

Participant Invitation – University Research on Golf Club Leadership and Sustainability

Are you currently involved in managing or working in a golf club, especially a member-owned or not-for-profit one? so I am interested in your input through an online interview. I'd like to invite you to participate in a university research study aimed at understanding how ownership structures and managerial career paths influence sustainability leadership in golf courses across Ontario.

I am Mitra Kooche Moshki from the University of Guelph's Department of Management, and I have research interests at the intersection of organizational strategy, innovation, ambidexterity in complex systems, and sustainability.

This study is supervised by Dr. Ruben Burga (Assistant Professor, Department of Management, University of Guelph) and Dr. Eric Lyons (Associate Professor, Department of Plant Agriculture, University of Guelph), and this study aims to examine how member-owned governance structures in golf clubs shape sustainability-related decision-making by general managers with diverse professional backgrounds (e.g., Superintendents, PGA Professionals, Clubhouse Managers). The research seeks to uncover how these structural and managerial career-path differences influence the balance between short-term operational goals and long-term sustainability leadership in golf course management. This research project has been reviewed and approved by the University of Guelph Research Ethics Board for compliance with ethical standards for human research (REB Certificate #).

Participation involves a 40–50-minute online interview. All responses will remain confidential, and neither your name nor your club's identity will be disclosed. Your experience is valuable. As a token of appreciation, you will receive a \$25 honorarium, and upon request, we can share summary findings with you and your club.

Who Can Participate?

- You are 18 years or older
- You currently work (or have in the past 12 months worked) in a managerial role (GM, Superintendent, PGA Professional, Clubhouse Manager/F&B Director)
- At a member-owned (not-for-profit) golf club in Ontario
- You are comfortable doing an English-language survey

If you're interested in contributing to the future of sustainable golf management, please review the Interview Consent Form and sign up at the following link:

[\[Qualtrics Link\]](#)

For questions, feel free to contact me or my supervisors directly.

With appreciation,

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