

CMAE

# MDP

MANAGEMENT DEVELOPMENT  
PROGRAMME

**GOLF MANAGEMENT**  
3-7 NOVEMBER 2025



# THE TORO COMPANY



## **OUR COMPANY**

Celebrating our first 100 years in 2014, we continue to strengthen our position as a leading worldwide provider of innovative solutions for the outdoor environment including turf, snow and ground-engaging equipment, and irrigation and outdoor lighting solutions.

Through a strong network of professional distributors, dealers and retailers in more than 90 countries, we proudly offer a wide range of products across a family of global brands to help golf courses, professional contractors, groundskeepers, agricultural growers, rental companies, government and educational institutions, and homeowners – in addition to many leading sports venues and historic sites around the world.

## **OUR PURPOSE**

To help our customers enrich the beauty, productivity and sustainability of the land.

## **OUR VISION**

To be the most trusted leader in solutions for the outdoor environment. Every day. Everywhere.

## **OUR MISSION**

To deliver superior innovation and to deliver superior customer care.

## **OUR RELATIONSHIPS**

The Toro Company's success is founded on a long history of caring relationships based on integrity and trust. These relationships are the foundation on which we build market leadership with the best in innovative products and solutions to make outdoor environments beautiful, productive and sustainable.

We are honored to have our products used at such notable sites and events as St Andrews Links in Scotland, Hazeltine National Golf Club, Baltusrol Golf Club (host of the 2016 PGA Championship), Hampden Park in Scotland, the Wimbledon Championships, the Super Bowl, Real Madrid Club de Fútbol in Spain, Rose Bowl Stadium, and the Walt Disney World® Resort.

We are proud to serve these and the many other venues around the world.

## COURSE DATES

### MDP GOLF MANAGEMENT

3-7 November 2025

## VENUE

Rusacks St Andrews Hotel  
Pilmour Links  
St Andrews  
KY16 9JQ



These courses form the first building blocks for those who wish to work towards taking their CCM exam.

Full details can be found by following the link below:  
[www.cmaeurope.org/education/mdp](http://www.cmaeurope.org/education/mdp)



This CMAE course is aimed at Managers with particular responsibility for successful golf operations.

The course is fully endorsed by the CMAA (Club Managers Association of America) as part of the Management Development Programme that provides a pathway to the globally recognised CCM qualification.

By attending this course, delegates will enhance their understanding of these cornerstones of a successful golf product at their clubs, including -

- **TURF MANAGEMENT – A PERSPECTIVE FOR CLUB MANAGERS**
- **A “WORKING” RELATIONSHIP WITH YOUR COURSE MANAGER AND GREEN COMMITTEE**
- **WALK THE COURSE AND LOOK THROUGH THE EYES OF THE COURSE MANAGER**
- **BRAND AWARENESS**
- **GOLF EVENT MANAGEMENT & TOURNAMENT SET UP**
- **GOLF TECHNOLOGY**
- **CUSTOMER SERVICE OPPORTUNITIES**
- **RETAIL & FLEET MANAGEMENT**
- **BUILDING A CULTURE OF EXCELLENCE**
- **MODERNISATION OF GOLF**
- **BENCHMARKING**
- **GOLF ARCHITECTURE**

Where else could this training take place other than in the “Home of Golf”, where delegates will also benefit from additional evening tours in this famous golfing town.

The curriculum and learning outcomes have been provided by the Club Management Association of Europe and this training course is endorsed by the Club Management Association of America as part of the educational pathway to the \*CCM qualification.

### **TURF MANAGEMENT – A PERSPECTIVE FOR CLUB MANAGERS**

Climate, soil type and grass plant are just three of the variables that affect the formulation of a turf management policy. This session will provide the club manager with the credibility to support the Course Manager in his/her execution of the Club's Course Policy Document and environmental management plan.

### **A "WORKING" RELATIONSHIP WITH YOUR COURSE MANAGER AND GREEN COMMITTEE**

From presenters who have worked on both sides of fence, learn how to make sure that this most crucial of relationships is working, from communications with your members, harmonious meetings with the green committee to perennial questions about those old chestnuts like the "bunker on the 12th".

### **WALK THE COURSE AND LOOK THROUGH THE EYES OF THE COURSE MANAGER**

We may see our golf courses every week but what does the Course Manager need to be on the look-out for on the most famous golf course in the world, the Old Course, St Andrews. Conclude this tour in the green-keeping facility of the St Andrews Links Trust, to see for yourself the benefits associated with quality machinery, and fully trained staff.

### **BRAND AWARENESS**

Golf clubs and organisations need to be aware of their brand and what it tells people. We will be fortunate to hear from both Gleneagles as well as R&A on their brand and how they use it.

### **GOLF EVENT MANAGEMENT & TOURNAMENT SET UP**

Hundreds of golfers turn up every week to your club without a thought given to how the event is organised, and that's exactly how it should be. Experts in tournament operations will provide best practice and FAQs to ensure your club competitions and events run smoothly.

### **GOLF TECHNOLOGY**

The R&A are asked to review hundreds of new wonder-products that will revolutionise golf every year, so exactly what is their role in governing this area of the game and what are the facts and the myths regarding technology in golf.

### **CUSTOMER SERVICE OPPORTUNITIES**

Have you ever wondered how many times your staff interact with a customer on a typical visit to your club? It is more than you may think, and clubs are often guilty of not grabbing these opportunities to impress a customer, build a bond with them, and have them tell others how great their own club is.

### **RETAIL & FLEET MANAGEMENT**

Learn from industry experts what skills and insight are required to master these potentially lucrative aspects of your club's business.

### **BUILDING A CULTURE OF EXCELLENCE**

For all in golf operations, building and sustaining a culture of excellence can be the one thing for members, guests and co-workers that make the club/resort glow. Listen and discuss examples from overseas and also from your fellow peers when it comes to what drives excellence in golf operations.

### **MODERNISATION OF GOLF**

Hear the latest trends and thoughts from leading people in the golf industry and think about what the future holds. A lot of development are constantly happening and how does that effect you and your club? A great session on the Now and the future.

### **BENCHMARKING**

You will be provided with data within the golf department and get experts view on it as well as discuss your own data compared to others. Great potential with interaction and understanding the numbers even more.

### **GOLF ARCHITECTURE**

See how a course is drawn and mapped out. Hear thought on classical courses and the layout and what makes a course world class.

You will leave the course with specific objectives to achieve at your club, and clear evidence of the benefit of your week on the Management Development Programme.



# RUSACKS ST ANDREWS

VENUE

## Rusacks Hotel Pilmour Links St Andrews KY16 9JQ

Delegates will stay at the Rusacks St Andrews Hotel which provides luxurious accommodation and exceptional business facilities for conferences and meetings. The hotel is located within touching distance of the famous 18th of the world's oldest golf course and boasts elegant surroundings for delegates. Plush, stylish rooms overlooking the town or the golf course have sitting areas, free Wi-Fi, flat-screen TVs, and tea and coffeemaking equipment. Dining options include a sleek Scottish restaurant, a relaxed gastropub and a plush, understated bar.



# GLENEAGLES & KINGSBARN

Our MDP Golf delegates will have the incredible opportunity to visit the iconic Gleneagles, where they will experience the world-class Academy, gain insights into Brand Awareness, explore the renowned Pro Shop celebrated globally for its exceptional offerings, and learn about the prestigious tournaments hosted at this legendary venue.

Delegates will also visit Kingsbarns Golf Links, where you will have the privilege of playing on its stunning course while engaging in discussions about the site's historical finds and unique contributions to golf.

This immersive experience will highlight the heritage, excellence, and innovation that define these prestigious golfing destinations.





# TESTIMONIALS

"MDP Golf was the ultimate experience in Golf Operations, Where else would you find a better place to learn about excellence in golf operations, than from the experts from the R&A and St Andrews Links Trust. The line up of worldwide experts presenting was first class. Literally there was no better environment to share passion, network and learn about golf operations than in an environment steeped in history and at the same time tasked with developing golf for future generations" - **Mohammed Attallah CCM, Madinaty Golf Club / Egyptian Golf Federation**

"MDP golf was an amazing experience! The content, the experiences at St Andrews was just breathtaking. And St Andrews itself is just a wonderful town. It goes without saying spending the week with like minded individuals is what makes these weeks so special! An absolute must for all club managers! " - **Aaron Bullock, CMDip, Remedy Oak Golf Club**

"A fantastic week again on MDP Golf Management. We bonded almost instantly as delegates on this course. I'm always challenged on these training weeks on how I run my Club and how I could do things better. I leave the week tired from the classroom sessions but motivated to change my behaviour as a Club Manager. I constantly ask myself whether I can afford to take the time away from the Club to attend the CMAE training sessions, however I should be saying how can I afford not to go, as every time I get new ideas and initiatives to improve my Club". - **Howard Craft CMDip, Head of Golf, Longshot Golf Sites**

"MDP Golf was a superb week. As with every MDP, the quality of presenters was the of the highest standard delivering insightful and actionable content that in this instance was extremely relevant to all levels of club with a golf course. Discussions amongst the colleagues in the room during sessions and in the evenings over dinner were as equally valuable sparking more actionable ideas. The week gave me many takeaways from ensuring we introduce new practices as well as challenging existing ones." - **Mark Wycherley CCM, Waterlooville Golf Club**

# PRESENTERS

The MDP pathway has been designed by the club industry for the club industry. The curriculum is delivered by external specialists with a history of working in the club industry and experienced qualified Club Managers.

Jason Epstein, Congressional Country Club

Andrew Jovett CMDip - Gleneagles

John Kemp CMDip – The R&A

Arturo Moran, Toro

Gordon Mckie – St Andrews Links Trust

Kevin Barker – The R&A

Ken Moodie, Golf Architect

Alison Lilley - Gleneagles

*Presenters subject to availability*

# PRICE

Course	Dates	Full Rate	CMAE rate	PEP Rate
Golf	3-7 November 2025	£2900	£2400	£2650

## CANCELLATIONS AND AMENDMENTS TO BOOKINGS

- All requests for cancellations and/or transfers must be received in writing.
- Changes will become effective on the date of written confirmation being received.
- The appropriate cancellation charge will be applied to the cost of your booking, as shown below.
- Any extenuating circumstances will be considered, at CMAE's discretion.

CALENDAR DAYS NOTICE BEFORE THE START DATE OF THE COURSE	REFUND APPLICABLE
60 calendar days or more	Full refund minus a £30 plus VAT administration fee
Between 30 and 59 calendar days (inclusive)	50% refund minus a £30 plus VAT administration fee
Between 0 and 29 calendar days (inclusive)	No refund will be given
Failure to attend	Treated as late cancellation and no refund given

- In the event that an individual named on the booking form cannot attend, we will accept substitution of another delegate on the condition that written notification of the substitution has been received by us prior to the course date and an administration fee of £30 plus VAT has been paid.
- If the individual named on the booking form is unable to attend, and cannot or does not wish to transfer their place to another individual, then a part of the fee paid (after deduction of any relevant cancellation fee) may be accepted as payment towards a place on the same or another course that takes place within 12 months following the originally booked event.

# CMAE ALLIANCE PARTNERS

**You can save £500 on your MDP delegate fee if you are a member of one of our alliance partners.**

Membership of any of our Alliance Partners grants you automatic membership of the CMAE and the member rate on all of our MDP's. To take advantage of these significant savings we recommend you join your local association before booking.

Country	Alliance Partner	Join
England	CMAE England	<a href="#">Website</a>
Finland	Finnish Golf Managers Association	<a href="#">Website</a>
France	Association des Directeurs de Golf de France	<a href="#">Website</a>
Germany	Golf Management Verband Deutschland	<a href="#">Website</a>
Hungary	Hungarian Club Managers Association	<a href="#">Email</a>
Ireland	Club Management Association of Ireland	<a href="#">Website</a>
Italy	Associazione Italia Tecnici di Golf	<a href="#">Website</a>
Norway	GAF Norway	<a href="#">Website</a>
Portugal	Associação dos Gestores de Golf de Portugal	<a href="#">Website</a>
Scotland	CMAE Scotland	<a href="#">Website</a>
Spain	CMAE Spain	<a href="#">Website</a>
Sweden	GAF Sweden	<a href="#">Website</a>
Switzerland	Association of Swiss Golf Managers	<a href="#">Website</a>
MENA	CMAE MENA	<a href="#">Website</a>

## Preferred Education Partners

Membership of our Preferred Education Partners will grant you the PEP rate, saving £250 on your MDP fee.

**UK Golf Federation**

**Golf Course Association of Europe**

**Hospitality Financial and Technology Professionals**

# BOOKING FORM



**NAME:** (block capitals please)

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**CLUB:** (block capitals please)

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**POSITION AT CLUB:**

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**PHONE NUMBER FOR WHATSAPP:**

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**E-MAIL:**

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## PLEASE SELECT ONE OF THE FOLLOWING OPTIONS

**MANAGEMENT DEVELOPMENT PROGRAMME - GOLF MANAGEMENT**  
3-7 November 2025

## PLEASE SELECT RELEVANT PRICE OPTION:

**FULL RATE £2900** *(FOR NON-MEMBERS)*

Includes course, accommodation, CMAE membership, VAT & all course materials

**CMAE RATE £2400** *(FOR CMAE MEMBERS / MEMBERS OF OUR ALLIANCE PARTNERS)*

Includes course, accommodation & all course materials

**PEP RATE £2650** *(FOR MEMBERS OF OUR PREFERRED EDUCATION PARTNERS)*

Includes course, accommodation & all course materials

**SUNDAY NIGHT ACCOMMODATION SUPPLEMENT - £215**

Please tick this if you require accommodation on the Sunday night

## PLEASE SELECT PAYMENT METHOD:

**BANK TRANSFER**

**CREDIT / DEBIT CARD**

**Bookings are not guaranteed until payment is received in full.  
Please read the information on cancellations and amendments on previous page.**

**PLEASE RETURN BOOKING FORMS TO:**

office@cmaeurope.org



# RULES OF ATTENDANCE

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When attending a Management Development Programme for CMAE there is a demand of being present in the room during the 5-day programme. A delegate needs to attend each session in order to get credits for the entire week.

## **Expected circumstances**

If a delegate knows that he/she will be away for any reason during the week (more than 1 minute), he/she needs to inform the facilitator before starting the course on day 1. It could be communicated with the CMAE office and in certain cases rules could be agreed upon between CMAE and the delegate to make up for the lost time due to the expected circumstances. More than 60 minutes will be dealt by on individual basis depending on what day of the week and the content of that day. Decision will lie with Director of Education.

## **Unexpected circumstances**

As problems/issues can happen during 5 days (or before and after), the delegate might have unexpected circumstances with health issues, transport or family problems that must be dealt with. In those occasions, MDP facilitator will be responsible to make a plan together with the delegate to solve any issues that might occur from this unexpected issue.

## **Leaving early / Arriving late**

CMAE is running a 5-day-programme and you are expected to attend from start to finish. The delegate must look at the starting time as well as the finishing time and is not allowed to leave early (or arrive late) because of then disturbing the education and all delegates on the course. If something is planned – see “Expected circumstances”. Travel problems – see “Unexpected circumstances”.

## **Consequences of not attending**

If for any reason not communicated before or see “unexpected circumstances” the delegate misses more than 60 minutes of the content, he/she will not get the certificate for the week.