



CASE STUDY

"I've never been through a strategic planning process, ... It was great having Tom's perspective and he kept us on track. It's great to have the initiatives to focus on and the goals to set, but a big win was getting everybody on the same page — all 14 board members and seven staff members."

Kelly Newland, PGA
Executive Director, MSGA

OVERVIEW

The Maryland State Golf Association (MSGA), a nonprofit founded in 1921, promotes and supports the game of golf across Maryland and Washington, D.C. Through tournaments, junior programs, rules education, and initiatives that expand access and engagement — including for women, youth, and adaptive golf participants — the [MSGA](#) serves over 55,000 members and 164 clubs.

THE CHALLENGE

Many organizations turn to Velocity Advisory Group when something isn't working, whether it's dysfunction, misalignment, or a lack of clarity. But in the years following the COVID-19 pandemic, golf saw a surge in popularity. Rather than wait for problems to arise, the Maryland State Golf Association (MSGA) engaged Velocity proactively, aiming to harness this momentum and strengthen the organization for the future.

RESULTS



Sustainable Growth



Operational Excellence



Enhanced Organizational Alignment



Strengthened Industry Position

"We were two years past COVID and golf was booming. Our memberships were up. Our golf courses were busier than ever. It wasn't just a flash in the pan as far as 2020 goes, we were still seeing growth in 2021 and 2022. We really wanted to capitalize on that momentum," explained Kelly Newland, Executive Director of the Maryland State Golf Association. "The association has been around for 100 years, and to our knowledge, we've never had a formal strategic plan."



"The association has been around for 100 years, and to our knowledge, we've never had a formal strategic plan."

Recognizing the need for a structured approach to sustain growth and align their expanding team, the nonprofit partnered with Velocity for their first formal strategic planning initiative for several reasons:



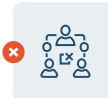
Absence of a Formal Strategic Plan:

Despite frequent strategic discussions, there was no documented plan to guide the organization's direction.



Overabundance of Opportunities:

The influx of opportunities post-pandemic led to difficulties in prioritizing initiatives effectively.



Need for Unified Direction:

With a growing board and staff, there was a pressing need for alignment and clarity in roles and objectives.



Desire for Operational Enhancements:

Areas such as event planning, women's participation, governance, and collaboration with other golf associations required strategic improvement.

HOW VELOCITY HELPED

Initial consultations with vendors revealed a focus on marketing rather than comprehensive strategic planning. Velocity, on the other hand, had gained a reputation working with other golf associations. Newland was able to get connected with Tom Feledick, a Senior Advisor with the firm.

"After talking with Tom, the decision was easy. He already understood the industry and what we were trying to accomplish and he had a clear grasp of the bigger picture and the challenges we face," said Newland.

The organizations, including the leadership board and entire staff at MSGA, worked together and built a three-year plan.

"I've never been through a strategic planning process," Newland shared. "It was great having Tom's perspective and he kept us on track. It's great to have the initiatives to focus on and the goals to set, but a big win was getting everybody on the same page — all 14 board members and seven staff members."



The process ultimately included:



Identification of Key Initiatives:

Collaboratively defined 12 strategic initiatives with a phased execution plan to manage workload and focus.



Operational Improvements:

- Secured 30 major championship bookings spanning 10–15 years to address scheduling challenges
- Expanded women's event participation and enhanced recruitment for the Women's Open
- Introduced nine-hole and social golf events to diversify offerings
- Revised bylaws and committee charters to strengthen governance and volunteer engagement
- Increased staff to bolster organizational capacity



Enhanced Collaboration:

Fostered partnerships with larger golf associations, such as those in Virginia and Pennsylvania, to share resources and best practices.



Ongoing Support and Accountability:

Velocity provided regular check-ins and coaching to ensure the strategic plan remained active and adaptable.



Strategic Plan Refresh:

In 2025, Velocity facilitated a strategic plan update to reassess priorities and set a renewed vision for the final year.



The refresh was a component of the process that Newland found to be very effective: “It’s almost like we created another two to three-year plan out of that refresher. Things are constantly changing, so it’s great to have a multi-year plan, but things are going to change six months from now. It’s always good to have that long-term vision, but also check in and see how you can adjust it along the way,” he said. “One of the big things I learned is that the strategic planning process never ends — it’s not a one-time document you check off and forget. It’s an ongoing cycle of setting direction, evaluating progress, and adjusting as things evolve.”

RESULTS

The collaboration between MSGA and Velocity Advisory Group yielded significant outcomes:



Sustainable Growth: Established a clear roadmap to navigate post-pandemic opportunities effectively



Enhanced Organizational Alignment: Achieved unified direction among board and staff, leading to cohesive decision-making



Operational Excellence: Implemented structural improvements that enhanced event planning, governance, and staff capacity



Strengthened Industry Position: Through strategic collaborations and diversified offerings, MSGA solidified its standing within the golf community

Reflecting on the entire process, Newland emphasized the value of strategic planning support from the Velocity team: “We’ve really enjoyed the process. I found working with Velocity to be one of the most worthwhile things that we’ve invested in. I would tell anybody in the golf industry that Velocity is the company to work with.”

As MSGA continues to grow and evolve, their partnership with Velocity Advisory Group demonstrates how intentional strategy can translate momentum into meaningful, lasting impact.



ABOUT VELOCITY ADVISORY GROUP

Velocity Advisory Group delivers strategic support and development opportunities that senior leaders need to align their teams and lift their organization. Our team brings extensive experience in strategic consulting, executive coaching, and developing talent through intentional culture initiatives and people insight technology. Since 2009, we have been committed to building momentum across organizations by equipping leaders with the tools and intelligence needed to elevate culture, eliminate inefficiencies, and propel strategic action.

CONTACT US TODAY

Or visit [VelocityAdvisoryGroup.com](https://www.velocityadvisorygroup.com) to learn more about
we can help take your organization to the next level.