on ticket availability. GCSAA will pay expenses for first-class airfare; appropriate ground transportation; lodging; and meal/incidental expenses up to \$75 per day, upon receipt and approval of an expense report substantiated with receipts.
6. **Morley Award.** The Colonel John Morley Award, an original painting of a scene at the outgoing President's golf course, shall be presented to the outgoing President's

selected course official at the conference event honoring the outgoing president and introducing the new Board of Directors.

7. **Grant to the President's Golf Facility.** GCSAA may make a grant to the President's golf facility.
 - The grant shall be made in the name of the GCSAA President. The President may earmark the grant for a particular program, project or fund at the golf facility. The President is encouraged to consider the potential for lasting impact and image value when designating the grant's purpose.
 - The amount of the grant shall be equal to the amount of \$2,500 plus \$1,000 for each year that the board member has been on the board of directors and employed at the same golf facility, up to a \$10,000 maximum.
8. **Subscriptions and Other Communications for Employers.** GCSAA shall provide the board member's employer with a number of publications and other communications for the purpose of increasing the employer's recognition of GCSAA's role in the game of golf and appreciation of the board member's contribution to that function. Each board member shall be entitled to designate up to 10 recipients to receive complimentary subscriptions to *Golf Course Management* magazine, and any other communications determined by the CEO to assist in achieving that purpose.
9. **Thank-You Letters.** Each board member shall be entitled to designate up to three recipients to receive an individualized letter from the Chief Executive Officer thanking the employer for supporting the board member's continuing service.
 - Board members shall be asked to submit the names, addresses and special content guidelines to the board liaison before January 15th of each year.
 - Employer thank-you letters shall be distributed within six weeks after the annual election.
10. **Conference and Show.** Each board member may designate an unlimited number of employers to receive invitations for complimentary Code 51 registration for the course official and their significant other, as defined in the GCSAA Conference & Show VIP/Special Guest Policy. Each board member may designate one employer whose expenses, as detailed in the same SOP, shall be paid by GCSAA. GCSAA will notify the board member before sending an invoice for additional expenses to the board member's employer or VIP guest.

GCSAA may also arrange and pay for a special reception for the board of directors and their employers. The President will determine whether the guest list is to include significant others and/or additional family members/guests of the board members and their employers.

11. Administrative Assistance for Board Members. GCSAA shall not promote to employers the association's policy of providing administrative and communication assistance to board members. Board members are responsible for individually communicating these provisions to their employers as they see fit, and may seek staff assistance in doing so.

- GCSAA committee liaisons provide board members with assistance in administering committee work.
- The Board Event Liaison provides some travel assistance, and executive, communications and publications team members provide some communication assistance for their work as board members.
- GCSAA shall offer to pay for 20 hours per week for necessary assistance to the GCSAA President, in recognition of the increased responsibilities and travel demands for the position. The President shall be responsible for all employment responsibilities (hiring, tax filing, etc.). GCSAA's only responsibility shall be to reimburse the President up to the amount approved in the annual operating budget.

12. Office Technology for Board Members. GCSAA provides hardware, software, cell phone reimbursement and, if needed, Internet access service and installation and monthly service charges, as specified in the Technology Policy.

Technology Policy

GCSAA acquires and applies communication devices to facilitate the efficient operation of its business. The use of all GCSAA-provided communication devices is for the exclusive use of the board member and should conform to established guidelines.

1. Hardware. Each Board member shall be allowed to select the equipment that meets their individual needs. Standard technology equipment includes the following: laptop computer, iPad, printer, and smart phone. The equipment purchases should not exceed an average of \$2,500 over a two-year period. An exception to the two-year allowance would be made where the equipment is damaged, the needs of the board member change significantly, or new technology creates significant communication improvements. The board members may choose the equipment themselves but should use resources available through the Information Technology Department when considering new technologies.

- **New Board Members.** An iPad will be provided to newly elected board members at Board Orientation so that they can be equipped to immediately and fully participate as a committee leader and board member.
- **Outside Equipment.** When GCSAA provides primary technology support, outside equipment that is attached to the association equipment should be reviewed with the Information Technology Department. This is to ensure

optimal functionality and compatibility, and to avoid unintended system conflicts.

- **Technical Support.** In order to utilize their equipment efficiently and with a minimum of down time, board members may arrange for local technical support. The GCSAA IT Department may also be utilized for technical support where practicable. IT can provide board members with reference materials to support the essential functions of their GCSAA-issued hardware and software.
2. **Software.** Board members shall be provided with appropriate software and applications to enable them to effectively conduct association business. Each board member is individually responsible for reading, understanding and following all applicable licenses, notices, contracts and agreements for software that he or she uses or seeks to use on association computers.
 - *Downloading material from the Internet or adding software programs should be for appropriate uses only.*
 3. **Telecommunications.** Each board member, if needed, will be provided an email account and high-speed Internet connection at their home or office and reimbursement of cell phone charges, not to exceed \$250/month using the most cost-effective combination available.
 4. **Instruction.** The Information Technology Department shall provide Board members with instruction and reminders to ensure optimal functionality of association-issued hardware and software. Board members should make every effort to do so in order to avoid the risk of loss of files and the infection of others.
 - Board members are encouraged to receive personalized instruction from the Information Technology Department either through an individual training session at headquarters or through conference call.

5. **Confidentiality.** Voicemail, electronic mail (e-mail) and Internet records are to be treated like shared paper files. As a practical matter, Board members are advised to say nothing on the Internet that would be inappropriate for an unintended recipient to read.
6. **Disposition of Equipment upon Termination of Board Service.** The retiring past president shall be allowed to keep the equipment (but not ongoing services or maintenance of equipment) supplied by GCSAA. Any board member who resigns or is not re-elected may keep their equipment with the permission of the remaining board members.
7. **Technology Replacement.** If technology equipment is lost or damaged as a result of actions taken by the board member GCSAA will replace the equipment at no cost to the board member one-time over the board members tenure on the board. All future costs associated with lost or damaged equipment as a result of actions taken by the board member will be the responsibility of the board member.

Significant Other/Family Travel and Protocol Policy

As board members advance through the chairs, the events where they represent GCSAA will include growing opportunities for their significant others to participate in building relationships with leaders of national and international golf organizations, industry executives and major donors to The Environmental Institute for Golf. GCSAA provides the following benefits:

- To help board members' significant others prepare for their role as ambassadors for the association.
- To help build camaraderie and relationships among the board members and their families.
- To show appreciation for family support of the board member and the significant amount of time that they give to serving the association.

Note: The chart that accompanies the board representation and travel policy includes specific events where significant others may be encouraged to accompany board members in addition to the travel and benefits listed below.

1. **Significant Other Travel to Board Meetings.** GCSAA pays travel expenses for board members' significant others to attend two board meetings annually. GCSAA will occasionally provide training or personal development opportunities to assist significant others in being effective ambassadors on behalf of the association. The Board Event Liaison and the President's significant other endeavor to schedule an "orientation" opportunity for the Significant others of newly elected or appointed board members. Information and activities should be designed:
 - To familiarize the board members' significant others with the board members' responsibilities and travel schedule.
 - To familiarize the board members' significant others with their own role as ambassadors for the association.

- To encourage friendship and camaraderie among the board member's significant others.
2. **Significant Other/Family Participation in Conference and Show.** GCSAA provides complimentary Code 51 registration and lodging for board members' family members as specified in the Conference and Show VIP/Special Guest Policy. GCSAA also pays airfare for board members' significant others as provided for in the same policy.
 3. **Significant Other/Family Participation in Golf Championship Guest Activities.** All guest activities and social programs at tournament will be complimentary to significant others and children of current board members.
 4. **President's Significant Other Travel.** The President's significant other may stay at GCSAA's rental house at the Masters with the President. The Board Representation chart and annual budget approval process determine whether GCSAA or the President pays for significant other travel expenses.
 5. **Limitations.** Expenses for family members or guests of board members will not be paid by GCSAA, except for those specified above, on the Board Representation chart or in the Conference and Show VIP/Special Guest Policy. Board members will receive 1099 forms for all significant other and family member travel expenses that are paid by GCSAA.

Recognition, Privileges, Benefits and Limitations

Recognition

GCSAA desires to recognize the dedicated service to the Golf Course Superintendents Association of America and its members demonstrated by individuals who serve on the association's board of directors.

1. Outgoing President.

- The outgoing president shall receive a personalized gift commemorating their term as president and a golf flag autographed by the GCSAA staff. These gifts shall be presented at an appropriate venue.
- The outgoing president shall receive a special president's plaque at the Annual Meeting when retiring from the presidency.

2. Immediate Past President.

- A leather-bound volume of *Golf Course Management* magazine containing the 12 issues of the President's term shall be presented to the immediate past president.
- A white blazer will be provided for individuals who complete their term as president of GCSAA. The blazer shall be presented to the past president in a ceremony at the Annual Meeting. Upon request, the blazer may be altered or replaced.
- The immediate past president will not receive new allowances for the year during which his term will end. However, the remaining allowance from the previous calendar year can be spent as long as the receipts are turned in within a reasonable timeframe.
- An honorarium is presented to the Past President pursuant to the following terms and understandings: Said honorarium shall be paid within thirty (30) days following completion of their term as Immediate Past President. The amount of the honorarium shall be \$14,200. The amount of the honorarium shall be adjusted annually for any inflation, as measured by the prior year's CPI (consumer price index). The amount of the Honorarium can only be changed by a majority agreement by both the Board of Directors and the Nominating Committee currently serving.
- The immediate past president shall receive a memento in recognition of their presidency. Examples of such physical expression include a chair, clock, picture or such other item that has meaning to the outgoing president. Such item shall not exceed \$400, including shipping. The immediate past president may not opt to receive the cash value of the memento. The GCSAA Board

Event Liaison shall ask the immediate past president regarding their preference of memento. The memento shall be shipped to the outgoing president's preferred address within six months of his or her retirement.

Education Points and Service Points

Board members shall receive 1.0 service points per service year on the Board of Directors. In addition, each board member shall receive education points for professional development and long-range planning activities that meet appropriate standards.

1. Service points from board service shall apply to the overall requirement for Class A renewal or CGCS re-certification.
2. Education points from the strategic planning portion of board meetings or a designated Strategic Planning meeting shall apply to the minimum GCSAA seminar education point requirement for Class A renewal or CGCS re-certification.
3. Directors assisting with the administration of seminar programs shall be given the opportunity to participate in the program, at no cost, take the examination and receive credit.
4. Board members will pay full member registration fees for any GCSAA seminar attended for education point credits.
5. If a Board member is auditing a course and/or receives no education point credits or seminar materials, there will be no charge.

Privileges and Benefits

1. **Tokens of Appreciation.** Unless otherwise approved in the budget, gifts to non-members in excess of \$500 per gift or \$1,000 in total shall require the approval of the Board of Directors.
2. **Apparel.** Each board member shall annually select GCSAA merchandise up to \$350 annually, to enhance and promote the image and branding of the association. No portion of the \$350 left unspent in a year may be carried over to a subsequent year.

GCSAA Board Meeting Location Selection Policy

1. **Purpose:** To establish a policy for the selection of board meeting locations, establish procedures for the invitation and expenses related to hosting guests and establish policy for guest participation.
2. **Criteria for Selection of Board Meeting Locations and Dates.** The Vice President will propose a list of potential board meeting locations and dates for the Spring, Summer, Fall and Winter board meetings during the Vice President's pending presidency for board approval at the Fall board meeting prior to his or her presidency. The location and dates of the board meetings must meet the following criteria:

Located near one or more GCSAA chapters for the purpose of inviting and engaging members in strategic conversations and providing networking opportunities.

Dates of the board meetings will be proposed based upon availability of required housing and facility needs, and scheduled so as not to conflict with other significant events and availability of the board members.

3. **Invitations to Chapter Guests.** GCSAA will extend invitations to chapter members using the following criteria:

Staff will provide a list of chapter officers and engaged members in the vicinity of the board meeting location for approval by the President, in consultation with the CEO.

Staff will contact approved chapter officers to inform them of their pending invitation and present them with information to prepare for their upcoming board meeting participation.

Staff will invite approved chapter officers to the chapter/allied meeting on behalf of the President.

GCSAA will pay housing expenses for chapter officers who are invited to the chapter/allied meeting, if appropriate.

Officers unable to attend will submit a substitution request to staff who will submit the request to the President. Upon approval by the President, staff will invite the approved substitute and follow the outlined criteria for chapter officers.

Approved officers, and any approved substitutes, will be invited to participate in a pre-board meeting conference call with the Chief Executive Officer and other appropriate individuals to prepare for the upcoming board meeting.

Chapter members will be offered the GCSAA discounted rate for housing and given the option to stay at the GCSAA host facility at their own expense, if appropriate.

4. Invitations to Other Guests. GCSAA will extend invitations to other guests using the following criteria:

Staff will provide the President with a list of media, industry, educator, donor and allied professional guests within the vicinity for approval. The CEO and President will confer on the invitation list.

Staff will invite approved media, industry, educator and donor guests to the luncheon on behalf of the President.

Media, industry, educator and donor guests will be offered the GCSAA discounted rate for housing and given the option to stay at the GCSAA host facility at their own expense, if appropriate.

Staff will invite approved allied association guests to the luncheon and chapter/allied meeting on behalf of the President.

GCSAA will pay housing expenses for allied association guests who are invited to the chapter/allied meeting, if appropriate.

Approved allied association guests will be invited to participate in a pre-board meeting conference call with the Chief Executive Officer and other appropriate individuals to prepare for the upcoming board meeting.

5. Fiscal Responsibility. Staff will provide the President with the approved budget for each board meeting. The President will remain mindful of budget allocations when approving the host facility and guest lists.