



Strategic Plan Detail

Approximately every five years, all successful organizations take time to strategically assess their operations, business practices and goals. The Iowa PGA Section has created a Strategic Plan in 2014, 2018 and in 2023. All three plans the Officer, Board(s) and Committees and have worked hard to complete many of those goals. Past leadership and staff have made wise decisions that have placed the Iowa PGA Section and the Iowa PGA Foundation in a continuing position of success. The current Iowa PGA Board and Iowa PGA Foundation Board wants to maintain that trend of being responsible and forward-thinking stewards of the association.

The Section is continues to be in a strong financial position based on a vibrant junior program, an extremely successful golf card sales program and faithful sponsors, among other reasons. The Section's investments are strong and are invested in a balanced portfolio. The Iowa PGA continues to receive annual ADP (Association Development Programming) funding from the national PGA, which has doubled from \$90k in 2014 to \$180k in 2019. With this in mind, now is the proper time to evaluate where the Section has been and look ahead to where the Section could go. This then begs the question, "What is the mission of the Iowa PGA and is it supported with applicable goals and action plans?"

A Strategic Plan Committee was formed and alongside PGA staff, worked diligently to perform a thorough KSS (Keep, Stop and/or Start Assessment) of the Section. The Strategic Plan Committee made up of the current Iowa PGA Section Officers and Board, Iowa PGA Foundation Officers and Board, our Iowa PGA Assistants Association Officers and Board and our Iowa PGA Past Presidents, also reviewed and the Mission, Vision and Values statements.

To achieve overall success, a series of goals and action plans have been developed based on the Committee's efforts. The chief topics have been outlined in this document and will be referred to each time the Iowa PGA Board of Directors and Iowa PGA Foundation Board creates and establishes the annual Business Plan and makes decisions impacting the future of the Section and the Foundation.

This Strategic Plan is to be a living document, subject to change and input as times and conditions require.

Mission, Vision & Values

Mission

The Iowa PGA Section is established as an association of PGA golf professionals dedicated to positively impacting lives through promoting and growing the game of golf, while offering services opportunities to the profession of golf professionals, enhancing the opportunities for amateurs, employers, manufacturers, employees and the general public

Vision

The Iowa PGA Section shall exist for:

- Creating enjoyment for the game of golf
- Inspiring leadership, collaboration and innovation
- Empowering diversity and inclusion

Values - IAPGA

I – Integrity: The Iowa PGA upholds the values of the PGA of America and the game of golf

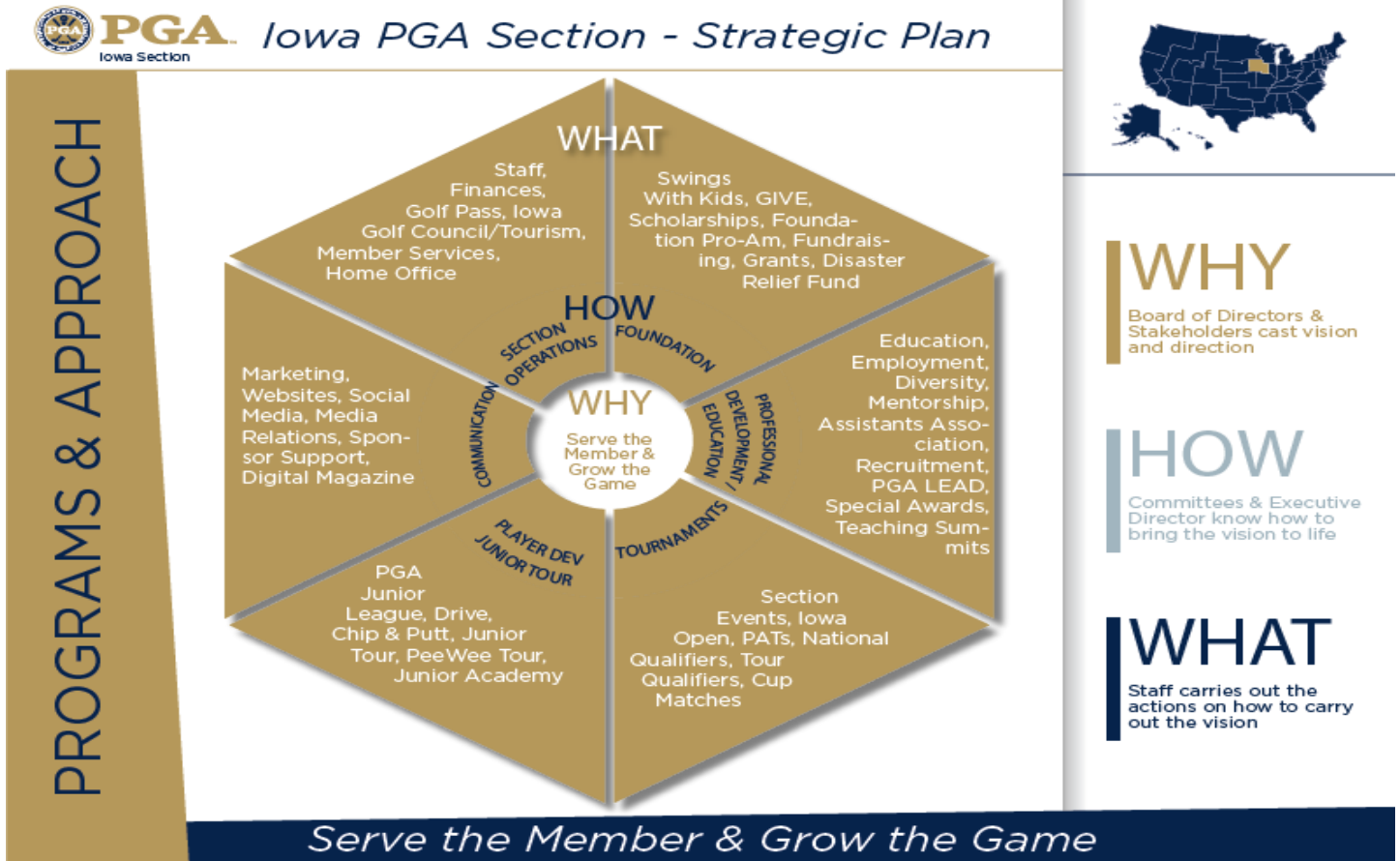
A – Accountability: The Iowa PGA behaves ethically, taking responsibility for its actions

P – Philanthropic: The Iowa PGA is committed to giving back to the community through the game of golf

G – Growing the Game: The Iowa PGA is devoted to growing the game of golf through empowerment and leadership

A – Achieving Excellence: The Iowa PGA strives to achieve excellence through committed teamwork and innovation

Core Priorities of the Strategic Plan



Strategic Goals

• Section Operations

- Review Section Home Site and Office Lease (2024)
- Review and approve gift to the Golf House Iowa (2023) on behalf of the Iowa PGA Membership
- Create a Comprehensive Financial Plan (2023)
- Continue to Explore Iowa PGA Home Office Opportunities (2024 and ongoing)
- Continue On-going growth of Iowa PGA Golf Pass sales through enhanced offerings
- Continue to support and participate in Iowa Golf Council efforts per their strategic plan of 2023 (2024)
- Review as needed staff responsibilities and duties (2024)
- Review and approve a gift from the Iowa PGA Section to the Iowa PGA Foundation (2025)

• Foundation

- Secure current funding and have additional funding for long-term financial stability of Burkart and Career Advancement Scholarships (2023-2024)
- Development of multi-year grant awards for Section Professionals (would support the 3 pillars) (2025)
- Maintaining Section member donations to scholarship programs through marketing, emails and allow members to donate via their tournament signup (2023-2024)
- Accrue our excess scholarship money each year in the event that Birdies for Charity or the Professional Challenge go away or dwindle (2023)
- Review and implement additional fundraising platforms like Play Yellow (2024)
- Create and review with the Max Shields Family to create a scholarship in Max's name (currently \$20,000 and they are giving more in the future)
- Create and review with other current (Dworzak) and potential donations their gifting platforms
- Explore with the Henry Family Foundation to see if their funds may be used for something other than the SWK parties. Have been giving \$5,000/year for around 8 years – donations have been accruing over this time
- Begin a capital campaign to fundraise through additional non-golf related companies and proponents of our three pillars within the Foundation.

• Professional Development/Education

- Creation of Section Employment Chair to work with Career Consultant and M & M Regional Team (2023)
- Enhance existing Associates Mentorship Program by following up on a monthly basis with resources available (2023)
- Select section members as mentors/subject matter experts for the three PGA Career Tracks (appoint on a yearly basis, (2024)
- Create dedicated workshop to aid in associate education (2024)
- Create assistance to associates and their employers on pathway to PGA Membership. Use in conjunction with the Iowa PGA Marketing plan (2023)
- Work with PGA Career Consultant, Recruitment Specialist and UNL Representative (Joe

- Canny) to enhance recruiting efforts through various emerging opportunities (2023-2024)
 - Identify PGA LEAD Candidates to participate in the National Program (2024)
 - Increase PGA.coach by percentage set forth by the National Strategic Funding and include profiles in our marketing (2023)
 - Allocate funds for necessary and needed education by working with Iowa PGA Business Development team and the approved budget (2024)
 - Offer DEI awareness and education through educational opportunities within the Iowa PGA and other opportunities
 - Continue to evaluate the Awards process and how members are nominated and selected (2024)
 - Review and if warranted, add any additional awards to recognize deserving PGA Professionals, non-PGA volunteers and lifetime achievement from dedicated PGA Members
- **Tournaments**
 - Continue annual due diligence and suggested changes to be reviewed by the Tournament Committee for Board Approval (2023)
 - Review tournament formats with the tournament committee to ensure they keep within our professional's standards (2023)
 - Review current sponsors and seek new sponsors for our professional events (2024)
 - Assist and review Assistants Association with current and future assistant professional events within the confines of the Iowa PGA Tournament Programming (2024)
 - Continue to elevate marketing of the Iowa Open and our Iowa PGA Professional Championships (Open, Senior and Assistants) as part of the comprehensive marketing plan (2024)
- **Player Development/Junior Golf**
 - Review Junior Academy for its improvement or viability (2023-2024)
 - Explore the implementation of a Winter Junior Academy (2023-2024)
 - Utilize Drive, Chip & Putt to market Iowa PGA's other junior offerings as part of the long-term marketing plan (2023)
- **Communications**
 - Enhance Iowa PGA, Iowa PGA Junior Golf and Iowa PGA Golf Pass websites to include an Iowa PGA Members only portal within the Iowa PGA Website for news, mailing lists, sales representative list and the like (2023)
 - Update comprehensive marketing plan to include elements within the various buckets in the Strategic Plan (2024)
 - Review Business Development matrix and formulate a plan to include golf and non-golf potential sponsors for professional, junior tournaments, scholarships and grants while working with the Foundation Board (2024)
 - Explore digital magazine opportunities from monetizing the magazine and increase sponsorships within the magazine. Work with guest writers (Bob Denney, Mike Hlas, Rick Brown) on specific topics and stories (2024)

Next Steps & Evaluation of Goals

- Next Steps to Executing the Iowa PGA Strategic Plan
- Finalize the plan and present to the Iowa PGA Board and Iowa PGA Foundation Board for approval
- Work with Section Staff and evaluate and prioritize each goal with timelines within the yearly business plan presented to the PGA of America
- Budget appropriately to accomplish goals within the stated timeframe

Immediate Priorities

The following goals of this plan have been identified as immediate action items:

- Review and approve gift to the Golf House Iowa on behalf of the Iowa PGA
- Create a Comprehensive Financial Plan that clearly outlines priorities and sets boundaries on investments, spending and debt
- Review current Strategic Plan to identify alignment with the PGA of America Strategic Funding

Conclusion:

On behalf of all of the Iowa PGA members and associates, I would like to thank and recognize the individuals who comprised the Strategic Plan Committee. Everyone dedicated their time and energy in developing this Strategic Plan for the betterment of the Iowa PGA Section and Iowa PGA Foundation. Thank you for your continued service and dedication.

Iowa PGA Board

J.R. Millar, Secretary
Matt Sherlock, Honorary President
Terry Anderson, Board Member
Mike Armes, Board Member
Gene Bears, Jr, Board Member
Sarah Bidney, Board Member
Todd Fowler, Board Member
David Roe, Board Member
Matt Ruehling, Board Member

Iowa PGA Foundation Board

Kevin Dorrington, Foundation Board Member
Steve Hutton, Foundation Board Member/Past President
Lisa Miller, Foundation Board Member

Assistants Association Board

Davis Sutton, Assistants Association President
Jacob Shultz, Assistants Association Vice President
Jacob Bermel, Assistants Association Board Member
Zach Steffen, Assistants Association Board Member
Cody Parks, Assistants Association Board Member

Past Presidents

Larry Gladson, Past President
Tom McCann, Past President
Ross deBuhr, Past President
Jeff Smith, Past President
Ken Schall, Past President
Richard Specht, Past President
John Valliere, Past President
Aaron Krueger, Past President

Iowa PGA Staff

Greg Mason, Executive Director/Past President
Tess Goudy, Assistant Executive Director
Mike Downing, Director of Player & Membership Development
Casey Harvey, Tournament Manager
Stephanie Mason, Communications Coordinator
Jacob Hesner, Junior Golf Coordinator
Blake Newell, Tournament Assistant

Respectfully submitted,



Erin Strieck, PGA
President, Iowa PGA Section/Iowa PGA Foundation