Country Club and Private Club Manager Executive Brief: What a Recruiter Needs to Prove Club-Level Operating Control

A Country Club Manager or Private Club Manager is not being hired to “run hospitality.” At the senior level, the role is a governance, membership, service, asset, labour, food and beverage, golf, programming, and capital-planning control seat.

That is the distinction a recruiter has to prove.

A private club is not a hotel, not a restaurant, and not a resort, even when it contains pieces of all three. The operating model is different because the customer is often also a member, stakeholder, voter, committee participant, donor, dues payer, and long-term reputational risk. A weak club manager does not only create service problems. They create board tension, membership dissatisfaction, committee interference, staff instability, deferred capital decisions, food and beverage losses, golf-course complaints, programming drift, and political noise inside the club.

That is why the best Country Club Manager candidates are not priced by “hospitality experience” alone. They are priced by whether they can manage a member-owned or private-club ecosystem without letting service, finances, governance, staffing, and capital priorities work against each other.

The U.S. private club sector is large enough to support serious executive-level recruiting. A 2024 economic impact study from Club Benchmarking, CMAA, and the National Club Association reported that private clubs generated **$156.5 billion in direct revenue**, supported **$65.5 billion in payroll**, and accounted for **1.5 million jobs** across the United States. The same report breaks regional impact into the South, Northeast, Midwest, and West, with the South alone showing **$66.7 billion in revenue**, **$28.1 billion in payroll**, and **573,213 jobs**.

That matters because this is not a niche “nice lifestyle” management category. Private clubs are complex, labour-intensive operating businesses with high-touch service expectations and member governance pressure.

Executive Market Snapshot: Country Club and Private Club Manager

Evaluation area	Current statistic or market signal	What it means for a recruiter	What the candidate must prove
Private club economic scale	Private clubs generated **$156.5B in direct revenue**, **$65.5B in payroll**, and **1.5M jobs** in the U.S.	The club sector is economically significant and labour-intensive.	Candidate must show executive operating control, not only hospitality polish.

Evaluation area	Current statistic or market signal	What it means for a recruiter	What the candidate must prove
Regional club impact: South	**$66.7B revenue**, **$28.1B payroll**, **573,213 jobs**	The South is the largest private-club region in the cited report.	Strong relevance for Florida, Texas, Georgia, Carolinas, resort/golf, and retirement-community club markets.
Regional club impact: Northeast	**$35.6B revenue**, **$14.2B payroll**, **367,247 jobs**	High-density, legacy, city, golf, yacht, and family club markets.	Candidate must manage tradition, governance, cost, programming, and modern member expectations.
Regional club impact: Midwest	**$22.9B revenue**, **$10.6B payroll**, **307,952 jobs**	Strong country club, golf club, city club, and seasonal operating markets.	Candidate must show labour discipline, member engagement, event execution, and board communication.
Regional club impact: West	**$31.3B revenue**, **$12.6B payroll**, **253,383 jobs**	Smaller job count than the South/Northeast, but major high-cost and premium-club markets.	Candidate must show compensation realism, amenity strategy, capital planning, and high-expectation service.
Club management research	CMAA conducts surveys on **club finances, operations, compensation, and benefits**.	Club manager compensation and performance must be benchmarked by club type, revenue, size, region, and benefits.	Candidate must know their own club's revenue, dues model, payroll, membership count, department mix, and capital profile.
Private club compensation survey	CMAA's 2024 Compensation and Benefits Report aggregates compensation results from private clubs for the 2024 calendar year.	Compensation should not be guessed from generic hospitality titles.	Recruiter should request club-specific compensation data or use club-sector surveys when pricing a search.
Financial and operating trends	RSM reports that Florida private clubs show strong membership engagement and capital improvements, while facing persistent labour shortages.	Clubs are investing and active, but labour remains a major operating constraint.	Candidate must show staffing, compensation, retention, and capital-priority discipline.
Golf/private-club demand signal	NGF's 2025 golf facilities sample notes a stronger market equilibrium after	Golf and private-club markets remain active,	Candidate must understand rounds, member usage, golf

Evaluation area	Current statistic or market signal	What it means for a recruiter	What the candidate must prove
	supply correction; recent reporting also points to private-club growth and new-course openings.	but local conditions matter heavily.	operations, agronomy, dues, initiation fees, and facility investment.
Member expectation shift	Recent reporting describes country clubs expanding amenities beyond golf into family programming, wellness, simulators, work lounges, and “third place” community functions.	The modern club manager is not only preserving tradition; they are managing member relevance.	Candidate must prove programming strategy, amenity ROI, retention logic, and member-experience design.
Governance risk	Private clubs often answer to boards, committees, and member stakeholders rather than a single owner.	Recruiter screening must test political maturity and board communication.	Candidate must show committee management, board reporting, decision discipline, and member-conflict control.

Pay and Market Positioning Chart

BLS does not isolate “Country Club Manager” or “Private Club Manager” as a clean federal occupation. For senior club management searches, the better pay anchors are **General and Operations Managers**, **Food Service Managers**, and **Lodging Managers**, depending on the club’s structure. A true private club GM/COO is usually closer to general operations leadership than ordinary food service management.

Pay benchmark	Wage signal	How to use it in a Country Club / Private Club Manager search
General and Operations Manager	Median annual wage: **$102,950** in May 2024	Best broad benchmark for senior club managers with multi-department authority, budgets, staff, facilities, membership, and board reporting.
Food Service Manager	Median annual wage: **$65,310** in May 2024; top 10% above **$105,420**	Useful only for clubhouse/F&B-heavy roles. Too low as the main anchor for a true club GM/COO with full operating scope.
Lodging Manager	Median annual wage: **$68,130** in May 2024; top 10% above **$126,990**	Useful comparator when the club has lodging, resort-style amenities, or multi-department hospitality complexity.
CMAA / Club Benchmarking compensation reports	Private-club-specific compensation and benefits surveys exist, including the	Best source class for pricing actual club GM, COO, clubhouse manager, F&B director, and department-head roles

Pay benchmark	Wage signal	How to use it in a Country Club / Private Club Manager search
	2024 CMAA Compensation and Benefits Report.	because club compensation varies by revenue, region, club type, and benefits.
Regional club economic impact	South: **$66.7B revenue**; Northeast: **$35.6B**; West: **$31.3B**; Midwest: **$22.9B**	Regional pay should reflect local club density, wealth market, seasonality, golf demand, cost of labour, and member expectations.

Recruiter interpretation

A recruiter should not price a Country Club Manager using generic "club manager" salary pages. Many public salary pages collapse small recreation managers, working clubhouse supervisors, F&B managers, and true private club general managers into one weak number. That is not usable for an executive search.

The correct pricing variables are:

Pricing variable	Why it matters
Annual club revenue	Higher revenue usually means more departments, payroll, capital planning, and board exposure.
Membership count	More members means more service demand, politics, communications, and retention risk.
Initiation fee and dues structure	Higher dues and initiation fees raise member expectations and service sensitivity.
Club type	Golf, country, yacht, city, athletic, dining, residential, and multi-amenity clubs price differently.
Member-owned vs. corporate-owned	Governance, reporting, politics, and decision cycles differ sharply.
F&B volume	Drives labour, cost, service, event, and member-satisfaction pressure.
Golf operations	Adds tee sheet, pro shop, tournaments, agronomy, capital equipment, and course-condition politics.
Agronomy budget	One of the largest and most politically visible club operating lines.
Capital reserve / master plan	Shows whether the GM must manage long-term asset strategy.
Payroll size	Clubs are labour-intensive; payroll control and service quality must be balanced.
Board and committee structure	Determines how much governance skill is required.
Seasonality	Affects hiring, cash flow, usage, events, and member satisfaction.

The Real Search Question: Can This Manager Keep Members, Board, Staff, and Capital Priorities Aligned?

That is the central Country Club Manager question.

A restaurant manager can be excellent and still fail in a private club if they cannot manage governance. A hotel manager can be excellent and still fail if they treats members like transient guests. A food and beverage director can be excellent and still fail if they cannot understand golf, committees, capital planning, and member politics.

Private clubs are high-touch businesses where operational problems become political quickly.

A slow kitchen is not just a kitchen problem. It becomes a member complaint, a committee discussion, a board pressure point, and sometimes a retention issue. A golf-course conditioning issue is not just agronomy. It becomes member value perception, capital planning, superintendent trust, event quality, and dues justification. A poorly handled dues increase is not just finance. It becomes communication, governance credibility, and member confidence.

A senior private club manager is paid to prevent that fragmentation.

The recruiter should ask:

Can this candidate translate operating problems into board-level decisions without creating panic?

Can they protect service standards without letting payroll become uncontrolled?

Can they manage member complaints without allowing one vocal faction to run the club?

Can they support department heads without absorbing every department's problem personally?

Can they explain capital needs in a way members and boards can trust?

Can they maintain tradition while modernizing the club experience?

That is the private club executive screen.

Country Club / Private Club Manager Operating Scorecard

A Country Club Manager should not be presented by personality traits. They should be presented by the operating systems they control.

Control area	What the manager must actually do	Benchmarks / proof to prepare	How a recruiter can use it
Membership retention	Track joins, resignations, waitlist movement, usage patterns, complaint themes, and member satisfaction.	Attrition rate, new-member conversion, waitlist status, usage by segment, exit reasons.	“This candidate protects the club’s membership base, not just daily service.”
Board and committee governance	Manage reporting, agendas, decision discipline, committee boundaries, policy clarity, and member communication.	Board pack quality, committee cadence, decision logs, policy updates, reduced governance noise.	“This manager can operate under member governance without losing control.”
Operating revenue	Track dues, initiation fees, F&B, events, golf, pro shop, lessons, amenities, and ancillary spend.	Revenue by department, usage trends, event profitability, dues dependency, ancillary growth.	“This candidate understands revenue mix, not just hospitality service.”
Payroll and labour	Balance service expectations with labour budget, seasonal staffing, overtime, department coverage, and wage pressure.	Payroll %, overtime, seasonal staffing plan, department labour variance, retention by department.	“This candidate protects service without allowing labour to drift.”
Food and beverage	Control F&B cost, service consistency, menu relevance, event execution, banquet profitability, and member satisfaction.	F&B subsidy, food cost, beverage cost, event margins, covers, service complaints, wait times.	“This manager knows whether F&B is a member amenity, profit centre, or controlled subsidy.”
Golf operations	Coordinate pro shop, tee sheet, tournaments, pace of play, instruction, member events, and course usage.	Rounds, tournament participation, tee sheet utilization, pace-of-play issues, golf-event profitability.	“This candidate can manage the golf experience as a member-value engine.”
Agronomy / course condition	Work with the superintendent on course standards, capital needs, labour, equipment, member expectations, and weather risk.	Course-condition feedback, agronomy budget, equipment plan, capital projects, member communication.	“This manager can protect trust between members, board, and superintendent.”
Capital planning	Translate asset condition, reserves, deferred maintenance, member expectations, and strategic priorities into a capital plan.	Capital reserve plan, master plan, project list, deferred maintenance, member approval history.	“This candidate can manage long-term asset credibility.”

Control area	What the manager must actually do	Benchmarks / proof to prepare	How a recruiter can use it
Member programming	Build programming that drives engagement across golf, dining, family, wellness, social, junior, and seasonal segments.	Event attendance, member participation, utilization by demographic, cancellation rates, programming margin.	“This candidate understands clubs as community platforms, not just facilities.”
Service standards	Make service measurable across clubhouse, dining, golf, events, locker rooms, pool, fitness, and member communications.	Service audits, complaint trends, recovery timing, staff training, standards consistency.	“This candidate converts member experience into an operating system.”
Department-head leadership	Lead F&B, golf, agronomy, membership, events, finance, facilities, HR, and aquatics/fitness where applicable.	Department scorecards, manager retention, succession depth, performance reviews, meeting cadence.	“This candidate manages through department heads, not around them.”
Risk and compliance	Control alcohol service, employment practices, safety, pool/aquatics risk, food safety, harassment, cybersecurity, and insurance readiness.	Incident logs, training records, insurance reviews, safety audits, policy updates.	“This candidate reduces board and ownership exposure.”

What Benchmarks Should a Six-Figure Club Manager Know?

A top Country Club Manager should know the club’s operating model in numbers. The exact benchmarks vary by club type, region, membership, dues model, seasonality, and amenity mix, but the manager should know the club’s own benchmarks and how they compare to prior years, budget, and peer clubs.

Benchmark	What the manager should know	Weak answer	Executive answer
Membership attrition	Annual resignations, causes, member segment, and replacement strength.	“Membership is strong.”	“Attrition dropped after we corrected dining dissatisfaction and improved new-member integration.”
Waitlist quality	Number of candidates, conversion rate, category demand, and timing.	“We have a waitlist.”	“The waitlist is strong in golf but weaker in social categories, which affects future dues mix.”

Benchmark	What the manager should know	Weak answer	Executive answer
Dues dependency	How much revenue depends on dues vs. usage-based revenue.	“Dues cover operations.”	“Dues support the base model, but F&B and event usage drive member value perception.”
F&B performance	Food cost, labour cost, covers, check average, event profitability, subsidy level.	“Members like dining.”	“Dining satisfaction improved, but the subsidy rose because banquet labour was not flexed properly.”
Payroll ratio	Payroll by department, overtime, seasonal staffing, retention, wage pressure.	“Labour is expensive.”	“Payroll pressure is concentrated in F&B and agronomy; the issue is schedule design and seasonal hiring timing.”
Capital reserve	Reserve adequacy, deferred maintenance, upcoming projects, and member communication.	“We have capital needs.”	“The irrigation system and clubhouse HVAC need staged funding before they become emergency dues issues.”
Course condition	Member satisfaction, agronomy budget, project priorities, weather impact, equipment needs.	“The course is in good shape.”	“Course-condition complaints are tied to bunkers and drainage, not greens, so communication must be specific.”
Member engagement	Event attendance, usage by age group, family participation, cancellations, waitlists.	“Events are popular.”	“Family programming drives engagement, but weekday dining remains underused by younger members.”
Governance cadence	Board packet timing, committee boundaries, decision logs, policy clarity.	“I work with the board.”	“Committees receive data before discussion, and decisions are logged so issues do not recycle.”
Department-head bench	Which leaders are strong, weak, promotable, or risky.	“We have a good team.”	“F&B is operationally strong but weak on numbers; membership is strong on sales but needs retention analytics.”

A recruiter should not move a six-figure club manager candidate forward unless the candidate can explain these benchmarks in operating language.

Why Private Club Management Is Not the Same as Hotel or Restaurant Management

The private club manager operates under a different social contract.

A hotel guest may complain, leave a review, and never return. A restaurant guest may choose another restaurant. A private club member may complain, stay, influence other members, join a committee, pressure the board, oppose dues, question leadership, and affect the club's reputation from inside the community.

That changes the management discipline.

A private club manager must balance:

service quality and fiscal restraint

member preference and policy consistency

tradition and modernization

board authority and operational authority

committee input and management control

golf priorities and non-golf member value

dining expectations and F&B economics

capital investment and dues sensitivity

staff retention and payroll pressure

That is why recruiters should be careful when moving hotel or restaurant operators into club roles. The hospitality skill may transfer. The governance skill may not.

The Current Club Market: Members Want More Than Golf

Country clubs are changing because member expectations are changing. Recent reporting describes clubs expanding beyond traditional golf-centric offerings into wellness, simulator rooms, work lounges, family programming, dog parks, social experiences, and broader "third place" positioning. The same reporting notes that country club rosters grew after the pandemic and that clubs are competing for full-family engagement, not only golf participation.

That shift creates a harder job for the Country Club Manager.

The manager can no longer rely on golf alone to define member value. They have to manage a portfolio of experiences: golf, dining, family events, racquet sports, aquatics, fitness, wellness, youth programming, seasonal events, networking, remote-work amenities, and community belonging.

That does not mean every club should add every amenity. The executive question is whether the amenity strategy fits the membership, capital capacity, staffing model, and long-term identity of the club.

A weak manager chases trends.

A strong club manager asks:

Does this amenity improve retention?

Does it attract the right future member?

Can we staff it?

Does it fit the brand?

Does it create recurring operating cost?

Will members use it after the first year?

Does it require capital we should use elsewhere?

Will it improve dues tolerance?

That is the level where "member experience" becomes strategy.

What "Training" Means at Country Club / Private Club Manager Level

Training in a club is not only employee orientation. It is the mechanism that protects member consistency across departments.

A private club manager should be able to explain training by department, standard, verification, and result.

Training area	What must be trained	How competency is verified	What it should improve
Member recognition	Names, preferences, family details, service history, privacy boundaries.	Manager observation, member feedback, service audits.	More personalized service without inappropriate familiarity.
F&B service	Club-specific steps of service, wine/beverage, pacing, allergy protocol, private-event standards.	Table audits, event debriefs, complaint trends.	Fewer service failures and stronger dining satisfaction.
Governance awareness	Staff understanding of member-owned culture,	Manager coaching, incident review,	Fewer political missteps and better discretion.

Training area	What must be trained	How competency is verified	What it should improve
	committees, board sensitivity, confidentiality.	communication standards.	
Golf operations	Tee sheet standards, pace of play, tournament support, member communication, guest handling.	Tournament debriefs, pace metrics, member feedback.	Smoother golf experience and fewer member complaints.
Event execution	BEO accuracy, setup standards, timing, service flow, recovery protocol.	Event postmortems, client/member feedback, profitability review.	Better event margins and member trust.
Safety and compliance	Alcohol service, food safety, aquatics, harassment, workplace safety, incident response.	Training records, incident logs, audit results.	Reduced legal and insurance risk.
Department-head reporting	Budget variance, staffing issues, member feedback, action plans.	Weekly scorecards, board-ready reporting, close rate on action items.	Stronger executive control and less reactive management.

The benchmark is not “we trained the staff.”

The benchmark is whether training reduced member complaints, service inconsistency, event failures, turnover, compliance risk, or department-head dependency.

What a Recruiter Should Ask in a Serious Club Manager Search

A Country Club Manager interview should not start with “Tell me about your hospitality style.” It should test whether the candidate can control a club as a member-driven business.

Recruiter question	What it reveals
What was the club’s annual operating revenue?	Scale of financial responsibility.
How many members or member households did you serve?	Membership complexity.
What was your dues model and initiation-fee structure?	Understanding of club economics.
What were the largest departments by payroll and operating risk?	Cost awareness.
How did you report to the board?	Governance discipline.
How did you manage committees without losing operational control?	Political maturity.

Recruiter question	What it reveals
What member complaint pattern did you reduce?	Member-experience control.
What F&B financial issue did you correct?	Commercial discipline.
What capital issue did you help explain or prioritize?	Long-term asset thinking.
How did you manage the superintendent relationship?	Golf/agronomy maturity.
What programming changed member engagement?	Retention and relevance.
Which department head became stronger under you?	Leadership bench development.
What did the board stop worrying about because of your management?	Executive value.

The final question is the strongest one. A six-figure club manager should make the board's work cleaner, not louder.

Where Club Managers Are Overvalued

Some Country Club Managers are overvalued because they are socially polished but operationally weak.

They know members. They attend events. They can speak well in front of the board. They understand club etiquette. But the underlying operation is loose: F&B losses are normalized, department heads operate in silos, committees dictate operations, capital planning is reactive, staffing is unstable, and member complaints recycle.

That candidate may feel "clubby," but the business may still be fragile.

A recruiter should be careful with candidates whose value is mainly social comfort. Social skill matters in private clubs, but it is not enough. The candidate must also show numbers, cadence, controls, and decisions.

Where Club Managers Are Undervalued

Other candidates are undervalued because their work prevents drama.

They may not be flashy. They may not sell themselves aggressively. But their clubs are calmer. Board packets are cleaner. Committees stay in their lanes. Department heads own their numbers. F&B losses are visible and explained. Members understand capital priorities. Staff turnover is lower. The superintendent is not fighting politics alone. Events run consistently. Dues conversations are supported by data.

That kind of manager is easy to underappreciate because the club feels stable.

A recruiter should look hard at those candidates. Stability is not luck. In private clubs, stability is often the product of disciplined executive management.

Recruiter Proof Sheet for Country Club and Private Club Manager Candidates

A serious club manager candidate should not approach a recruiter with only a resume. They need a club operating profile.

Proof-sheet section	What to include
Club type	Country club, golf club, yacht club, city club, athletic club, dining club, residential club, private members' club.
Governance model	Member-owned, equity, non-equity, corporate-owned, board structure, committee structure.
Financial scope	Annual revenue, dues revenue, initiation fees, F&B revenue, golf revenue, event revenue, payroll.
Membership	Number of members/households, waitlist, attrition, demographic shifts, member categories.
Departments	F&B, golf, agronomy, membership, events, finance, facilities, aquatics, fitness, racquets, security.
Staffing	Total headcount, seasonal headcount, department heads, turnover, retention actions.
Capital	Master plan, reserves, major projects, deferred maintenance, member approvals.
Operating wins	Retention improvement, F&B stabilization, capital communication, programming growth, staffing repair.
Governance wins	Board reporting, committee discipline, policy clarity, decision process, reduced member noise.
Risk controls	Alcohol, food safety, employment, harassment, aquatics, insurance, cybersecurity, incident reporting.
Compensation target	Base, bonus, housing/club privileges if applicable, relocation, benefits, governance expectations.

This is what a recruiter needs to defend the candidate in a serious private club search.

Executive Summary

A Country Club Manager or Private Club Manager should be evaluated as an executive operator, not as a general hospitality host.

The private club industry is large, labour-intensive, and economically significant, with private clubs generating **$156.5 billion in direct revenue**, supporting **$65.5 billion in payroll**, and accounting for **1.5 million jobs** in the U.S. The sector also faces the same pressures affecting hospitality more broadly: labour shortages, compensation pressure, capital investment needs, and rising member expectations. RSM’s 2025 private-club trends report specifically notes strong membership engagement and ongoing capital improvements alongside persistent labour shortages.

The premium club manager is priced by control.

Can they manage the board without surrendering the operation?

Can they protect member experience without losing fiscal discipline?

Can they stabilize labour without letting service decline?

Can they explain capital needs before they become emergencies?

Can they modernize programming without diluting club identity?

Can they manage F&B, golf, agronomy, events, membership, facilities, and finance as one operating system?

That is the recruiter case.

The best Country Club Manager is not simply the person members like.

The best Country Club Manager is the person who makes the club easier to trust.

Private Club Head of Club total compensation by region

Median total compensation by region for Head of Club roles in clubs without golf, plus selected division data for clubs with golf.

$0$75K$150K$225K$300KNew England, club...Northeast, clubs...West, clubs witho...South, clubs with...Middle Atlantic,...Mountain, clubs w...Midwest, clubs wi...Pacific, clubs wi...West North Centra...West South Centra...East South Centra...

Source: 2024 CMAA / Club Benchmarking Compensation and Benefits Report. Head of Club includes General Manager, CEO, COO, Managing Director, or GM/Vice President.

Country Club / Private Club Manager Pay Chart

Benchmark / region	Compensation signal	Recruiter interpretation
Head of Club, clubs with golf — total compensation	1st quartile median: **$183,321**; 2nd quartile median: **$257,500**; 3rd quartile median:	This is the strongest private-club compensation anchor for Country Club Manager / Private Club General Manager searches. The role is clearly an

Benchmark / region	Compensation signal	Recruiter interpretation
	$324,925; 4th quartile median: **$490,604**	executive compensation category, not ordinary hospitality management.
Head of Club, clubs without golf — total compensation	1st quartile median: **$159,168**; 2nd quartile median: **$255,050**; 3rd quartile median: **$326,440**; 4th quartile median: **$463,689**	Clubs without golf can still price at executive levels when revenue, membership, governance, F&B, amenities, and capital responsibility are significant.
Head of Club, clubs with golf — base salary	1st quartile median: **$160,000**; 2nd quartile median: **$226,039**; 3rd quartile median: **$271,700**; 4th quartile median: **$390,000**	Base salary alone understates total value because allowances and bonuses can materially affect compensation.
Head of Club, clubs with golf — total bonuses	1st quartile median: **$18,300**; 2nd quartile median: **$30,000**; 3rd quartile median: **$48,600**; 4th quartile median: **$78,200**	Bonus opportunity should be evaluated against controllable club outcomes, not vague “performance” language.
New England, clubs with golf	**$300,000** median total compensation	Strongest division signal in the shown club-with-golf table. Likely reflects higher-cost markets, established clubs, and premium governance/member expectations.
South Atlantic, clubs with golf	**$283,552** median total compensation	Strong club market with large response count; compensation must be tied to club revenue, golf, F&B, membership, capital planning, and board complexity.
East North Central, clubs with golf	**$283,600** median total compensation	Strong Midwest club compensation signal for clubs with golf.
Middle Atlantic, clubs with golf	**$263,860** median total compensation	Strong legacy-club and high-density private-club market signal.
Mountain, clubs with golf	**$256,714** median total compensation	Strong signal for resort, destination, golf, and high-growth club markets.
Pacific, clubs with golf	**$241,820** median total compensation	Premium coastal-market signal, though total compensation varies heavily by club size and revenue.
West North Central, clubs with golf	**$235,350** median total compensation	Still materially above generic hospitality management benchmarks.

Benchmark / region	Compensation signal	Recruiter interpretation
West South Central, clubs with golf	**$232,200** median total compensation	Relevant for Texas/Oklahoma/Arkansas/Louisiana club markets, but scope still drives pricing.
East South Central, clubs with golf	**$231,720** median total compensation	Lower than New England/South Atlantic/Middle Atlantic in this table, but still executive-level compensation.
Northeast, clubs without golf	**$277,865** median total compensation	Clubs without golf can still price strongly when city, yacht, dining, athletic, or private-member complexity is high.
West, clubs without golf	**$266,700** median total compensation	Strong non-golf private club signal.
South, clubs without golf	**$256,500** median total compensation	Solid executive compensation signal for non-golf clubs.
Midwest, clubs without golf	**$243,123** median total compensation	Lower than Northeast/West/South in the non-golf regional table, but still executive-level.

Article-ready interpretation

Country Club Manager and Private Club Manager pay should **not** be benchmarked against ordinary restaurant manager, food service manager, or hotel manager pay. The best compensation anchor is the private-club **Head of Club** category because CMAA defines it as the top club position, including General Manager, CEO, COO, Managing Director, and GM/Vice President.

For clubs with golf, the 2024 CMAA / Club Benchmarking report shows **median total compensation of $257,500 in the second quartile**, rising to **$490,604 in the fourth quartile**. For clubs without golf, the report shows **median total compensation of $255,050 in the second quartile**, rising to **$463,689 in the fourth quartile**.

The recruiter conclusion is direct: a serious Country Club Manager search is an executive compensation search. The pay case should be built around **club revenue, membership count, governance burden, golf operations, F&B volume, payroll, capital planning, agronomy, amenities, board complexity, and regional market**, not around the generic phrase “club manager.”