



DIRECTOR INFORMATION AND EXPECTATIONS GUIDELINES

~ Revised 2020 ~

SECTION	PAGE
History of the Organization	2
Mission Statement	2
Statement of Values	3
Role of the Board	3
Staff Interaction Guidelines	3
Board Meetings – General Schedule	3
Advisory Committee	5
Nominating Committee	5
Time Commitments	6
Officer Responsibilities	7
Board Criteria	8
Youth on Course	9

INTRODUCTION

Serving on the NCGA Board of Directors requires a lot of time but can be a very rewarding experience. The NCGA has a long history of not just supporting the game of golf but providing leadership across the industry and innovating to improve the experience of our clubs and members. Serving on the board is not just a way to give back to the game, but to develop new long-lasting friendships and have many unique golf experiences.

Reading this document will give you a flavor of the responsibilities of our Directors, how the NCGA supports the game, and the various meetings and time commitments. What this document cannot do is appropriately explain the value that you can take away from your experience serving the organization. To do so, we encourage you to contact one of the many current and former directors should you be interested in applying for Board service.

HISTORY OF THE ORGANIZATION

The NCGA was founded in 1901 for the purpose of participating in the Pacific Coast Amateur Championship. The five founding golf clubs were Menlo Country Club, Linda Vista – known today as San Jose Country Club, Presidio Golf Club, Oakland Golf Club – known today as Claremont Country Club, and San Francisco Golf Club.

Since that humble beginning, the NCGA now consists of nearly 400 golf courses with golf clubs, 775 Associate Clubs and eight eClubs representing nearly 177,000 individual members.

The NCGA is a regional golf association licensed by the USGA. Our territory reaches as far south as San Luis Obispo and north to the Oregon border and east to the Nevada border. As a regional golf association, we have three core functions of responsibility: (i) to rate golf courses to determine the course's slope and index (ii) to provide USGA handicaps through the GHIN handicap system (GHIN is owned by the USGA) and (iii) to conduct tournaments. Our current calendar boasts over 500 tournament days. Board member participation in these events is explained under the section **TIME COMMITMENTS**.

The NCGA was the first regional golf association in the United States to build its own golf course – Poppy Hills in Pebble Beach in 1986, and its second golf course Poppy Ridge in Livermore in 1996. Both facilities are owned and operated by the NCGA.

We are considered one of the three largest regional golf associations in the United States determined by the number of members and the total value of our asset holdings. We also have the largest tournament calendar of any association.

MISSION STATEMENT

“Support and promote the game of golf.”

STATEMENT OF VALUES

The NCGA desires its board members to possess values that aid the Association in fulfilling its mission to do everything it can to promote golf. The core values that are essential to our success include a strong work ethic, accountability, the capability to have fun and the desire to aim for and celebrate success.

The Board also shares in having the values of integrity, passion for the game of golf, no hidden agendas, positive personalities, dedication, flexibility, respect, and modesty. Our board members are action-oriented and results-driven.

ROLE OF THE BOARD

In all organizations there are two key components: (i) Strategic Vision and (ii) Operations. It is the role of the NCGA Board to focus on the strategic goals and objectives that are constantly updated from year to year. It is the responsibility of the management of the organization to carry out the day to day operations of the Association in addition to implementing the strategic goals as defined by the Board.

This document will provide a brief outline of the criteria and expectations necessary for service as a board member for the NCGA.

STAFF INTERACTION GUIDELINES

When serving on an NCGA committee or volunteering for an event, you will have direct interaction with many of the employees of the Association. It is not part of a board member's role to provide staff with supervisory direction or criticism for conduct. Any observations relative to performance should be shared directly with the CEO. Any issue with the CEO should be reported directly to the President of the Association.

BOARD MEETINGS – GENERAL SCHEDULE

Except in very unusual circumstances, members are expected to attend all board meetings and any committee meetings held by the committee to which a member has been assigned.

The start time for board meetings is normally set so that a member can travel to a board meeting on the morning of the first day of the meeting. The end time for meetings is normally set so that a member can return home on the last day of the meeting. Lodging is normally provided at no cost to the member when an overnight stay is required between consecutive meeting days. Meals are normally provided to members during their attendance at board meetings.

The board meetings are traditionally held in the following months:

FEB	Winter Meeting / Poppy Holding Shareholder’s Meeting
MAY (or early June)	Spring Meeting / Past President’s Meeting
JUL or AUG	Summer Retreat
SEP or OCT	Fall Meeting / Budget meeting
DEC	Annual Meeting

Board meetings are usually conducted over two days (overnight) and are held in varying Northern California sites. The schedule of events runs typically as such:

- Day 1: Lunch, golf outing, followed by dinner.
- Day 2: Breakfast, Meeting, followed by lunch.

Golf is sometimes scheduled for Day 2 and the Board meeting Day 1. Board members are strongly encouraged to play golf with their fellow board members.

The summer retreat is typically conducted over three days (2 overnight) and is held at a different Northern California site annually.

The cost of meals, lodging and golf for all board meetings and the summer retreat are covered by the Association.

Each member is expected to serve on multiple committees of the board during the year. This enables the board to function and gives the member insight into the various operations of the NCGA. During their first several years on the board members should expect to rotate through several different committees.

The President of the NCGA is responsible for making committee assignments. In making committee assignments, the President should attempt to balance the preferences and skills of each member with need for diversity and representation on each committee. Members should not expect that they will be assigned to committees solely on the basis of the subject matter for which they have specific functional knowledge or in which they have a personal interest.

Each committee has a member who serves as the committee chair. The chair is responsible for conducting committee meetings and reporting on the committee's activities to the board. In order to provide continuity from year-to-year, once appointed, a chair would typically serve a term of at least two years. The President may make changes to committee chair assignments if he/she believes doing so is in the best interest of the NCGA.

Due consideration should be given to providing each member who wishes to do so with the opportunity to serve as a chair during his/her time on the board. This provides an opportunity for the leadership skills of members to be evaluated with an eye to identifying potential officers.

In addition to a chair, each committee will also have a vice-chair. The vice-chair will act on behalf of the chair in his/her absence and will assume the duties of the chair when that position is vacated for any reason. A member who is also an officer is permitted to serve as the chair of a committee if that is deemed to be in the best interest of the board.

ADVISORY COMMITTEE

Each year the President appoints a six-member committee that consists of the officers (Immediate Past President, President, Vice President and Secretary-Treasurer plus two members at large, one of which is preferably a member of the Legal Committee). The role of this committee is to review board agendas, legal matters and personnel matters that may arise on an as needed basis. The committee will determine if a special meeting of the full board of directors is needed to further address or take formal action on any matter of concern addressed by the committee.

[See “Article IX ADVISORY COMMITTEE” in the Association’s bylaws for more information.]

NCGA NOMINATING COMMITTEE

Each year following the Association’s annual meeting, the incoming president convenes a Nominating Committee, which serves for four purposes: (i) selecting on behalf of the Board, the nominees for the officers of the NCGA for the coming year, (ii) selecting on behalf of the Board, a slate of nominees to be voted for as directors of the board at the next annual meeting, (iii) selecting two nominees to the Advisory Committee to be voted on by the Board and (iv) nominating an individual to fill a board of director vacancy to be voted on by the Board.

The NCGA Nominating Committee is comprised of seven (7) members of the Board, and includes: (i) the current president (who serves as vice chairperson), (ii) immediate past president (who serves as chairperson), (iii) three (3) additional current board members (not candidates for Secretary – Treasurer) to be elected by a majority of the Board (iv) the newly nominated president and (v) the CEO.

The Nominating Committee’s duties of selecting nominees for officers and the slate of nominees for directors, is made on behalf of the Board and no vote of the Board is required to confirm. The Nominating Committee’s duties of nominating two (2) of the directors to serve as members of the Advisory Committee and nominating individuals to fill board vacancies, must be forwarded to the Board for a vote. While the bylaws do not provide specific criteria for the selection of the nominees for the Advisory Committee, it has been tradition that they be members who have served at least two (2) years on the Board and thus have firsthand knowledge of the workings of the Association which will greatly aid them in participating in the important decisions of the Advisory Committee.

[See “Article V ELECTION OF DIRECTORS” in the Association’s bylaws for more information.]

It is important to note the responsibilities associated with selection to either of these positions. In addition to the duties noted in the bylaws the Secretary-Treasurer automatically becomes a member of the Advisory Committee. The committee normally meets via conference call two weeks prior to board meetings and serves as the personnel committee for the association. There may be additional meetings at the discretion of the President of the association. Additionally, the Secretary-Treasurer serves as a member of the California Golf Association that is charged with conducting the California State Amateur Championship and the California Senior Amateur Championship. Each year one of these events requires travel to Southern California to conduct the championship and attend the CGA board meeting while the other event and meeting are held in Northern California. As an officer of the NCGA it is expected that the Secretary-Treasurer would be present at our major championships. As noted above, the Secretary-Treasurer normally

serves on the nominating committee. This responsibility and the attendant time commitments associated with that position are noted below.

Service on the nominating committee generally entails four to six in person meetings during the year in addition to other board responsibilities. Some of these meetings may be scheduled just prior to regularly scheduled board meetings. It is likely that two of these meetings will entail interviews of new director candidates and will consume nearly an entire day.

TIME COMMITMENTS

A member is initially elected to serve a two-year term. Thereafter, a member may be elected to serve up to four additional one-year terms. Unless a member is selected to be an officer, a member's service to the board will not exceed six years in duration.

At any time, the member may resign from the board and the board reserves the right to remove a member from the board at any time.

The bylaws of the NCGA provide additional information about the board and are hereby incorporated by reference.

The NCGA has a long history of providing championship events since our first championship in 1901. We believe it is crucial to our mission that we instill and continue these traditions in current board members so they may act as knowledgeable stewards of the Association, with a full understanding of all our activities. Therefore, to accomplish this goal, we ask that in addition to attending board and committee meetings, board members are expected to obtain a more specialized understanding of the Association by attending or participating in the following:

NCGA Tournaments 5+ Days Per Year

A member is free to choose those events which best fit his/her interests and schedule. However, a strong preference should be given to working the following types of events:

- The NCGA Match Play Championship
- Junior Tour events in your area
- Local Thursday qualifiers in your area
- The Zone Championship for your zone

The NCGA traditionally provides ceremonial starters for the AT&T Pro-Am and the Pure Insurance Championship. Support of these two events by members is highly encouraged, but these events do not count toward the minimum number of tournament days worked each year. A number of college tournaments can be found on the list of events supported by NCGA tournament officials. Because the vast majority of the players in these events are not members of the NCGA, college events will not count toward the required five days.

A member wears two hats when working NCGA tournaments - that of a representative of the board and that of a tournament official. In one's role as a board representative, one is there to communicate to staff, volunteers, and tournament players our appreciation for their support of and participation in our tournaments. In one's role as a tournament official, one is there to work in any capacity assigned to ensure the success of the tournament. A member should be willing to take on any assignment made with

enthusiasm and without any sense of entitlement due to his/her status as a board member. This includes attending the morning meeting and remaining on site until released by staff and/or the tournament chair.

Rules of Golf

Each board member is expected to attend a two and ½ day NCGA rules school within the first two years of board service. For those new to the Rules of Golf, you may prefer to attend an on course rules seminar your first year (normally a one-day session) in preparation of attendance in the two and ½ day rules school your second year. You are expected to take the test given at the end of the class. Knowledge of the Rules of Golf is considered integral to your volunteer work on tournament days. You are required to attend and take the test at least once every three years going forward.

New Tournament Official Orientation: Two days

First Term Directors Orientation Two Day required orientation

As a first term director (two-year appointments) you will be expected to complete the following as part of your board training. The first year you will need to attend an orientation meeting at the NCGA headquarters. The schedule of events runs typically as such:

- Day 1: Orientation with all operation departments, with hosted lunch and dinner.
- Day 2: Orientation with hosted lunch, followed by optional golf outing.

The cost of lodging and golf for orientation are covered by the Association.

In addition, you will need to attend the following by the end of your first term (end of two years). If you do not fulfill this obligation, you may not be eligible for re-election. Expected attendance includes:

- ◇ Attendance at a two and a half day NCGA Rules School
- ◇ One course rating
- ◇ TOCR Day (optional but highly encouraged), an event where we honor our volunteers (Tournament Officials and Course Raters)

OFFICER RESPONSIBILITIES

The California Golf Association (CGA) is governed by the NCGA and Southern California Golf Association officers, including the NCGA's chairman of the tournament committee. These individuals are expected to serve the week-long annual California Amateur and the three-day Senior Championship, and attend the CGA Annual Meeting which is conducted the evening prior to the start of the Senior Championship in November along with any special meetings as deemed necessary. Lodging expenses for the officers of the CGA are paid for out of the CGA budget. The President of the CGA is assigned at the California Amateur Championship and assumes the role until the following year's championship. The NCGA President will serve as acting CGA President for the two championships held in Northern California.

The NCGA Vice President serves as the Captain for all team events sponsored by the NCGA. This includes attendance at the California Amateur in June, Cup Matches in October, and the Senior Championship in November. On odd numbered years, the Vice President should also attend the Seaver Cup held in December.

Historically, the NCGA President serves as the tournament chairman for the NCGA's Amateur Match Play Championship held in August.

BOARD CRITERIA

Representation on the Board should be from a broad spectrum of golf affiliations, private clubs, public golf clubs and Associate clubs.

Diversity – the Board needs to be representative of our membership.

Board members should have a broad spectrum of experience outside the boardroom.

Each region (three regions) will be represented on the Board. The three regions are:

REGION I. THREE (3) DIRECTORS WHO ARE MEMBERS IN GOOD STANDING OF REGULAR MEMBERS CLUBS PRINCIPALLY SITUATED IN THE NORTHERN HALF OF THE SERVICE AREA OF THE NORTHERN CALIFORNIA GOLF ASSOCIATION, AND COMPRISED OF THE COUNTIES OF: DEL NORTE, SISKIYOU, MODOC, HUMBOLDT, TRINITY, SHASTA, LASSEN, MENDOCINO, TEHAMA, PLUMAS, GLENN, BUTTE, LAKE, COLUSA, SUTTER, YUBA, SIERRA, NEVADA, SONOMA, NAPA, YOLO, PLACER, SOLANO, SACRAMENTO AND EL DORADO COUNTIES IN CALIFORNIA, AND WASHOE AND DOUGLAS COUNTIES IN NEVADA.

REGION II. THREE (3) DIRECTORS WHO ARE MEMBERS IN GOOD STANDING OF REGULAR MEMBER CLUBS PRINCIPALLY SITUATED IN THE SAN FRANCISCO BAY AND PENINSULA AREAS COMPRISED OF THE COUNTIES OF: MARIN, CONTRA COSTA, ALAMEDA, SAN FRANCISCO, SAN MATEO, SANTA CRUZ AND SANTA CLARA.

REGION III. THREE (3) DIRECTORS WHO ARE MEMBERS IN GOOD STANDING OF REGULAR MEMBER CLUBS PRINCIPALLY SITUATED IN THE SOUTHERN HALF OF THE SERVICE AREA OF THE NORTHERN CALIFORNIA GOLF ASSOCIATION COMPRISED OF THE COUNTIES OF: SAN JOAQUIN, AMADOR, CALAVERAS, ALPINE, STANISLAUS, TUOLUMNE, MONO, MONTEREY, SAN BENITO, MERCED, MARIPOSA, MADERA, FRESNO, SAN LUIS OBISPO, KINGS, TULARE AND INYO.

THE REMAINING DIRECTORS SHALL BE "AT LARGE" DIRECTORS WHO ARE MEMBERS IN GOOD STANDING OF REGULAR MEMBER CLUBS, EXCEPT THAT UP TO THREE (3) OF THE "AT LARGE" DIRECTORS MAY BE MEMBERS OF ASSOCIATE CLUBS AND OR ECLUB.

The Board should always have a member with a finance background, preferably a CPA.

The Board should always have a member with a legal background (lawyer).

Ideally the Board should have members with the following backgrounds:

- Involvement in amateur golf
- Board / Business management experience
- Communications / Publications / Advertising
- Marketing / Public Relations / Sales Management
- Insurance / Employee Benefits / Human Resources
- Information Technology
- Political / Lobbyist

YOUTH ON COURSE

It is suggested that a board member provide an annual financial contribution to Youth on Course. It is important when YOC applies for grants that a 100% participation rate from board members is often required. It is understood that board members may support other charities of their choice; however, a financial commitment is required and considered part of your expenses under the next section Youth on Course is a non-profit 501(c)(3) organization under IRS regulations; therefore, all donations are fully deductible.

COMPENSATION

Service as a board member is voluntary and without pay. Your service to the Association can consume in the region of twenty-five (25) or more days annually. As a board member you can anticipate spending money annually on personal expenses. Personal expenses include travel, apparel, food and lodging and other costs that vary significantly with each individual.