



CLUB RESOURCES

*Annual Board Planning Meeting &
Retreat Facilitation*



“Self Assessment is one of the most powerful tools available to turn a good board into a great board.”

Why hold an Annual Board Planning Retreat?

Holding an Annual Board Planning Meeting or Retreat is considered a Governance Best Practice. One of the primary reasons to hold an Annual Board Planning Retreat is to take up challenging issues that are difficult to address at a regular monthly meeting. Additionally, a retreat provides more focused discussions, explores new or different ideas and sets up an atmosphere for consensus on what the club’s “strategic” priorities should be going forward. Other reasons for the retreat are to provide a forum to:

- Review & Update the Club’s Strategic & Long Range Plans
- Establish the Upcoming Year’s Priorities & Initiatives
- Discuss & Debate Critical Issues Facing the Club
- Improve Board Dynamics and Relationships
- Review Results of a Member Survey
- Learn Industry Issues, Trends & Best Practices
- Conduct a Governance Self-Evaluation

Why hire a professional Board Retreat/Meeting Facilitator?

There are compelling reasons for engaging the services of a professional Board Retreat/Meeting Facilitator, however, the one that is most fundamental is objectivity. A skilled facilitator improves the results of the retreat by ensuring that all participants are heard and assists the group in achieving a consensus as a neutral party without an agenda. Clearly, it can be difficult for a stakeholder in the club to facilitate a board retreat as they bring their own perspective to every issue. Additionally, if the GM or a board member acts as facilitator, they miss the opportunity to actively participate in the discussions.

Annual Board Retreat & Strategic Planning Facilitation

Whether a Member Focus Group, Annual Board Planning Retreat or a Strategic Planning Retreat, Club Resources facilitates highly effective meetings. Over the past 19 years, we have developed innovative methods to achieve desired results from meetings we facilitate.

Our methods include online pre-retreat Board self-evaluations, pre-retreat workbook to gather essential information, member surveys, online SWOT Analysis, digital recording of focus group discussions and detailed transcripts with qualitative analysis, one-day and two-two retreat formats.

Club Resources also employs a facilitation method that produces a board-generated set of prioritized action plans before the end of the meeting. Board members leave for dinner clearly understanding what was accomplished during the retreat.

Governance Best Practices

Is your club governed consistently in the best way possible? If the answer is yes, then your club is likely incorporating industry “Best Practices.”

Recently, the club industry has been moving toward the adoption of Best Practices (i.e., in turf management, accounting, operating standards, human resources, etc.) The same is true for how the Board of Directors handles its leadership and governance role and responsibilities.

Proper governance can affect how the manager manages, how the members feel about policies, rules, dues and fees, and their overall long term outlook on their commitment to their membership.

Club Resources has developed tools, based on the McKinsey & Associates Best Practices for Not-for-Profits and the CMAA Club Best Practices to help club leaders and management improve club governance.

Self Evaluation Report

Self Assessment is one of the most powerful tools available to turn a good board into a great board. Club Resources has developed an online *Governance Best Practices Self-Evaluation Tool* as a method for conveniently benchmarking the club governance process against industry best practices.

Conducted as pre-retreat exercise, the process gathers input from all directors and management to quickly identify and prioritize issues for discussion. Those clubs that regularly perform a self evaluation process report improved governance, shorter and more focused board meetings, and improved board and management relationships.



ABOUT CLUB RESOURCES

Founded in 1991, Club Resources is a leading private club consulting firm specializing in all aspects of private club consulting. Our services include membership satisfaction and strategic planning surveys, membership marketing and development, strategic planning, club governance and standards of operations. Since our inception we have assisted hundreds of clubs and their Boards of Directors, Planning & Membership Committees, Owners/Developers and Management.

At Club Resources we emphasize hands-on, client-oriented consulting services, based on accuracy, integrity and professionalism. Our comprehensive approach ensures accountability through the direct and exclusive involvement of our principals, each with over 25 years of executive-level club experience, in each and every project we undertake.

We measure our success by the feedback and repeat engagements received from our club clients, and take great pride in the quality of our work. We apply our decades of club industry and survey development experience to deliver a product second-to-none, complete with an expert analysis of the results and recommendations as appropriate to exceed the expectations of our clients.

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