

GOLF DIVERSITY & INCLUSION REPORT 2015

Prepared for:

WORLD GOLF FOUNDATION

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EXECUTIVE SUMMARY

The purpose of this study is to provide updated data on the state of diversity within the game of golf and its industry. Data were collected from organizations within the industry, and then analyzed to determine if diversity and inclusion were increasing in the following areas:

- Overall female and minority participation rates in the game of golf
- Female and minority employment within the golf industry
- Female and minority participation in amateur competitive play

Comparisons were made between the Minority Golf Participation Report in 2003, the first year a comprehensive study specific to minority golf was offered, the second edition in 2010, and data retrieved in 2015. The results indicated little appreciable increases among female and minority participants. It also indicated that the golf industry workforce lagged behind the rapidly changing ethnic demographics in the United States. A chart illustrating the changing face in America was copied from the Pew Institute of Research. According to the illustration, the face of golf resembles the face of America pre-1980, over 35 years ago.

As a result of this study, the following actions are recommended to accelerate participation from female and minority populations:

- Designate an individual and an organization to lead an industry-wide diversity and inclusion movement as a full-time endeavor.
- Help and influence leading golf organizations to recruit talented females and minorities at every level of the organization, including governing boards, senior leadership, and full-time staff.
- Divide the U.S. into eight regions, similar to The First Tee, and create a diversity and inclusion advisory board in each one. Advisory boards should establish goals and

strategies pertinent to their respective regions, and then engage community support to implement and maximize strategies for diversity and inclusion.

- Recruit, engage, and retain strategic partners with common interests and a passion for diversity and inclusion. These should include golf industry partners such as The First Tee, and other leading golf organizations. In addition, partnerships with grass roots organizations should be sought, including relationships with the Advocates Pro Tour, the Bill Dickey Scholarship Association, Clearview Golf Club and Renee Powell, the National Black Golf Hall of Fame, Remember Them Narratives and Chiodo Art, the University of Maryland Eastern Shore, and the Women of Color golf initiative.
- Partner with qualified companies, such as Pope and Associates, to train and develop diversity, inclusion, and cultural competencies throughout the golf industry; including local, regional, and national stakeholders.
- Create a system and infrastructure to identify, utilize, track, monitor, and measure diverse supplier relationships.
- Collect data from female and minority-led, grass roots organizations throughout the U.S., and include the information in future golf industry reports.
- Collect data on the economic impact from female and minority participation, and include the information in future golf industry reports.

The outcomes from successfully implementing these recommendations should help achieve significant increases in female and minority participation in the game of golf, and its industry; and ultimately make golf look like the changing face of America relative to gender and ethnic diversity.

METHODOLOGY

Two methods were used to collect data. First, the National Golf Foundation (NGF) was contacted and asked to provide the most recent edition of Golf Participation in the United States, a report provided annually by the organization. Their report is the industry standard for determining overall golf participation rates, as well as female participation.

Second, a personalized email was sent to the primary contacts of 40 top organizations in golf; including trade associations, manufacturers, equipment, and golf management companies. Each was asked to invite other agencies under their umbrella to voluntarily participate in the study. In all, more than 80 organizations chose to participate. This data determined minority and female participation in amateur competitive golf, as well as demographics within the golf industry workforce.

The personalized email explained that the Golf 20/20 Diversity Committee was collecting information to help determine the current state of diversity in the golf industry, and measuring progress on ethnic and gender diversity in the categories of overall minority and female participation in the game of golf, amateur competitive play, and the workforce. Confidentiality was assured, and it was clarified that participation was voluntary. Finally, the email informed that a diversity committee member would contact them on behalf of the World Golf Foundation, in hopes of being connected to the appropriate individual at their respective organization to help gather this information.

A survey questionnaire was prepared and provided to assist with data collection. The survey questionnaire is provided as Appendix A. An on-line version of the survey questionnaire was also accessible. These methods were identical to those used for the 2010 diversity report.

INTRODUCTION

The purpose of this study is to provide updated data on the state of diversity within the game of golf and its industry. It is an updated version of a similar report last submitted in 2010, which may have been the first study to capture data on gender and ethnic inclusion in golf's workforce, in addition to updating minority participation rates.

For this report, data were collected from organizations within the golf industry, and then analyzed to determine if diversity and inclusion were increasing in the following areas:

- Overall female and minority participation rates in the game of golf
- Female and minority employment within the golf industry
- Female and minority participation in amateur competitive play

Comparisons were made between the Minority Golf Participation Report in 2003, the first year a comprehensive study specific to minority golf was offered, the second edition in 2010, and data retrieved in 2015.

In 2003, the National Golf Foundation (NGF) conducted a study and prepared a document titled: *Minority Golf Participation in the United States*. The study, according to one NGF representative, was the first of its kind exclusive to minority golf participation rates. The 2003 study was commissioned by Golf 20/20 and The First Tee, and it would be used by leaders in the golf industry "to develop strategies for player development programs and other initiatives focused on women and minorities." The stated reason for creating the report was that "minorities represent an important group for growing the game." The report was submitted by the NGF again in 2010, and the leaders in golf continued making intentional efforts to increase awareness, and initiate activities specific to increasing female and minority inclusion in recreational golf, competitive play, and careers within the industry.

Among the efforts was the formation of the Golf 20/20 Diversity Task Force, which included leaders from golf, business, academics, media, communications, and other major sports industries. The First Tee, with its national presence, established specific goals and strategies to increase diverse representation at the board, staff, and participation levels. The World Golf Hall of Fame created and introduced a permanent exhibit in their museum honoring the legacy of African American contributions to golf. The PGA of America and the United States Golf Association (USGA) also were intentional in displaying memorabilia, awards, and ceremonies in honor of minority pioneers and trailblazers. There were many more programs and initiatives created with intentions to increase diversity and inclusion.

Today, “golf is a \$68.8 billion industry with a total impact on the U.S. economy of \$167.8 billion.” Approximately 24.7 million people play the game, and two million people are employed within the golf industry, earning \$55.6 billion in annual wage income.¹

For many years, ethnic and gender diversity has remained an important topic among golf industry leaders, and has been identified as a critical factor in sustaining and increasing participation rates, and subsequent economic impact of the game.

¹ State of the Golf Industry, Forbes Magazine, April 4, 2015 interview with five golf industry leaders.

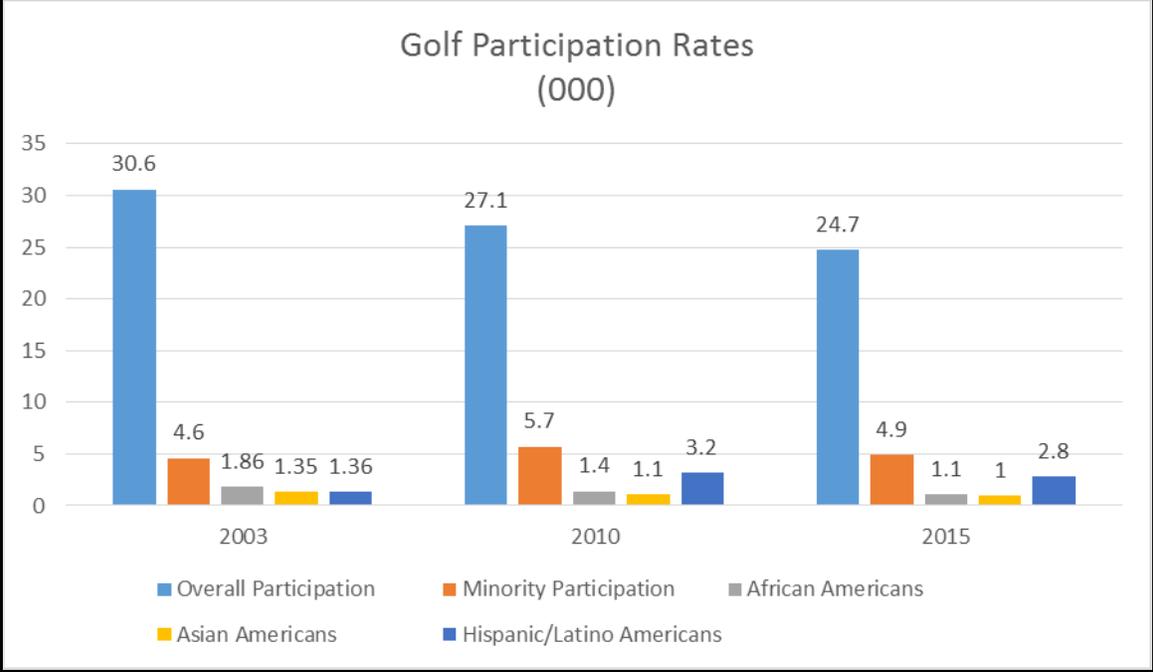
OVERALL PARTICIPATION RATES

According to the 2003 NGF study, the total number of U.S. golf participants at that time was 30.6 million. Of those, 4.6 million participants (15%) were minorities; with 1.86 million African American golfers, 1.35 million Asian Americans, and 1.36 million Hispanic Americans. The 2003 study concluded with the following suggestions for growing minority golf:

- Grow the middle income segments
- Pursue the strength of the female market
- Mine alternative facilities for potential golfers
- Lower barriers to entry
- Welcome minorities at the golf course, the retail shop, etc.
- Reduce intimidation and increase comfort level
- Provide a social network

In the 2010 study, the NGF reported the total number of golf participants was 27.1 million, with 5.7 million minority participants (21%). African Americans had 1.4 million participants, Asians 1.1 million, and Hispanics 3.2 million.

Five years later, in 2015, the NGF reported the total number of golf participants was 24.7 million, with 4.9 million (20%) from minorities. African Americans had 1.1 million participants, 4.4% of overall participation and 22.4% of minority participation. Asian participants totaled 1.0 million; 4% of overall participation and 20.4% of minority participation. Hispanic/Latinos totaled 2.8 million; 11.3% of overall participation and 57.1% of minority participation.

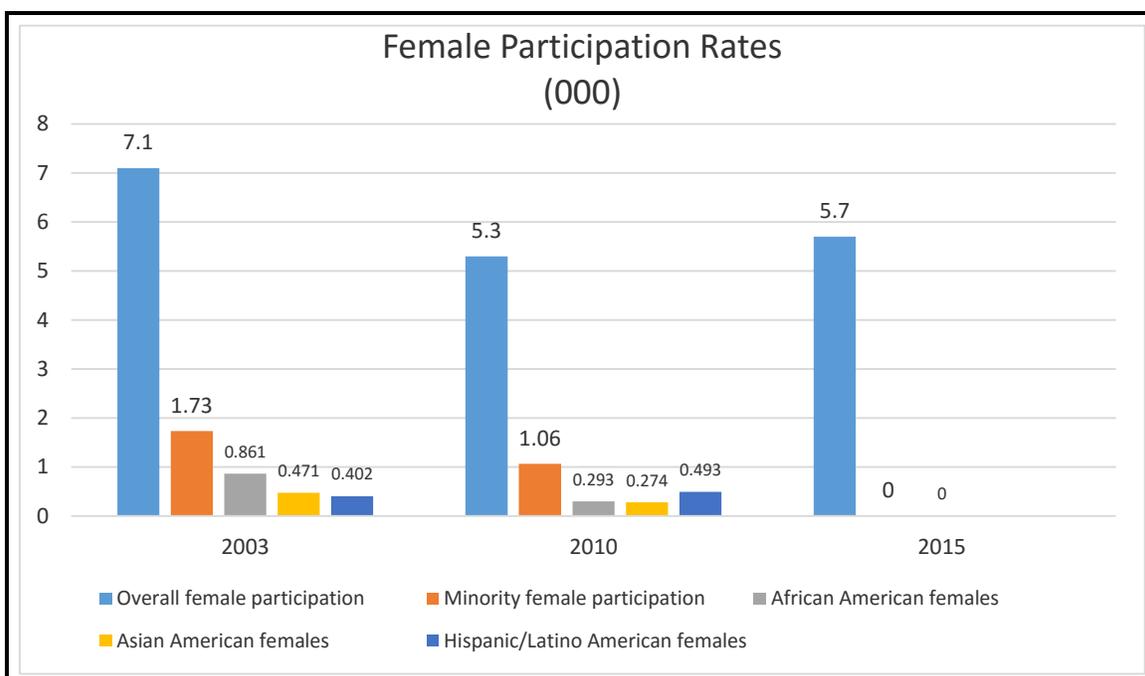


FEMALE PARTICIPATION RATES

In the 2003 study by the NGF, female participation was estimated at 7.1 million, or 23% of total golf participation. Minority female golfers totaled 1.73 million; 24.4% of total female participation and 5.6% of the 30.6 million total golfers. From the total number of minority participants, approximately 861,000 African American females participated, 471,000 Asian females, and 402,000 Hispanic females.

Female participation was estimated at 5.3 million in the 2010 study, or 20% of total golf participation. Minority female golfers totaled 1.06 million; 20% of total female participation and 4% of the 27.1 million total golfers. From this total of minority female participants, approximately 293,000 African American females participated, 274,000 Asian females, and 493,000 Hispanic females.

In the 2015 report by the NGF, the total number of female participants was 5.7 million, 23% of the 24.7 million golf participations. No further data were available.



CHANGING FACE OF AMERICA

The vision of the Golf 20/20 Diversity Task Force is to be a catalyst for making golf look like America relative to ethnic and gender diversity. America is becoming more and more ethnically diverse, and the racial composition in the U.S. has been gradually changing over the past several decades. So dramatic are the changes, that experts predict the total number of Caucasians in the U.S. will be less than the total number of other ethnic populations by 2040...for the first time in American history. The total number of Caucasians is forecasted to decrease from 64% of the U.S. population in 2010 to 43% by 2060.²

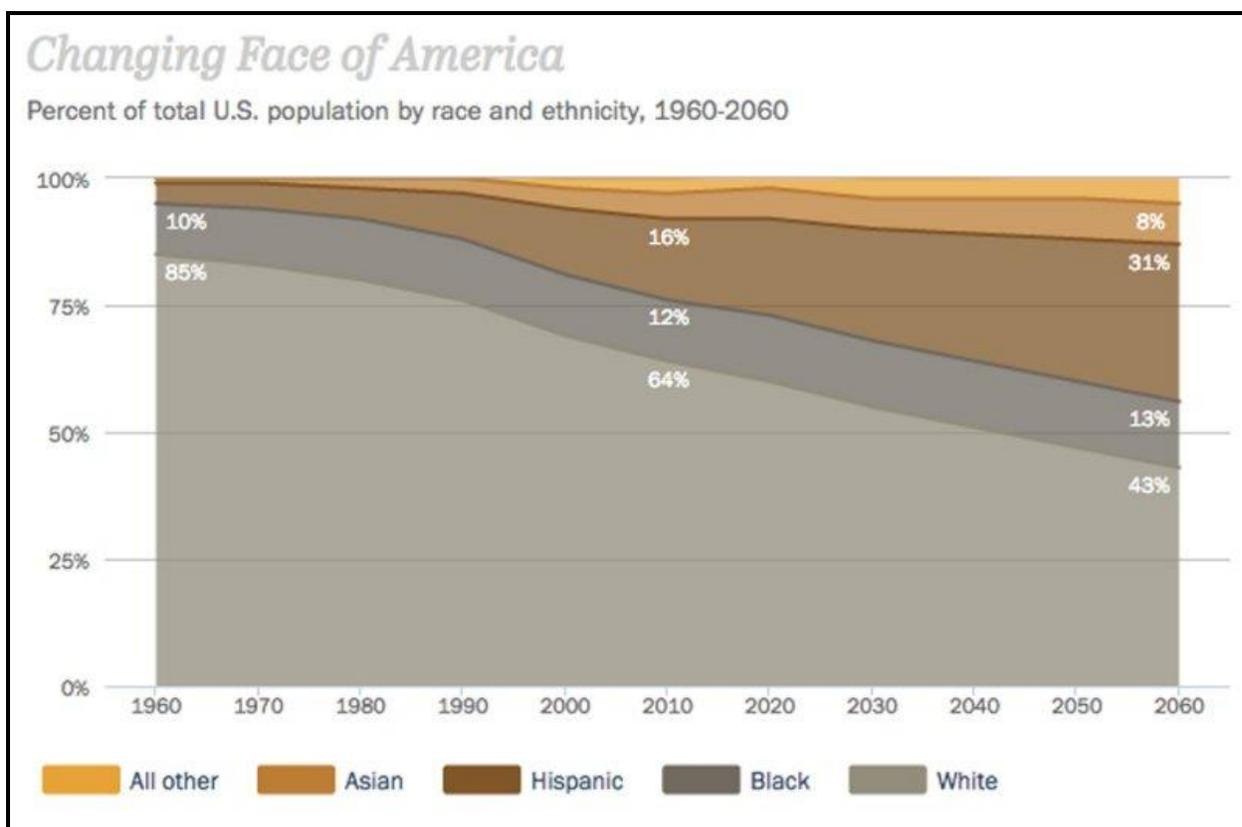


Chart retrieved from the Pew Research Center

² Retrieved from <http://businessinsider.com/pew-chart-on-americas-demographics-2014-4>

In a 2014 study, data retrieved from the U.S. Census Bureau³ was consistent with the changing face of America described by the Pew Research Center. Demographics were as follows:

- 62.1% Caucasian
- 37.9% non-white
- 13.2% African Americans
- 5.5% Asian Americans
- 17.4% Hispanic/Latino Americans
- 50.8% females

This changing face of America was described by author D.A. Abrams as “The New Normal,” a phrase he used to describe a cultural shift in America, where the majority culture (white, male Caucasians) of yesteryear, was gradually becoming the minority culture.⁴ Abrams further wrote: “the demographic reality of the U.S. is this...by 2016 70% of the U.S. work force will be women and/or Black and Latino...Your marketplace is defined by the fact that, for the first time in U.S. history, less than half of all newborns in America are non-Hispanic Caucasian. The percentage of Americans who are white (non-Hispanic) is on a demographic trend downwards.”

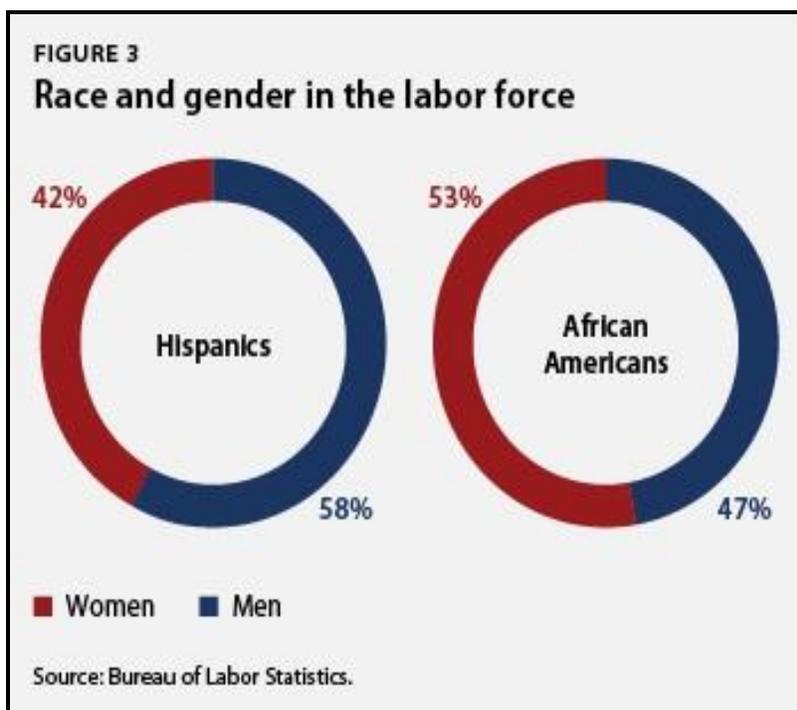
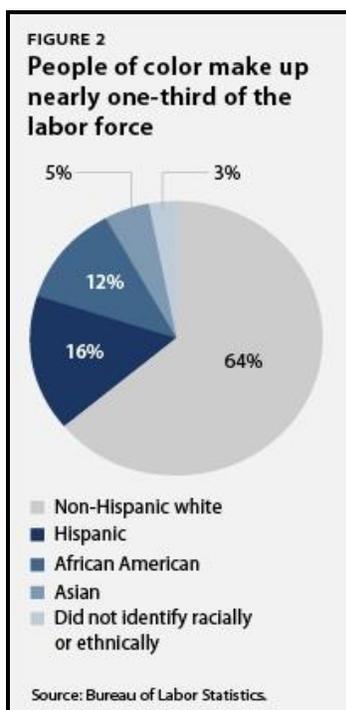
This change in demographics has many ramifications, not the least of them being economic, as astute corporate leaders and business owners recognize a shift in customer base, purchasing power, and workforces.

³ Retrieved from <http://quickfacts.census.gov/qfd/states/00000.html>

⁴ Diversity & Inclusion: The Big Six Formula for Success, by D.A. Abrams.

WORKFORCE DEMOGRAPHICS

Similar to ethnicity and the changing face of America, the workforce in the U.S. was becoming more diverse too. In 2012, data from the U.S. Department of Labor reported the workforce demographics was 64% Caucasians, 12% African Americans, 5% Asians, and 16% Hispanic/Latinos (3% were other ethnicities).⁵ It is forecasted that Caucasians in the workforce will decline from 64% in 2012 to 61% by 2022.



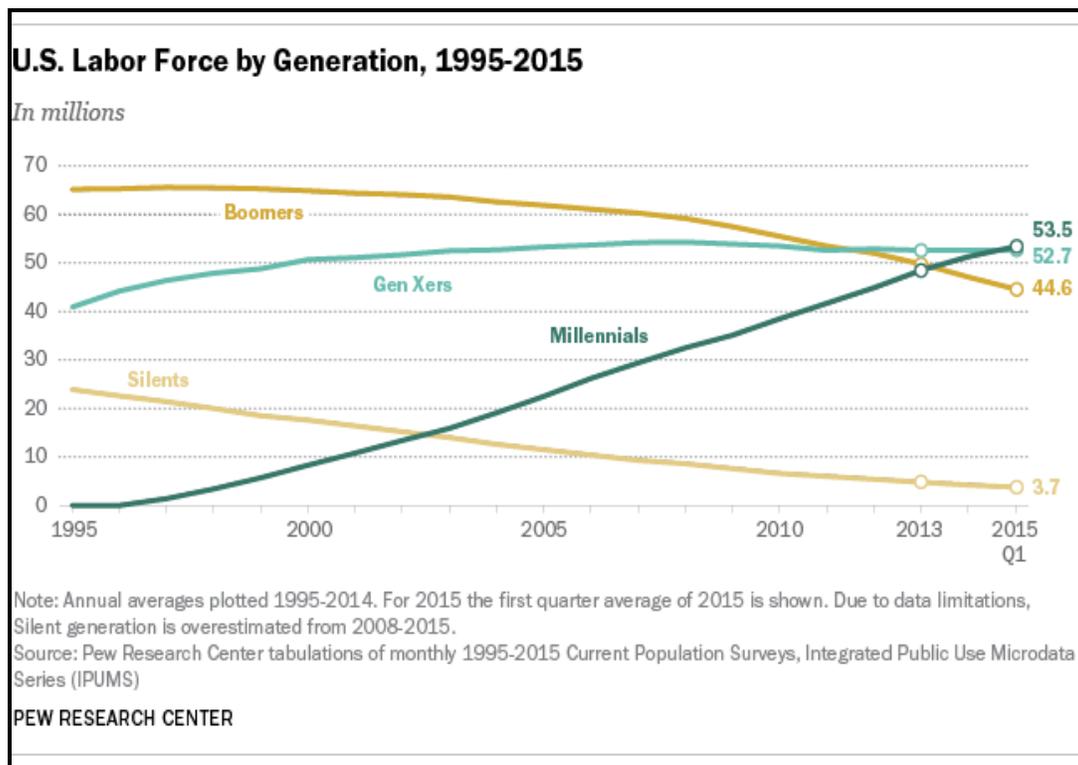
In terms of gender, the percentage of females in the workforce increased slightly from 2000 to 2012 (46.5% to 46.9%), and the forecast is for small, incremental growth through 2022.⁶

⁵ Retrieved from <https://www.americanprogress.org/issues/labor/report/2012/07/12/11938/the-state-of-diversity-in-todays-workforce/>

⁶ Retrieved from <http://www.bls.gov/opub/mlr/2013/article/labor-force-projections-to-2022-the-labor-force-participation-rate-continues-to-fall-1.htm>

The studies indicated there is a correlation between population growth and the increased numbers in the workforce. Therefore, growth in the workforce is predicted to continually increase, and the numbers of ethnically diverse individuals will increase as well.

Another workforce trend that should be noted and watched is the decrease of Baby Boomers in the workplace due to retirement, coupled with the emergence of Gen Xers and Millennials.

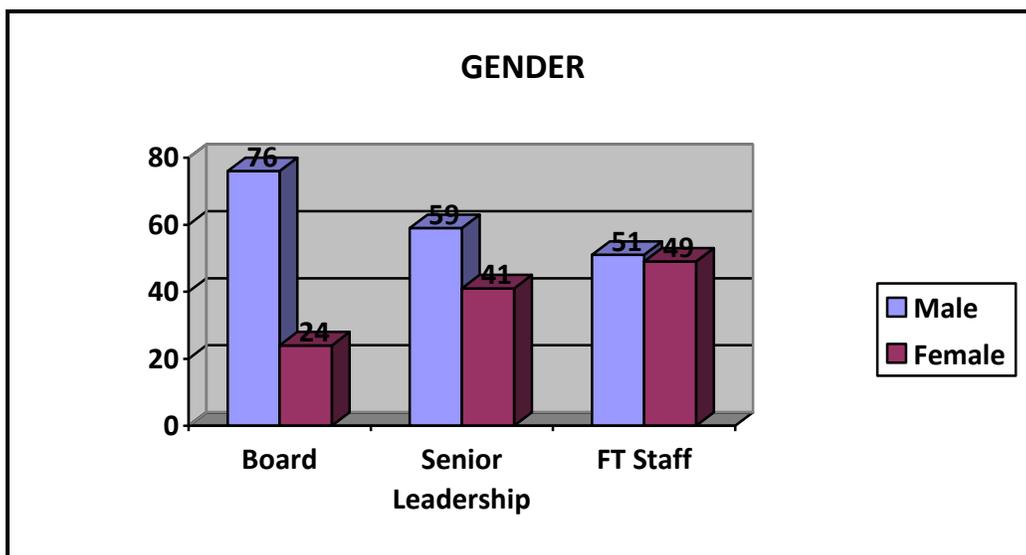


In early 2015, the Golf 20/20 Diversity Task Force decided to make ethnic and gender diversity in the workforce a priority. The rationale for this decision was twofold. First, there was consensus that minority participation in golf would only begin to increase when minorities became more visible in golf industry workplaces. Second, intentional efforts to increase minority positions in the workforce was thought to be more within the sphere of influence of the

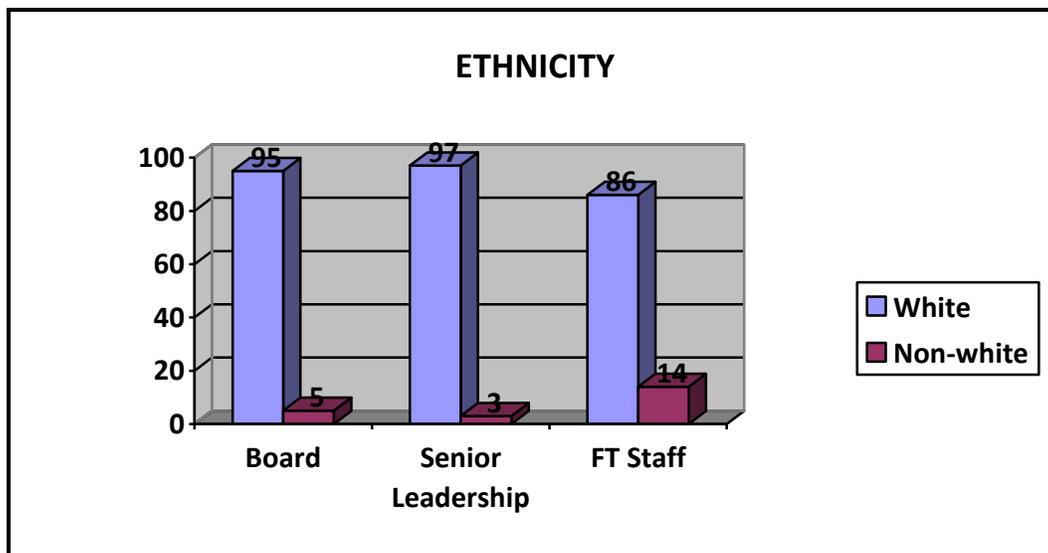
Task Force, primarily because several group members were already in senior level positions with key golf industry lead agencies, and there were established relationships in place with decision-makers who might influence the hiring of more ethnic minority and female candidates.

Fourteen (14) leading organizations in the golf industry met in June 2015 to discuss diversity and inclusion. They also examined their respective workforces and reported the following:

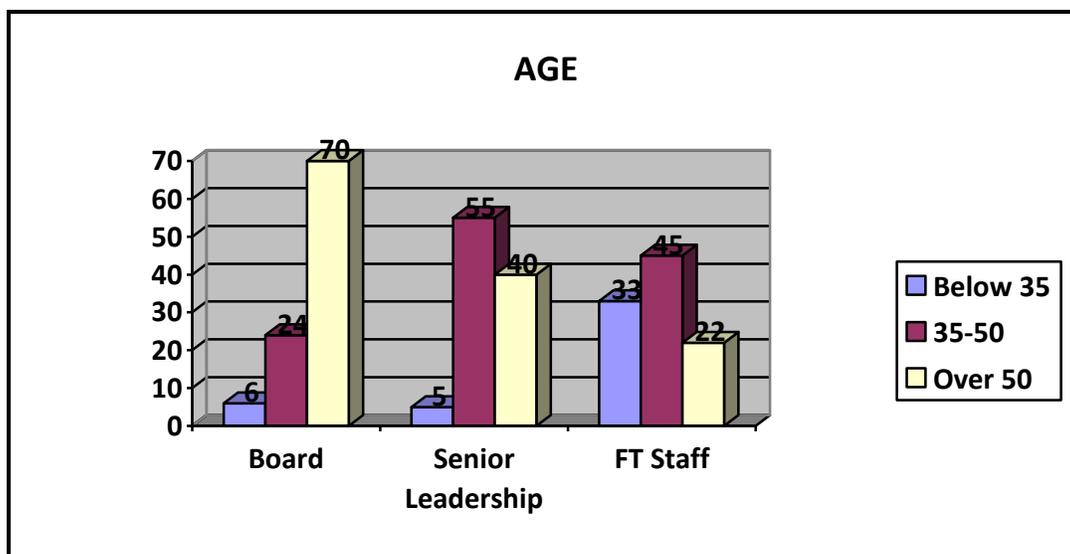
- In terms of gender, the make-up of the Board of Directors was 76% male and 24% female. Senior leadership was 59% male and 41% female, and full-time staffs were 51% male and 49% female.



- In terms of ethnicity, boards were 95% white and 5% non-white. Senior leadership was 97% white and 3% non-white, and full-time staffs were 86% white and 14% non-white.



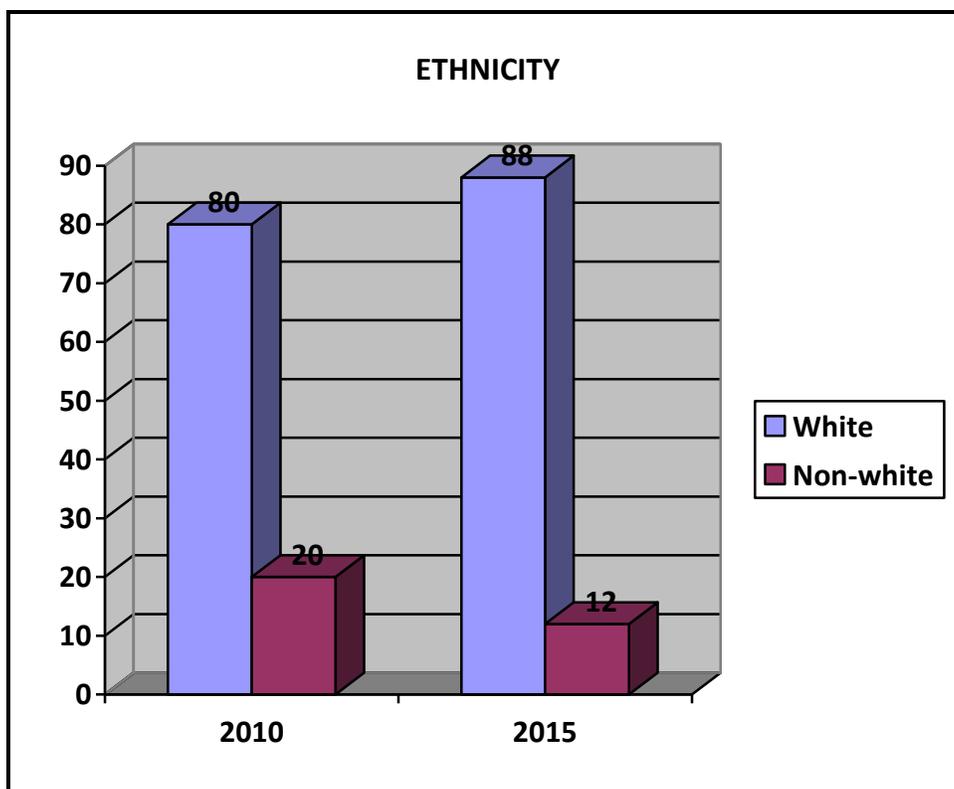
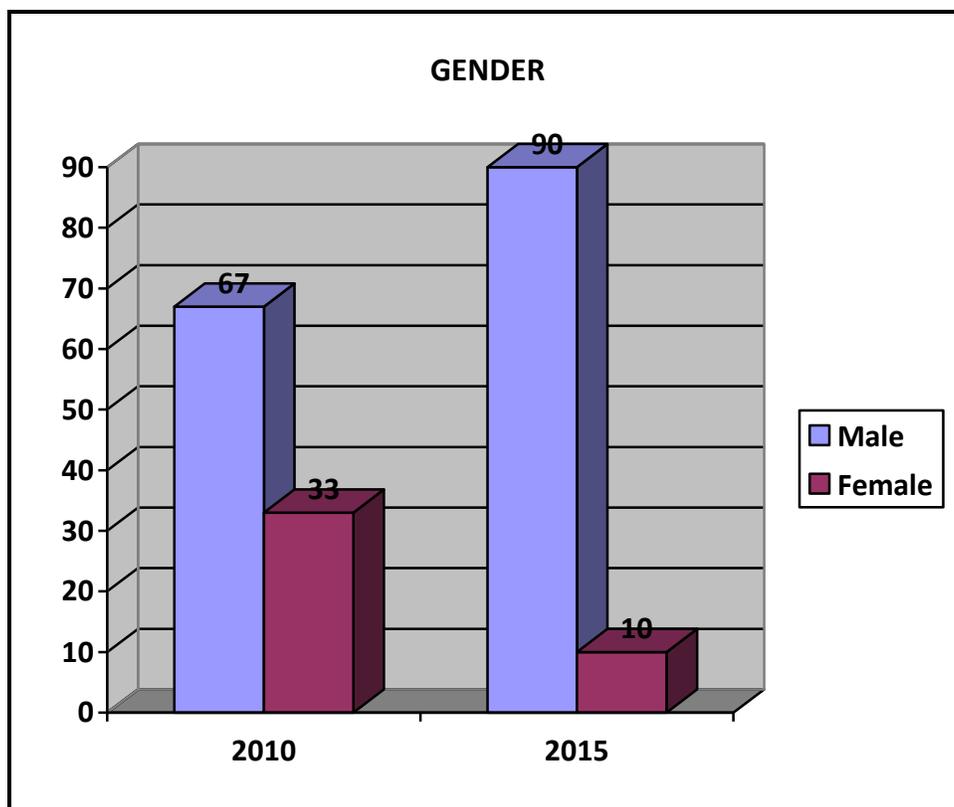
- Relative to age, 70% of board members were above the age of 50, 24% were 35-50, and 6% were below age 35. Senior leadership was 40% over 50, 55% from 35-50, and 5% below the age of 35. Full-time staffs were 22% above 50, 45% between ages 35-50, and 33% below the age of 35.



Next, the decision was made to broaden the study and collect more data to help determine the state of diversity in the golf industry, specifically the workforce. Approximately 40 companies within the golf industry were contacted via email, and asked to participate in an updated study.

The companies contacted were a cross-section of trade associations, manufacturers, equipment, and golf management companies. A few of them, such as the International Association of Golf Administrators (IAGA) and National Golf Course Owners Association (NGCOA), had access to other organizations under their umbrella, and they, too, were asked to voluntarily participate. In all, over 80 agencies submitted workforce demographics, resulting in a sample size of 61,646 employees within the golf industry. Findings were as follows:

- In terms of gender, 55,627 of the 61,646 golf workforce employees were males (90%), and 6,019 were females (10%)
- In terms of ethnicity, 54,323 were Caucasians (88%) and 7,323 were minorities (12%)
 - 80% were Caucasian males, and 7.6% Caucasian females
 - African American employees totaled 862 (1.4%), with 703 African American males and 159 females
 - Asians totaled 1,060 (1.7%), with 854 males and 206 females
 - Hispanic/Latinos totaled 3,189 (5.2%), with 2,519 males and 670 females
 - [2,194 were classified as others]



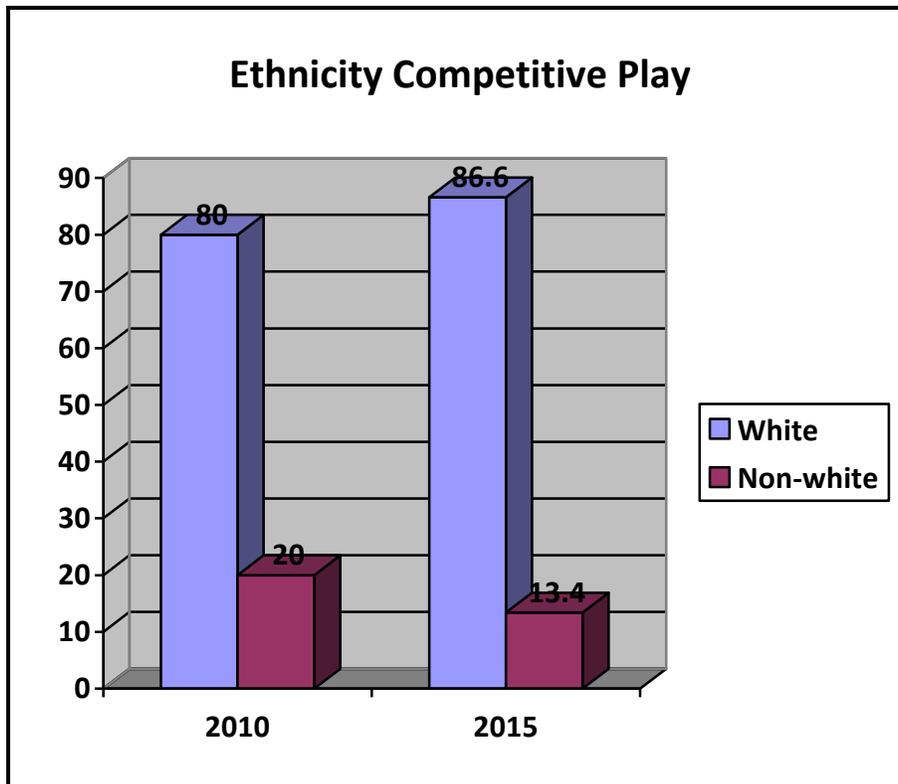
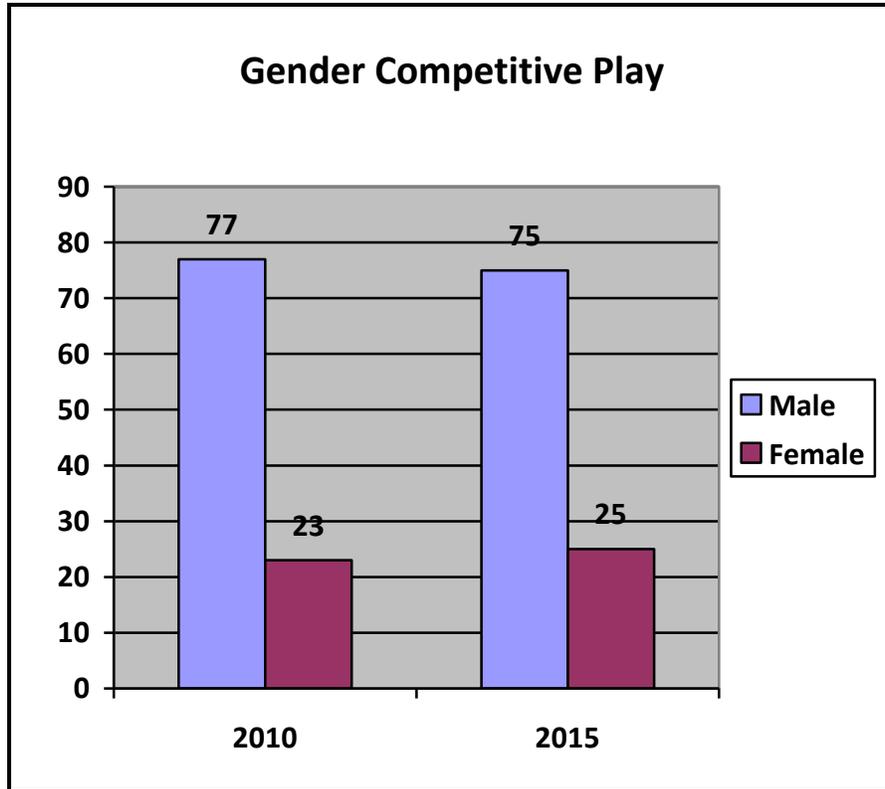
AMATEUR COMPETITIVE PLAY

In the 2010 diversity report completed for the World Golf Foundation, a survey was administered through the International Association of Golf Administrators (IAGA) to determine the demographics in competitive amateur golf in America. Approximately 30 state and regional associations participated in the survey, yielding a sample size of nearly 500,000 amateur golfers. The 2010 report revealed that 77% of competitive amateur golfers were male, and 23% female. Of those, approximately 80% were Caucasian, 8% Asian, 7% Hispanic/Latino, 3% African American, and 2% other ethnicities.

A similar survey was used for this updated report, helping to collect data from 30 IAGA organizations. Data was also received from the USGA and National Collegiate Athletic Association (NCAA).⁷ The total sample size was 1,459,130 competitive amateur golfers, substantially greater than the sample size used in the 2010 report. From this sampling, 1,099,381 were male golfers (75%), and 359,749 females (25%).

When data could be further sorted by ethnicity, 86.55% of competitive amateur golfers were Caucasian, and 13.45% minorities. Of minority participants, 1.6% were African Americans, 5.1% Asians, 5.2% Hispanic/Latinos, and 1.5% other ethnicities.

⁷ Information retrieved on collegiate golf from www.NCAA.org and supplied by The First Tee



DISCUSSION & RECOMMENDATIONS

Earlier in this document it was mentioned that golf is a \$68.8 billion industry with a total impact on the U.S. economy of \$167.8 billion. Minorities and females are underrepresented, though, relative to the overall U.S. population, and many believe this lack of representation has limited overall participation and growth in the game of golf, and its industry. Thus far, this document has presented the current state of golf, in terms of diversity and inclusion. However, the real work lies ahead in determining appropriate strategies to increase representation from minorities and females in overall golf participation, competitive play, and in the workplace.

As a country, the U.S. is indeed a multi-cultural society, and the face (demographics) of America is rapidly changing, as reported earlier in this document. To-date, the sport and business of golf has been dramatically outpaced by this changing face of America. Strategic and intentional efforts are now needed to accelerate ethnic and gender diversity and inclusion. What follows are suggestions and recommendations on what could be done to help conditions. Note that these suggestions and recommendations are the opinions of the author, and not the World Golf Foundation or any other agency. The author also recommends more input be sought from other golf industry and diversity experts, and they should collaboratively establish goals, strategies, and measureable outcomes to match the diversity and inclusion in golf with the changing face of America.

The framework for the following suggestions is consistent with the step-by-step process identified and described by author D.A Abrams in his book: *Diversity & Inclusion: The Big Six Formula for Success*. The 'Big Six' have been slightly re-ordered to best increase diversity and inclusion throughout the golf industry going forward. The framework for success is as follows:

1. Human assets (and institutional governance)

2. Regional alignment
3. Strategic partnerships
4. Training and development
5. Supplier diversity
6. Image

HUMAN ASSETS

The first suggestion is to create the structure to support a systemic approach to diversity and inclusion. An individual and organization should be chosen to lead the movement on behalf of the golf industry. Doing so would help establish a clearinghouse of sorts, where information is gathered and stored, plus establish a central location for others to direct questions, suggestions, and concerns. Establishing a lead entity was also recommended in the prior study in 2010, and much talk has been given to creating and maintaining databases with contacts and profiles of talented minorities and females seeking inclusion in the game and/or industry. To-date, this service to the industry remains unfulfilled.

Diversity is lacking at institutional governance and senior leadership levels, as indicated earlier in this document. It's recommended that immediate goals and strategies be created to recruit and retain female and minority representation at the board and senior leadership levels, with the ultimate goal to match the demographics in golf with the changing face of America. This is especially critical at the institutional governance and senior leadership levels, which is customarily where critical decision-making takes place.

This will undoubtedly require a search committee to help identify diverse candidates, and their opinions and decisions must have legitimacy. Candidates and subsequent inclusion in governance must not be limited to representatives from the golf industry. It should also include

minority and female corporate executives, athletes, entertainers, and individuals from grass-roots organizations with a passion, affinity, and proven competency for diversity and inclusion.

Full implementation and integration might necessitate revisions to bylaws and structural guidelines for some organizations. It might also require forming advisory boards (or councils) in situations where board representatives are pre-determined by job position, roles, or responsibilities. Nevertheless, this tough work must be done expediently and judicially, and all potential barriers prohibiting diversity and inclusion in golf must be examined and eliminated to achieve the ultimate goal to include more females and minorities in institutional governance.

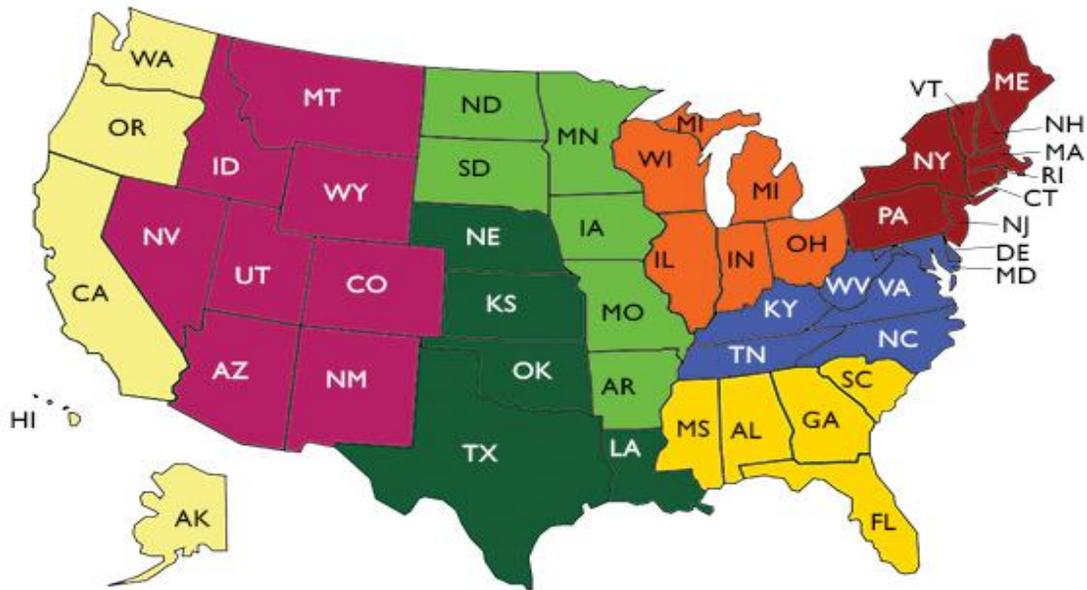
Hiring practices must follow with deliberate and intentional efforts to identify, recruit, hire, retain, and promote females and minorities. The First Tee has developed a matrix that can be used by other organizations to monitor workplace needs and progress.

REGIONAL ALIGNMENT

Speaking of The First Tee, they have demonstrated success in establishing an infrastructure to support programming, as well as diversity and inclusion. They have also been very successful in regional alignment and community engagement, which is the next recommended step towards success.

The First Tee chapter network encompasses all 50 states, and is divided into eight regions: Central Atlantic, Central Plains, Great Lakes, Mountain, Northeast, Pacific, River, and Southeast⁸ (see map below).

⁸ Information and picture of regional map retrieved from http://www.thefirsttee.org/club/scripts/library/view_document.asp?NS=MYLOCKER&DN=REGIONAL



A similar regional approach is suggested for the diversity and inclusion movement, recognizing that each region has varying and specific needs related to gender and ethnicity. Each region should operate as an advisory council to the national organization, and should have some autonomy to select appropriate leadership, as well as regional goals, strategies, and benchmarks.

Once regional alignment is established, it is imperative to engage longstanding, grass roots organizations who have been serving the targeted audiences for many years. These organizations exist in large major metropolitan and small rural neighborhoods...they are literally everywhere. An exercise should immediately be conducted to determine the key individuals and organizations to involve. Counsel from The First Tee home office could be a strong starting point to identify potential partners, since they are already regionally aligned and actively conducting programs in communities across America. This regional structure increases opportunities for community involvement, better communications, overall inclusion, and available resources. Regional alignment also presents a perfect opportunity for strategic partnerships.

STRATEGIC PARTNERSHIPS

“Partnering with special interest organizations is an essential step in fostering relationships and bolstering recruitment efforts within different demographic sections.”⁹ In addition to The First Tee local chapters, there are many existing “special interest groups” who could help accelerate diversity and inclusion efforts. Some are grass roots organizations who are longstanding, with decades of success in promoting golf in minority communities.

Strategic partnerships with these like-minded organizations would help attract and retain females and minorities in every segment of the continuum from introductory play, to player development, to higher education, internships, careers in golf and/or amateur and professional competitions. The following are just a few organizations who have demonstrated they are both willing and able to contribute to this pipeline of golf development.

At the introductory level, strategic partnerships should include The First Tee, the industry leaders in introducing youth to the game, and Get Golf Ready, the industry equivalent for introducing golf to adults. There are many tried and proven grass roots organizations with lengthy reputations for introductory programs. They are logical strategic partners too. One such program is Women of Color, based in Tampa, FL. They have relationships with Hillsborough Community College, the University of South Florida, and recently teamed with the Executive Women’s Golf Association to introduce minority females to golf, as well as mentor younger females at the high school and collegiate levels.¹⁰ Their model is replicable, and should be expanded to other U.S. locations.

⁹ Partnerships with Special Interest Organizations, www.diversitybestpractices.com, Dec 2011, as cited in Abrams 2013.

¹⁰ Information on Women of Color golf retrieved from <http://www.womenofcolorgolf.org/>

Player development has recently emerged as a huge void and deficit for female and minority groups. It is an area that requires immediate attention to effectively increase females and minority inclusion, particularly for competitive play (both amateur and professional). For several years, The First Tee has sponsored two national player development academies for teens. The Legacy Golf Performance Center, in Phoenix, AZ is available for advanced player development on a full-time, daily basis, and has a professional staff that includes minorities. The Bill Dickey Scholarship Association has a player development component for minorities, too, and a stellar reputation throughout America for its work in minority communities.

Renee Powell, Adrian Stills, and Jeff Dunovant, all African American golf/teaching professionals, conduct on-going individual and group lessons targeted at the audiences golf hopes to attract. Each of them is already part of the diversity and inclusion movement, and involving them as strategic partners is a must.

Staying with player development, an important strategic partner is the Advocates Pro Tour, which debuted in March 2010. Led by a group of former corporate executives and golf professionals, its mission is “to bring greater diversity to the game by developing African Americans and other minorities for careers in golf.”¹¹ Professional tournaments, career fairs, and mentoring sessions are offered, as well as player development workshops. Aspiring tournament players are assisted with scheduling, branding, and other skills needed to prepare them for careers in golf. In addition, the Advocates Pro Tour has been successful in partnering with longstanding, minority community-based organizations such as the Joseph Bartholomew Golf Club in New Orleans, and Par Four Charities in Pensacola, who have been promoting golf in the inner-city for over 40 years.

¹¹ Information on the Advocates Pro Tour retrieved from <http://www.protour.advocatesgolf.org/>

Given resources, the Advocates plan to add a competitive division for females, and a youth golf clinic at each tournament location. They've also expressed interest in resurrecting the golf symposium concept used in the 1990s to bring together industry leaders focused on increasing diversity and inclusion. Partnering and alignment with this group makes sound strategic sense, not only for the services they provide, but also for their reach into African American communities across the U.S.

It is further recommended that player development be elevated to a higher level of significance by examining and modeling the best practices of two premier academies. The Ernie Els Performance Golf Academy has been tremendously successful. Founded in 1999, the mission of the organization is: "To identify talented young South Africans predominantly from families of limited resources and provide them with educational and life-skill assistance and playing opportunities in order to produce successful, well-rounded and educated young golfers."¹² Eligibility is open to high school boys and girls with stroke averages of 80 or less.

Domestically, the IMG Golf Academy in Bradenton, FL is renowned for its player development programs, which include boarding schools, camps, academies, competitive play, and cutting-edge technology.¹³ Both the Els and IMG models should be thoroughly examined, and creating a similar academy(s) specific to females and minorities should be a short-term priority.

In the past three years, the University of Maryland Eastern Shore (UMES) has emerged as a leader in higher education, player development, and preparing minorities for careers in the golf industry. UMES is the only historically black college or university (HBCU) with the PGA

¹² Information on the Ernie Els Performance Golf Academy retrieved from <http://ernieels.com/design/els-performance-academy/>

¹³ Information on the IMG Golf Academy retrieved from <https://www.imgacademy.com/sports/golf>

Professional Golf Management program. The curricula prepares students for a career in the golf industry, and integrates studies in Tourism and Hospitality Management. Students work towards membership into the PGA of America while enrolled at UMES.¹⁴

Partnering with the institution is a strategic and logical fit, with an opportunity to consistently engage over 50 young, minority college students for supportive services, research, internships, and player development. They have the potential to help in most every aspect of diversity and inclusion, not the least of which are people (students), technology, and a consistent stream of minority millennials properly trained and formally educated to enter the golf industry.

In recent years the PGA of America, USGA and World Golf Hall of Fame recognized the importance of preserving and honoring the rich history of minorities in the game of golf. Each organization now has dedicated space in their facilities to highlight and showcase those men, women, and clubs who have contributed the most to promote golf in underserved communities. Much of this attention has been generated by the advocacy of the National Black Golf Hall of Fame, an organization founded in 1986 by Harold Dunovant, remembered as the first African American to graduate from the PGA of America business school back in 1964.

The National Black Golf Hall of Fame will celebrate its 30th anniversary in 2016, and they continue to honor the unsung heroes, past and present, for advancing the game of golf in minority communities. The group is now advocating to create a traveling golf exhibit, with the intent to share the stories of trailblazers and pioneers with people in non-traditional golf

¹⁴ Information on the UMES Professional Golf Management Program retrieved from <https://www.umes.edu/pgm/Index.aspx?id=11994>

communities across America. The collaborative effort is led by Mario Chiodo, with Chiodo Art Development, as part of the Remember Them Narratives.¹⁵

Mario Chiodo was the artist for the tribute to African American Champions in Golf, a permanent exhibit at the World Golf Hall of Fame, in St Augustine, FL. A traveling exhibit would be significant because it would help educate and inform more minorities (and people in general) of the inspiring stories of triumph and achievement, despite overwhelming odds. These stories need be told, preserved, and paid forward from generation to generation. Partnering with this effort would help spread awareness and enhance the image of golf. Ultimately, it should also help increase overall participation as more people from urban communities would be exposed to the game for the first time.

The above-mentioned are only a few examples of how strategic partnerships could have an immediate impact on diversity and inclusion by spreading awareness, advancing careers, and enhancing the overall image of the game. The goal should be to involve key strategic partners locally, regionally, and nationally.

TRAINING & DEVELOPMENT

According to Abrams, diversity and inclusion training should be designed to “help people develop relationships with people who are not like them,” recognizing that a person’s ability to build equitable relationships is imperative to both their personal and professional well-being, in addition to economic success. To frame this from a business perspective, Abrams wrote: “Your Company cannot be competitive for talent or succeed at maximum retention if you cannot create the right culture to attract and retain the very best people in your workforce.”

¹⁵ Information on Chiodo Art Development and the Remember Them Narratives available at www.freedommarchofart.com

One such company that specializes in diversity and inclusion training is Pope and Associates.¹⁶ Based in Cincinnati, OH, their website lists hundreds of clients recognized as corporate leaders, including American Express, AT&T, Darden Restaurants, ESPN Zone, Firestone, General Motors, Hewlett Packard, Johnson & Johnson, JP Morgan Chase, Walt Disney World, and Wyndham Worldwide, just to name a few. Many of these corporate giants are familiar to golf, as they are corporate partners of the PGA TOUR.

Ideally, trainings would occur more frequently at the local, and then regional levels, and occasionally at the national level. Or, train the trainer models can be taught and developed at the national level, and pushed down regionally and locally. Desired outcomes should be cultural awareness and sensitivity in the near-term, and a complete cultural shift to diversity and inclusion as the long-term goal.

SUPPLIER DIVERSITY

In the 2010 study, approximately 100 companies within the golf industry were asked to estimate the percentage of female and minority-led suppliers they did business with. Only two companies responded. One estimated the percentages ranged from 10%-20%, and the other from 5%-10%. Most responded that they did not track that sort of information. Nevertheless, supplier diversity is deemed important, and who one does business with is a key indicator of the seriousness they place on diversity and inclusion.

Said D.A. Abrams: “Any time the demographics shift, executives have found that suppliers from traditionally underrepresented groups are one of the best sources for new ways to

¹⁶ Information on Pope and Associates retrieved at:

http://www.popeandassociates.com/uploads/5/5/1/5/55153335/client_list_word.pdf.

reach populations whose buying power is on the rise. According to Selig Center for Economic Growth, the combined purchasing power of Blacks, Asians and American Indians was \$1.6 trillion...by 2015, these groups will represent a combined spend of \$2.1 trillion, accounting for 15% of the nation's total buying power. And last year (2012), the U.S. Latino market had grown to \$1 trillion...larger than the entire economies of all but 14 countries in the world.”

This is an area where very little data has been collected by companies in the golf industry. It is also an area that should be given immediate attention, and best practices should be examined from other business markets to determine the best tracking systems, certification processes, goals, strategies, and benchmarks to measure progress. Not only does supplier diversity make sound economic sense, but the overall image and brand will be greatly impacted by diverse supplier relationships.

IMAGE

The leaders of the golf industry go to great lengths to project a positive image of the sport. “Through its Golf 20/20 Communications Committee, the World Golf Foundation is taking a lead role on behalf of the U.S. golf industry to better communicate golf’s many positive contributions to society.”¹⁷ They communicate positive messages about golf’s economic impact, contributions to charity (\$3.9 billion a year), environmental benefits, and community service.

Still, according to high-ranking golf industry sources, the image (mental picture) of golf remains a sport for the elite, white male. This, despite all the positive attributes communicated by the industry, and initiatives aimed at increasing female and minority inclusion.

¹⁷ Information on the Image of the Game retrieved from <http://www.worldgolfoundation.org/industry-initiatives/image-of-the-game/>

Abrams defined image as “the mental picture that springs to mind when someone mentions your company name.” From a sociological approach, this would be similar to ethnicity theory, which posits that minorities participate in an activity based on their perception of the activity, and they tend to adapt to the cultural norms within their particular groups.¹⁸ In the opinion of the author, the image and mental picture of golf as a sport for elite, white males continues to present a barrier limiting growth and participation in golf from minority groups.

If the powers that be in golf were to adhere to the first five steps and recommendations described above, then the outcome would be a more positive image of golf, and the mental picture would gradually be transformed to one that is diverse and inclusive, just like America.

There are two final recommendations that are separate from the six-step process suggested above. One is that going forward, the methodologies used to generate golf industry reports include minority clubs and organizations who have struggled mightily to remain relevant and in existence. Nearly all these clubs remain invisible in golf industry reports, and are seldom (if ever) included in industry studies.

For example, the Western States Golf Association, founded in 1954, is a collection of 33 golf clubs, in six western states.¹⁹ They have over 1,000 members, the vast majority of them minority men and women. Most clubs offer junior golf divisions. The majority of the members would be categorized as avid golfers, who enjoy socializing together in both recreational and competitive play. The association offered 15 amateur tournaments this year, traveling

¹⁸ Floyd, M.F., Parry, D., & Shinew, K.J. (2004). Understanding the relationship between race and leisure activities and constraints: Exploring an alternative framework. *Leisure Sciences*, 26, 181-199.

¹⁹ Information on the Western States Golf Association retrieved from <http://www.westernstatesgolf.org/our-legacy/>

throughout the six states. Another example is the Sunshine State Amateur Golf Association, with 500 golfers, eight clubs, and six tournaments throughout the state of Florida.²⁰

There are similar clusters of clubs scattered across America. Thousands of the minority men and women who play golf recreationally and competitively do so in relative obscurity, and remain excluded in every statistical category in mainstream golf. Over the years, the author has communicated with many of the individual club members, and they consistently express interest in being recognized by the upper echelons of golf, and included in decisions impacting diversity and inclusion. The data from these groups must be retrieved and used in future reports, and their voices must finally be heard.

Finally, industry reports going forward must be more extensive and include the economic impact from females and minorities. Only then can a more accurate assessment of their economic importance to the game and industry be evaluated. To-date, their role and significance as consumers has been virtually ignored. Clearly, the purchasing power of females and minorities are plentiful, as indicated earlier in this report. Just as clear is that it will continue to increase as the face of America changes. Subsequent reports need to collect this data and quantify potential spending and purchasing trends.

The sum total of these suggestions/recommendations will change the image of golf and help to achieve the vision to make the sport look like America.

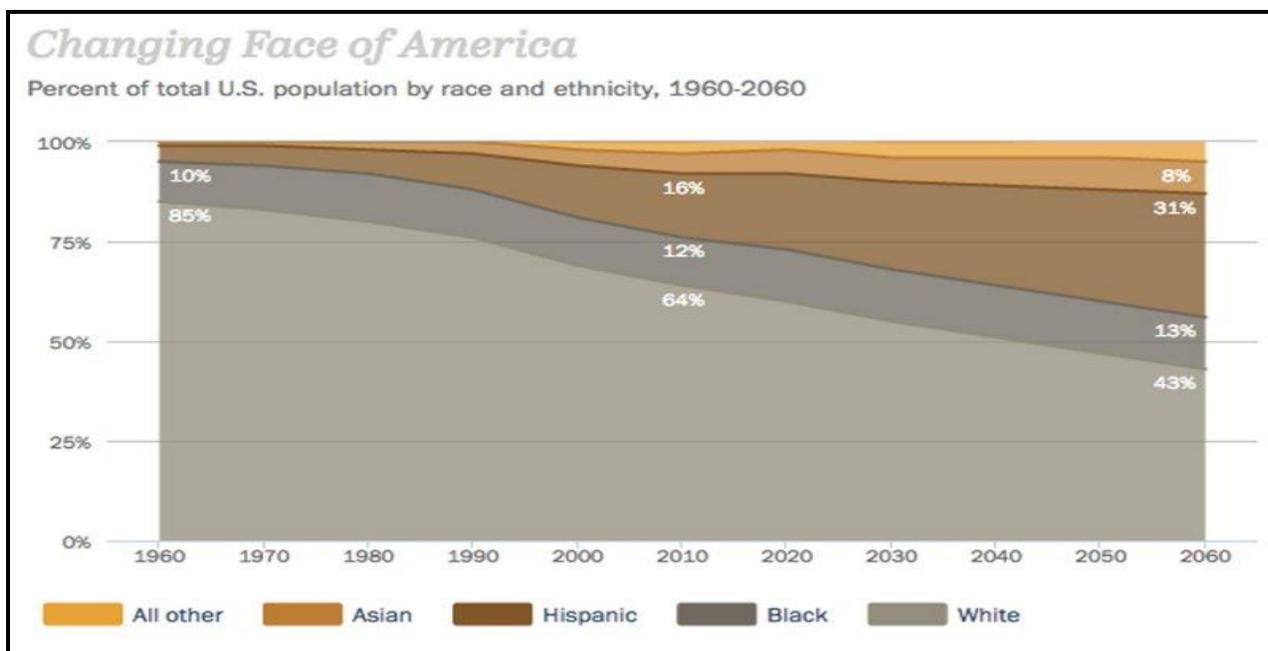
²⁰ Information on the Sunshine State Amateur Golf Association retrieved from <http://www.ssagaf.org/tournaments.html>

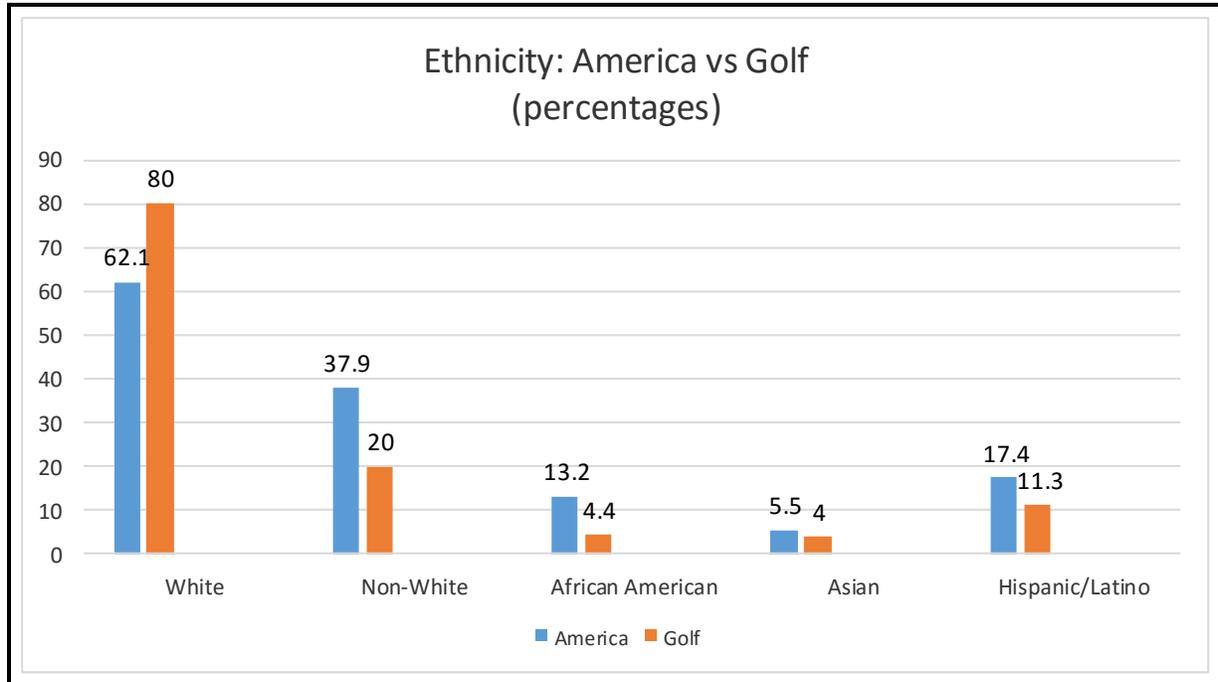
SUMMARY

In summary, the purpose of this study was to provide updated data on the state of diversity within the game of golf and its industry. Data were collected from organizations within the industry, and then analyzed to determine if diversity and inclusion were increasing in the following areas:

- Overall female and minority participation rates in the game of golf
- Female and minority employment within the golf industry
- Female and minority participation in amateur competitive play

Comparisons were made between the Minority Golf Participation Report in 2003, the first year a comprehensive study specific to minority golf was offered, the second edition in 2010, and data retrieved in 2015. The results indicated little appreciable increases among female and minority participants. It also indicated that the golf industry workforce lagged behind the rapidly changing ethnic demographics in the United States. According to the illustrations below, the face of golf resembles the face of America pre-1980, over 35 years ago.





As a result of this study, the following actions are recommended to accelerate participation from female and minority populations:

- Designate an individual and an organization to lead an industry-wide diversity and inclusion movement as a full-time endeavor.
- Help and influence leading golf organizations to recruit talented females and minorities at every level of the organization, including governing boards, senior leadership, and full-time staff.
- Divide the U.S. into eight regions, similar to The First Tee, and create a diversity and inclusion advisory board in each one. Advisory boards should establish goals and strategies pertinent to their respective regions, and then engage community support to implement and maximize strategies for diversity and inclusion.
- Recruit, engage, and retain strategic partners with common interests and a passion for diversity and inclusion. These should include golf industry partners such as The First

Tee, and other leading golf organizations. In addition, partnerships with grass roots organizations should be sought, including relationships with the Advocates Pro Tour, the Bill Dickey Scholarship Association, Clearview Golf Club and Renee Powell, the National Black Golf Hall of Fame, Remember Them Narratives and Chiodo Art, the University of Maryland Eastern Shore, and the Women of Color golf initiative.

- Partner with qualified companies, such as Pope and Associates, to train and develop diversity, inclusion, and cultural competencies throughout the golf industry; including local, regional, and national stakeholders.
- Create a system and infrastructure to identify, utilize, track, monitor, and measure diverse supplier relationships.
- Collect data from female and minority-led, grass roots organizations throughout the U.S., and include the information in future golf industry reports.
- Collect data on the economic impact from female and minority participation, and include the information in future golf industry reports.

Finally, this report will conclude with the following personal commentary from the author.

Many of the above-mentioned recommendations have been made before, and most are not new suggestions to help increase diversity and inclusion. Timing is everything, though, as is often said, and the timing is right for immediate action.

Social change is happening throughout the U.S., so it should come as no surprise that challenges in golf, and sports in general, are microcosms of larger issues in America; particularly those involving gender and ethnicity. Across the country, females are running for public office and vying for top corporate leadership positions. Similarly, race relations in America are front-page news almost daily. Racial discrepancies are openly debated in our public education system.

Recent tragedies in Ferguson, MO and Charleston, SC have heightened public scrutiny of racial matters, and social movements such as Black Lives Matter are sweeping our nation. While the lack of diversity and inclusion in golf pales in severity to these social issues, it still remains an issue that must be addressed with intentionality as a full-time endeavor. Otherwise golf might remain out of step with the changing face of America, and never reach its full potential.

APPENDIX A
SURVEY/QUESTIONNAIRE



The World Golf Foundation is conducting research to determine the current state of diversity within the workforces of the golf industry. Accordingly, we ask that you complete the following questionnaire and return it to the contact person listed at the bottom of this form.

1. Name of your organization: _____

Contact person: _____

Email address: _____ Phone: _____

2. Approximately how many **employees** does your organization have? _____

| Total # of Female Employees | |
|-----------------------------|--|
| African American | |
| Asian | |
| Caucasian | |
| Latino/Hispanic | |
| Other | |

| Total # of Male Employees | |
|---------------------------|--|
| African American | |
| Asian | |
| Caucasian | |
| Latino/Hispanic | |
| Other | |

3. If you are a membership organization, approximately how many **members** do you serve each year?

| Total # of Female Members | |
|---------------------------|--|
| African American | |
| Asian | |
| Caucasian | |
| Latino/Hispanic | |
| Other | |

| Total # of Male Members | |
|-------------------------|--|
| African American | |
| Asian | |
| Caucasian | |
| Latino/Hispanic | |
| Other | |

On behalf of the World Golf Foundation we thank you for participating in our research on the state of diversity within the golf industry. Please direct your questions and return this form to:

Michael W. Cooper, Ph.D.
813.495.3962
mcooper2@springfieldcollege.edu