

**New Club President Orientation
Joe Gattone**

August 12, 2019

1. BOARD MEETINGS

a. Dates

- i. October 23, 2019
- ii. November 26, 2019 (Tuesday - early due to Thanksgiving)
- iii. No Board meeting to be held in December
- iv. January 22, 2020 (as needed)
- v. February 26, 2020
- vi. March 19, 2020 (Thursday – early due to spring break)
- vii. April 22, 2020
- viii. May 27, 2020
- ix. June 24, 2020
- x. July 22, 2020
- xi. August 26, 2020
- xii. September 23, 2020

b. Locations - The meeting typically takes place in the Medinah Room, unless it is booked, and we move to a different location. Occasionally, a president may prefer to move the meeting to a different space to expose the Board to a different part of the Clubhouse (for example, at the Grounds Maintenance Facility).

c. Time and Dinner - Executive Committee meets at 4:00 p.m., followed by dinner and the Board meeting. In the past, dinner has been served after the Board meeting - what is your preference?

d. Agenda - I typically write the Agenda draft and forward to you for comments before it goes out to the Board.

e. Seating preference - I typically sit on your right, and the Vice President sits on your left. Typically, Treasurer sits on my right and Secretary sits on the left side of the VP. All other seats are open.

f. Senior Managers – Jeff, Mark, Steve and Marty are invited to attend the Board meeting. Are you comfortable with that? Some Presidents would rather not have other managers in the room.

g. White Papers - I write the white papers when a subject requires research, or for a topic that is of great importance. The papers provide history, and more importantly, framework, to allow the Board to make appropriate decisions. In general, I will share the white paper with you and the Executive Committee first, before distribution to the Board.

- h. **GM Update** - I try to cover what is happening throughout the Club. In the meeting, I only cover information that I deem important. If there is something that is questionable, I will share that with you prior to the Board meeting. In general, due to timing, I don't share my GM update with you prior to the Board meeting.
- i. **Board Motions** - I started the Board Motion form and process four years ago in order to arm the Board with information prior to making a Board vote. I would like to continue this practice. In general, Board Motions will go first to you, and then to the Executive Committee for approval, before it's distributed to the Board.
- j. **October Agenda** - October is around the corner; we need to decide what you want to cover for that Board meeting.
 - Review BMW results (or consider adding to November meeting)
 - Governor's Cup
 - Board Retreat Update
 - Board G&O
 - BM - Approve Special Projects list and funding for next calendar year.
 - BM – 2019/20 Committee List Approval
 - BM – Golf Calendar of Events 2020
 - CDGA Conference Saturday November 16th

2. EXECUTIVE COMMITTEE

- a. **Committee Composition** - The Bylaws call for the President, Vice President, Treasurer, and Secretary to be in the Executive Committee, plus one, or possibly two, Directors. In the past, we have had one or two additional Directors. What is your preference?

Executive Committee	Members
President	Joseph Gattone
Vice President	William Kuehn
Treasurer	George Rusu
Secretary	David Latham
Director 1	Alex Ingardona

- b. **Timing** - Meeting takes place at 4:00 p.m. in my conference room. We typically run longer, as we seem to have a lot to cover in this meeting.

- c. **Format** - I will draft an Agenda and email for your approval first, before sharing with the Executive Committee at the meeting.
- d. **Executive Committee (Exco) Planning Session** - October is around the corner. What do you want to cover? Some clubs have a half day Exco planning session in preparation for the year or Board retreat.

3. **BOARD RETREAT** – Depending on the President’s professional background, some insist on having a retreat, while others do not. I believe they are of immense value and have held one with almost every Board I have been associated with. Retreats can be held with spouses, and away from the Club. Here, it’s a little different. We can start by meeting at another Club, so we are away and focused. We should not tie it in with a Board meeting.

Board Retreat – scheduled for October 11-12, 2019

- Day 1 Friday – Breakfast
Meeting (KKW)
Lunch
Meeting (TBD)
Dinner
- Day 2 Saturday – Breakfast
Meeting (Board Goals)
Lunch
Meeting (Committee Goals)
Dinner

4. **COMMITTEES**

- a. **Structure & Assignments** - If possible, I would like to have some input on the Chairs and Vice-Chairs for the committees. I have provided a table below to fill in the blanks.

Committee	Chair	Vice-Chair
Finance	George Rusu	Eric Achepohl
Golf	Steven Ruffalo	Dave Bowman
Green	Alex Ingardona	Ryan Potts
Membership	Philip Kerr	Eric Achepohl
Member Development	Vaughn Moore	John Schmitt
Programs (include Racquets)	John Schmitt, Co-Chair William Berry, Co-Chair	

Planning	William Kuehn	Philip Kerr and Vaughn Moore
Legal & Bylaws	David Latham	Steven Ruffalo
Grievance	David Latham	
Heritage	William Berry	Dave Bowman

- b. **Composition and size** - Most committees average 10 members, with the Planning Committee at 15, Finance Committee at 13, Member Development Committee at 14, and Membership Committee at 24. In general, I think current Chairs will tell you from experience that a larger committee is not always a more productive committee. Having a committee of 10, or less, is ideal.
- c. **Roles and Guidelines** - I have written some documents in the past that outline the roles and responsibilities of the committee chairs for committees. We might want to formalize something for the future.
- d. **Planning Committee** – We need to discuss the ongoing role and responsibility of the committee. Different Presidents have different ideas of what the purpose of this committee should be. I am eager to hear yours.
- e. **Grievance** – I will assume you are in agreement with the current philosophy and process. If you are not, let’s talk.
- f. **Committee Focus** - It’s important to hit the ground running with your direction on what the committees should focus on for the coming year. The challenge is that we are somewhat in the middle of the fiscal year and the committee has goals and objectives with management for the current year. Now, with new chairs, there is a tendency to focus on something else. I have instructed my leadership team to use the first committee meeting as an orientation, bringing the committees up to speed on what the current goals and objectives are. Are you okay with this?

Committee	FOCUS
Finance	
Golf	
Green	
Membership	
Member Development	
Programs (includes Racquets)	

Planning	
Legal & Bylaws	
Grievance	
Heritage	

5. **STRATEGIC PLAN** - Currently, our Planning Committee acts in the capacity to keep an eye on our Strategic Plan. Who will be the torchbearer for the Strategic Plan? To be honest, this is really my job. While Board members come and go, I must be the one making sure we are focused on the plan.

6. **NEW BOARD MEMBER ORIENTATION** - I schedule the new Board Member Orientation in advance of the new term. I will have a document that outlines everything the incoming Board needs to know, including their roles and responsibilities. I will provide you with a copy prior to the orientation to make sure we agree.

a. **Format** – I’ll email them a document in advance, along with one year’s worth of GM reports and all white papers I have written. This is the best way to get them both caught up on last year’s issues and develop a better understanding on some of the more complex issues that this Board, and past Boards, have had to face.

b. **When** – We like to have this done prior to the October Board meeting, which would be their first official Board meeting.

**New Member Orientations scheduled for – September 18, 2019 (Bowman, Kuehn, Potts)
October 3, 2019 (Achepohl)**

c. **Attendance** – For the past two years, it has been me, the Secretary, President, and Vice President, if he is available, or wants to attend.

7. **GM 1-1 MEETINGS** – I have done this for many years, and I find it very effective in terms of communication between the two of us. Again, some Presidents love meeting 1-1, and others think it’s overkill, or a waste of time.

a. **Frequency / Time** – In general, my preference is that we have a standing meeting once a week. Both Mr. D’Angelo and Mr. Scimo, preferred Fridays around lunchtime; however, I am open to whatever works best for your schedule. In my opinion, the more we meet, the better for the both of us.

b. **Format** – I typically have a spreadsheet documenting everything we talk about with the status and updates, and I will email you after each 1-1 meeting to go over everything we discussed.

8. MEMBER COMMUNICATION

- a. **Newsletter President's Message** – What is your philosophy on writing in the newsletter? Some Presidents feel compelled to write something every month, just so they have a presence. In my opinion, I think you should write only when necessary. Given your writing style, there is no need for Danza to write your content. I suggest you write it, and Danza and I can proof it.
- b. **Newsletter GM message** – In general, you will notice that I rarely write in the newsletter. Most club GM's will write trivial things, like join us for Easter, and join us for Thanksgiving, but that is not what I want to communicate to the membership. Mark and my team do an extraordinary job of doing that already. Instead, I typically will email the membership only on important topics or issues. I prefer email because the subject matter that I typically talk about is very sensitive, and nothing that I would include in a copy of a newsletter that can be used as a marketing tool.

- 9. **BOARD POLICY MANUAL** – The BPM was created in April 2014 during our work with Global Golf and other outside consultants. Since then, we have made some changes, including a few I suggested two years ago. We should sit down and identify the policies we want to change during your tenure so we can start the process.

10. MEETINGS / EVENTS SCHEDULE

- a. **New Club President Orientation** – 9/12 Thursday at 9 am
- b. **New Board Member Orientation** – 9/18 Wednesday at 4pm – 6:30pm
- c. **Pete's Retirement Party** – 9/20 Friday
- d. **Officers & Directors Recognition Golf Outing** - 9/20 Friday
- e. **Governors Cup** – 9/22 and 9/23 Sunday and Monday (Depart 9/21 evening)
- f. **Officers & Directors' Alumni Golf Outing** 9/26 Thursday
- g. **New Board Member Orientation (Eric Achepohl)** – 10/3 Thursday at 9am – 11am
- h. **Board Retreat** – 10/11 and 10/12 Friday / Saturday (Union League Club of Chicago)
- i. **Caddie Day** – 10/14 Monday evening in Ballroom
- j. **President's Summit (at MCC)** – 10/14 and 10/15 Monday and Tuesday. You and I will probably be on a panel.
- k. **President's Inaugural Dinner & Dance** – 11/2 Saturday
- l. **Past Presidents' Meeting** - 11/7 Thursday at 4pm
- m. **First Lady's Luncheon** – 11/9 Saturday
- n. **CDGA Leadership Conference at Medinah** – 11/16 Saturday
- o. **Special Membership Meeting to Approve Capital Plan** – 12/7 Saturday
- p. **Past Presidents' Meeting** - 5/7 Thursday at 5pm
- q. **Annual Meeting** – 6/6 Saturday
- r. **The Classic** – 6/17 – 6/20 Wednesday - Saturday

11. PERSONAL (me)

a. **Working schedule** – In general, I work Monday – Saturday in season and Monday – Friday in the off season. Clearly, I work on Sundays for all important tournaments and major club events. In four years, I have yet to use all of my vacation days as there is never a good time to take a vacation. In the past, I tried to take time off in the off season, but that proved to be ineffective as the Fall is when we gear up for the new incoming Board and then, within a month, we start our budgeting process. So, with that in mind, below are my tentative dates for my vacations.

b. Vacations

- i. November 2–5 Austin to watch Formula 1 race (my version of the US Open)
- ii. December 17 -22 One week in Jamaica with the family during Christmas
- iii. February 16 - 23 One week in mid-February after conference
- iv. June One week in early June before the season starts
- v. Speaking engagements – any trip that requires more than an overnight accommodation that is not during my day off I use my banked days or vacation days.

c. Conferences

- i. CMAA World Conference Dallas Feb 7 – 11 (Dallas)

d. **Speaking Engagements** – Occasionally I am invited to speak at different events or CMAA conferences. Because most of these take place on a Sunday or Monday, it's on my time and not the club's. If they take place during the week, I will use my banked holiday pay or vacation time. Typically, all expenses are paid, and I receive payment for my engagements – except for CMAA. I receive between \$500 - \$1,500 per event, depending on the duration of the seminar. Just so you know, I donate 100% of my fees to the UW CMAA Student Chapter– Dylan's school. So far, I have donated \$4,000 to their chapter and will donate an additional \$2,000 from the events below in the future. While I have little interest in serving on a local or national CMAA board, I do have a passion for giving back to the industry that has afforded me the opportunity and education to do what I do. Here is what I have coming up:

- i. Oct 17 NY CMAA Conference (Buffalo)
- ii. Nov 21 Florida State University (Tallahassee)
- iii. Jan 16 Philadelphia CMAA Chapter (Philadelphia)
- iv. Feb 7 CMAA World Conference (Dallas)
- v. Mar 9 Canadian CMA Conference (Toronto)

e. **Meditation** – I mediate daily at 6:30 am at home and around 4pm in my office. That's why my door is locked. I'm not taking a nap – I promise.

12. PERSONAL (you)

- a. **Working space in Club** - You're more than familiar with my meeting room; you are welcome to use this space and have all the BAIs you can drink. Would you prefer something different? Please let us know; Caryn is here to assist if there is anything you need.
- b. **Business card** – Some Presidents want one, others don't. Up to you. We print them inhouse so not really a big deal to make you some. I suggest you get some.
- c. **Club functions / events calendar** - Caryn will typically send invites and set up my Outlook calendar for all the Club events. Would you like her to send you invites for any functions? Please let us know. More importantly, if you are going to attend a certain function, please let us know you are attending so we can confirm your reservation.
- d. **Best way to get a hold of you** - Different Presidents have different rules on how to get in touch. I will assume email, cell phone, and text are appropriate.
- e. **Rules for calling at home / mobile / office** – Family dynamics vary, and some don't want to be contacted at home or in the office. Some prefer to be contacted on certain days or certain times. I will not call your home unless granted permission.
- f. **Family requests** – For Mrs. Gattone, please let us know if there are any dietary restrictions, allergies, something she truly enjoys for food, dessert, or even seating arrangements. Please let us know for your children as well.
- g. **Meal preference** - For yourself, if there is anything specific you would like, please let us know. The same applies for Board dinners.
- h. **Club Events Reservations** – We sell out quickly for many events. Let Mark know in advance which events you want to attend – especially around Christmas.

13. How will you deal with “misaligned” or “challenging” Board members? – I believe it is both the role and responsibility of the Club President to engage “challenging” Board members. It is important that you and I are on the same page on intervention. In the past, I have asked for help on several occasions and the Club President had to take action multiple times with several Board members. Depending on the issue or severity, you may want to involve and seek counsel from the Vice President as well.

14. The role of the Vice President – Speaking of the Vice President, what role do you envision for him in addition to chairing the Planning Committee? What is your preference on how you and I communicate with him? At what point do you want to include him in our 1-1s? Are you comfortable with me sharing our discussion topics should he ask? How much will you share with him?

15. How will we disagree? - At some point, we will disagree on certain things. What is an appropriate way to discuss our different opinions in order to come up with the best possible outcome? In other words, what are the rules of engagement when we disagree?

16. Advice from the Past Presidents - I asked the last three Club Presidents to write down what advice they would give an incoming President. Here is what they said.

Matt Lydon (2013 – 2015)

- a. If an incoming President were to seek my thoughts about assuming office as Medinah's President, and recognizing that every succeeding President will confront different challenges, I would first point out the major differences between the composition of Medinah's Board and the composition of any other boards familiar to the incoming President. Medinah's Board turns over completely every three to four years. The President's term of office is limited to two years. These facts are no recipe for consistency and continuity of leadership essential to long term Club success. These real facts dictate a distinct approach to governing the Club's affairs in order to meet the appropriate consistent and reliable expectations of the Club's members and employees.
- b. While the Club Board remains the ultimate governing body to set overall planning and direction in a financially responsible manner, Board turnover creates a challenge to consistent efficient operations. Because of its turnover the Board is ill suited for efficient operations. Committees compound the dilemma. This means that the President must make sure that all Board members, especially new Board members, realize the practical limitations to their functions. It seems to me that there is only one answer to the dilemma. The Board must delegate all operations decisions to the General Manager. It is the General Manager who must ensure consistent efficient management of all Club operations, whether it be quality of the grounds, access to the tee, or food and service. The Board provides feedback but can only demand accountability if it delegates authority and has not inserted itself in operational decisions. This means that any direction to any Club employee must flow through the General Manager, and that all employees understand that they take direction not from any President, Officer, Director, committee member, or other member, but only from the General Manager or his or her designees. For this delegation of responsibility to be effective, the President must insist that all Board communication to the General Manager flow through the President, either presiding at a Board meeting or in any other setting. For the sake of continuity in governance, the President should always attempt to include the Vice President in such communications.
- c. I am not advocating any abdication of responsibility. There most certainly are governance functions that clearly must remain the focus of Board responsibility. These include all matters of strategic and financial planning, membership, bylaws, board policy manual, and evaluating performance of the General Manager. To ensure that the Board meetings stay on this track, I urge an incoming President to employ a consent agenda at all Board meetings. The President must control the meeting agenda. Matters that have not been flagged in advance of a meeting through the agenda for action items should be tabled to be heard at a later meeting, only with written notice in advance of what is proposed and why. Our members expect the Board to execute their responsibilities in an organized deliberative manner. A consent agenda ensures the process even if not the results, and good process tends to yield good results.

Bruce D'Angelo (2015-2017)

- a. A Doctor takes a Hippocratic oath, Do no harm. As President of Medinah, the mantra should be, "Is this good for the entire membership?"
- b. If you do keep the membership first thought process, you will lose friends. There will be people you socialize with that will not be able to understand the membership first philosophy. It will happen, and it will be hurtful. It comes with the territory.
- c. The management team runs the Club on a day to day basis, not you, not the Executive Committee or the Board. One reason we floundered as a Club for many years was that the Board ran the operations and not management. If we start to regress, we are doomed to repeat the past.
- d. Listen, listen, listen. A group makes a better decision than an individual. Gather your information from multiple sources. Remember, just because a trusted source feels strongly about a subject, that doesn't mean he/she is correct. If I listened to some of the Past Presidents, Medinah 2020 would have never been started.
- e. Don't let your family/friends sway your mission. Others will use them as a conduit to create favor for their personal agenda. It is very difficult to not react when family/friends listen to the Oasis chatter and brings it to the dinner table. While it is difficult to do, you and the Club will be better served if you can keep Medinah out of your household. If you intervene, it is a process that will not stop and eventually hurt the Club.

Mike Scimo (2017-2019)

- d. Invest time to engage with a diverse cross-section of the membership, especially those you don't know. Get yourself "out there." In your interactions with members, be positive, have a smile on your face, avoid politics, don't shy away from controversial matters, and take special care to listen empathetically to their concerns.
- e. Strive to make decisions based on sound principles, not emotions. Your prospects for success will be enhanced when you consider "the voice of the members..." not just a few of the loudest members, but a true consensus of where the members would like to be led. Of course, you may need to summon the courage to point them in the right direction, and always remember that reaching out to others (especially Board members, Past Presidents, management) for input/direction is not a sign of weakness, but a sign of strength.
- f. Early on, develop a clear understanding of the best way to work with management and your Board. The management team are the experts, and if we have the right management, you should trust them implicitly, avoid micro-managing and second guessing, but have the discipline to examine decisions/outcomes from the perspective of continuous improvement.

17. Advice from me - the GM

- a. See White Paper.