

WORLD GOLF FOUNDATION
DIVERSITY PROPOSAL 2010

Prepared by:

Mike Cooper

Director of Diversity

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WORLD GOLF FOUNDATION
EXECUTIVE SUMMARY
DIVERSITY PROPOSAL 2010

In April 2009, the Executive Committee of the World Golf Foundation authorized WGF staff to retrieve updated information on diverse participation rates in the game of golf, and the industry in the United States. This information has been obtained, with relevant data as follows:

- Overall participation rates indicated that approximately 75% of all golfers were male and 25% female. Of these, less than 15% of participation came from diverse populations.
- Industry workplace diversity indicated that approximately 67% of employees were male and 33% female. Of these, 80% were Caucasian, 10% Latino/Hispanic, 8% African American, 2% Asian and other nationalities.
- In competitive amateur play, approximately 77% of amateur contestants were male, and 23% female. Of these contestants, 80% were Caucasian, 8% Asian, 7% Latino/Hispanic, 3% African American, and 2% other ethnicities.

The table on the next page of this Executive Summary outlines the WGF diversity proposal for 2010. These goals and strategies are based on the availability of current resources, and designed to gradually: (1) increase rates of diverse and female participation within the golf industry related to employment and career opportunities, (2) increase overall participation in the game from diverse and female populations, (3) increase competitive amateur play from diverse and female individuals, and (4) increase supplier diversity. A more detailed report is presented in the pages following this Executive Summary.

DIVERSITY PROPOSAL 2010

	GOAL:	STRATEGIES:
1.	Increase employment within the golf industry among diverse and female populations.	Partner to create and maintain a database of diverse and female candidates interested in careers within the golf industry. This database will be operational by June 2010.
		Create an awareness campaign highlighting the potential career opportunities within the golf industry. This campaign will be introduced to a minimum of 10 The First Tee chapters by August 30, 2010.
		Create a pilot diversity internship program and implement with a minimum of 10 participants by August 30, 2010.
		Maintain on-going communications with the AJGA and PGA TOUR for advanced internship opportunities, and encourage eligible diverse and female candidates to submit an application.
2.	Increase participation rates in the game of golf from diverse and female populations.	Collaborate with Get Golf Ready, and partner with the Western States Golf Association to introduce a minimum of 50 diverse adult females to the game of golf in 2010.
		Collaborate with The First Tee staff to expand the LPGA/USGA Girls Golf initiative to 50 chapters in 2010.
3.	Increase competitive amateur play opportunities in diverse and female populations.	Partner to create and maintain a database of diverse and female candidates interested in advanced competitive play opportunities. This database will be operational by June 2010.
		Seek competitive opportunities and/or tournament exemptions for a minimum of 10 diverse and/or female candidates into regionally/nationally acclaimed events (i.e. AJGA, IAGA, and Doral Junior Golf Classic).
		Collaborate with The First Tee staff to assure competitive play and player development opportunities for 10 diverse and female candidates at Chapter locations.
4.	Increase the utilization of diverse and/or female owned businesses within the golf industry.	Collaborate with appropriate WGF business managers to create a system that tracks current (and future) diverse and/or female owned companies contracted to provide goods and/or services to the WGF. This tracking system will be operational by April 2010.
		Collect and study best practices of supplier diversity initiatives from corporations outside the golf industry, and report findings by April 2010.
		Provide on-going assistance to the PGA Supplier Diversity Program for identifying and encouraging more minority and female owned businesses to register for their certification process.

World Golf Foundation

Diversity Proposal 2010

Introduction:

In April 2009, the World Golf Foundation staff presented a Case for Diversity to the WGF board. Essential to the case was the changing demographics in America; with current census reports indicating that 34% of the American population is ethnically diverse, and 52% is female. In contrast, participation rates in the game of golf indicated that diverse populations comprised approximately 15% of play, with 25% from females. Thus, for the overall welfare of the game and industry, it is important to increase participation rates from diverse and female populations. The benefits of doing so would have an impact on both the economic viability of the industry, as well as social acceptance by the American public.

At the April meeting, the Board asked staff to gather updated data on diverse and female participation rates in the game and industry, and explore ways to increase ethnic and gender diversity in four crucial areas. These areas of concentration were:

1. To increase participation rates in recreational golf.
2. To increase opportunities for individuals desiring to participate in competitive amateur golf.
3. To increase employment within the golf industry.
4. To increase the utilization of diverse and/or female owned, operated, or managed businesses within the golf industry.

The proposed goals and strategies to make progress in these four areas are explained in the pages that follow. These goals and strategies are based, in large part, on available resources and probability of successful implementation.

Employment and Career Opportunities

Once engaged in this project, it was apparent that no third party research on diversity within the workplace had previously been conducted throughout the United States golf industry. Therefore, WGF staff retrieved information from 50 golf related organizations, totaling slightly more than 5,000 employees. Data were compiled from this sample group, and indicated that 80% of the responding workforce were Caucasians, 10% Latino/Hispanic, 8% African American, 2% Asian and other nationalities. Approximately 33% were females.¹

Conversations with many of these same organizational leaders revealed an interest in creating and utilizing internship programs for heightened awareness, exposure, and training. These conversations also disclosed that awareness of career opportunities needed to be introduced in the adolescent years, and prior to high school graduation. Further, many indicated that help was needed to identify talented diverse candidates, akin to the services once provided by the National Minority Golf Foundation (NMGF).

As a result of these investigations and conversations, three primary objectives for increasing industry and career opportunities are being proposed for 2010:

1. Staff will create a pilot internship program for diverse and female candidates using the Metropolitan Golf Association Golfworks program as a prototype. This pilot program will be implemented in the summer of 2010, and delivered to a minimum of 10 interns.

¹ Just over 100 organizations from within the golf industry were contacted and asked to provide workplace demographics, with an emphasis on both ethnicity and gender. There were 50 respondents, including equipment manufacturers, golf course operators, state, regional, and national associations. Going forward, more formal research from a third party is recommended to produce a more comprehensive study.

The program will then be evaluated and (tentatively) expanded to a minimum of five locations in 2011.

2. An awareness campaign will be created to inform high school students of career opportunities within the golf industry. This would be in the form of a DVD, power point presentation, or similar delivery mechanism, and feature a broad selection of possible career choices. Staff will collaborate with a wide variety of industry leaders to create the awareness material. Staff will then partner with The First Tee education department to inform a minimum of 10 chapters of these career opportunities by the fall of 2010. This will be followed by a thorough evaluation period, with tentative plans of expansion to 10 or more additional locations in 2011.
3. Staff will collaborate with The First Tee, Bill Dickey Scholarship Association, and other organizations to collect and maintain a database of diverse and female candidates interested in employment opportunities within the golf industry. The names of potential candidates from Historically Black Colleges and Universities will also be included in this database. This clearinghouse will be operational by June 2010.
4. Staff will maintain on-going communications with the American Junior Golf Association (AJGA) and PGA TOUR for advanced internship opportunities.

Diverse Participation Rates

Third party research reported that participation rates from diverse populations were less than 15%, and less than 25% from female participants.² Staff recognizes that increasing participation rates from diverse and female populations will be a gradual process, and that measurable results might take a number of years to achieve. Nonetheless, staff recommends the following three strategies to increase participation:

1. In collaboration with Get Golf Ready, and in partnership with the Western States Golf Association (WSGA), staff will develop a pilot program that introduces a minimum of 50 diverse adult females to the game of golf in 2010; with tentative plans to expand to more WSGA clubs in 2011.³ Similar relationships and strategies for introducing diverse and female players to golf are being explored with the Lorena Ochoa Foundation, the Latino Golf Association, and the Asian Golf Association.
2. Through collaborative efforts with The First Tee, a partnership has been broadened with the LPGA/USGA Girls Golf program, with a focus on reaching young female (and diverse) populations. The goal for 2010 is to expand the initiative to 50 or more The First Tee chapters.
3. Staff will continue to collaborate with Get Golf Ready to enroll facilities in communities that traditionally serve diverse populations.

² Data on overall participation rates are from the Minority Golf Participation report commissioned by Golf 20/20.

³ A strong partnership has been established with the Western States Golf Association (WSGA), and their Women in Golf program. The purpose of the WSGA is “to consolidate Black organized golf clubs located in the Western States under one umbrella.” WSGA is over 50 years old; and consists of 31 golf clubs and over 3,000 members. Members reside in six states, including Arizona, California, Colorado, Nevada, Oregon, and Washington.

Competitive Amateur Play

A recent survey from the International Association of Golf Administrators (IAGA) reported that 77% of competitive amateur contestants were male, and 23% female. Of these contestants, approximately 80% were Caucasian, 8% Asian, 7% Latino/Hispanic, 3% African American, and 2% other ethnicities.⁴

Subsequent conversations with IAGA representatives suggested that diversity has increased in junior golf competitions, yet demonstrated no appreciable increase in adult play. Overall, there has been a slight increase in diversity among female competitors, with the most noticeable increases from junior golf competitors with Asian backgrounds.

Further, representatives disclosed a lack of participation from competitors between ages 20-30, and suggested that future efforts to increase competitive play opportunities focus more on junior golf activities, rather than adult play. Therefore, staff will:

1. Collaborate with The First Tee, Bill Dickey Scholarship Association, and other competitive play organizations to collect and maintain a database of diverse and female candidates interested in advanced competitive play opportunities. This database will be operational by June 2010.
2. Staff will seek exemptions and/or competitive opportunities for qualified juniors to events such as AJGA and IAGA tournaments, the Doral-Publix Junior Golf Classic, and the Bill Dickey Invitational.

⁴ Competitive amateur play data are from an IAGA survey, conducted August 2009. The on-line survey was distributed to 75 state and regional associations. A total of 38 associations responded to the request for information; with a total sample size of 494,850 competitive golfers.

3. Staff will collaborate with The First Tee to assure competitive play and player development opportunities for diverse and female candidates.

Supplier Diversity

Representatives from 100+ companies within the U.S. golf industry were asked to estimate the percentage of minority and/or female vendors with which they currently were doing business. Only two organizations indicated that they tracked this sort of information. One estimated that they did 10-20% of their business with minority and/or female owned companies, and the other reported 5-10%. Thus, there is substantially less information available to satisfactorily address the objective of increasing supplier diversity. As a result, staff recommends the following three strategies in 2010 to gain a better understanding of supplier diversity:

1. Collaborate with appropriate WGF business managers to create a system that tracks current (and future) diverse and/or female owned companies contracted to provide goods and/or services to the WGF. This tracking system will be operational by April 2010.
2. Staff will collect and study best practices of supplier diversity programs from select corporations outside the golf industry. This report will be available by April 2010.
3. Staff will continue to support the PGA Supplier Diversity Program, and assist them with locating diverse and/or female owned companies. These companies will be encouraged to complete the PGA certified vendor process.

Summary

Since April 2009, WGF staff has focused efforts on retrieving updated information on participation rates from diverse and female populations in the game of golf, and its industry. Specific metrics for gauging success have been proposed for 2010 in the following four areas:

1. Increasing employment and career opportunities in diverse and female populations.

2. Increasing participation rates in diverse and female populations.
3. Increasing competitive play opportunities in diverse and female populations.
4. Increasing the utilization of diverse and/or female owned businesses within the golf industry.

External partnerships continue to develop, and several key organizations have pledged alignment with our proposed diversity efforts. Staff will continue to cultivate these relationships, and seek collaborations that gradually increase the number of diverse and female individuals entering the game and the industry.

APPENDIX
WORLD GOLF FOUNDATION
DIVERSITY PROPOSAL 2010

The purpose of this Appendix is to provide supplemental information for the World Golf Foundation (WGF) Diversity Proposal 2010. The following information identifies the organization, the representative contacted within the organization, and a brief summary of the dialogue.

Advocates USA:

- Met with President, Ken Bentley and the Board of Directors. Mr. Bentley leads Advocates USA, a group of 80 African American businessmen from across the U.S., dedicated to mentoring youth through the game of golf. Mike Cooper, the WGF Director of Diversity, has joined the group, and they are discussing strategies for player development and future funding support. Mr. Bentley is also the Director of Community Relations for Nestle, Inc.

American Junior Golf Association (AJGA):

- Stephen Hamblin, Executive Director for the AJGA, and Lewis Horne, Jr., Board of Directors for the AJGA.
- Met with Mr. Hamblin and Mr. Horne to observe the AJGA internship orientation. Also discussed strategies for WGF to help identify future diverse candidates for AJGA internships and competitions.

Asian American Golf Association (AAGA):

- Spoke and communicated via email with Tuan Schneider, President and CEO for the Asian American Golf Association. Based in Edina, MN, the mission of the AAGA is “to promote and network Asian American golf organizations, clubs and affiliations around the country.” They are a competitive play oriented organization, and are interested in partnering with the WGF for player development opportunities.

Bill Dickey Scholarship Association:

- Participated as a panelist at the Career Forum, in conjunction with the Bill Dickey Invitational Golf Classic. In addition, staff met with Mr. Dickey and several Board representatives to discuss collaborating to create a database of diverse and female candidates interested in advanced competitive and/or career opportunities.

Golf Course Superintendents Association of America (GCSAA):

- Lanie Griffin, Manager of Membership & Diversity Outreach, Carrie Riordan, Managing Director, Member Programs, and Rhett Evans, Chief Operating Officer.
- Visited the GCSAA headquarters to observe available resources related to diversity, and discussed how these could best be utilized in partnership with the WGF.
- Participated on a conference call as a member of the GCSAA Diversity Task Force. Discussions focused on strategies to create an awareness of golf industry career opportunities to younger audiences.

International Association of Golf Administrators (IAGA):

- Jim Demick, Executive Director for the Florida State Golf Association, and President of the IAGA and Emily von Doehren, IAGA Managing Director.

- Partnered with IAGA representatives to create an on-line survey. This survey was sent to 75 associations within the IAGA, and designed to retrieve demographic information on competitors across the United States. Thirty-eight associations responded to the survey, providing a sample of 494,850 contestants.

Ladies Professional Golf Association (LPGA):

- Ashleigh Anderson, LPGA T&CP Member Services Coordinator; Carol Corcoran, Chief Administrative Officer for the LPGA; Leslie Andrews, Director of LPGA Teaching Program; Sherry Greene, Program Director for the LPGA/USGA Girls Golf Program; Dr. Beth Brown, Associate Director for The First Tee Life Skills Education; and Judy Stout, Director, Northeast Region Affairs, The First Tee.
- Participated on two conference calls with LPGA and The First Tee representatives to discuss partnering on an initiative to expand the LPGA/USGA Girls Golf program to more The First Tee chapters. In addition, strategies to target diverse and underserved markets were discussed, and work will continue on these objectives in 2010.

Latino Golf Association (LGA):

- Spoke and communicated via email with Jamie Garcia, Executive Director for the Latino Golf Association. With a purpose to “increase connections in advertising and marketing to tap into the Latino population,” the LGA would like to partner with the WGF to bring more Latino populations into the game and industry. This relationship will continue to be cultivated and broadened in 2010.

Lorena Ochoa Foundation:

- Jason Taylor, PGA member, Vice President of the Southern California Section of the PGA of America, and Executive Director for the Lorena Ochoa Foundation.
- Discussed partnering with the newly formed organization to introduce more Latino/Hispanic junior and adult populations to the game of golf and the industry. This relationship will continue to be cultivated and broadened in 2010.

Midwest Golf Association (MGA):

- Dennis Morgan, Executive Director for the MGA.
- Spoke at the awards ceremony for the 54th annual Midwest Golf Association Junior Championship, in Lima, OH. The group will help identify qualified competitive amateur golfers from diverse backgrounds.

National Black Golfers Hall of Fame (NBGHOF):

- Jeff Dunovant, PGA member and President of the NBGHOF.
- Met with Mr. Dunovant and the Board of Directors to discuss 2010 activities.

PGA of America:

- Earnie Ellison, PGA Director, Business & Community Relations.
- Staff accepted an invitation from Mr. Ellison to participate in the PGA Minority Collegiate Golf Championship Business of Golf Career Expo. Was one of 17 exhibitors who met with approximately 150 contestants and coaches from 30 colleges and universities.

PGA TOUR:

- Mike Cooney, Director of Human Resources, Marc Raiken, Public Relations & Community Outreach, Jacqueline Corsey, National Director, Sales & Marketing PGA TOUR Golf Course Properties, and Annette Parker, Intern.
- Met with Mr. Cooney to observe the PGA TOUR Diversity Internship Program orientation. Also discussed strategies for WGF to help identify more diverse candidates for internship opportunities.
- Met with Marc Raiken and Guy Garbarino, Director of Outreach for The First Tee, to discuss new internship opportunities for diverse candidates from The First Tee network.
- Met with Jacqueline Corsey and Annette Parker to discuss future strategies for recruiting more diverse candidates for internships.

Sports & Leisure Research Group:

- Jon Last, President of Sports & Leisure Research Group.
- From June-September 2009, Mr. Last led the research efforts to retrieve updated data on participation rates for golfers from diverse populations. This resulted in a formal report entitled: Minority Golf Participation in the United States.

Tampa Sports Authority:

- Eric Clark, Executive Director for the Tampa Sports Authority, Kennie Sims, Golf Director for the Tampa Sports Authority, Robert Scott, Tampa City Councilman, Dr. Pansy Houghton, Hillsborough County Board of Education, and Jeff Leonard, Director for The First Tee of Tampa Bay.

- Collaborated with the group to create 2010 strategies to expand diversity initiatives throughout three City of Tampa municipal golf courses. This will include expanded services in partnership with the City of Tampa, Hillsborough County Board of Education and The First Tee of Tampa Bay.

Uneven Fairways:

- Pete McDaniel, Senior Writer for Golf Digest, Melissa Maxfield, Vice President, Congressional & Federal Government Affairs for Comcast Corporation, Charisse R. Lillie, Executive VP for Comcast Foundation, and Victoria Clarke, Event Planner for Comcast Corporation.
- Attended premier of Uneven Fairways documentary, and remain in contact with Comcast representatives to help create partnerships with public school districts in diverse markets.

Western States Golf Association (WSGA):

- Tamera Baxter, President of WSGA, Katie Caton, Director of Women in Golf initiative for the WSGA, and Debbie Mooring, Director of Junior Golf for the WSGA.
- Spoke at the WSGA Golf Championship, and participated in their Women in Golf Summit. The group is expected to be a significant partner in 2010 for helping to increase diverse participation rates.

World Golf Foundation (WGF):

- Tracey Savorn, Sales Executive for emTRAIN HR Compliance Training, Diane Tetsworth, Senior Director, Finance for the WGF, and Marlene O'Connor, Director, Human Resources for the WGF.
- Formed an internal WGF Diversity Task Force to assist on matters related to diversity.

- Created and administered an internal diversity assessment survey to all WGF employees.
- Contracted with an outside agency to administer diversity awareness training to all full-time WGF staff members.
- Scheduled to conduct diversity roundtable discussion groups with WGF staff in fall 2010.