



SETTING UP GOLF COURSES FOR SUCCESS

A CRITICAL FACTOR IN ATTRACTING
MORE WOMEN TO GOLF



PGA

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FOREWORD

We all know golf has traditionally been viewed as a men's sport – that is not exactly the best-kept secret. But times are changing, and I am excited to be a part of this change, as I hope all of you are. I truly believe we are on the cusp of something big, not just for women professional golfers, but women in the game as a whole, assuming we can go about encouraging participation in the right way.

I can speak from firsthand experience that most women who are new to the game are intimidated – they don't even know where to begin. And they range from women looking to pick up the game for recreational purposes to women who are leaders, or aspire to lead, in their respective fields. They have a variety of great reasons to want to play our game but many do not pursue golf because they simply do not feel welcome.

So, I believe we need to ask ourselves:

what must we focus on to help make potential women golfers feel more welcome?

In my opinion, most courses are not set up in a manner that is conducive to women golfers, especially new golfers. We need to work together to ensure this is not the case and that women of all skill levels have the opportunity to experience the joy of making par or even bogey. By making these set-up changes, the playing experience for the vast majority of women will improve dramatically. As far as I'm concerned, this is a pivotal first step in introducing the game to women. And it can certainly drive them to want to stick with golf and make it part of their lifestyle.

My father shared his passion for golf with me, and I want to pay that forward to women who didn't have the same opportunity growing up. I know you all feel the same way, and while it is clear that women are an underrepresented demographic in golf, the desire to play the game is there. We all just need to work together to give them a chance to succeed. I have never felt more positively about our collective ability to do just that.



Stacy Lewis
2-Time LPGA Tour Player of the Year



SETTING UP GOLF COURSES FOR SUCCESS:

A CRITICAL FACTOR IN ATTRACTING MORE WOMEN TO GOLF

- An Owner/Operator Perspective



Close to **40%** of new golfers in the United States are **women**¹

The fact that women represent only 21 percent of amateur golfers in the United States presents a major economic opportunity for the United States golf industry¹. In comparison to other lifetime sports where tennis enjoys 47 percent participation from women; and fitness swimming 55 percent women's participation, the golf industry has significant room for growth. Close to 40 percent of new golfers in the United States are women¹. They start enthusiastically and are interested in playing, but once they try it, most leave. There are a variety of reasons people leave the sport, such as time, access, intimidation and perceived difficulty.

The intent of this book is to guide you on removing a hurdle that often exists around golf course playability for all golfers, not just women. While your female customers will develop further, so will your new players, your golfers with disabilities and those who are struggling to find distance off the tee.

Appropriately placed tees can accommodate golfers with slower swing speeds or shorter length of drive, including new golfers, seniors, youth and people with disabilities. Highly skilled players, who choose to hone their short games, could do so from a **COURSE WITHIN A COURSE**. Golfers recovering from physical, cognitive and/or mobility limitations, injuries or surgeries can re-engage with golf more quickly from tees with yardages suited to their abilities. Many golfers who have been away from the game could savor the beauty of the outdoors and a healthy activity *if they could play golf with scoring success in a limited amount of time.*

The way many golf courses have been designed and built is a critical contributing factor in the low percentage of women's participation in the sport. Most golf courses are, on average, excessively long and place many women at a disadvantage to their male counterparts. This design flaw has been caused by a lack of understanding of women's swing speed, which directly corresponds to driving distance. The result is that, from a woman's point of view, they are presented with an inferior, inherently unfair product. Unless this design flaw is addressed and corrected, many women will never be enthusiastic long-term customers, and golf facilities will not capture the full potential of the women's market. Women are highly intelligent consumers, and they will avoid products that are not tailored to their needs.

¹"Golf Participation in the United States." National Golf Foundation- Member Resources (2014): 3. Web.

²United States Tennis Association and United States Swimming Association (2014).

A critical factor in attracting and retaining women as golfers is having a course that is set up to fit the full spectrum of driving distances and swing speeds, allowing everyone to score well and feel like real golfers. The primary course attributes to consider when creating a fair course set up for women and men of all abilities are **a) the positioning of tees** and **b) the location of cross hazards that create forced carries**.

While attracting the full spectrum of women golfers should be every facility's goal, the concentration in this commentary is on the woman who hits her average drive 135-140 yards (123-128m); has a driver swing speed of 65 miles per hour; and has a handicap index of 26.5. Statistically, she is the average woman golfer. (However, she does not necessarily consider herself to be "average" so exercise caution in using that term.) She represents the vast majority of the women's market.

	SWING SPEED (mph)	AVERAGE DRIVE (yards)	YARDAGE RANGE	MID POINT PERCENTAGE
AVERAGE SWING SPEED FEMALE GOLFER	65	140	4,000 - 4,200	65%
	75	165	4,800 - 5,000	78%
	85	190	5,600 - 5,800	90%
AVERAGE SWING SPEED MALE GOLFER	90	202.5	6,000 - 6,100	96%
	95	215	6,200 - 6,400	100% base
	105	240	6,800 - 7,000	110%

At the majority of golf courses where the forward tees are positioned at 4,900-5,200 yards (4,480-4,755m) or more, women with shorter drives and slower swing speeds cannot reach greens in regulation. At 5,200 yards (4,755m), we are asking her to play a course that is equivalent to a 7,500 yard (6,858m) course for the average male golfer. This makes the sport intimidating, frustrating and not enjoyable at all. **Is it any wonder that women who make up 52 percent of the population are so underrepresented in golf?**

ASSESSING YOUR FACILITY

If you answer, "yes" to three or more of these questions, your facility is a candidate for an additional set of formal tees to accommodate new players and/or keep experienced players in the game.

YES NO

- ☐ ☐ Total yardage from the most forward set of tees is more than 5,000 yards (4,572 m).
- ☐ ☐ More than 50 percent of female handicap indexes are over 25.
- ☐ ☐ Forward tees are positioned so that tee shots require more than 50 yards (45.72 m) of carry over hazards or players must hit a lay-up tee shot to avoid hitting into a hazard from the tee.
- ☐ ☐ Tee shots land where players must hit a lay-up second shot because of the cross hazard location and/or width.
- ☐ ☐ Forward tees are at the bottom of slopes and forward tee players' tee shots hit into an opposing slope.

IDEAL TEE POSITIONING

The basis of good tee positioning is rooted in the concept of **DESIGN FAIRNESS**. The central idea of this philosophy is that golf course operators should provide sets of tees from which golfers with a wide spectrum of driving distances and swing speeds can reach greens in regulation and putt for pars or even birdies. Done correctly, the tees should be positioned proportionally to each other, so that players who are playing the correct set of tee markers for their driving distance and swing speed may use similar clubs for their approach shots on each hole.



The idea of **SCORING TEES**, originated by designer Jan Bel Jan, a member of the American Society of Golf Course Architects (ASGCA) comes into play. Whether golfers are just beginning or are seasoned veterans, they should have the choice to play from a set of tees that can teach them how to score lower. For new players, it means not having to take an excessive number of shots. For the seasoned player, regardless of gender, it means learning better course management to score lower.

The goal is to provide a course that is comfortable for women to play, and therefore, results in a fun and enjoyable experience. Women should be able to hit roughly the same clubs for their approach shots into greens as their male counterparts. Calculating the right yardage for women is, at its basic level, simply a matter of math.

Calculating the right yardage for women

Per a leading golf equipment manufacturer, if we assume a drive of 140 yards (128m) the majority of players will hit their next longest club 85 percent of the drive or 120 yards (110m). That means that the absolute maximum yardages for a course's forward tees should be as illustrated here:

Par 3s	Par 4s	Par 5s
140 yards / 128 m	260 yards / 238 m	380 yards / 347 m

At the maximum yardages, most women would have to hit their driver on the par 3s and a fairway wood for the approach shot on all the other holes. The average male golfer is not asked to do that. The total length of the course would be approximately 4,680 yards (4,280m). Clearly, this course will feel like a long slog and would not be enjoyable for many women. The better approach is having holes with average yardage, as illustrated here:

Par 3s	Par 4s	Par 5s
120 yards / 110 m	230 yards / 210 m	325 yards / 297 m

The suggested yardage results in a course whose total length is 4,080 yards (3,731m). This course should fit many of your women players and allow them to hit the same types of approach shots into greens as their male companions, i.e., short- and mid-irons, rather than fairway woods.

Proposed Scoring Tee

EXISTING

RYDER COURSE
PGA Golf Club - Port St. Lucie, FL

PAR 5
HOLE 17
FORWARD TEE

PROPOSED

RYDER COURSE
PGA Golf Club - Port St. Lucie, FL

PAR 5
HOLE 17
SCORING TEE



The total length needs to be at least 3,000 yards

RETROFITTING PROCESS

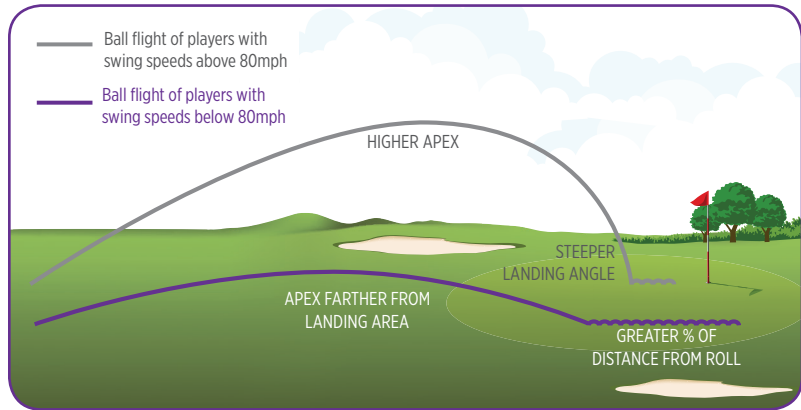
For existing golf courses that are adding tees of a shorter length, there is a process that minimizes cost and reduces the likelihood of constructing tees in the wrong positions. The process is described in the *“Building the Women’s Course”* section of this guide book. There should also be strong consideration for a course of 3,000-3,400 yards (2,743-3,109m) for youth or a course of 2,000 yards (1,828m) for new golfers. (Note: to be eligible to obtain a USGA course rating for 18 holes, the yardage needs to be at least 3,000 yards.)

ELIMINATING CROSS HAZARDS AND FORCED CARRIES

In addition to hitting the ball a shorter distance, the ball flight of players with swing speeds below 80 miles per hour is significantly different than those with higher swing speeds.

THEIR BALL FLIGHT:

- Is much lower
- Reaches its apex farther from the landing area
- Lands at a shallower angle
- Generally has less backspin
- Produces a higher percent of total yardage from roll



This makes all forms of cross hazards (ones that cross the line of play), such as cross bunkers, streams, lakes, wetlands, ravines etc., much more difficult to carry. These hazards often force the slower swing speed player to lay up, so they can reach a position from which they have a chance to carry the hazard. This adds a shot to the hole and the time it takes to play it, not to mention frustration.

Hazards that front greens can be particularly aggravating. A shot struck by a slower swing speed player that clears the hazard often runs through the green due to the shallow angle at which it lands and the lack of backspin. There are methods by which the effects of cross hazards can be reduced, if not eliminated. They are described in *“Building the Women’s Course”* section.



When the golf industry really wants to boost participation, get the course design set up to accommodate those with slower swing speeds and start raking in the dough! My husband is playing much more because I am.



- Karen Scholl
avid female golfer

THE BENEFITS

- Play will increase among new and existing golfers.
- Speed of play will improve as players can now hit greens in regulation.
- Women, seeking activities in which the whole family can participate, will bring their families to golf.
- Women will be more likely to encourage the men in their lives to play more. It changes the language from “When will you be home?” to “Have a good time!”
- Senior men will give themselves “permission” to move up to what used to be the “women’s tees” (as long as said tee markers are not colored red). In turn, they will enjoy themselves more, play more and extend their playing careers.
- Women and men will be able to truly enjoy playing together, because the course is set up to fit them both.

BUILDING THE WOMEN'S COURSE

“Setting Up Golf Courses for Success” describes why it is critical to build and retrofit a course that fits slower swing speed players. It highlights two critical factors to consider in providing a golf course that is enjoyable for women with slower swing speeds; golfers with disabilities; and new golfers: Tee Positioning and Cross Hazards.

POSITIONING THE TEES

DESIGN FAIRNESS is a concept under which golfers play a set of tees based on their driver swing speed, since it is directly proportional to the distance they hit the ball. Using this concept, golfers have their swing speed measured, and play from tees that are identified by swing speed. This can be done efficiently and unobtrusively, e.g., practice range, first tee, scorecards, mobile apps, onboard GPS, etc.



RIVER BEND CLUB GREAT FALLS, VA

Besides the difficulty of the greens and surrounds, the majority of our female members and guests were unable to hit at least one-half of the greens in regulation, due to the distances. It was commonly held that River Bend was one of the most difficult courses in Greater DC for women. The 2011 renovation was viewed by the members and staff as a unique opportunity to alleviate the disparity that existed.

All parties (Board, Golf Committee, Golf Professional Staff, Architect and Superintendent) were focused on creating a golf course that provided the best experience for all of our members and guests. Part of the reason for selecting Keith Foster as our architect was his explicit desire to create a course that was challenging and fun for all of our golfers. He involved the Superintendent, Golf Professionals and Members in all stages of the design and construction and actively and continually sought their input. During weekly meetings about the holes currently constructed, female members and the female PGA Professional were included, and their input was vital to the final product.

John Madden, PGA
Head Professional

When adding tees to an existing course, it is best to follow a step-by-step process. This process helps secure appropriate tee placement and keeps costs to a minimum.

As you embark on this process, ensure buy-in from your golf course superintendent. Be in constant communication with them throughout the process. Also, make sure your players understand the purpose and goals of the process and the benefits that will result. Take them out on the course with you and invite their feedback. Feel free to reach out to a local American Society of Golf Course Architects member for expertise in the subject matter.

POSITION IDENTIFICATION

- For par 4s and par 5s, start by finding a flat/level location in the fairway at the appropriate yardage and, importantly, where the angle of play does not create a difficult shot (see #2 below). Mark this location with a simple set of markers or a disc at turf level. On some holes, it will be necessary to mow a section of rough to fairway height in order to attain the appropriate yardage and angle of play.
- On par 3s, where a tee can't be located at the appropriate yardage at the front of an existing tee, it may be necessary to mow an area in front of the tee, if the topography allows.



Do not let this look like an afterthought. Fewer players will accept the new tee if done poorly.

ANGLE OF PLAY

- In addition to placing tees at appropriate yardages, the angle of play is also very important. In general, these tees should be placed to provide the straightest line of play to the green. Avoid placing them in such a way that the tee shot is more difficult than from the other sets of tees.



Do not let the location of the cart path dictate the location of the forward tees as this often creates a more difficult shot.

OBSERVATION READJUSTMENT

- Observe play from the chosen locations to be sure they are positioned properly.
- Can the majority of women reach these greens in regulation?

FINALIZATION

- Only build permanent tees once the locations are finalized and the budget to build them has been approved. Be prepared that approvals of locations and budget may take a year or more to solidify.
- Although it is not the best solution, some courses choose to install brightly colored, easily located discs at turf level, in order to save on the cost of building tees and for ease of maintenance.



While this is an option, women may view a mowed area as a negative and not delivering the same experience as a more accomplished player enjoys.

RATING

- Collaborate with your state or regional golf association to secure a course/slope rating for your new tees as soon as possible and have all your sets of tees rated for women. This will be important to your players who wish to post their scores.
- If a USGA Course Rating and Slope Rating from a selected set of tees are not available for the appropriate gender, the procedure in Section 5-2g of the USGA Handicap System manual may be used to determine a temporary Course Rating and Slope Rating to for handicap posting purposes.

PROMOTION

- Publish your singular new scorecard on your Website, illustrating all sets of tees, their yardages, ratings and slopes.
 - Add ball washers, trash receptacles, benches and distance markers at the new tees to reinforce the permanence of the new tees.
-

TEE NOMENCLATURE

It is critically important to change your tee colors from the traditional (black, blue, white, red), and extinguish the custom of identifying tees by gender or age (men's, women's, seniors, juniors).

Unless this is done, players will choose the color or denomination of tees they habitually play. Giving the tees names appropriate to, or endemic to, the golf course can be a great solution, as long as the traditional colors are avoided.

Tobacco Road Golf Club, located in Sanford, North Carolina, is a great example of this. Located on an old sand quarry, the course enhanced its rustic atmosphere by naming tee markers “the ripper”, “the disc”, “the plow”, “the point”, and “the cultivator,” all items used to break ground for cultivation in preparation for planting tobacco. Golfers must pick the appropriate tee marker to play based purely on yardage, as opposed to preconceived ideas about which tee might be the “men’s tee” and which might be the “women’s tee.”

Once traditional tee colors are changed, players will begin to better understand which tee markers they should play. One way to speed up your customers’ understanding is to place on the practice range flags that correspond to the tee colors with a sign, such as this one from the Berkshire Hills practice range in Chesterland, Ohio.



BERKSHIRE HILLS PRACTICE RANGE SIGN

CROSS HAZARDS

As referenced in “Setting Up Courses for Success,” cross hazards pose a particular problem for players with swing speeds slower than 80 miles per hour. Their ball flight does not allow them to clear cross hazards with ease.

There are methods by which the effect of cross hazards can be reduced if not eliminated:

1. Proper tee positioning: A well-positioned tee will allow players to hit their tee shots (or in the case of a par 5, their second shots) close enough to the cross hazard (such as a stream or ravine) in order to carry it with their next shot, thus eliminating the lay-up shot.
2. In the case of a green fronted by a hazard, the yardage should be laid out so that the approach shot can be hit with a lofted club, such as a nine iron or wedge, which is more likely to stop on the green.
3. In the case where there is no possibility of playing around the hazard, the only real choice may be to provide a tee on the far side of the hazard. Or at a minimum, offer a drop area in a location, which takes the hazard out of play, regardless of how close to the green that area, may be.

Ideally, every green should provide the opportunity to play a run-up shot.

A cross hazard often overlooked is a wide expanse of rough between the teeing ground and the fairway. A new, more forward tee may be created in this rough, thus making the carry-over rough achievable with no mowing pattern change to the fairway.



Ensure your golf course starters are not presuming that all women must play the forward tees. First find out the skill of the golfer and then guide accordingly, if warranted.

BANDON DUNES TESTIMONIAL

Jeff Simonds, PGA, Director of Golf

What was your prior course set up, and what led you to believe it needed to be modified?

Tee setup at the resort had often been about common yardage ranging from 5,000 to 5,700 yards with two options (Gold or Orange). The assumption was that tees set up within this range met the standard in golf. In 2010, when we were getting ready to open our fourth golf course, Old Macdonald, our owner Mike Keiser commented on how his off-the-cuff questions to golfers made him think that players don't hit the ball as far as they think they do; enjoy the game as much as they used to; and don't play as fast as they want to. This belief was rooted in the available tee options, both the yardage of them and stigma of which are for men, and which are for women.

What was the deciding factor that caused you to change your course set up?

For us, it was easy, because it started from the top – our owner – with the concepts he discussed with Arthur Little and Jann Leeming. We decided to have our newest golf course, Old Macdonald be the test on a new tee that was not gender or yardage specific. What we ended up with was adding a royal blue tee that was 4,258 yards.

What process did you undertake to improve the course set up, and how difficult was it to implement?

The process and implementation was easy from a golf course perspective. A group consisting of the course architect, director of agronomy, superintendent and owner discussed ideal yardages for each hole. The goal was to increase the fun factor and decrease forced carries and difficult situations. Eventually, we added royal blue tees to all 18-hole golf courses and got all five sets of tees rated for men and women as a way to remove gender-specific tees.

The difficult part was getting guests warmed up to the idea of closer tees. Many visitors come looking for the “full” experience or playing the course like a pro would play. This means biting off more than they can chew. Through dialogue and help from the TEE IT FORWARD campaign, we were able to jump on the marketing bandwagon by suggesting it as an alternative to a guest's round of golf – a “give it a try” type of message.

What feedback have you received regarding the new course set up?

Feedback has been minimal in terms of direct communication. We never anticipated guests would come in and mention a life-changing experience. Instead, we heard guests talking about great shots, birdies, lower scores etc., to their friends in the bars and while shopping. We also noticed people being willing to play up a set of tees. Women who typically played the orange tees (4,985 yards) moved up to the royal blue (4,041). Men who played the green tees (6,400) moved to the gold tees (5,658).

Has this change positively impacted the resort overall? Have you noticed an increase in customer satisfaction, engagement, or play?

The change has certainly had a positive impact on those guests who were willing to play from a different set of tees on the golf course. It's happened for couples who play from a more realistic yardage and don't have to struggle. It's happened for women who were expecting to have a challenging day because of the anticipated difficulty of a golf course, only to be surprised by how fun and playable the courses are.

Since the implementation of the royal blue tees, we have seen golfers more willing to try other tees. We also had every set rated for men and women, so men can still post scores from their round of golf, and handicaps can be converted for anyone, anywhere.

THE TRANSITION TO SHORTER TEES

Getting slower swing speed players to transition to a set of tees that fits their swing speed and driving distance is not as easy as it should be, and it will take a dedicated effort.

THE FIRST STEP in overcoming this resistance is education about Design Fairness. Once slower swing speed players understand that they have been playing at a disadvantage, they should be more inclined to utilize the new tees. The other key idea is that more forward tees give players a chance to play a course that fits them—a choice that has been afforded players with faster swing speeds and longer driving distances for years.

THE SECOND STEP is to host events where the forward tees are used. Invite families! In some cases, the slower swing speed players use the forward tees, while other participants use the tees from which they usually play. In other cases, all players use the forward tees. Faster swing speed players may be surprised that they don't score as well as they expect, while the slower swing speed players will generally score lower, thus reinforcing the concept of Design Fairness.

“The yardage from those tees seems much too short.”

“It feels like I am cheating.”

“That will put my drive way past the other players.”



Provide exciting prizes to create an event with maximum participation. By doing this, more players are exposed to the benefits of a larger range of yardages and the wider choices they offer.

“

She described how miserable she'd felt when faced with the par 4 holes on the course. By adjusting the tee position, she finished the par 4 holes with fewer shots, less time and pressure and had a really great time.

”

- Karen Scholl
avid female golfer

Let the community know that your facility is now even more “woman friendly”. Add new information on your facility's website. Reach out to women's organizations explaining what changes have been made. Train your staff to share the news with guests they encounter on property or prospective customers in the community. Course operators who have adopted these concepts and set up their golf course for success, see more **people of both genders, all ages and abilities playing and having much more fun**. Speed of play improves significantly. Men and women are much more comfortable playing together. As players have a more positive experience, the number of rounds and revenue increase. All of these benefits come from a simple idea that can be easily and inexpensively implemented.

SO, WHAT ARE YOU WAITING FOR? The PGA of America and their team of Player Development Regional Managers are available to assist you in setting up your course for success.



BRENTWOOD COUNTRY CLUB

Brentwood Country Club in Los Angeles embarked on a golf course renovation project in the Summer/Fall of 2014, and part of the process was improving the course setup for the women (and men, actually, as a new “**Combo Tee**” was created). PGA Director of Golf Patrick Casey reached out to me and asked for my involvement and input with the process. I got involved early in the process, toured the course, offered my opinions, talked with the women of the club, etc. I did a small presentation to their Women’s Golf Association, speaking about Tee It Forward; the importance of a proper set up on the course for more enjoyment; and how a more “**friendly**” golf course would be welcoming to new members, beginners, juniors, etc. Overall, the proposed changes were well received, but the process wasn’t without early opposition from some who feared that their course would be “**too easy**.” As the process evolved and the membership has seen the changes take shape, I believe that once the grow-in is complete and the members start playing, the changes made will be widely accepted and appreciated by all, - not just the women of the club.

Nikki Gatch, PGA

PGA of America
Player Development Regional Manager
Southern California Market



RESOURCES

THE UNITED STATES GOLF ASSOCIATION



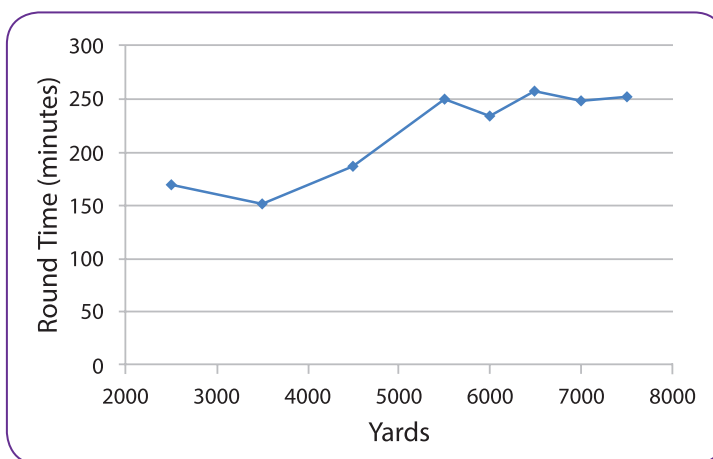
The United States Golf Association is conducting research and collecting data from thousands of rounds in order to help improve the playing experience for all golfers. The information we gathered suggests that there is a substantial need, opportunity and benefit to course setup changes.

The results of a survey we conducted in 2013 showed that half of women golfers (and an alarmingly large percentage of men) do not play golf the way the course designer intended. Just 51 percent of women surveyed said that they hit the ball far enough to reach the par 4s and par 5s in regulation at the course they play most often (versus 60 percent of men).

Adding a new set of shorter teeing grounds for women – and the ensuing ripple effect of segments of male golfers moving up to a set of teeing grounds shorter than what they have been accustomed to playing – can improve the golf experience of most players.

In addition, women are more receptive to suggestions from course officials about the set of tees they should play. In the survey, 45 percent of female golfers believe that golfers should be assigned a particular set of tees recommended by the starter based on handicap, average score or driving distance. By contrast, just 30 percent of men agreed with this statement.

Finally, on-course data collected by the USGA at 135 courses using GPS trackers saw a strong correlation between course yardage and pace of play, especially for courses measuring less than 6,000 yards.



Since 74 percent of golfers say that pace of play is crucial to their enjoyment of a round and lack of time is a major barrier to participation, any factor that can reduce playing times and increase enjoyment should be part of every facility's long-term plan.

RESOURCES

THE NATIONAL WOMEN'S GOLF ALLIANCE



The National Women's Golf Alliance (NWGA) unites three highly respected women's golf organizations - the EWGA, Golf for Cause, LLC and Jan Bel Jan Golf Course Design - with the mission to increase the number of women playing golf and engagement levels of existing women golfers. Utilizing their combined years of expertise, data and observation regarding what women golfers want, need and expect for an enhanced playing experience, the NWGA has developed a base of standards and best practices to help golf facilities attract more women golfers and generate more revenue.

The certification program assesses golf facilities on standards and best practices that make the facility welcoming and attractive to women. Led by a trained NWGA evaluator, women golfers play an 18-hole round to evaluate the facility on five key areas:

- Golf Course Playability
- Customer Service
- Golf Course Amenities
- Facility Amenities
- Golf Programs

Facilities achieving a score of 80 percent or higher in at least three of these areas receive the Rolling Out The Green Carpet™ certification. Half-stars are awarded for scores of 70 percent or higher. The Rolling Out the Green Carpet™ designation is valid for three years and comes with publicity and marketing, including a logo to use with promotional materials and advertising.

To become an NWGA Certified facility, please visit nationalwomensgolfalliance.com

Thank you to the following individuals who without their contributions and support “Setting Up Golf Courses for Success” would not have been written.

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| *Arthur D. Little*, Senior Trustee, Royal Little Family Foundation, arthurdlittle8@mac.com. Arthur's time was dedicated on a purely voluntary basis, due to his passion for women's participation in golf. He urges you to contact him with any questions on this topic.

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| *Nathan Ollhoff*, PGA, Head Professional, Interlachen Country Club

| *Donna Orender*, Chief Executive Officer, Orender Unlimited

| *Del Ratcliffe*, PGA, President, Ratcliffe Golf Services, Inc.

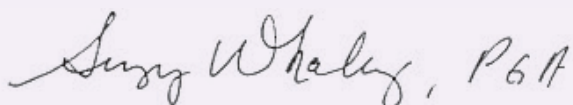
| *Chad Ritterbusch*, Executive Director, American Society of Golf Course Architects

| *Jeff Simonds*, PGA, Director of Golf, Bandon Dunes Golf Resort

| *Mike Tinkey*, Deputy Chief Executive Officer, National Golf Course Owners Association

| *Nicole Weller*, PGA/LPGA, Head Teaching Professional, The Landings Club

Sincerely,



Suzy Whaley, PGA/LPGA, Secretary, PGA of America

NOTES

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it's resting on a surface. There is no handwriting or other markings on the paper.

ALLIED ASSOCIATION CONTRIBUTORS



**CLUB
MANAGERS
ASSOCIATION
OF AMERICA**



**National Alliance for
Accessible Golf**



NGCOA



600 rpm 10 driver
(3° launch angle)
4 mph
200 rpm 5 iron
(3° launch angle)
25 mph
800 rpm 9 iron
(5° launch angle)



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