

michael feland

GRAPHIC DESIGN | MARKETING | ADVERTISING | BRANDING

■ 407.760.4946 ■ michael@purplepixeldesign.com ■ www.linkedin.com/in/michaelfeland ■



purplepixeldesign.com







SPERLING DUCKER PLC
ATTORNEYS AND COUNSELORS AT LAW



innovative
LIGHTING CONCEPTS




ARCADIA RESORTS
INTERNATIONAL




michael feland





**WHEN IT COMES TO RISK,
WIMPY DOESN'T WORK.**


 **TRAINING**
Never Stop Learning

2005 RISK AND CONTROL CONFERENCE
Featuring ERM, CSA, and today's most essential audit tools.


SEPTEMBER 7-9, 2005
THE PALACE HOTEL
SAN FRANCISCO, CALIFORNIA, USA

Identifying weaknesses, assessing risks, and formulating solutions for success.

Do you want to lower
your golf scores?



**Body
Balance**
for Performance
The Golf Fitness Experts™



At Body Balance for Performance you can:
**Change your Body to Improve your Swing
and Lower your Scores GUARANTEED!**

Find the center near you
800.473.6211
www.fitgolf.com

EXCITING FRANCHISE OPPORTUNITIES AVAILABLE

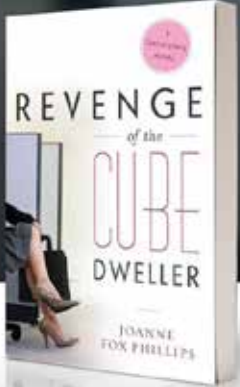
Greed.
Corruption.
Corporate Sabotage.

*"Witty, fresh, and full of surprises, **Revenge of the Cube Dweller** is a wonderfully entertaining novel."*

Wayne Moore, former VP of Development IIA Research Foundation Board of Trustees, and 2003 Winner of the IIA Cadmus Award

"Beware the corporate auditor! Tanzie Lewis's inventive sleuthing is a delightfully humorous, can't-put-it-down first work by Joanne Fox Phillips."

Norm Szydlowski, CEO (retired) SemGroup Corporation



Internal audit meets Breaking Bad in this engaging tale filled with drama, humor and delicious revenge. Available in all formats from Amazon, Barnes & Noble, and iBooks. To learn more about **Revenge of the Cube Dweller**, visit www.tanzielewis.com.

DOWNLOAD OR ORDER YOUR COPY TODAY!

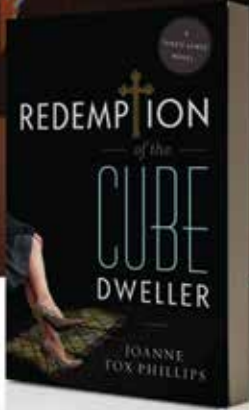
Embezzlement.
Bid Rigging.
Collusion.

"Joanne Fox Phillips has written another delightful story with just the right mix of humor and suspense. While internal auditors face ethical dilemmas in the real world on a routine basis, Phillips' protagonist crosses lots of ethical boundaries to punish the bad guys, but still comes across as endearing and likable."

Charlie Wright, former Head of Internal Audit at American Airlines

"Excellent read. Can't wait for book three."

Ulfar Anderson, Director, Von Allmen School of Accounting at the University of Kentucky



Ready for a little audit fiction? Tanzie's back ... but really sorry for stealing all that money. Auditors will delight as she seeks atonement by helping her childhood friend, a Catholic priest, uncover an embezzlement scheme. Available in all formats from Amazon, Barnes & Noble, and iBooks. To learn more about **Redemption of the Cube Dweller**, visit www.tanzielewis.com. Also available - **Revenge of the Cube Dweller**

DOWNLOAD OR ORDER YOUR COPY TODAY!

The IIA's Focused Conference: Consulting — Risks and Rewards for Internal Auditors

The IIA has initiated a new conference series, Focused Conferences, dedicated to examining today's most important issues. This year's topic, consulting, is as old as it is new. Consulting has been a part of internal auditing for years, but it is just beginning to be considered a real service. Still, many internal auditors are confused about what consulting really is. Many view consulting as a way to build new relationships with customers and encourage them to continually seek internal audit counsel. But how do you make the transition from offering traditional internal audit services to providing consulting services? What are the objectivity and independence issues that govern consulting? How do you identify consulting projects?

This Focused Conference presents a unique opportunity to learn the answers to these questions, as well as the theory and the practical uses of consulting services. We've assembled some of the most successful practitioners to guide you and your staff through the process of starting or improving a consulting practice. This timely conference will:

- Define the consulting auditor's roles and responsibilities.
- Explain how consulting and assurance are interrelated.
- Demonstrate how to resolve conflicts that newcomers may encounter.
- Assess your consulting capacity and skills.
- Tailor recommendations that best suit your business environment.
- Explain how to manage the risks involved and take advantage of the rewards.

18 CPE hours available
US \$895 IIA members
US \$1,045 Nonmembers

Sunday, October 20

9:00 a.m. - 4:00 p.m.
Optional Workshop, 6 CPE hours available
US \$345 IIA members / US \$395 Nonmembers

WS 1

Implementing The New Standards

Richard Tapp, CIA, CISA
President, Richard Tapp & Associates

The internal audit profession is changing. The profession has a new definition and a new set of professional standards. Whether you are starting up a new internal audit shop or looking to advance an existing one, this workshop is for everyone that wants to add more value to what they can bring to senior management, directors, and other stakeholders. Recent events have organizations focusing on how they can address the need for more effective controls and better corporate governance. This workshop is intended to give participants not only an understanding of the new Professional Practices Framework but also an understanding of how internal auditing can be a proactive partner with management and the board in achieving the goals of the organization.

WS 2

Project Countdown: Managing Time, Costs, and Requirements

Cheryl Gohara, CIA, CCSA, CGAP
Manager of Conferences, The Institute of Internal Auditors
Stacy Martzart, CIA, CCSA, CGAP
Manager of Educational Products, The Institute of Internal Auditors

Be proactive in today's competitive corporate environment. More and more organizations are asking employees at all levels and in all job functions to participate on project teams. Attend this stimulating interactive program and learn how to use project management concepts, such as scope statements, critical paths, risk assessment, trade-off triangles, and Gantt charts, to bring a project in on time and within budget. Don't miss out on this one-day business revolution offering non-stop action. When the day is over, you will be able to:

- Define the five key processes of project management.
- Explain the triple constraints of project management: determining time, cost, and requirements.
- Explain the purpose and importance of the project management tools.
- Describe effective team behaviors for managing and controlling a project — communicating effectively, gaining and managing commitment, and resolving conflict — and explain the use of these behaviors within the team.
- Explain effective team responses to scope creep and changing expectations.
- Understand how to assess a project's ultimate success.

Monday, October 21

8:30 - 10:00 a.m.
Conference Opening Comments

CS 1

The Challenges Associated with Consulting

Edward J. Robinson, Jr., CIA
President, Advanced Marketing Concepts

When it comes to auditing and consulting, professionals can experience many highs and lows with their clients. In that regard, whether we discuss business, auditing, consulting, or life, we'll find similarities. Robinson will share with us some dos and don'ts that can level the peaks and valleys we commonly encounter and summarize the challenges we face in the consulting world. This session will help participants provide added value to their clients.

10:00-10:30 a.m. Networking Break

10:30-11:45 a.m.

CS 1-1

Blended Engagements: Assurance and Consulting

Gregory Hill, CIA, CPA
Audit Supervisor, Perforce West

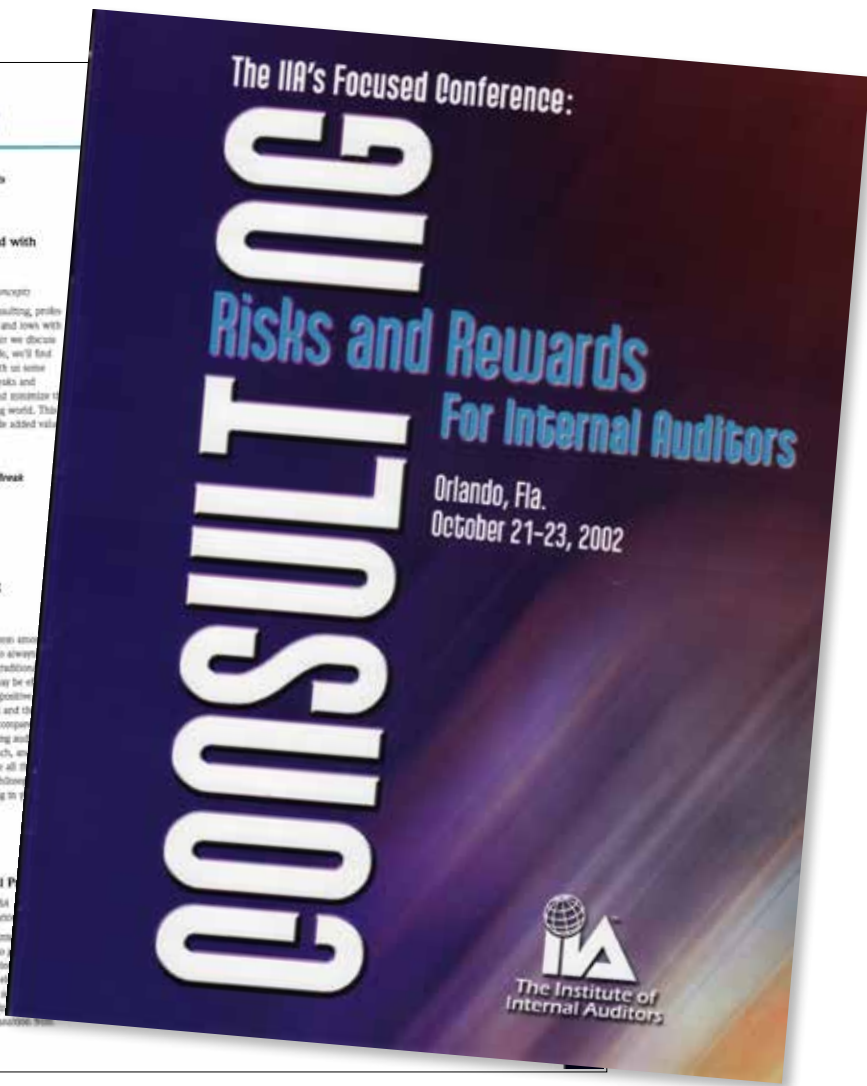
Consulting has become a popular item among internal auditors. But do we have to always choose between consulting and the more traditional assurance audit? In some instances, it may be difficult to take the best of both to provide positive, meaningful results for management and the committee. This presentation will compare attributes of assurance and consulting and advantages and disadvantages of each, and how one can complement the other. Use all of this in your toolbox and combine the philosophy of assurance and consulting auditing in a future engagement!

CS 1-2

Implementing a Successful Project

Howard L. Atkinson, CIA, CPA, CISA
Chief Auditor, Chibenden Corporation

Now that consulting is part of the internal audit profession, have you wondered how to best provide that service going to your organization's management? In this session, you will hear the essential elements for developing and implementing a successful consulting approach. Issues pertaining to the management buy-in, making the transition from



Monday, November 4

8:30-10:00 a.m.
GS 1
How Small Audit Shops Can Deliver Quality Services While Cutting Costs
Alois J. Fink, CPA, CISA
Audit Services Manager, First National Anesthetics Laboratory
This session will address quality improvement processes that are possible with a small staff and limited budget. Fink will discuss the meaning of quality and quality measurement. In addition, she will identify some of the challenges auditors face when implementing different tactics. Participants should be prepared to contribute to this session, so that they can learn specific information to promote improvement in their small audit shops.

10:00-10:30 a.m.
Networking Break

10:30-11:45 a.m.
GS 1-1
Effective and Efficient Auditing with a Small Team
John P. McVicker, CPA, CMA
Director, Internal Audit, Allergan, Inc.
Do you have a small audit shop that is looking to maximize its effectiveness? Are you looking for ways to leverage your audit resources? Are the audit committee and upper management asking you to do more with the same or less resources? If so, this session is for you. Learn how the three-person audit team at Allergan, Inc. is using cross-training, exchange auditors, risk-based audit planning, and other techniques to enhance their effectiveness and expand the services they provide. A small audit team does not have to mean a small focus. This session will show how one company's internal audit department has been able to expand its focus with a small staff.

GS 1-P
Providing Information the Audit Committee Wants to Know: Even If They Are Not Sure What That Is
Robert A. Hilby, CIA, CFA
Director of Internal Audit, American Family Business Group
Audit committees and management don't always want the same information. Sometimes, audit committee members are even unsure as to what it is they really want or need to know. Hilby will discuss how he arranged the audit reporting process to the audit committee in order to meet their needs without overloading the department's services to management. Best of all, the process techniques that he will share with you will not require any additional resources.

1:00-2:10 p.m.
GS 2
Protecting Business Integrity
J. Michael Pappas, CIA, CFA
Chief Audit Executive, University of Texas Medical Branch
One needs to go no further than the current headlines to be reminded of the value of corporate integrity. New and different rules for internal auditors will unfold along with anticipated changes in business environments. This general session will review high-profile cases and identify lessons that small audit departments can apply in their own settings to prepare for and even lead such changes. Pappas will draw on his experience implementing a compliance program for the University of Texas System, one of the first and largest in United States higher education.

2:10-2:40 p.m.
Networking Break

2:40-3:30 p.m.
GS 2-1
QAR Solutions for Small Audit Shops
Cynthia G. Saunders, CIA, CCCA, CGAP, CISA
Director of Internal Audit, PDS World Medical, Inc.
Quality assurance reviews (QARs) are now required by the *Standards for the Professional Practice of Internal Auditing*. But how can small audit shops with limited resources stay in compliance with the new requirements? In this session, you will learn general information about the QAR process, how the peer review process can be used to keep QAR costs low, and how the new self-assessment with independent validation option can optimize your resources.

GS 2-P
Elevating the Audit Function in a Small Audit Shop
Alicia G. Nichols, CIA
Manager, Internal Audit, AAS Calsonic
Small audit shops face unique challenges in today's fast-changing environment. Perhaps the greatest challenge is determining what audit practices will add the most value to an organization. Can the manager of a small shop with limited resources keep up with the daily workload? What importance should be given to adding value reviews? What is the real cost of a small shop taking risk assessment and control self-assessment workshops out of the budget in an effort to measure time and resources in the system we live in? Join us for an added review. Participants will be invited to share their experiences and benefits from the experience of others. You will share ideas about elevating the audit function and unleashing the potential of your small shop.

3:50-5:00 p.m.
GS 3-1
Marketing a Small Audit Department
Barbara C. Gorril, CIA
Director of Internal Audit, Flagler System, Inc., The Breakers
How do you market your department when you also have audits to perform, limited resources, and the ongoing, daily challenge of meeting the expectations of management and your audit committee? This component will provide some creative approaches to marketing your internal audit department to sustain your company-wide exposure by letting others within the company understand the internal audit function and department. Gorril will explain which approaches work and which don't, as well as share ideas, methods, and useful tips for achieving success.

GS 3-P
Communication and Negotiation Techniques
Greg Hill, CIA, CFA
Audit Supervisor, Phoenix Mint
Over management sometimes seem to be responding to a different audit report than the one you sent them! Do conflict meetings or reports result in little agreement on what actions are necessary? As auditors, we want to create positive change in our organizations. How can we become more effective in negotiating change based on the results of our audits? Don't get dismayed by ineffective negotiations to fix bugs and lack of negotiating skills. Negotiating philosophies, strategies, and tactics will be addressed in this session, as well as a review of classic good communication principles. Specific applications to audit and consulting situations will be provided. Become a stellar change agent in your organization by enhancing your negotiating and communication skills.

5:00-6:00 p.m.
Welcome Reception

Tuesday, November 5

8:30-10:00 a.m.
GS 3
Ten Big Things Small Audit Shops Do Wrong
Joel C. Kuey, CPA
Managing Director, Internal Audit Division, MHS Training Institute
In this interactive session, Kuey, who has experience with both large and small audit shops, will share some common mistakes made by smaller audit departments. Small departments cannot operate the same way that larger departments do. They have to be quicker, smarter, and make do with less, for the most part. But small departments and their staff can experience their own measure of success. This session will highlight the goals that small departments can achieve by learning what not to do.

10:00-10:30 a.m.
Networking Break

10:30-11:45 a.m.
GS 4-1
A Four-Step Process for Creating Greater Value for Your Organization
John E. Morgan, CIA
Partner, Internal Audit Services, Deloitte & Touche
Creating value in your organization through internal audit is no longer a mystery. It's an expectation from senior management and the audit committee. In this session, Morgan examines this expectation challenge with a review of classic good communication principles. Specific applications to audit and consulting situations will be provided. Become a stellar change agent in your organization by enhancing your negotiating and communication skills.

1:00-2:10 p.m.
Welcome Reception

2:10-2:40 p.m.
GS 4-2
Evaluating Audit Platforms for Small Organizations
Leticia Herrera Pineda, CIA, CFE
Director, Internal Audit Services, H.E. Butt Grocery Company
Not all audit groups have the staff or the budget for the high-tech tools available to facilitate their audit programs. In this session, you will review the innovative methods used by a small audit shop to manage the audit program. The program was used by a staff of 18 responsible for all financial and operational audits of a \$1 billion company. You will discover how the audit group creatively used everyday tools to intelligibly assess the audit committee's audit report to the audit review committee, effectively and efficiently perform paperless audits, capture, track, and report on audit issues, and train the audit staff. In her current capacity, Herrera-Pineda will assess the need of the organization and tailor a program to fulfill the specific needs of the small audit shop.

3:00-3:10 p.m.
GS 5-1
Implementing a Self-assessment Program in Your Small Audit Department
Gary Latture, CIA, CFA, CGFM
Director of Internal Audit, Southeast Cherokee County Board of Education
Latture discusses the problems faced by the internal audit department at the Southeast Cherokee County Board of Education in implementing a survey-based Control Self-assessment (CSA) program. Participants will learn how three staff members used the CSA process to audit 10 separate school locations, while also covering an audit universe of programs, functions, and control office departments for a \$300 million organization with 5,000 employees. This session will describe the specific steps in the CSA process, what implementation problems have to be overcome, the coordination efforts required, and the risks vs. the benefits of using CSA for audits of multiple locations.

GS 5-2
Saving Resources Through Automation
J. Miley Jacka, CIA, CFA
Audit Manager, Forevers Insurance
Forestate, KofA, CPA
Audit Consultant, Forevers Insurance
You just received a call from your CEO. He wants to know what risks your audit team addressed in the last year, what issues were reported, the significance of the issues, when corrective action was implemented, and when remedial action was verified. She also wants an immediate report on how your department has spent time year-to-date and how you plan to spend your time for the rest of the year. Can you provide that to her in 15 minutes or less? Do you have to build to allow you to proactively manage risks internally? Efficient paperless auditing systems can provide immediate information on the audit department's overall performance, on critical issues and the resolution of those issues, and on audit resource allocation. Jacka and Koller will discuss how to implement an efficient audit from a paper-intensive to a paperless system. Managing this paradigm shift will be critical to the successful implementation of any paperless system.

2:40-3:50 p.m.
GS 6-1
Generating Big Small Staff
Richard E. Chasick, CCA, CFA
Vice President, Lead Internal Auditor
The biggest challenge in building a "big" team is to keep and offer to in any industry. One of the biggest challenges in the audit profession is to keep and offer to in any industry. One of the biggest challenges in the audit profession is to keep and offer to in any industry. One of the biggest challenges in the audit profession is to keep and offer to in any industry.

GS 6-2
Workshop: Small Staff Management
John H. Ray, Director, Internal Audit
Over the last 10 years, the nature of a small audit department will follow through with auditing what used to include more than 100 people. You can't have a small staff with a large number of people. You can't have a small staff with a large number of people. You can't have a small staff with a large number of people.

SMALL

audit shops:

Formulas for Success

CONFERENCE

November 4-5, 2002
Dallas, Texas

The Institute of Internal Auditors

Thank you to our sponsors:

Melvin W. Crow, CIA, CFE, CIPA, Chief Audit Executive, Conduchem, Inc.	J. Michael Byrnes, CIA, CFA, Chief Audit Executive, University of Texas Medical Branch
July J. Dina, CCA, Vice President, Auditing Services, ASAT Worldwide	

SAVE \$10!

2 November

to participate fully. Please be

(prior to evaluation.)

Check dates on back outside

the year of sheet for every

the regular rate, a fourth rate

the last expense of the best

Four Things to Remember

For more information, visit


www.iaa.org

or call 1-800-451-1212

Member Service Center

Monday - Friday, 9:00 a.m. - 5:00 p.m. EST

John Colvin
202 Chief Audit Executive
212 Director of Auditing
220 Audit Manager
225 Audit Staff
240 IT Audit Director
250 IT Audit Manager
260 IT Audit Staff
275 Health Services Coordinator
280 External Public Accountant
300 Corporate Management
340 Executive
345 Director
348 Director
349 Audit Committee Member
350 Management Consultant
360 Other



"I first became involved with The IIA at the chapter level in Chicago," said Betty McPhilly, CA, a former chairman of the board and the current chair of the Advocacy Advisory Group. "I really understand how much of a global impact I could make as a volunteer when I met with the auditor general in Taiwan. He wanted to elevate government auditors in his country and I worked with him and headquarters staff to bring The IIA's COAP exam to Taiwan. What a great feeling it was when that all came together!" said Betty.

OUR LEADERS:

Giving Back to the Profession

The IIA has 21 international committees that are charged with specific missions and work to enable The Institute to meet the changing needs of the profession. These committees assist The IIA in the decision-making process by providing information, recommending courses of action, and undertaking specific projects or tasks. Approximately 400 members provide guidance and direction through their participation in these committees.

In addition, another 3,000 IIA members around the globe are discovering that giving back nurtures both the person and the profession. These volunteers donate their time every day to keep their chapters and institutes running smoothly, recruit new members, write articles for newsletters, and participate in research projects.

One of the great things about giving back is that it is a win-win for everyone involved. It allows us to share our talent in different ways to help our profession grow and bring new talent to The IIA.

OUR ORGANIZATION ■ OUR LEADERSHIP ■ OUR PEOPLE



2007 ANNUAL REPORT

- The IIA's Governance Report was developed to provide clear communication about its members' decisions and actions. This bi-annual communication supplements existing efforts to inform members about committee decisions and reports via The IIA's Midyear Meetings that is November and the committee meetings that IIA's International Conference each year.
- More than 200 members representing 16 countries attended The IIA's North American Conference in May in Orlando, Fla., USA. The conference is designed for accounting chief officers and offers training and leadership.
- Many influential professionals at the top are responsible for helping make internal audit today. Two outstanding individuals were 2007 with The IIA's most prestigious award.



Archa Thomas, the Victor Z. Br. Distinguished Service Award recipient, is a member extraordinary. go



Smoke-Free Certification: A Smart Business Decision for Multifamily Housing



Because clean air is an amenity worth bragging about



Smoke-free housing policies are:

LEGAL.
Smokers are not a protected class under any state or federal law. Smoke-free policies do not infringe on the legal rights of individuals. Smoke-free policies address smoking behavior only, and do not prohibit smokers from living in your community. Smokers don't have legal protection but people with chronic health problems do, and may file complaints under the Fair Housing Act or the Americans with Disabilities Act.

DESIRABLE.
83.2 percent of adults in Florida do not smoke. Four out of five nonsmokers would prefer living in a smoke-free community. 9,000 smoking-related fires occur in residential buildings each year. Smoking-related fires are the leading cause of fire deaths, accounting for 17 percent of fire deaths in residential buildings. Smoking-related fires in residential buildings result in an average of approximately 265 deaths, 825 injuries, and \$326 million in property loss each year.

ENFORCEABLE.
Property managers who have implemented no-smoking policies in their communities have generally found it much easier than they had imagined. Smoke-free policies can be enforced the same as any other rule or policy (pets, noise, excessive trash). Smoke-free policies are largely self-enforcing and complaint-based. Enforcing a no-smoking policy is less of a headache than mediating disputes between smokers and nonsmokers without a policy in place. Implementing 100 percent smoke-free environments is the only effective way to protect the population from the harmful effects of exposure to secondhand smoke.

GOOD BUSINESS.
A smoke-free apartment can be turned over more quickly, reducing down time and getting it re-rented sooner. Turning over a smoke-free apartment costs considerably less than one that has been smoked in.

83.2%
of adults in Florida do not smoke

9,000
smoking-related fires occur in residential buildings each year

99.7%
of property managers surveyed said a smoke-free policy had a positive or neutral effect on occupancy

Cleaning a Smoked Two-Bedroom, Two-Bath Apartment

Labor \$430
Paint \$100
Carpet \$50
Total \$580

Cleaning and Removing Smoke Residues from a Two-Bedroom, Two-Bath Apartment

Labor, light fixtures, switches, bath, appliances \$2,425
Walls and ceilings \$875
Disinfecting building and carpet \$560
Cabinets, countertops, ductwork \$500
Chairs, sofa, and wax floors, doors, windows \$490
Total \$4,000





FAA Smoke-Free Multifamily Housing Certification

How do I apply for FAA Smoke-Free Certification?
To apply for certification, send the completed application form, document checklist, and supporting documents by one of these methods:

Mail to:
FAA Smoke-Free Certification
105 East Robinson Street, Suite 301
Orlando, FL 32801

Email to:
smokefree@faahq.org

Fax to:
407-960-2511

How do I obtain an FAA Smoke-Free Certification application?
You may obtain an application for Smoke-Free Certification and a document checklist on our website, www.faaahq.org.

If my application is incomplete, is it possible to make revisions?
Yes. In the event that your application is incomplete or revisions need to be made, you will have the opportunity to revise and re-submit your application.

What are the different levels of FAA Smoke-Free Certification and what do they mean?

FLORIDA APARTMENT ASSOCIATION	FLORIDA APARTMENT ASSOCIATION	FLORIDA APARTMENT ASSOCIATION
		
★ GOLD CERTIFIED ★	★ SILVER CERTIFIED ★	★ BLUE CERTIFIED ★
Breathe easy everywhere: No smoking throughout the entire community.	Breathe easy where you live and play: No smoking inside units or buildings and amenities.	Breathe easy in your home: No smoking inside units or indoor common areas.

How can I make residents, potential residents, guests, and staff aware of the apartment community's FAA Smoke-Free Certification?
FAA will provide materials to display in your leasing office or clubhouse, as well as a smoke-free-certified logo to place on your website and printed marketing materials. A list of communities with current smoke-free certifications will be placed on the FAA website, www.faaahq.org.

How do I implement a smoke-free policy to receive FAA Smoke-Free Certification?
To be certified as smoke-free, a community must have a lease or contract that prohibits residents and guests from smoking in the areas specified by the level of certification and to a policy that prohibits employees from smoking in the areas specified by the level of certification. Communities that use the Florida Lease (also known as FAA Click & Lease, powered by Blue Moon Software) have access to a no-smoking addendum that is compliant with the FAA Smoke-Free Multifamily Housing Program.

In addition, FAA is working in partnership with the Florida Department of Health and Bureau of Tobacco Free Florida to provide resources for property owners and managers to adopt smoke-free policies. Informational presentations will be held at local affiliates throughout the year; check www.faaahq.org for dates and locations of presentations, as well as additional resources.

How do I enforce a smoke-free policy to keep my FAA Smoke-Free Certification?
A smoke-free policy should be enforced in the same way other policies on the property are enforced (e.g., pets, noise, trash, etc.). Owners and managers of smoke-free communities have found that their smoke-free policies are largely self-enforcing and complaint-based. But noise or pet policies. Your lease/contract and employee policy should specify that violations may result in termination of lease or employment.

If an apartment community enacts a smoke-free policy, is that discriminating against smokers?
No. A smoke-free policy only restricts smoking behavior; it does not disallow smokers from living in your apartment community. It is legal for owners to restrict smoking anywhere on their property, including inside apartment units. Asking applicants if they smoke may constitute discrimination against smokers; consult a legal professional for more information.

Is there a fee associated with FAA Smoke-Free Certification?
There is a \$95 fee, payable to FAA, by check or credit card, as indicated at the bottom of the application.

When does an FAA Smoke-Free Certification expire?
An FAA Smoke-Free Certification will expire one year from the date of issue. You will be able to apply for renewed certification.



JUNIOR GOLFER - MAXIMIZE YOUR FULL ATHLETIC POTENTIAL

GOLFFITNESS

BODY • MIND • HEALTH • PERFORMANCE

NATALIE GULBIS

More Distance GUARANTEED With Her Travel-ready Workout

FEAR NOT
Conquer the Most Feared Shots in Golf

3 NO-BRAINER Ways to Lower Scores!

A GOLFER'S DREAM Ireland in the Summer

IMPROVE YOUR GAME WHILE YOU SLEEP!

Golf Fit Getaway

Sandals Emerald Bay: Luxury Accommodations, Golf and the Perfect Golf Fit Getaway

By Britt Karol Gomez

This has indeed a year round in the dramatic scenes of the Emerald Bay Hotel. This is the year that Sandals Emerald Bay has become an exclusive, luxurious resort with Greg Norman as the exclusive Sandals Emerald Bay Golf Course, Bahamas.

Sandals Emerald Bay Golf Club, part of Sandals Emerald Bay Golf Course, Bahamas is the first five-star resort and golf resort in the world. The combination of the best golf, spa facilities and world class programs and schedules, in addition to five star, world class.

Greg Norman's Emerald Bay Golf Course, Bahamas, is the world's first and only golf course that is a true resort. It's not just a golf course, it's a resort. It's a place where you can enjoy the best of both worlds.

A golfer's dream, the newly opened Greg Norman Emerald Bay Golf Course, Bahamas, is the world's first and only golf course that is a true resort. It's not just a golf course, it's a resort. It's a place where you can enjoy the best of both worlds.

Looking like a great one, Sandals Emerald Bay is an all-inclusive resort with a world class golf course. The resort is located on a beautiful beach and offers a wide variety of amenities including a world class spa, multiple pools, and a variety of dining options.

An excellent resort, Sandals Emerald Bay is an all-inclusive resort with a world class golf course. The resort is located on a beautiful beach and offers a wide variety of amenities including a world class spa, multiple pools, and a variety of dining options.

About the Greg Norman Champions Golf Academy

Throughout the professional career in June and October, Greg Norman's Champions Golf Academy will be on hand to help you improve your golf game. The academy is a place where you can learn from the best and improve your golf game.

Single Day Program:

- A full day of instruction including a full morning session to focus on your swing, a full afternoon session to focus on your short game.
- A lunch break at 12:00.
- A complete and comprehensive golf program.

Two and Three Day Programs:

- Day 1: A full day of instruction including a full morning session to focus on your swing, a full afternoon session to focus on your short game.
- Day 2 & 3: A full day of instruction including a full morning session to focus on your swing, a full afternoon session to focus on your short game.
- A complete and comprehensive golf program.

For more details, visit www.golffitnessmagazine.com

SPECIAL ISSUE: Get Your Golf Game Ready For The New Season

GOLFFITNESS

BODY • MIND • HEALTH • PERFORMANCE

Spring Tune up Issue-

Stay Healthy & Play Great

5 STEPS TO PLAYING WITH A CLEAR MIND

Gain Effortless Speed for MAXIMUM Distance

SPRING GIFT GUIDE for Mom & Dad

JUNIOR GOLF - Transitioning to Free Weights with Cindy Feng

PLAYER PROFILE: Brittany Lincicome

BRIAN GAY
X-Factor Golf Workout

Brian Gay's

X-Factor

GOLF WORKOUT

By Steve Gomez with Chris Ross
Workout Photographs by Richard T. Ford

It's time to get the opportunity to meet up with Brian Gay and his conditioning coach, Chris Ross. Brian and Chris work extensively hard on body conditioning for golf with their sessions and regularly practice in very comprehensive and challenging workouts that involve the full body. Chris Ross shows you how to get the most out of your workout with a variety of exercises that will help you improve your golf game.

WARM-UP

1. **Shoulder Flexion**
Use light resistance band.

2. **Rotator Cuff**
Use light resistance band.

3. **Standing Lat Row**
Use a heavy resistance band.

UPPER BODY WORK

1. **Shoulder Flexion**
Use light resistance band.

2. **Rotator Cuff**
Use light resistance band.

3. **Standing Lat Row**
Use a heavy resistance band.

Our **BIGGEST** Holiday Gift Guide Ever!

GOLFFITNESS

BODY • MIND • HEALTH • PERFORMANCE

magazine™



ARNOLD PALMER
Enjoying life and golf at 80
How he does it

BUNKER BASICS 101

ECO-GOLF
All Natural in Costa Rica

MENTAL TOUGHNESS
DO YOU HAVE IT
HOW TO GET IT

OFF SEASON LESSONS

- Better Grips for Better Golf
- Balance Points for a DYNAMIC SWING
- Find the RIGHT Fix for Your Golf-related Injury
- Straighten Your Golf Posture Now
- TRAIN Your Body to PLAY Your Best

THE ABC'S TO A BETTER GAME
Design Your Own Golf Specific Workout



PLAYER PROFILE: NATALIE GULBIS

GOLFFITNESS

BODY • MIND • HEALTH • PERFORMANCE

magazine™



PARADIGM SHIFT

TIGER WOODS: DRIVING THE NEW PERCEPTION OF GOLF

5 REASONS EVERY GOLFER NEEDS OMEGA-3's

ADD 20 YEARS
TO YOUR GOLF GAME, RIGHT NOW!

EXERCISE PROGRAMS FOR:

- STRETCHING Your Golfing Years
- Build & Maintain a Strong Back
- Neck Injury Prevention
- Easy Resistance Training For Added Power

Junior Golf Camps:
Questions you should ask before enrolling

PRACTICE MAKES PERFECT?
CREATE A PERFECT PRACTICE PLAN



SENIOR TEE

Older=Stronger

By Jessica Soulliere

Researchers at the University of Michigan say older adults don't have to accept strength and muscle loss as they age.

Getting older doesn't mean giving up muscle strength. We here at GFM have been touting the benefits of resistance training for years, especially for those golfers in the fifty-something age bracket that still like to play from the back tee. Now science is backing up our claims that golf fitness can help you improve your body and game.

Not only can adults fight the battle of strength and muscle loss that comes with age, but the Golden Years can be a time to get stronger, say experts at the University of Michigan Health System.

"Resistance exercise is a great way to increase lean muscle tissue and strength capacity so that people can function more readily in daily life," says Mark Peterson, Ph.D., a research fellow in the U-M Physical Activity and Exercise Intervention Research Laboratory, at the Department of Physical Medicine and Rehabilitation.

Through resistance training adults can improve their ability to stand up out of a chair, walk across the floor, climb a flight of stairs—anything that requires manipulating their own body mass through a full range of motions.

Normally, adults who are sedentary beyond age 50 can expect muscle loss of up to 0.4 pounds per year.

"That only worsens a people age, but even earlier in adulthood—the 30s, 40s and 50s—you can begin to see declines if you do not engage in any strengthening activities," Peterson says.

"Our analyses of current research shows that the most important factor in somebody's function is their strength capacity. No matter what age an individual is, they can experience significant strength improvement with progressive resistance exercise even into the eighth and ninth decades of life," he says.

Progressive resistance training means that the amount of weight used, and the frequency and duration of training sessions is altered over time to accommodate an individual's improvements.

Recommendations for those over age 50

Peterson says that anyone over age 50 should strongly consider participating in resistance exercise.

A good way for people to start on a resistance training program, especially for people who are relatively sedentary—and after getting permission from their doctor to do so—is to use their body mass as a load for various exercises.




After getting accustomed to these activities, older adults can move on to more advanced resistance training in an exercise and fitness facility. A certified trainer or fitness professional that has experience with specific age groups can help with the transition.

Peterson says you should feel comfortable asking a trainer whether they have experience working with aging adults before you begin any fitness routine.

"Working out at age 20 is not the same as at age 70. A fitness professional who understands those differences is important for your safety. In addition, current recommendations suggest that an older individual participate in strengthening exercise two days per week," Peterson says. "Based on the results of our studies, I would suggest that be thought of as the minimum."

Don't forget to progress

As resistance training progresses and weights and machines are introduced, Peterson recommends incorporating full-body exercises and exercises that use more than one joint and muscle group at a time, such as the leg press, chest press and rows. These are safer and more effective in building muscle mass.

"You should also keep in mind the need for increased resistance and intensity of your training to continue building muscle mass and strength," he says.

A good fitness professional can help plan an appropriate training regimen, and make adjustments based on how you respond as you progress.

"We firmly believe based on this research that progressive resistance training should be encouraged among healthy older adults to help minimize the loss of muscle mass and strength as they age," Peterson says.

For more information, contact Jessica Soulliere, jessica@umich.edu

16 GFM | www.golffitnessmagazine.com

84392422

LADIES TEE

Get Bunker Strong

By Gia Bocca Livski

When your approach shot misses a fairly large green and finds a front greenside bunker, do you think "Yes, I'm awesome in the sand" and do a little dance, or do you instantly put your head down?

If it's the latter, I say it's time to toughen up. I love the word "strong," and really notice that when I get physically strong, my mental condition improves and so does my game. Physical strength empowers and gives me the confidence to take challenges head on. With the following plan, you too can increase your strength, both mentally and physically, and smile in the face of your next bunker shot.

When you step into the bunker does your body go into autopilot and get into solid setup or are you not exactly sure what to do? I'm sure you have heard countless times that setup is extremely important in making any golf stroke.

But, the difference between a poor setup and a great one is the difference between scalling the ball over the green or hitting a 5-foot putt to the pin to save par. The more you practice the proper fundamentals of a greenside bunker shot, the more your brain and muscle memory can begin to take over.

Stability is always a key to making any solid golf swing. Once we hit the sand, this doesn't change. We want our body to get "settled in" and what I mean by that is we really want you to dig your feet into the sand. You can't be timid. Think of it like this: If we dig two inches, the club will bottom two inches in the sand.

Once our feet are grounded, create a nice knee flex and think "get low." Remember Steve Ballmer? He would pull his pants leg up to get more knee flex and shuffle his feet into the sand to get his body low. When we drop down and flex our knees, our torso posture remains fairly tall, allowing for our arms to swing across our chest and work a bit more upright. However, if you have tight hamstrings, lack of flexibility or strength in your legs and core, getting low may be a bit difficult for you. This makes this critical component of the setup a miss.

Not to worry... Strengthening to the rescue!

The following exercises will allow you to create better stability in your core and legs. The stronger our hamstrings, the lower you can get your body in the bunker to support a solid swing.

Try these three leg strengthening exercises. Maintaining good posture while doing these exercises will guarantee you get the most out of them. Shoulders back and chest up, core held in tight.

Beginners Fitness Level

Wall Squats with Exercise Ball

- 1 Place the ball between the wall and your lower back, walking your feet out slightly.
- 2 Lower your body toward the floor in a squat position as you continuously push back into the ball.
- 3 Straighten your legs, keeping your weight over your heels to return to standing position.

Complete: 12 repetitions for 3 sets.



Intermediate Fitness Level

Squats with Weighted Ball (5 to 10 lbs)

- 1 Stand with a wide stance while holding a medicine ball with both hands with arms fully extended straight down holding ball at hip level.
- 2 Next, simply perform a full squat so as to imagine that you are sitting down in a chair.
- 3 Return to the start position. Complete: 8 to 10 repetitions for 3 sets.



Advanced Fitness Level

Squats with Alternate Leg Kicks

(Note: The added movement of kicking helps raise your heart rate, as well as assisting in building core stability as a result of balancing on one leg. Challenge yourself by adding a side twist, maintaining good form to get the most out of this movement.)

- 1 Stand with a wide stance.
- 2 Squat then stand up and kick your leg straight out in front of you, keeping your spine in neutral position.
- 3 Return to the squat position and kick out your other leg.

Alternate kicking each leg out in front of you between squats. Complete: 8 to 10 repetitions on each leg.



10 GFM | www.golffitnessmagazine.com

84392422

michael feland

GOLFFITNESS
magazine™

Holiday
Gift Guide



The Perfect Gifts For Your Golfer!

Books & DVD's
Training Aids
Clothing & Accessories
Equipment & More!

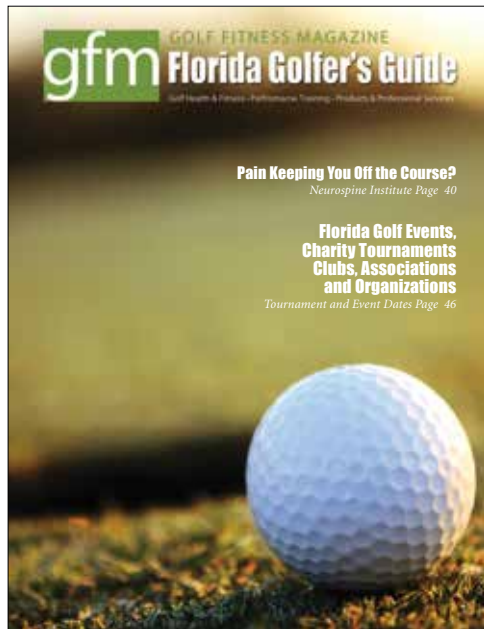
Golf Fitness Magazine 54

gfm GOLF FITNESS MAGAZINE
Florida Golfer's Guide

Golf Events & Tournaments • Instruction • Training • Products & Professional Services

Pain Keeping You Off the Course?
Neurospine Institute Page 40

Florida Golf Events, Charity Tournaments, Clubs, Associations and Organizations
Tournament and Event Dates Page 46



GOLFFITNESS 54

POWER UP YOUR GOLF GAME

Gain More X-FACTOR

By Bill McInerney with Adam Pooch

Power! Every golfer wants it, and we have all heard about it. We know the Tour pros have it and we know it could give us more distance, and to mention an advantage over our opponents. But what is it and how do we get it?

Probably one of the most well-known "power golf" tips of all time, first described back in 1992 by top instructor Jim McLean, was the concept of the X factor. According to McLean, the X factor concept gets its name from the "X" shape that appears when lines are drawn across the shoulders and across the hips at the top of the backswing (see photo 1). So if you were capable of turning your shoulders 90 degrees to your target line in your backswing, and only moving your hips 45 degrees to your target line, then your X factor would then be a total of 45 degrees. McLean's research demonstrated that the longest hitters were able to create a larger gap than other players, and therefore a larger X factor between their hips and shoulders.

The X-Factor Stretch

Late research suggested that the X-Factor Stretch, which is the idea that the ratio of your shoulders and hips should actually increase as the downswing starts (see photo 2), was really one of the most significant ways of generating more power in your swing. The X factor stretch concept is very similar to many explosive athletic movements, in that the body utilizes something called the "stretch-shorten cycle" of the tendons, as the muscle pulls, to generate more power. Although this concept of "stretch-shorten cycle" is still under some debate, the main theory is that the elasticity of our tendons comes into play during the transition phase, from moving backwards (away from the target), to forwards, (towards the target). In this transition phase our tendons stretch and

their length increases; then they rapidly shorten, creating a spring-like effect. As with a spring, potential energy is released in the transition from back towards the forwards as the tendons shorten... the greater the stretch, the greater the power. Sounds great, doesn't it? Assuming this theory holds true, then the old concept of firing our lower body towards the target as fast as possible, while keeping our back towards the target as long as possible, should be the magical power move we have all been in search of. This should promote that so called "stretch-shorten cycle" we are striving for, and in turn give us a tremendous amount of power... right? For some, maybe... but unfortunately not for most of us. The truth of the matter is that the vast majority of golfers out there are not even capable of generating much of a stretch at all, and any attempt to do so would create a disastrous swing that would come dramatically "over the top." Not fun!

This article is not meant to put forth any swing magic moves that will take your game to new levels. Instead, it is meant to help you understand that the concepts of X-Factor Stretch and "stretch-shorten cycle" are "body movement" requirements for your golf swing. To get improvement, you need to work off of the golf course (or at least not hitting golf balls) and not to expect to improve without focusing on your body first. [see](#)

THE PELVIC ROTATION TEST. Can you create the X?

In order to create significant X-Factor stretch you need good mobility (flexibility) in your spine, hips, and pelvis, as well as good stability (strength) in your trunk. The following test, designed by TP (Talent Performance Institute), tests your body's ability to do so:

Get yourself into a golf set-up position, and place your arms across your chest.

Do your best to rotate your hips/pelvis back and forth (not side to side) without moving your shoulders at all.

If you have no problem rotating your hips without any shoulder movement at all then you have passed this test, and are capable of utilizing the X factor. If not, proceed to the next step.

Have someone hold your shoulders while trying to rotate your hips. If you can do it now, then you have the flexibility to utilize the X-Factor, but need to work on your core stability or strength. If you still cannot pass this test then you have a mobility limitation, and do not have the flexibility to utilize the X-Factor. In this case I recommend you connect with a local TP Certified Golf Fitness Instructor for a customized program to help you improve this critical movement. Visit www.hifit.com to find the TP Certified Golf Fitness Instructors near you. Any attempt to get the X-Factor stretch without proper mobility and stability will most likely cause an outside-to-inside move, resulting in weak shots and a slice.



48 GFM | www.golffitnessmagazine.com

840-421-1558 | www.golffitnessmagazine.com | GFM 49

CENTRAL FLORIDA GOLFER'S GUIDE

JUNIOR GOLFERS P.L.A.Y.

Earl Hawkins: Teaching Central Florida Juniors to P.L.A.Y. Golf

Purpose - Hawkins is committed to tailoring instruction to meet each student's needs. He speaks with each student candidly, before enrollment, to discuss what the student hopes to achieve. This enables Hawkins to develop an individualized program designed to assist students in meeting their goals. Parents are an integral part of the discussion with juniors enrolling in HGS. Hawkins, the father of three, knows first-hand the importance of a shared vision between student and parent. The absence of a common purpose may undermine the progress of the most promising player and may make it difficult to tailor instruction to meet the expectations of both parent and junior golfer.

Language - Instruction into all novice and junior programs includes instruction in the language of golf. The language of golf includes formal and informal golf terminology, rules and regulations, traditions, and the spoken and unspoken etiquette is stressed. Understanding the language of golf enables students to communicate and negotiate, successfully, and on and off the course.

Apparatus - Having proper golfing equipment is essential to preventing injury and allowing a student to reach their full potential. Hawkins advises parents that equipment changes may be necessary as a student's skill and level of play progresses. He works with parents to ensure that students are adequately and reasonably equipped.

You - Hawkins advises students that golfing is a process of continuous self-improvement. He states that, "...as a golfer, you are your fiercest competitor." Accordingly, Hawkins offers students a CD recording of their performance and play. Periodic recordings allow the student to establish their baseline performance; fine-tune and modify skills and techniques and observe and track their own progress.

Growth - Mastering the fundamentals of golf has been shown to facilitate the mental, physical, and social growth and development of junior golfers. Motor skills and visual-spatial capabilities develop more rapidly than those of their non-golfing peers. Parents and educators have assisted students in improving their overall game. Hawkins encourages students' continuous self-assessment and identification of new objectives to assist them in reaching their goals.

Objectives - As a player progresses their instructional objectives and areas of concentration may change. HGS offers clinics focused on a variety of skills and techniques. These clinics may supplement private and group lessons, or camps, and assist students in improving their overall game. Hawkins encourages students' identification of new objectives to assist them in reaching their goals.

Lessons and fundamentals - As a golfer progresses their instructional objectives and areas of concentration may change. HGS offers clinics focused on a variety of skills and techniques. These clinics may supplement private and group lessons, or camps, and assist students in improving their overall game. Hawkins encourages students' identification of new objectives to assist them in reaching their goals.

Fundamentals - It is critical for a golfer to learn and understand golfing fundamentals early in their career. HGS utilizes a variety of mental and physical skill building techniques to teach these fundamentals to junior golfers. Hawkins stresses that embedding proper habits early is much easier than breaking bad habits later. This is also the key to preventing golf related injuries suffered by juniors to gain the confidence, demonstrate the concentration, achieve the focus, and effectively interact with competitors in order to master the mental aspects of golf.

As a result of improper form or practices, and forming a solid foundation for those considering a future in collegiate or professional play. Finally, Hawkins states that the most important golfing fundamental is FUN!!!



Contact Earl Hawkins today to begin, "Your Future in Golf!" Earl.Hawkins@GFM.com 407-6211558 or Visit Hawkins Golf School's interactive site on the web at: www.hawkingolfschool.com

GOLFFITNESS 28

840-421-1558 | www.golffitnessmagazine.com | GFM 29

michael feland



purplepixeldesign.com



centralfloridagolf.com



centralfloridagolf.com/fungolf



lsuorlandeaux.com

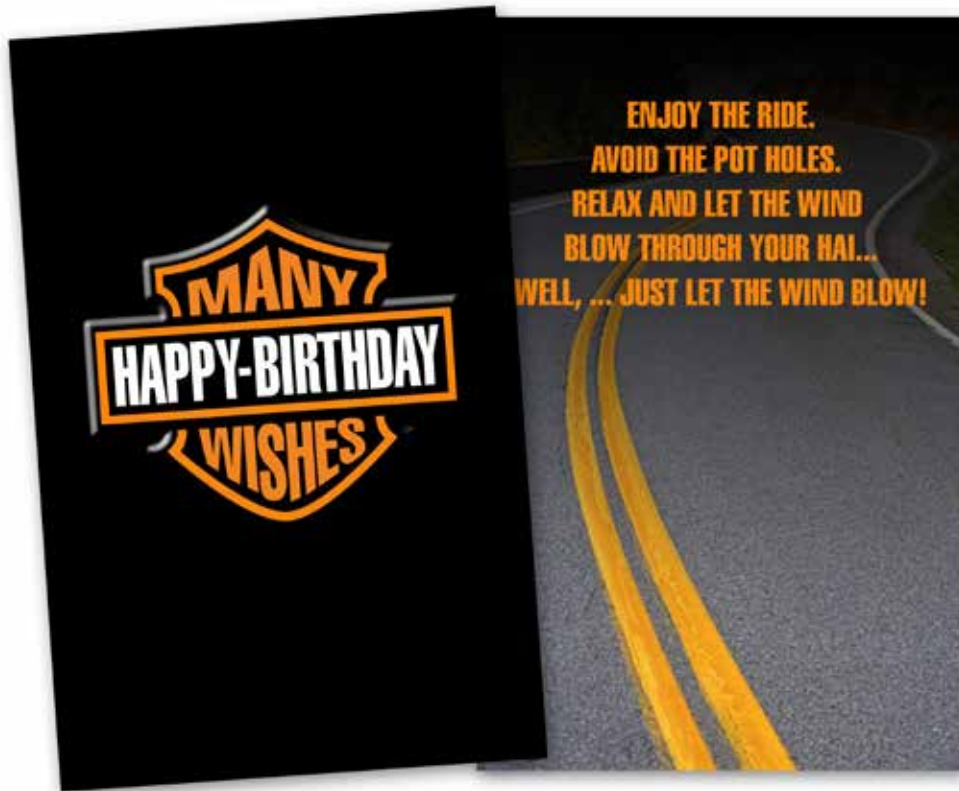


margiebastollafacilitations.com

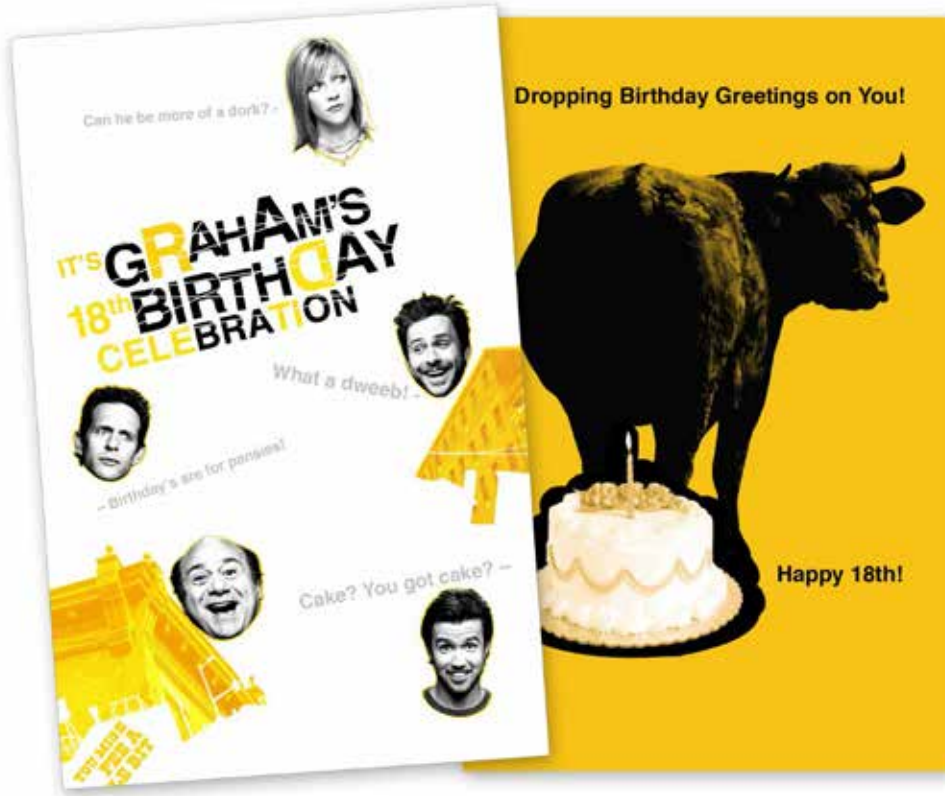


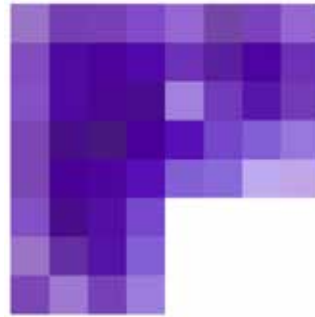
CONCEPT PAGE
mlpropertygroup.com











purple pixel design

michael feland

GRAPHIC DESIGN | MARKETING | ADVERTISING | BRANDING

■ 407.760.4946 ■ michael@purplepixeldesign.com ■ www.linkedin.com/in/michaelfeland ■