

# Club Management Path To A Rewarding Future



**CLUB  
MANAGERS  
ASSOCIATION  
OF AMERICA**

## ■■■■ Your Decision to Pursue a Career in Club Management

Throughout your educational pursuits and the quest for a fulfilling career, you will be searching for the right path to take. Choosing your life's work is challenging. Welcome to the world of club management, a career choice that combines the talents of the creative, enthusiastic and business-minded individual. It is a growing profession full of outstanding opportunities.

This brochure serves as an introduction to those considering a career in hospitality management, business or recreational services. During your research, you will find that the career opportunities are as diverse as the club industry itself, allowing and encouraging men and women to utilize their skills to their highest potential.

On the following pages, you will find general information on the history, growth and future of clubs and how you can become a part of that future. Information on continuing education, scholarships in club management and the Club Managers Association of America (CMAA) is also included.

The club industry has evolved significantly over the last 100 years and, as we move further into the 21<sup>st</sup> century, we will continue to see changes throughout the industry. To truly understand the present, we must first look at the past.

The first recorded clubs date back to ancient times when people started gathering at the Roman baths. These establishments, run by managers, became places where select groups of people went with their peers to discuss social issues. The ancient Greeks had their Hetairia, a loose association of like-minded individuals who gathered together for religious, political, commercial and athletic reasons. Dining clubs were also a popular feature in Greek society.

The coffee houses in 17<sup>th</sup> century London marked the beginnings of the modern club. The clubs were actually special rooms in taverns and operated on an invitation-only basis. Over the next 200 years, clubs evolved through various forms, fulfilling diverse purposes, becoming what are known as "gentlemen's clubs." As the United States entered the 20<sup>th</sup> century, clubs found that they had to cater to members with much more leisure time. Once considered an integral part of the social fabric of the upper class, the club has become a center for the American family and its recreational activities.

The club industry is still evolving, conforming to today's social trends and population demands. There are more than 11,000 private clubs today. Of those, nearly 8,500 are “total facility” clubs, which specialize in food and beverage, exercise, golf, tennis, boating, squash, racquetball and other activities. According to a recent survey, the following information applies to CMAA member-managed clubs:

### Club Type and Location

- Approximately 80 percent of CMAA member-managed clubs are golf and country clubs; approximately 13 percent are city clubs.

### Club Income

- Annual gross revenue is more than \$13 billion for all clubs.
- Food and beverage revenues equal \$3.8 billion.
- The average club's gross revenue is \$5.5 million.

### Club Employees

- Clubs employ more than 290,749 individuals.
- Club payrolls equal \$5.3 billion.



© Inglewood Golf Club

### Club Outreach Programs

- Clubs raised \$385 million for charity.
- In 2008, clubs gave a total of \$7.6 million in student scholarships.
- Most of CMAA's 46 chapters sponsor scholarship funds.

### Economic Impact of Clubs

- The average club spends \$2.7 million in its local community.
- Clubs generate \$141 million in income taxes, the average club paid \$60,596 in 2008.
- The average club spends \$1.2 million within its state as a whole.
- Overall, club operations generate \$3 billion for state economies around the country.

Club membership has increased steadily over the last 20 years and will likely continue to do so. Due to this growth, the concept of the club has changed remarkably.

## Types of Clubs

Throughout the history of clubs, we have seen dramatic changes in the services and amenities offered to members. Because there is now a wider scope of clubs — athletic, city, military, swimming, tennis, university, riding and yacht clubs — the opportunities for advancement are abundant for club managers.

To more clearly explain the services clubs provide and the manager's role in a particular type of club, a description of the two most common types of clubs — country and city — follows below.

### Country Clubs



As the most common type of club in the United States, a country club often provides elaborate social amenities along with outdoor recreational facilities. Activities in a typical country club usually center around the golf course; however, many clubs have expanded beyond that by providing members with outdoor facilities for swimming, tennis and other athletic interests. Clubhouse amenities often include the club's pro shop, locker rooms, fitness centers and dining facilities. It is common for a club to offer a variety of food and beverage outlets including formal and casual dining, snack bars and banquet facilities.

The general manager of a country club has a large and broad range of roles and responsibilities. These responsibilities may include overseeing the development and construction of new tennis courts, a new golf course or a major clubhouse renovation; managing land and other property; overseeing the repair and maintenance of all athletic facilities; purchasing equipment; overseeing the food and beverage operation; managing the club's financials; and acting as a liaison between the club's board of directors, staff and membership.

### City Clubs

City clubs are the second most common type of club managed by CMAA members. These facilities, usually housed in a building or part of a building located within a city or a suburban office complex, range from luncheon-only clubs that serve segments of the business community to fully integrated dining and athletic clubs. As in most clubs, the goal is to provide a place for individuals with similar interests to dine and socialize

together. Various amenities a city club may offer its members may include multiple food and beverage outlets, both casual and formal; meeting rooms; indoor sports facilities (billiard rooms, swimming pools); libraries; and overnight accommodations.

In addition to controlling daily operations, a manager may be required to have a familiarity with antiques and the scholarly arts and should possess knowledge of wine. Because of the club's character and location, a city club manager can generally expect the heaviest use of club facilities in the afternoon hours during the business week.

## Opportunities in Clubs

Countless jobs exist in the club industry and are described in the *Job Descriptions for the Private Club Industry* published by CMAA. Club managers' duties vary based on experience, size and location of the club and also the number of employees that one supervises. For example, in a small club that employs fewer than 20 people, the manager must be a "jack-of-all-trades," heading various departments and supervising employees. At a larger club operation with hundreds or even thousands of members, the club manager may act as a supervisory head, who is the main contact for the department heads and the liaison between the board members and the staff.

The following are just some of the available job opportunities in clubs:

- General Manager/Chief Operating Officer/  
Chief Executive Officer
- Assistant Manager
- Clubhouse Manager
- Golf Professional
- Golf Course Superintendent
- Pro Shop Manager
- Dining Room Manager
- Catering Manager
- Food and Beverage Director
- Executive Housekeeper
- Chef
- Controller
- Membership Director

As in most professions, formal education and practical experience are necessary in attaining a management-level position. Students are encouraged to participate in internships, externships and co-ops in order to gain the experience that managers are looking for in prospective, full-time employees. Based on experience, one may be offered an assistant or mid-management position upon graduation, which may lead to a management position with increased responsibility.

You may find that many of today's successful club managers began their professional careers in fields other than a formal hospitality or business training program. However, in recent years, we have seen a trend in managers possessing degrees in business and hospitality with a concentration directly relating to the club industry. The completion of your education, in combination with internships and work experience in the industry, will improve your chances for professional success.

### **Qualifications for a Club Manager**

While basic managerial skills are required at every club, specific requirements will vary with each individual position. In order to be a successful club manager, one must be familiar with all aspects of club operations, including:

- Accounting and Finance
- Food and Beverage
- External and Government (Regulatory) Influences
- Management and Marketing
- Human and Professional Resources
- Building and Facilities Management
- Recreation Management
- Technology Management
- Club Governance

### **Salary and Benefits**

Earning potential for the club manager is excellent. Although salaries vary with club type and geographical location, assistant managers on average earn \$92,542 per year, based on the individual's experience and education. The average salary for clubhouse managers is \$94,924 and the average salary for general managers is \$128,679 per year. The average salary for those holding the title of Chief Operating Officer is \$161,322. In

addition, many clubs offer bonuses, housing, health and retirement packages, as well as vacation and clothing allowances. This may bring the total compensation package to more than \$182,176 for a seasoned professional.

### **Related Jobs and Fields**

The job of a club manager is comparable to that of a hotel or restaurant manager in that each position requires competence in administrative and operational procedures, public relations and financial management. The manager of a club benefits from a more personal relationship with his or her members. As a group, club members are less transient than the guests of a hotel or restaurant. This allows club managers a greater chance to develop their talents and form a stronger bond with their members.

## **Preparing for your Future in Club Management**

There is great potential for advancement and high earnings in club management for college graduates with degrees in hotel and restaurant management or business administration. A recent survey by CMAA indicated that more than half of its members have at least a four-year college degree, and this statistic is expected to continue to increase.

### **Education**

A student should receive his or her hospitality training at an accredited school with a course curriculum oriented toward the hospitality industry. Courses offered in the field of club management may include:

- Food and Beverage Operations/Controls
- Management and Personnel
- Sanitation and Safety
- Specialized and Classical Foods
- Facilities Planning and Renovation
- Catering and Banquet Management
- Accounting and Finance
- Retail Management
- Hospitality and Business Law
- Golf Course Maintenance
- Golf Shop Operations

The number of schools offering formal, specific training in club management is growing each year. For a complete list of colleges, universities and trade schools offering a hospitality/club management curriculum, contact:

International Council on Hotel, Restaurant and  
Institutional Education (CHRIE)  
2810 North Parham Road, Suite 230  
Richmond, VA 23294

Phone: (804) 346-4800  
Fax: (804) 346-5009  
*webmaster@chrie.org*  
*www.chrie.org*

## Scholarships

With the rising cost of tuition, students often rely on scholarships and grants to help mitigate the cost of higher education. You will find that there are many types of grants and financial aid available. One of the best sources is the financial aid office at the college or university to which you apply. This office can provide assistance with scholarships, loans and work-study programs. While eligibility standards do vary, students should maintain a good scholastic average, be active in their schools and communities and show a definite financial need.

The Club Foundation assists the Club Managers Association of America and many of CMAA's local chapters by awarding thousands of dollars in scholarships annually to students who have demonstrated an interest in the club management profession. Requirements vary, but usually include at least one year of college study, a satisfactory grade point average and work experience in the club industry. For further information about such scholarships, please contact The Club Foundation at (703) 739-9500 or via the Web site at *www.clubfoundation.org*.

## ClubCareers

One of the main components of your CMAA student membership includes career guidance. Available through the Career Services Department, ClubCareers is a complete on-line career enhancement tool that allows members to post their résumés, search for





jobs at different management levels, salary ranges and club types and to receive job opportunity e-mails on a regular basis. ClubCareers is a comprehensive search tool that allows members to find jobs that meet specific criteria and makes searching for jobs both effective and efficient.

### **ClubCareers includes:**

- **Complimentary** job listings to **ALL** CMAA members in high-, mid- and internship-level positions;
- A complete résumé bank for members;
- Comprehensive job searches;
- Coaching opportunities and articles;
- Weekly e-mail updates of open positions; and
- Résumé writing services with ConvincingRésumés.

For further information, log on to [www.clubcareers.org](http://www.clubcareers.org) or e-mail CMAA at [clubcareers@maa.org](mailto:clubcareers@maa.org).

### **Continuing Education Programs**

In order to keep abreast of the industry trends, today's club manager needs to be aware of new developments and requirements in club management. CMAA's mission is to advance the profession of club management by fulfilling the educational and related needs of its members. CMAA has an extensive professional development program consisting of workshops and training seminars, which are available to both members and non-members. For further information on the educational programs that CMAA offers, contact the Education Department at (703) 739-9500 or [cmaanatleduc@member.maa.org](mailto:cmaanatleduc@member.maa.org) or access the information on the Web site at [www.maa.org/Education.aspx](http://www.maa.org/Education.aspx).

Many members of CMAA work toward achieving the Certified Club Manager (CCM) designation after fulfilling certain prerequisites in the areas of education and association activity. The CCM designation is the hallmark of professionalism in club management.

### **The Association**

In addition to continuing education and certification programs, the Association holds a Student Conference and World Conference annually, as well as numerous professional development programs and publishes informative publications including *Club Management* magazine and *Outlook*, a monthly, members-only online newsletter. A research service is also available to aid CMAA members.

Founded in 1927, CMAA has 46 senior chapters and more than 45 student chapters and colonies representing 7,000 members worldwide. In order to become a member of CMAA, one must be employed in a management position at a club. After completing the application and sponsoring process, one becomes a Provisional or Alumnus member of the association.

Both undergraduate and graduate hospitality management students enrolled in an accredited colleges or universities are eligible to apply for a CMAA student membership. CMAA grants charters to student chapters at colleges and universities throughout the United States with four-year hospitality management programs. As chapter members, students participate in education and professional development programs, network with peers and exchange information on subjects of mutual concern. On college and university campuses where no local student chapter has been established, a prospective student member may join CMAA directly through the National Headquarters. For further information on the student program, access the student Web site online at [www.cmaa.org/student](http://www.cmaa.org/student).

### **Club Management: A Path to a Rewarding Future**

A career choice is an important decision and should be made after thorough research and guidance. There are, however, certain attributes for students pursuing a career in club management.

A club manager is a unique individual. The club management profession, challenging on many different levels, is suited only for those with a willingness to serve others, a flair for distinction and an uncommon temperament. A club requires a manager who genuinely likes people – someone who enjoys serving others and who derives real satisfaction from personal contact with a variety of people and professions.

Furthermore, a person aspiring to be a club manager should be a good student of business. Other attributes essential to a successful career in club management are diplomacy, dedication, leadership, perseverance, flexibility and creativity.

Overall, the ability to plan and implement, to affect the behavior of others toward a common goal and to adapt quickly to change are necessary for a career in club management. Club management is a path to a rewarding future and an occupation in which one can find great satisfaction.

## Student Chapters

\* As of August 2010

- Appalachian State University, Boone, NC
- Auburn University, Auburn, AL
- Boston University, Boston, MA
- Buffalo State College, Buffalo, NY
- California State Polytechnic University, Pomona, CA
- Cornell University, Ithaca, NY
- Eastern Illinois University, Charleston, IL
- Fairleigh Dickinson University, Teaneck, NJ
- Florida Gulf Coast University, Fort Meyers, FL
- Florida State University, Tallahassee, FL
- Georgia State University, Atlanta, GA
- Indiana University of Pennsylvania, Indiana, PA
- Iowa State University, Ames, IA
- James Madison University, Harrisonburg, VA
- Johnson & Wales University, Denver, CO
- Johnson & Wales University, N. Miami, FL
- Johnson & Wales University, Providence, RI
- Kansas State University, Manhattan, KS
- Kent State University, Kent, OH
- Michigan State University, Lansing, MI
- Niagara University, Niagara, NY
- Northern Arizona University, Flagstaff, AZ
- Oklahoma State University, Stillwater, OK
- Pennsylvania State University, State College, PA
- Purdue University, West Lafayette, IN
- San Francisco State University, San Francisco, CA
- University of Central Florida, Orlando, FL
- University of Delaware, Newark, DE
- University of Hawaii at Manoa, Honolulu, HI
- University of Houston, Houston, TX
- University of Massachusetts, Amherst, MA
- University of Missouri, Columbia, MO
- University of New Hampshire, Durham, NH
- University of Nevada, Las Vegas, Las Vegas, NV
- University of New Haven, New Haven, CT
- University of North Texas, Denton, TX
- University of San Francisco, San Francisco, CA
- University of South Carolina, Columbia, SC
- University of West Florida, Pensacola, FL
- University of Wisconsin-Stout, Menomonie, WI
- Virginia Tech University, Blacksburg, VA
- Western Carolina University, Cullowhee, NC
- Widener University, Chester, PA

**You can learn more about this challenging career field by talking with a career counselor or a club manager in your local area. Contact CMAA today for more information.**



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Alexandria, VA 22314-2720  
(703) 739-9500  
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E-mail: [studentinfo@cmaa.org](mailto:studentinfo@cmaa.org)  
[www.cmaa.org/student](http://www.cmaa.org/student)  
IM: *CMAAStudent*

*Photographs by Bruce Mathews unless otherwise indicated*