MANAGEMENT DEVELOPMENT PROGRAMME

GOLF MANAGEMENT

28 MARCH - 01 APRIL 2022
OUR COMPANY
Celebrating our first 100 years in 2014, we continue to strengthen our position as a leading worldwide provider of innovative solutions for the outdoor environment including turf, snow and ground-engaging equipment, and irrigation and outdoor lighting solutions.

Through a strong network of professional distributors, dealers and retailers in more than 90 countries, we proudly offer a wide range of products across a family of global brands to help golf courses, professional contractors, groundskeepers, agricultural growers, rental companies, government and educational institutions, and homeowners – in addition to many leading sports venues and historic sites around the world.

OUR PURPOSE
To help our customers enrich the beauty, productivity and sustainability of the land.

OUR VISION
To be the most trusted leader in solutions for the outdoor environment. Every day. Everywhere.

OUR MISSION
To deliver superior innovation and to deliver superior customer care.

OUR RELATIONSHIPS
The Toro Company’s success is founded on a long history of caring relationships based on integrity and trust. These relationships are the foundation on which we build market leadership with the best in innovative products and solutions to make outdoor environments beautiful, productive and sustainable.

We are honored to have our products used at such notable sites and events as St Andrews Links in Scotland, Hazeltine National Golf Club, Baltusrol Golf Club (host of the 2016 PGA Championship), Hampden Park in Scotland, the Wimbledon Championships, the Super Bowl, Real Madrid Club de Fútbol in Spain, Rose Bowl Stadium, and the Walt Disney World® Resort.

We are proud to serve these and the many other venues around the world.
These courses form the first building blocks for those who wish to work towards taking their CCM exam.

Full details can be found by following the link below:
www.cmaeurope.org/education/mdp
This CMAE course is aimed at Managers with particular responsibility for successful golf operations.

The course is fully endorsed by the CMAA (Club Managers Association of America) as part of the Management Development Programme that provides a pathway to the globally recognised CCM qualification.

By attending this course, delegates will enhance their understanding of these cornerstones of a successful golf product at their clubs, including -

- GOLF TOURNAMENT OPERATIONS
- WORKING EFFECTIVELY WITH YOUR COURSE MANAGER
- AN UNDERSTANDING OF TURF MAINTENANCE CHALLENGES
- UNDERSTANDING EXPENSIVE TOOLS IN THE GREENKEEPING TRADE
- WORKING EFFECTIVELY WITH YOUR GOLF PROFESSIONAL
- UNDERSTANDING OF RETAIL AND FLEET MANAGEMENT ISSUES
- THE BUSINESS OF GOLF TUITION AT YOUR CLUB
- THE HISTORY AND CONTINUED EVOLUTION OF THE GAME
- THE FUNDAMENTALS AND THE MYTHS OF GOLF TECHNOLOGY
- BENEFITSOENVIRONMENTAL&SUSTAINABILITYCOMPLIANCE
- PRINCIPLES OF YIELD MANAGEMENT IN MAXIMISING TEE USAGE
- EFFECTIVE USE OF A AN ACADEMY
- THE POSSIBILITIES IN WORKING WITH CUSTOMER SERVICE EVERY DAY •
- PUTTING IT ALL TOGETHER

Where else could this training take place other than in the “Home of Golf”, where delegates will also benefit from additional evening tours in this famous golfing town.
The curriculum and learning outcomes have been provided by the Club Managers Association of Europe and this training course is endorsed by the Club Managers Association of America as part of the educational pathway to the CCM qualification.

**TURF MANAGEMENT – A PERSPECTIVE FOR CLUB MANAGERS**

Climate, soil type and grass plant are just three of the variables that affect the formulation of a turf management policy. This session will provide the club manager with the credibility to support the Course Manager in his/her execution of the Club’s Course Policy Document and environmental management plan.

**A “WORKING” RELATIONSHIP WITH YOUR COURSE MANAGER AND GREEN COMMITTEE**

From presenters who have worked on both sides of fence, learn how to make sure that this most crucial of relationships is working, from communications with your members, harmonious meetings with the green committee to perennial questions about those old chestnuts like the “bunker on the 12th”.

**WALK THE COURSE AND LOOK THROUGH THE EYES OF THE COURSE MANAGER**

We may see our golf courses every week but what does the Course Manager need to be on the look-out for on the most famous golf course in the world, the Old Course, St Andrews. Conclude this tour in the green-keeping facility of the St Andrews Links Trust, to see for yourself the benefits associated with quality machinery, and fully trained staff.

**SHARPENING YOUR PENCIL**

How you profit through performance and create success with thinking experience instead of golf club.

**BRAND AWARENESS**

Golf clubs and organisations need to be aware of their brand and what it tells people. We will be fortunate to hear from both Gleneagles as well as R&A on their brand and how they use it.
EVENT MANAGEMENT & TOURNAMENT SET UP
Hundreds of golfers turn up every week to your club without a thought given to how the event is organised, and that’s exactly how it should be. Experts in tournament operations will provide best practice and FAQs to ensure your club competitions and events run smoothly.

GOLF TECHNOLOGY
The R&A are asked to review hundreds of new wonder-products that will revolutionise golf every year, so exactly what is their role in governing this area of the game and what are the facts and the myths regarding technology in golf.

CUSTOMER SERVICE OPPORTUNITIES
Have you ever wondered how many times your staff interact with a customer on a typical visit to your club? It is more than you may think, and clubs are often guilty of not grabbing these opportunities to impress a customer, build a bond with them, and have them tell others how great their own club is.

RETAIL & FLEET MANAGEMENT
Learn from industry experts what skills and insight are required to master these potentially lucrative aspects of your club’s business.

HANDICAPPING & COURSE RATING
This is an area of the golf business that is crucial to creating the unique level playing field that golf enjoys, yet it is often misunderstood by the majority of participating golfers. This session will give you the knowledge and credibility to co-ordinate your club’s needs in this area.

THE GOLF BUSINESS MODEL
The course will conclude by challenging you to prepare an action plan for your club which prioritises the learning points from the week, to ensure that your club is maximising the opportunities open to you and your club.

You will leave the course with specific objectives to achieve at your club, and clear evidence of the benefit of your week on the Management Development Programme.
The Rusacks St Andrews Hotel provides luxurious accommodation and exceptional business facilities for conferences and meetings. The hotel is located within touching distance of the famous 18th of the world's oldest golf course and boasts elegant surroundings for delegates.

Plush, stylish rooms overlooking the town or the golf course have sitting areas, free Wi-Fi, flat-screen TVs, and tea and coffeemaking equipment.

Dining options include a sleek Scottish restaurant, a relaxed gastropub and a plush, understated bar.
"MDP Golf was the ultimate experience in Golf Operations. Where else would you find a better place to learn about excellence in golf operations, than from the experts from the R&A and St Andrews Links Trust. The line up of worldwide experts presenting was first class. Literally there was no better environment to share passion, network and learn about golf operations than in an environment steeped in history and at the same time tasked with developing golf for future generations." - Mohammed Attallah CCM, Madinaty Golf Club / Egyptian Golf Federation

"The MDP golf management course is a must for anyone who is serious about furthering their knowledge within this area of the industry. Both the wide range of experienced speakers and fellow delegates from around the world gave me a greater insight into effective club management and hospitality operations. I drove home from St Andrews after five days of fun learning full of fresh ideas to put into practice for when I return to work at my club." - Alex Day, Dreamland Golf Club

"A fantastic week again on MDP Golf Management. We bonded almost instantly as delegates on this course. I'm always challenged on these training weeks on how I run my Club and how I could do things better. I leave the week tired from the classroom sessions but motivated to change my behaviour as a Club Manager. I constantly ask myself whether I can afford to take the time away from the Club to attend the CMAE training sessions, however I should be saying how can I afford not to go, as every time I get new ideas and initiatives to improve my Club". - Howard Craft CMDip, Berkhamsted Golf Club

"MDP Golf was a superb week. As with every MDP, the quality of presenters was the of the highest standard delivering insightful and actionable content that in this instance was extremely relevant to all levels of club with a golf course. Discussions amongst the colleagues in the room during sessions and in the evenings over dinner were as equally valuable sparking more actionable ideas. The week gave me many takeaways from ensuring we introduce new practices as well as challenging existing ones." - Mark Wycherley CMDip, Waterlooville Golf Club

brought to you by
The MDP pathway has been designed by the club industry for the club industry. The curriculum is delivered by external specialists with a history of working in the club industry and experienced qualified Club Managers.

**Presenters**

John Grant – St Andrews Links Trust  
Kevin Fish CCM - Contemporary Club Services  
John Kemp CMDip – GEO  
Gordon Mckie – St Andrews Links Trust  
Andrew Jovett CMDip - Gleneagles  
David Roy CCM – Crail Golfing Society  
Bill Sanderson – The Business Coach  
Kevin Barker – The R&A

*Presenters subject to availability*

**Price**

<table>
<thead>
<tr>
<th>Course</th>
<th>Dates</th>
<th>Full Rate</th>
<th>CMAE Rate</th>
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<tbody>
<tr>
<td>MDP Golf</td>
<td>28 Mar - 01 Apr 2022</td>
<td>£1,930</td>
<td>£1,750</td>
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</tbody>
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**Cancellations and Amendments to Bookings**

- All requests for cancellations and/or transfers must be received in writing.
- Changes will become effective on the date of written confirmation being received.
- The appropriate cancellation charge will be applied to the cost of your booking, as shown below.
- Any extenuating circumstances will be considered, at CMAE’s discretion.

<table>
<thead>
<tr>
<th>Calendar Days Notice Before the Start Date of the Course</th>
<th>Refund Applicable</th>
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<tbody>
<tr>
<td>29 calendar days or more</td>
<td>Full refund minus a £30 plus VAT administration fee</td>
</tr>
<tr>
<td>Between 15 and 28 calendar days (inclusive)</td>
<td>50% refund minus a £30 plus VAT administration fee</td>
</tr>
<tr>
<td>Between 1 and 14 calendar days (inclusive)</td>
<td>No refund will be given</td>
</tr>
<tr>
<td>Failure to attend</td>
<td>Treated as late cancellation and no refund given</td>
</tr>
</tbody>
</table>

- In the event that an individual named on the booking form cannot attend, we will accept substitution of another delegate on the condition that written notification of the substitution has been received by us prior to the course date and an administration fee of £30 plus VAT has been paid.
- If the individual named on the booking form is unable to attend, and cannot or does not wish to transfer their place to another individual, then a part of the fee paid (after deduction of any relevant cancellation fee) may be accepted as payment towards a place on the same or another course that takes place within 12 months following the originally booked event.
NAME: (block capitals please)

CLUB: (block capitals please)

POSITION AT CLUB:

PHONE NUMBER FOR WHATSAPP:

E-MAIL:

CMAE MEMBERSHIP NO:

POSTAL ADDRESS:

PLEASE SELECT ONE OF THE FOLLOWING OPTIONS

- MDP GOLF MANAGEMENT
  28 March - 01 April 2022

PLEASE SELECT RELEVANT PRICE OPTION:

- FULL RATE £1,930
  Includes course, accommodation, CMAE membership, VAT & all course materials

- CMAE RATE £1,750
  Includes course, accommodation & all course materials

- SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £170
  Please tick this if you require accommodation on the Sunday night

PLEASE SELECT PAYMENT METHOD:

- BANK TRANSFER
- CREDIT / DEBIT CARD

Bookings are not guaranteed until payment is received in full.
Please read the information on cancellations and amendments on previous page.

PLEASE RETURN BOOKING FORMS TO:
office@cmaeurope.org
RULES OF ATTENDANCE

When attending a Management Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

Expected circumstances
If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

Unexpected circumstances
As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

Leaving early / Arriving late
CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see “Expected circumstances”. Travel problems – see “Unexpected circumstances”.

Consequences of not attending
If for any reason not communicated before or see “unexpected circumstances” the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.
CMAE CORONAVIRUS (COVID) POLICY

Policy brief & purpose
This policy includes the measures we are actively taking to mitigate the spread of coronavirus. You are kindly requested to follow all these rules diligently, to sustain a safe working and learning environment in this unique situation. It’s important that we all respond responsibly to these health guidelines and ensure we all do our part to minimize the spread of the virus and protect ourselves, our colleagues and wider communities.

This coronavirus (COVID-19) policy is susceptible to changes with the introduction of additional governmental guidelines. If so, we will update you as soon as possible by email.

Scope
This coronavirus policy applies to all of our facilitators, presenters and attendees who physically join our courses. We strongly recommend to everyone to read through this action plan, to ensure we collectively and uniformly respond to this challenge.

Policy elements
Here, we outline the required actions facilitators, presenters and delegates should take to protect themselves and their colleagues from a potential coronavirus infection.

Sick leave arrangements:
- If you have cold symptoms before the course, such as cough/sneezing/fever, or feel poorly, request sick leave or work from home when possible.
- If you have a positive COVID-19 PCR test, then you can only return to the classroom once your self-isolation period has ended, or you have a negative PCR test. In both cases, you must have no continuing symptoms.

Participate from home requests for CMAE:
- Due to the nature of the course, Delegates will unfortunately not be permitted to participate in the course remotely.
CMAE CORONAVIRUS (COVID) POLICY

General infection control rules:

- Avoid physical contact
- Keep 2 metres apart where possible
- Wear a face cover when standing up or moving around
- Avoid altering classroom layout
- Wash your hands for at least 20 seconds after using the toilet, before / after eating, and if you cough/sneeze into your hands. You can also use the sanitisers which are available for use at every table
- Cough/sneeze into your sleeve, preferably into your elbow. If you use a tissue, discard it properly and clean/sanitize your hands immediately.
- Open the windows regularly to ensure open ventilation.
- Avoid touching your face, particularly eyes, nose, and mouth with your hands to prevent from getting infected.
- If you find yourself coughing/sneezing on a regular basis, avoid close physical contact with others, take extra precautionary measures (such as requesting sick leave), and book a PCR test asap.
- Be mindful of others

Travelling/commuting measures:

- Delegates are encouraged, where possible, to use their private vehicles to travel to the events. When this is not possible, please follow all public health guidelines with regards to travelling on public transport and also follow the General infection control rules as set out above
- Ensure you are compliant with all quarantine requirements following international travel
- Where sharing a car, we recommend the following:
  - Occupants should wear face covers
  - Occupants should not sit side-by-side
  - Windows should be slightly opened
- If you normally commute to the office by public transportation and do not have other alternatives, we kindly recommend you to – if possible - to work from home as a precaution the week before the course.
- If you are planning to travel voluntarily to a high-risk country with increased COVID-19 cases close to the course, we kindly ask you to work from home as many days as possible before the CMAE course.

Any failure to comply with this policy may result in you being asked to leave the course.