

# 2024 Compensation & Benefits Report



**CLUB  
MANAGEMENT  
ASSOCIATION  
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# Section II – Comments on Survey and Report Methodology

This report presents the findings of the 2024 Club Compensation and Benefits Survey conducted in collaboration between Club Benchmarking (CB) and the Club Management Association of America (CMAA). It is intended to serve as a reference manual for club leaders involved in hiring and compensation decisions. The data presented represents the aggregated compensation results of private clubs for the 2024 calendar year. A total of 550 clubs participated in the survey and the group of responding clubs included 471 clubs with golf and 79 clubs without golf. The findings in this report are based on responses received for individual questions since not all respondents answered every question. Response levels are noted throughout the report.

While the data in this report presents a snapshot of the industry as of April 2025, the research is ongoing and dynamic as data flows into the CB database continuously throughout the year.

Club Benchmarking and CMAA have exercised their best efforts in preparing the information contained herein for accuracy. However, CB and CMAA disclaim all implied warranties, including, without limitation, warranties of merchantability or fitness for a particular purpose. CB and CMAA shall have no liability for any direct, incidental, special, or consequential damages or lost profits.

This report relies heavily on the concept of percentiles and quartiles. Percentiles and quartiles offer a practical view into the statistical distribution of a data set. Certain percentiles define quartiles – the lower quartile is the grouping between 0 and the 25th percentile and the upper quartile is the grouping between the 75th and 100th percentile. Twenty-five percent of respondents fall in the lower quartile, 25 percent fall between the 25th percentile and 50th percentile (the median), 25 percent fall between the median and the 75th percentile, and 25 percent of all respondents fall in the upper quartile. Half of the respondents fall below the median and half are above it.

The data in this report is organized by club size for each of the four quartiles using total operating revenue as a sizing mechanism and it is segregated into clubs with and without golf, which is the main market segmentation. We display answers to all survey questions in tables that list the Metric, Club Type (clubs with or without golf), number of responses for each question by club type, and the median value of each quartile of Total Operating Revenue. The tables below present the 25th Percentile, Median, and 75th Percentile for Total Operating Revenue for Clubs with Golf and Clubs without Golf. Rather than reporting on the three percentiles, we will be reporting on the Median result within each quartile grouping, which represents results for the club falling in the middle of each given quartile.

EXAMPLE 1	Club Type	Number of Responses	25th Percentile	50th Percentile (Median)	75th Percentile
Total Operating Revenue	With Golf	471	\$7,173,146	\$10,828,122	\$15,733,102
	Without Golf	79	\$4,064,963	\$9,437,330	\$15,289,277

EXAMPLE 2	1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
With Golf	<\$7,173,146	\$7,173,146 - \$10,828,122	\$10,828,122 - \$15,733,102	>\$15,733,102
Without Golf	<\$4,064,963	\$4,064,963 - \$9,437,330	\$9,437,330 - \$15,289,277	>\$15,289,277

For example, XYZ Country Club, with Total Operating Revenue of \$8 Million, would fall in the second quartile and will remain in the second quartile throughout the report. The report will allow each club to benchmark themselves against a smaller group, the 25 percent of clubs that fall in that quartile. XYZ Country Club might have a General Manager whose total compensation is above the median for that quartile, but compensation for the Director of Golf and Superintendent falls below the median for their position. This data will support clubs and their leadership in helping to determine appropriate compensation for their staff.

This report also provides compensation benchmarks for tenure as well as geography. The geographic areas used are the regions and divisions defined by the United States Census Bureau. The chart below shows the regions, their divisions, and states. We have also included a breakdown of data submissions by state:

**Table 1: Survey Responses by Region, Division, and State**

REGION	DIVISION	STATE	Clubs Reported		Employees Reported	
			Golf	No Golf	Golf	No Golf
Northeast	New England	Connecticut	11	2	840	55
		Maine	1	-	29	-
		Massachusetts	19	3	3,999	51
		New Hampshire	2	-	55	-
		Rhode Island	3	2	122	61
		Vermont	2	-	96	-
	Middle Atlantic	New Jersey	7	2	1,023	23
		New York	16	5	2,309	234
		Pennsylvania	26	2	5,451	522
Midwest	East North Central	Indiana	10	-	465	-
		Illinois	11	3	1,729	115
		Michigan	13	5	1,534	636
		Ohio	14	5	1,520	171
		Wisconsin	7	1	349	30
	West North Central	Iowa	3	-	700	-
		Kansas	5	-	416	-
		Nebraska	2	-	102	-
		North Dakota	1	-	21	-
		South Dakota	1	-	38	-
South	South Atlantic	Delaware	5	1	246	24
		District of Columbia	-	6	-	494
		Florida	79	12	13,736	1,006
		Georgia	17	1	3,496	17
		Maryland	7	-	1,819	-
		North Carolina	27	-	5,035	-
		South Carolina	16	4	2,368	505
		Virginia	14	-	5,264	-
	West Virginia	-	-	-	-	
	East South Central	Alabama	5	-	330	-
		Kentucky	1	-	15	-
		Mississippi	1	-	59	-
		Tennessee	5	2	2,500	74

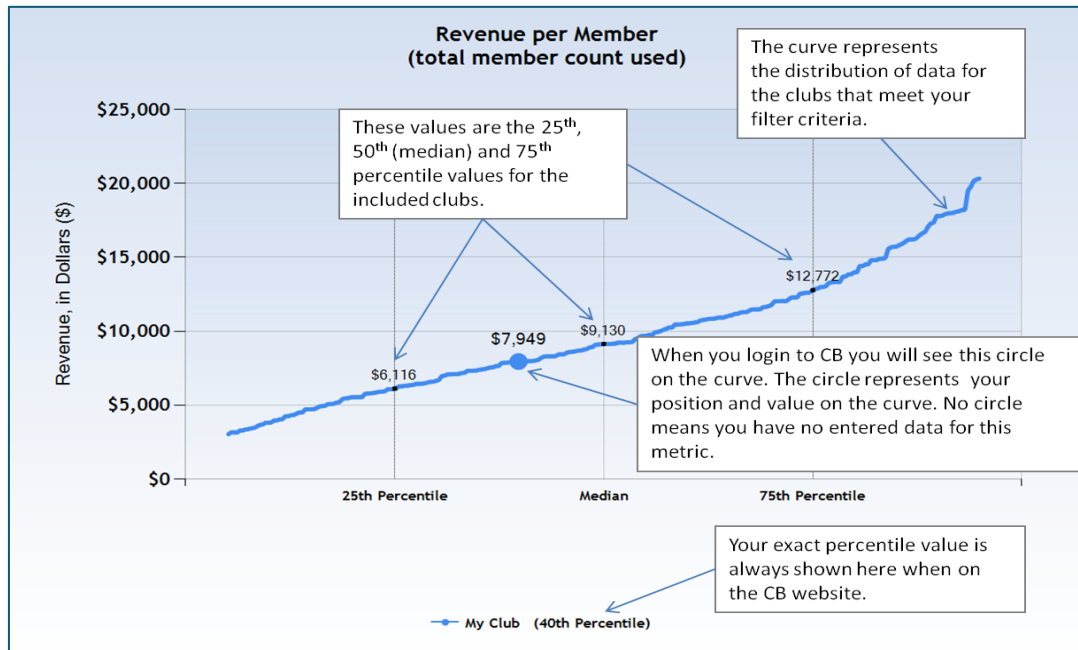
West South Central	Arkansas	-	-	-	-	
	Louisiana	4	1	192	36	
	Oklahoma	2	1	69	541	
	Texas	27	4	6,517	129	
West Mountain	Arizona	6	-	2,359	-	
	Colorado	8	2	659	93	
	Idaho	4	-	233	-	
	New Mexico	3	-	686	-	
	Montana	3	-	193	-	
	Utah	3	1	1,229	51	
	Nevada	4	-	768	-	
	Wyoming	2	-	503	-	
	West Pacific	Alaska	-	-	-	-
		California	36	8	6,304	624
Hawaii		2	1	129	34	
Oregon		7	2	322	89	
Washington		8	1	695	596	



Source: <https://www2.census.gov/geo/pdfs/reference/GARM/Ch6GARM.pdf>

The CB online VISTA platform uses various methods to display club data for subscribers. The most common method is the use of scatter plots which benchmark a club's exact percentile for each individual metric. The CB platform contains hundreds of different metrics, many of which are included in this report.

As shown on page 14, the example club's Revenue per Member is \$7,949 and falls at the 40th percentile of the dataset. The 25th percentile of the dataset is \$6,116, the 50th percentile is \$9,130, and the 75th percentile is \$12,772. The CB platform also enables clubs to filter their data by multiple metrics to provide accurate apples-to-apples benchmarking. Subscribers can see this for every metric for which they have provided data by logging into their CB account. If you need help in this regard, please see the following contact information.



Questions or comments regarding the survey or the report can be addressed to **Bryan LaBlue, Senior Director of Research and Innovation for Club Benchmarking** or **Amilcar Davy, Director of Research for the Club Management Association of America.**

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# Section III – Introduction to Club Benchmarking

## *The Need*

The business model of private clubs needs greater visibility. General Managers are often subject to the whims of board members who believe they have the answers when they may not actually understand the business of clubs. The industry faces great challenges due to lack of broad understanding of the club financial and business model. There is a critical need for factual, data-driven financial and business model information that managers, boards, and finance committees can use to clearly understand two things:

**What Matters** – the drivers of true, sustainable financial and operational success

**What Does Not Matter** – far too much time is spent in club boardrooms and finance committee rooms across the industry discussing issues that have no strategic implications for long-term success or impact on short-term financial outcomes

CB and CMAA are working to deliver standardized, contextual, benchmark data that allows managers, boards, and finance committees to develop an accurate shared sense of their club's particular situation. Without accurate, standardized data, clubs often endure lengthy board and committee discussions where opinions are treated as fact and there is misalignment regarding key success factors which in turn cause a lack of alignment in strategy and direction.

The time has come for managers and boards to embrace a uniform, fact-based view of the club industry to drive sustainable long-term success.

## *Current Situation*

For decades, clubs have relied on familiar methods to support the need for comparative data; industry-level surveys resulting in static reports, multiple club-to-club surveys (which are typically redundant and lacking standardization) or picking up the phone and calling fellow general managers and controllers for information. These methods are highly redundant and reactionary and are often driven by questions raised at a recent board meeting. The data has a very short life span, lacks context, and is not available or useful to the industry at large.

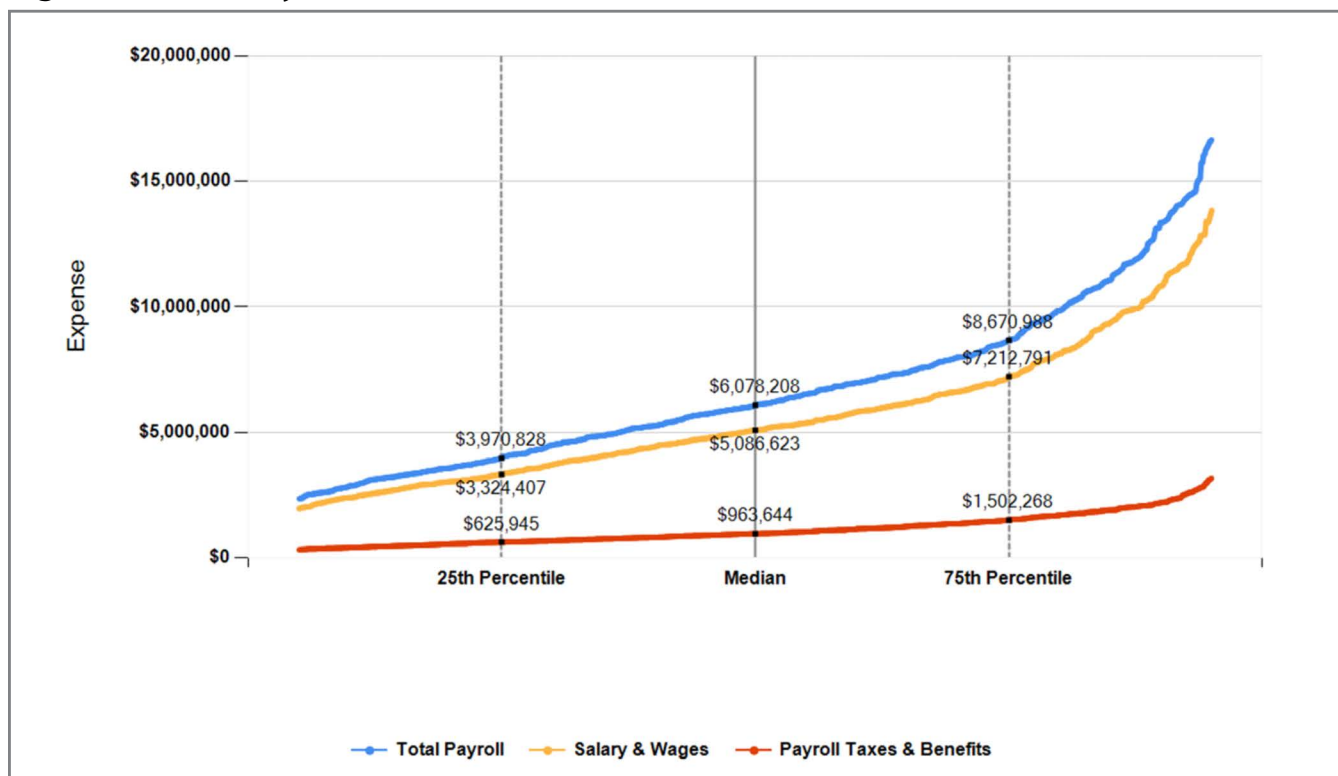
## *Club Benchmarking Fills the Need*

The industry benefits immensely from CB's centralized, standardized, online data sharing platform containing Finance and Operations, Compensation and Benefits, Asset Management, Financial Forecasting, and Policies and Procedures data. The platform is accessible to the entire industry, at any time, right from your desktop.

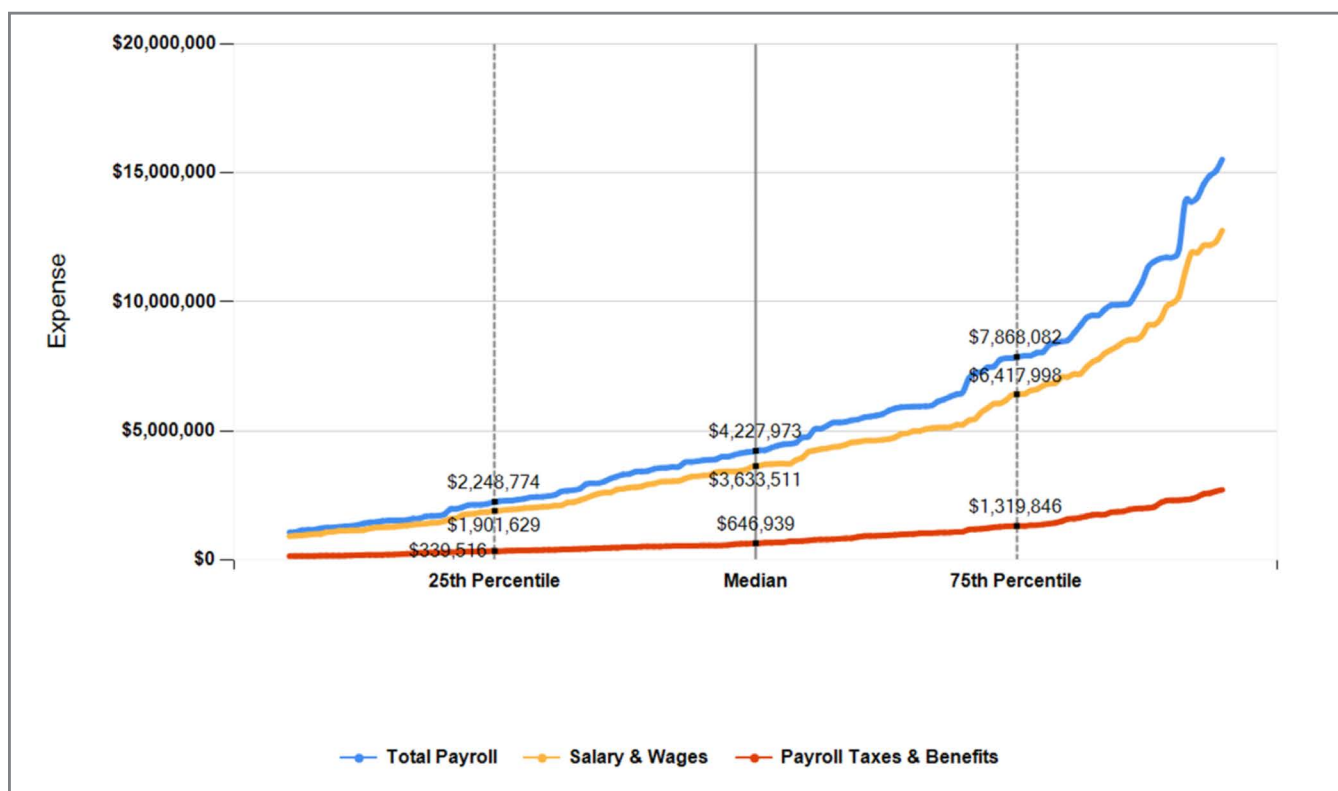
- A single, national, standardized (apples-to-apples) database, with user-defined peer sets.
- Eventually, the elimination of the endless stream of ad hoc surveys and one-off questions.
- Support for all club types (golf, country, yacht, city, other clubs).
- A dynamic database, constantly growing with historical data always accessible.
- Web-based, 24/7 access from anywhere.

# Section IV – Executive Summary

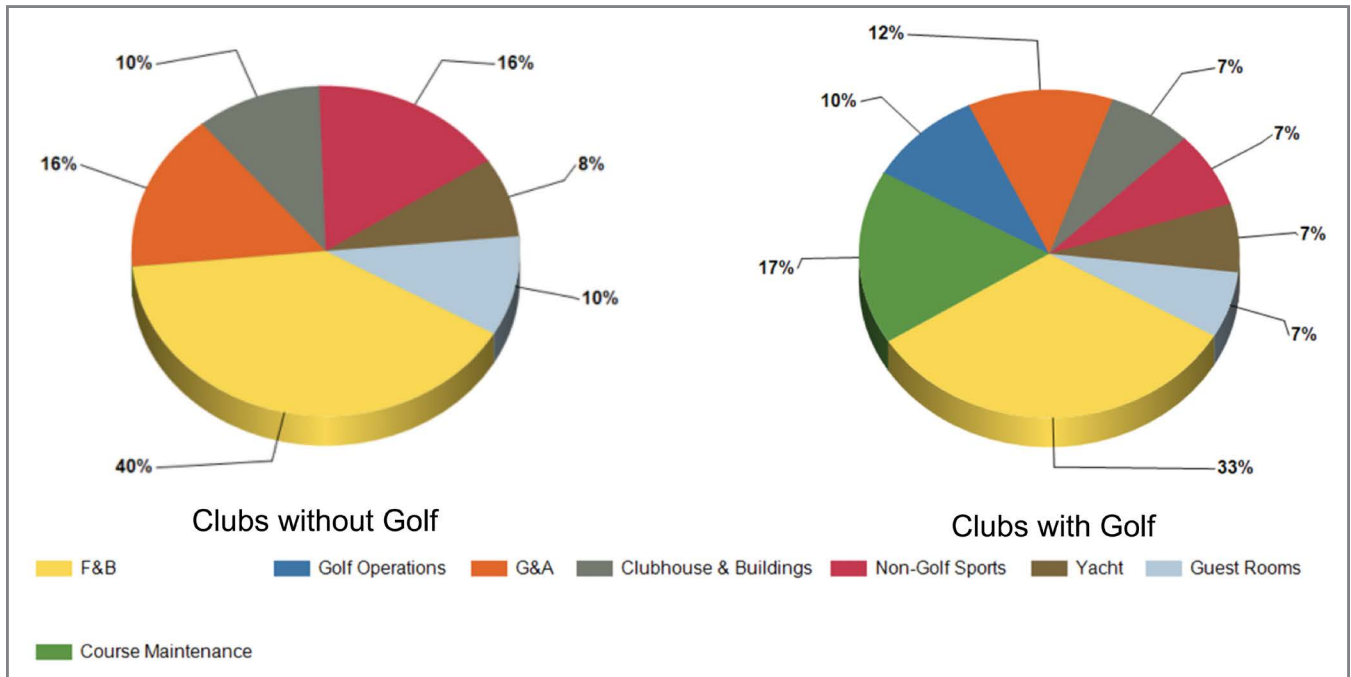
## Figure 1: Total Payroll – Clubs with Golf



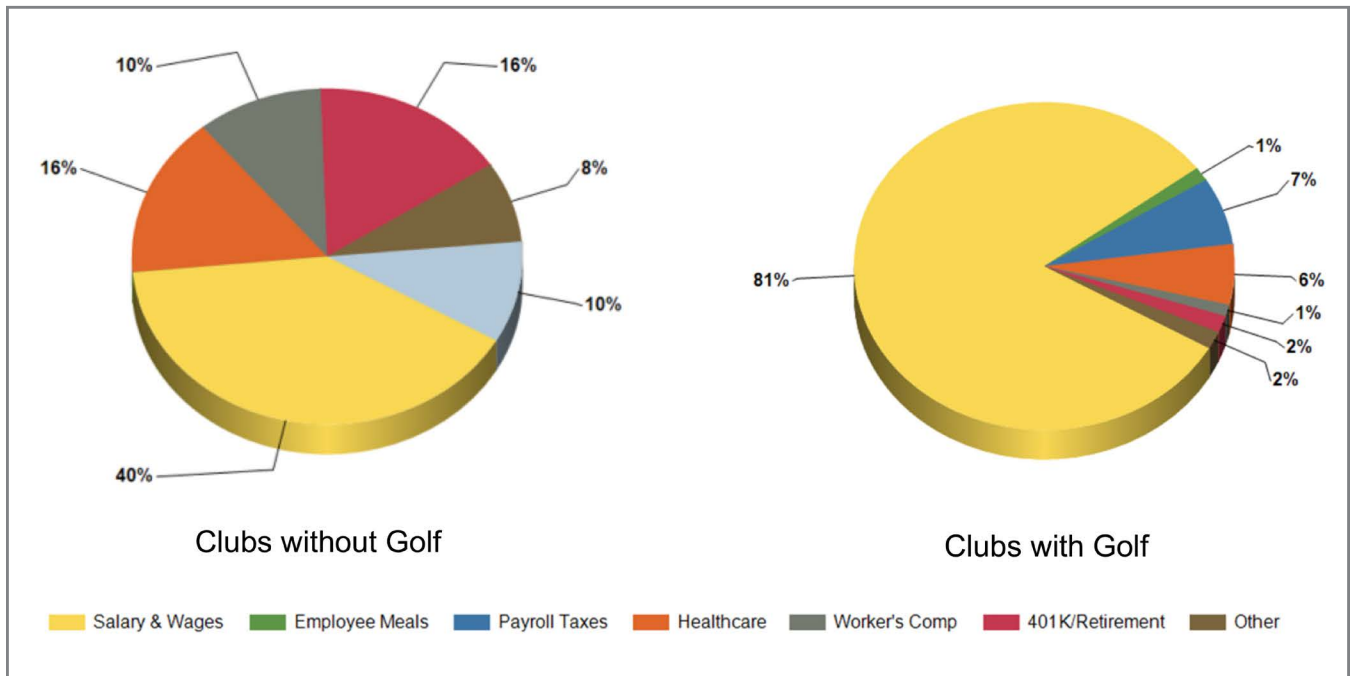
## Figure 2: Total Payroll – Clubs without Golf



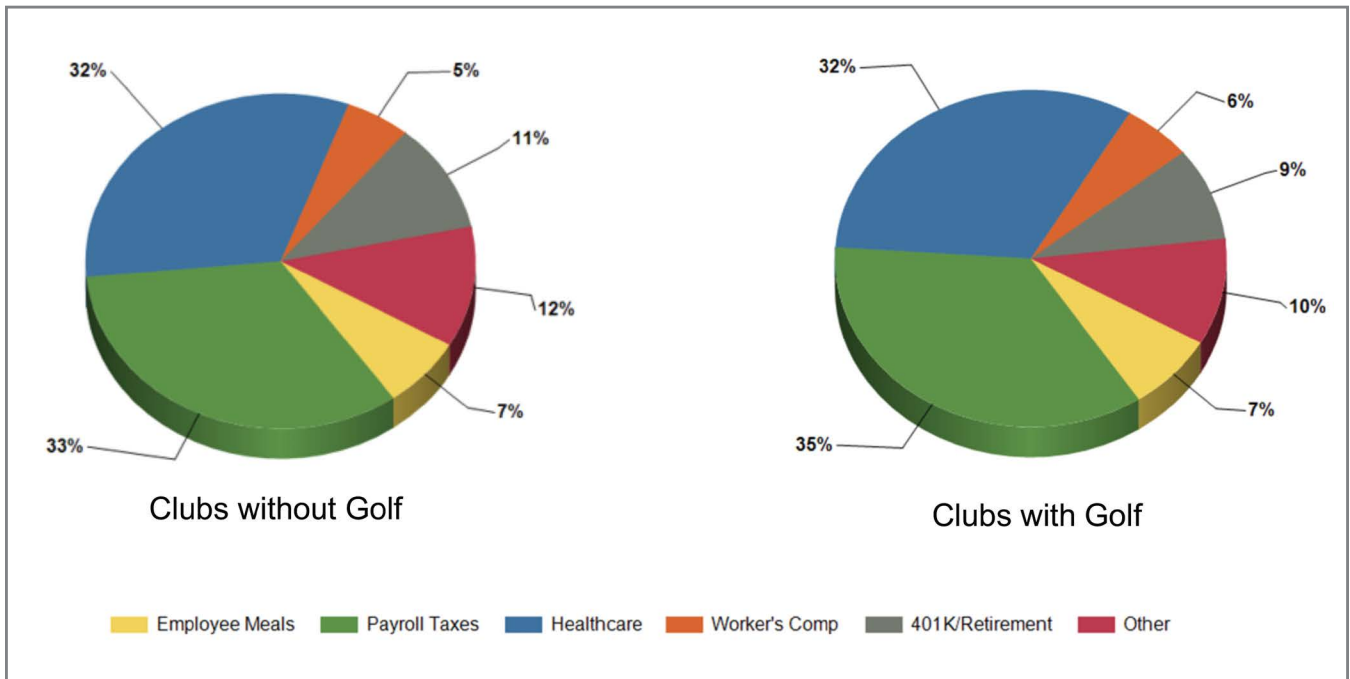
**Figure 3: Labor Expense Breakdown by Department**



**Figure 4: Labor Expense Breakdown by Compensation Category**



**Figure 5: Benefit Expense Breakdown by Club Type**



Based on the data shown in figures one and two, it is clear that clubs with golf have much higher payrolls than clubs without golf. As you would expect, the departmental breakdown of labor expenses also differs. However, in reviewing the Labor Expense Breakdown as well as the Benefit Expense Breakdown in figures four and five, there is little difference between club types.

In the next section, we'll review some of the Labor Key Performance Indicators (KPIs). Many of the following KPIs are based on Total Operating Revenue. Keep in mind that this does not include any Capital Revenue. You will also see references for Full-Time Equivalent Employees (FTE) and Full Member Equivalents (FME). FTEs and FMEs are used to normalize the data for a more apples-to-apples benchmark. Full-Time Equivalent Employees are determined by taking the total hours worked across all departments and dividing that number by 2,080, which represents 40 hours per week multiplied by 52 weeks in the year. Recognizing that there are geographical/seasonal and demographic factors as to why some clubs have more part-time staff than others, FTEs normalize that data. Because clubs have all different types of membership levels, FMEs are used to normalize the member counts. Full Member Equivalents are calculated by dividing the club's Annual Dues Revenue by the Full Member Dues Rate. The Full Member Dues Rate should be the amount that the top-tier member pays per year for full access to all amenities.

**Table 2: Labor Key Performance Indicators - Clubs with Golf**

Labor Key Performance Indicators Clubs with Golf	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Total Payroll	\$3,143,668	\$5,161,909	\$7,319,611	\$12,009,856
Total Payroll as a % of Operating Revenue	56%	57%	58%	58%
Total Salary & Wages	\$2,607,720	\$4,323,742	\$6,087,483	\$10,024,413
Total Taxes & Benefits	\$456,882	\$807,067	\$1,190,563	\$2,034,844
Total Payroll as a % of Operating Expenses	48%	49%	49%	50%
Workers Comp Premium as a % of Payroll	0.97%	0.77%	0.84%	0.86%
Payroll as a % of Member Dues Revenue	109%	111%	108%	111%
Full Time Equivalent Employees (FTE)	46	70	96	156
Peak Employee Count	105	142	160	255
FTE to Peak Employee Count Ratio	40%	50%	60%	60%
Operating Revenue per FTE	\$119,670	\$128,628	\$136,710	\$143,466
Healthcare Expense per FTE	\$3,243	\$3,924	\$4,536	\$5,015
Healthcare Expense as a % of Total Payroll	5.0%	5.40%	5.50%	5.90%
Worker's Comp Cost per FTE	\$611	\$613	\$642	\$665
Full Member Equivalents (FME)	325	431	511	709
FMEs per FTE	8	6	6	5
Total Payroll per FME	\$8,588	\$12,275	\$14,051	\$18,037
Cost per FTE	\$68,203	\$74,440	\$78,834	\$83,751
Course Maintenance (CM) Total Payroll	\$737,594	\$1,089,189	\$1,435,933	\$2,087,076
CM Payroll per CM FTE	\$63,167	\$68,364	\$68,806	\$71,969
CM Payroll as a % of Total CM Expense	64%	65%	65%	63%
Food & Beverage (F&B) Total Payroll	\$1,139,213	\$1,875,859	\$2,562,022	\$4,358,823
F&B Payroll as a % of F&B Revenue	71%	73%	78%	80%
F&B Payroll per F&B FTE	\$62,322	\$64,913	\$68,458	\$71,009
F&B Revenue per F&B FTE	\$81,970	\$84,433	\$88,331	\$86,503
Golf Operations Total Payroll	\$389,996	\$584,487	\$827,627	\$1,272,390
Golf Payroll per Golf FTE	\$60,483	\$65,440	\$73,398	\$77,566
Golf Payroll as a % of Golf Ops Revenue	47%	46%	50%	50%
Golf Payroll per Round Played	\$20	\$25	\$31	\$41
General & Administrative (G&A) Payroll	\$447,983	\$752,230	\$1,001,193	\$1,585,462
G&A Payroll as a % of Operating Revenue	8.2%	8.4%	7.9%	7.2%
G&A Payroll per G&A FTE	\$106,642	\$123,130	\$139,533	\$155,646

In reviewing the Labor Key Performance Indicators for Clubs with Golf, most results are as you would expect. Clubs with higher Operating Revenue do carry higher payrolls, but some ratios are interesting and reflect choices made in operations. Total Payroll as a percentage of Operating Revenue, Operating Expenses, and Dues Revenue were consistent across all four quartiles. The ratios that were not consistent were the Full Time Equivalent Employee to Peak Employee Count Ratio, the Food and Beverage Payroll as a Percentage of Food and Beverage Revenue, and Golf Payroll per Round Played.

These ratios are interesting for a few reasons. They reflect choices these clubs have made geared towards the member experience. The F&B Payroll as a percentage of F&B Revenue demonstrates that as you move from the first to the fourth quartile, clubs are spending a greater portion of their revenue on service and are subsidizing F&B at a far higher level than clubs with lower Operating Revenue. They are treating F&B as an amenity, not a profit center. The same can be said for golf operations. Clubs in the fourth quartile spend significantly more in golf payroll per round than first quartile clubs. This is an example of a club's strategic effort to enhance the member experience.

**Table 3: Labor Key Performance Indicators - Clubs without Golf**

Labor Key Performance Indicators Clubs without Golf	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Total Payroll	\$1,433,983	\$3,604,459	\$6,333,115	\$11,729,653
Total Payroll as a % of Operating Revenue	53%	59%	59%	61%
Total Salary & Wages	\$1,188,975	\$3,045,279	\$5,150,215	\$9,894,510
Total Taxes & Benefits	\$197,609	\$539,688	\$1,094,150	\$2,137,363
Total Payroll as a % of Operating Expenses	53%	59%	59%	61%
Workers Comp Premium as a % of Payroll	0.84%	0.82%	0.82%	0.72%
Payroll as a % of Member Dues Revenue	131%	137%	138%	144%
Full Time Equivalent Employees (FTE)	16	48	80	170
Peak Employee Count	44	77	115	239
FTE to Peak Employee Count Ratio	40%	60%	60%	70%
Operating Revenue per FTE	\$176,404	\$129,346	\$144,315	\$136,387
Healthcare Expense per FTE	\$4,147	\$4,145	\$4,933	\$4,339
Healthcare Expense as a % of Total Payroll	4.6%	5.6%	5.3%	6.1%
Worker's Comp Cost per FTE	\$1,049	\$870	\$681	\$640
Full Member Equivalents (FME)	305	560	816	1,992
FMEs per FTE	17	14	13	11
Total Payroll per FME	\$4,244	\$6,971	\$8,747	\$7,076
Cost per FTE	\$80,149	\$77,623	\$89,528	\$82,581
Food & Beverage (F&B) Total Payroll	\$734,718	\$1,840,507	\$3,071,683	\$5,134,805
F&B Payroll as a % of F&B Revenue	69%	70%	76%	77%
F&B Payroll per F&B FTE	\$58,176	\$67,428	\$76,847	\$76,733
F&B Revenue per F&B FTE	\$93,791	\$92,642	\$98,530	\$102,714
General & Administrative Total Payroll	\$419,005	\$730,607	\$1,220,895	\$1,732,335
G&A Payroll as a % of Operating Revenue	15.1%	12.4%	10.9%	8.2%
G&A Payroll per G&A FTE	\$105,943	\$119,441	\$113,011	\$151,595

Extensive analysis of compensation data from more than 600 clubs in the CB database shows that a club's Total Operating Revenue accounts for 63 percent of the variability in Head of Club total compensation. Factoring in the Initiation Fee and Annual Full Member Dues brings our ability to predict the variability to 75 percent. Despite confounding variables such as geographic location and compensation strategy, these tables can still help clubs understand their own position. The difference in the influences between geographic location, club characteristics, and individual characteristics are shown in the tables below. Despite the 50 highest paid General Managers having a slightly higher Cost of Living Index (COLI), and being slightly more experienced, the most comparable percentage changes in salary come from the club's characteristics.

**Table 4: Analysis of Variance in Geographic Characteristics**

Analysis of Variance in Geographic Characteristics	50 Lowest Paid GMs	50 Highest Paid GMs	Percent Change
Average Salary	\$141,091	\$559,608	+397%
Median Salary	\$145,379	\$514,799	+354%
Average Cost of Living Index	100	124	+12%
Median Cost of Living Index	98	122	+12%
Managers in COLI Zones <128	48 (96%)	31 (62%)	
Average Club Revenue	\$5,537,435	\$37,579,532	+679%
Median Club Revenue	\$5,653,249	\$28,520,606	+504%

**Table 5: Analysis of Variance in Club Characteristics**

Analysis of Variance in Club Characteristics	50 Lowest Paid GMs	50 Highest Paid GMs	Percent Change
Average Salary	\$141,091	\$559,608	+397%
Median Salary	\$145,379	\$514,799	+354%
Average Peak Employee Count	119	371	+310%
Median Peak Employee Count	106	321	+303%
Average Full Time Equivalents	49	251	+515%
Median Full Time Equivalents	41	208	+507%
Average Club Revenue	\$5,537,435	\$37,579,532	+679%
Median Club Revenue	\$5,653,249	\$28,520,606	+504%
Average Total Compensation as a % of Club Revenue	3.3%	2.3%	(31%)
Median Total Compensation as a % of Club Revenue	2.9%	2.0%	(27%)

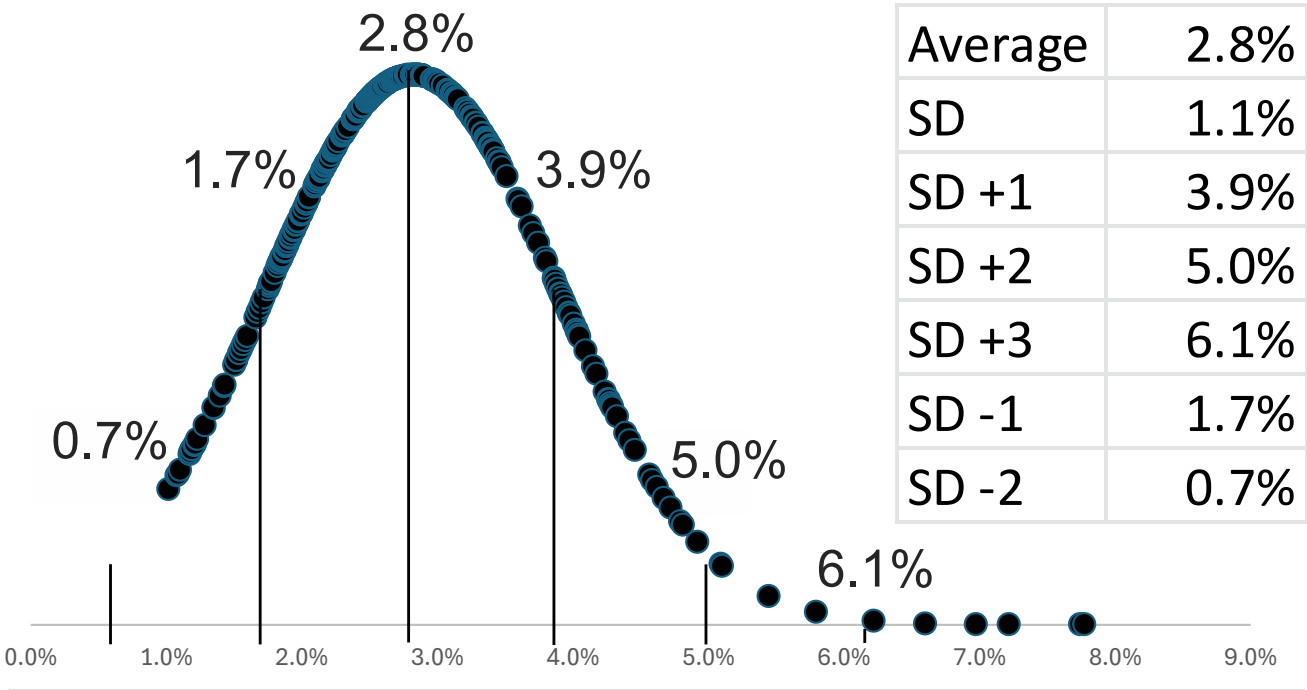
**Table 6: Analysis of Variance in Individual Characteristics**

Analysis of Variance in Individual Characteristics	50 Lowest Paid GMs	50 Highest Paid GMs	Percent Change
Average Salary	\$141,091	\$559,608	397%
Median Salary	\$145,379	\$514,799	354%
Average Age	52	56	
Median Age	52	56	
Average Club Tenure	11	12	
Median Club Tenure	8	10	

The analysis below presents context for compensation using metrics to normalize data regarding scale of club and responsibility (addressed as span of control). Figure 6 below presents a normal distribution graphic for each of the given metrics. The mean (average) and standard deviation are presented. Each dot on the distribution represents a responding club. The graphic presents the distribution accompanied by vertical lines at the mean and standard deviations. In perfectly normal data, +/- one standard deviation from the mean contains 68 percent of the data, +/- two standard deviations contain 95 percent of the data, and +/- three standard deviations contain 99.7 percent of the data.

While in many cases data is not perfectly normal, the data we are using in these normal distribution graphics is approximately normal, so application of normal distribution measures are appropriate. "Outliers" fall at the edges of the distributions. Outliers are indicative of results that are "extreme." Executives that fall on the right side of each curve are compensated at a higher level than the industry average relative to their responsibility, while those that fall on the left side are compensated below the industry average.

**Figure 6: Head of Club Total Compensation as a Percentage of Total Operating Revenue**

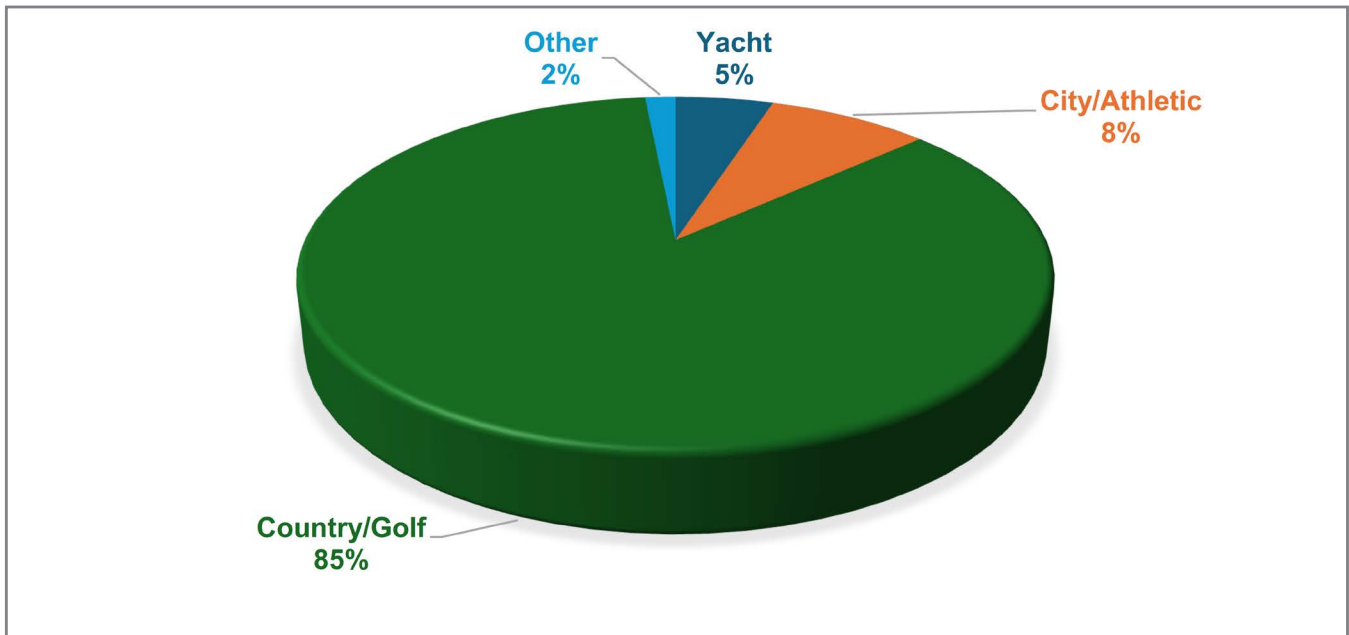


# Section V – Profile of Responding Clubs

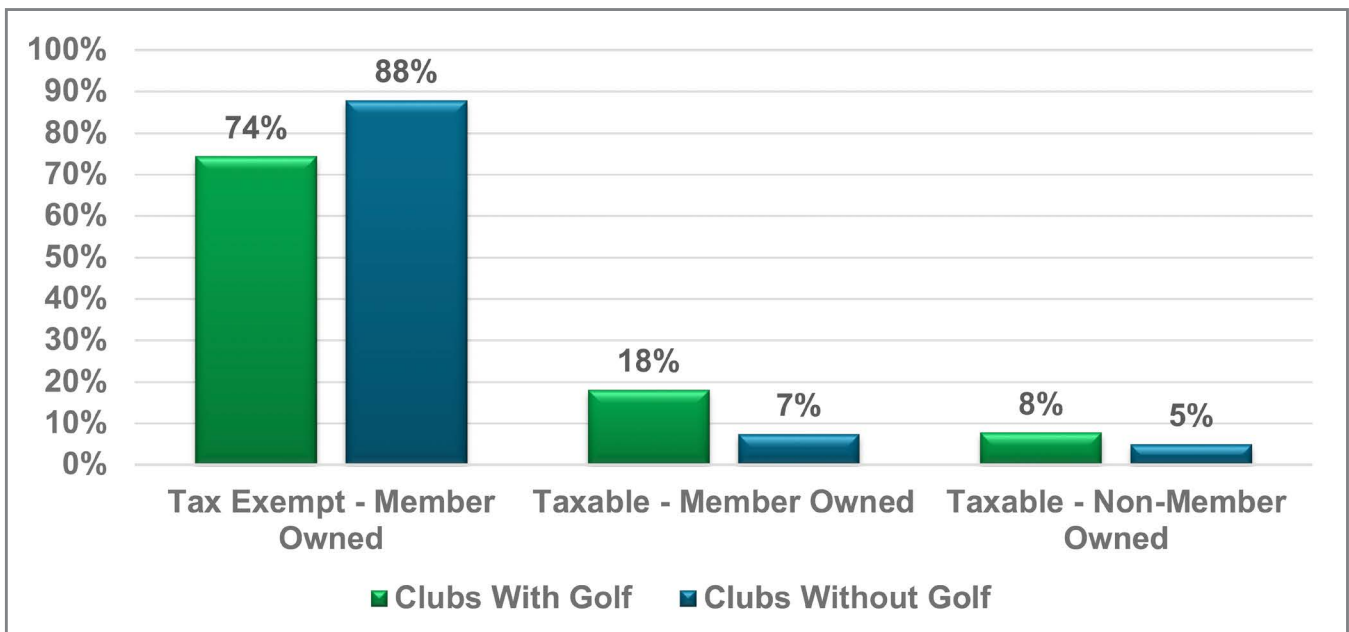
## Club Summary

At the highest level of segmentation, 15 percent of responding clubs do not have golf and 85 percent do have golf. This segmentation is very consistent from year to year. The proportion by club type of the 550 responding clubs is shown in the figure below. Clubs designated as “Other” do not fall fully into any of the regular categories (i.e., a Beach Club).

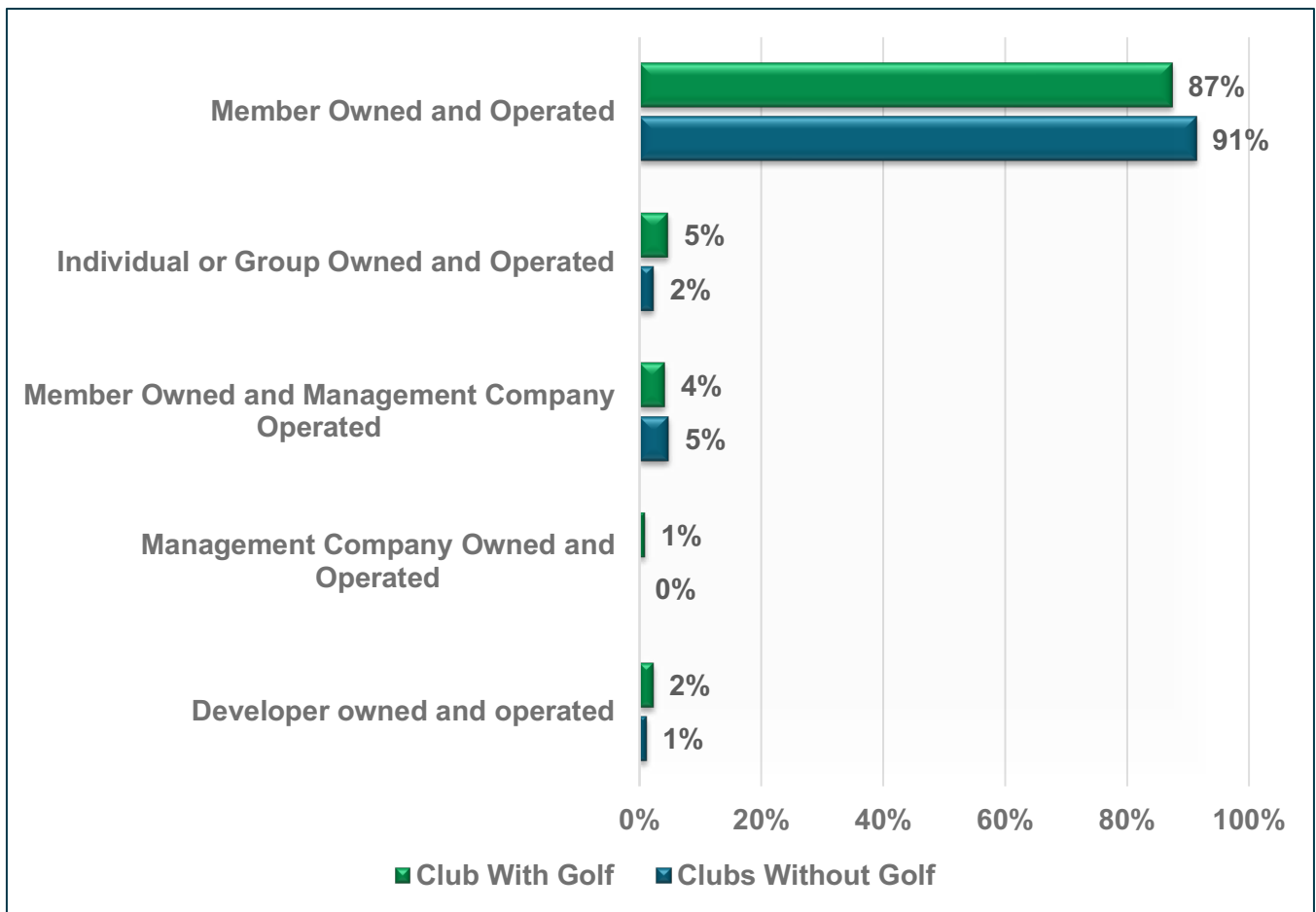
**Figure 7: Responding Clubs by Club Type**



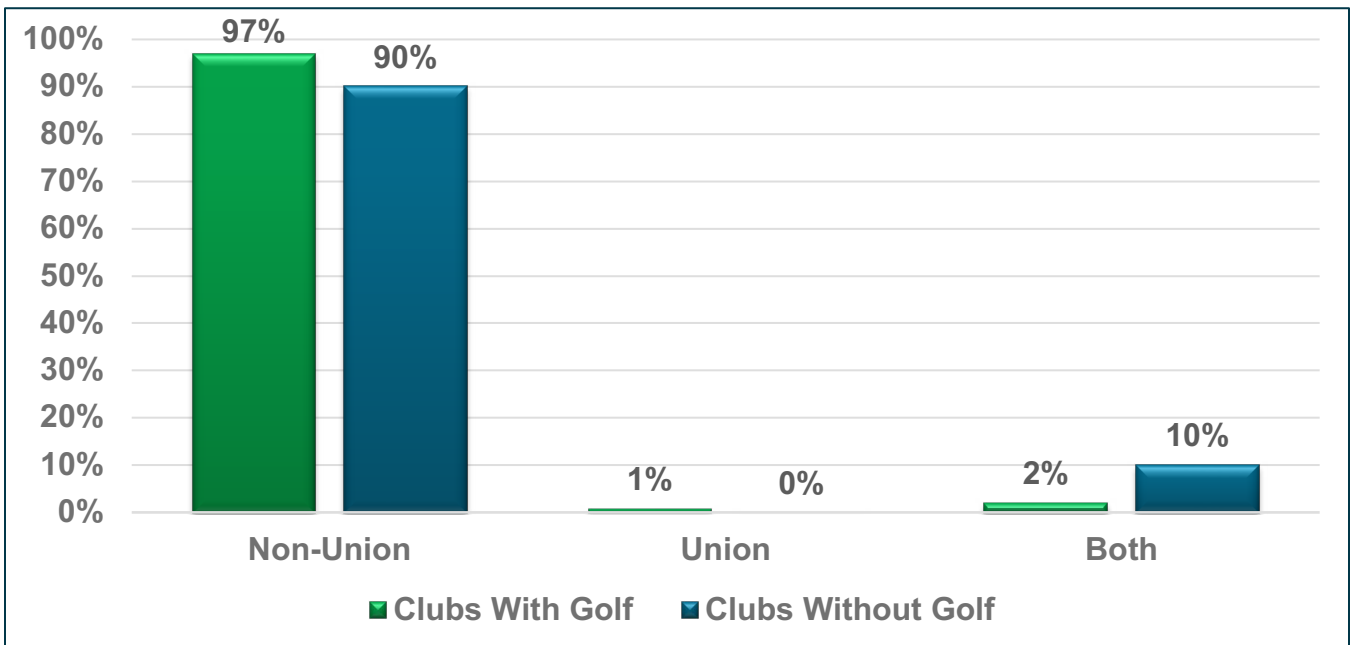
**Figure 8: Responding Clubs by Tax Status**



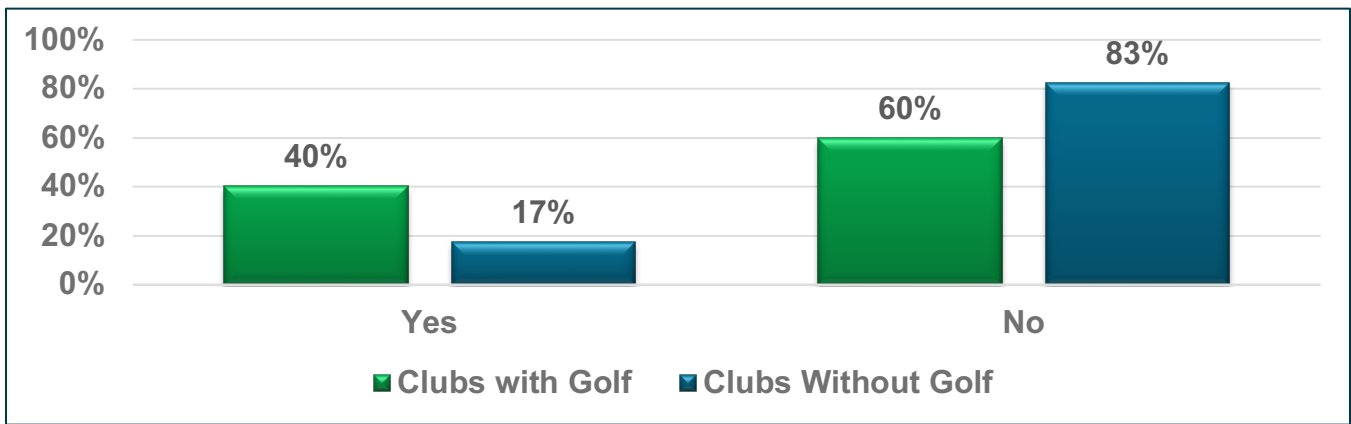
**Figure 9: Club Ownership and Operations Structure by Club Type**



**Figure 10: Union or Non-Union Labor by Club Type**



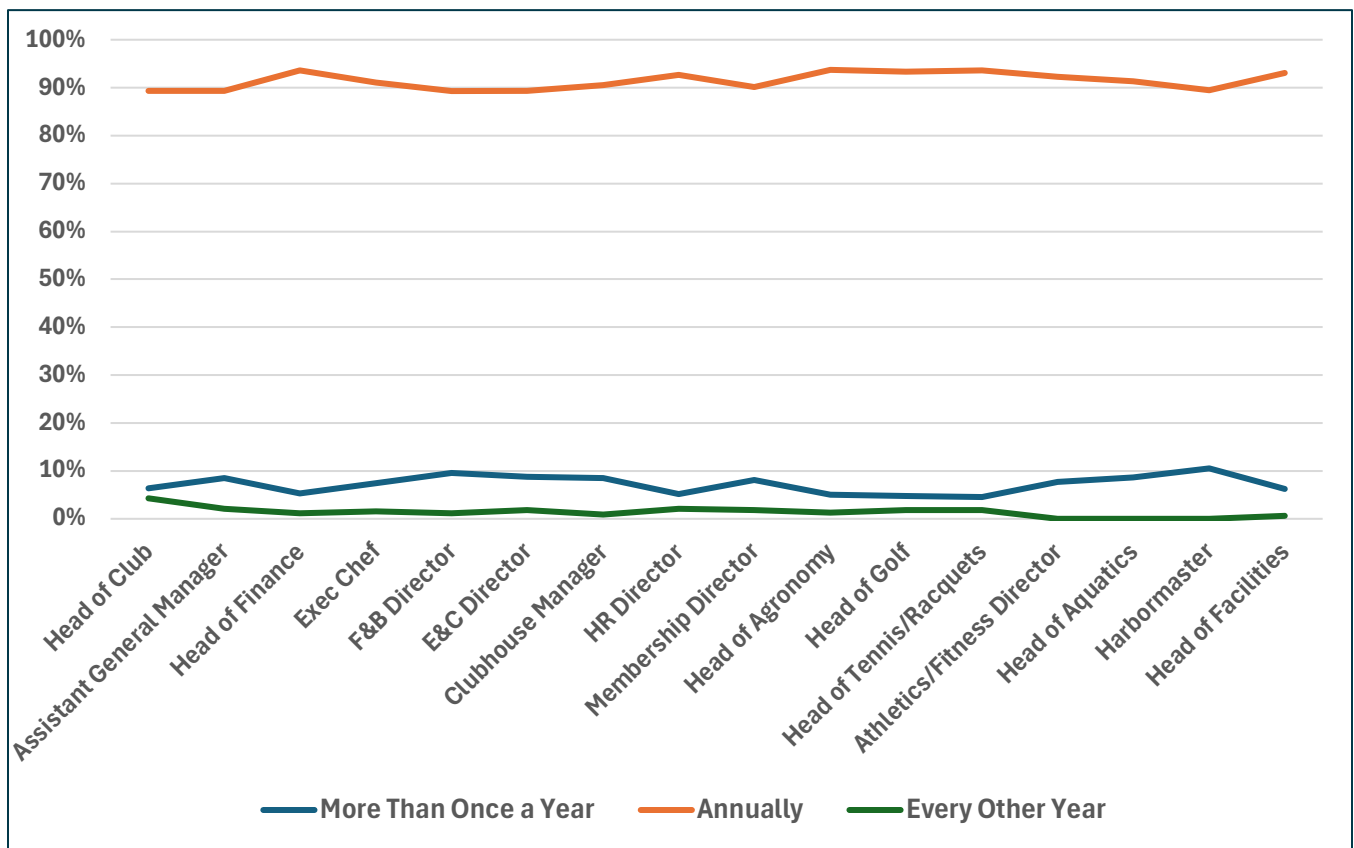
**Figure 11: Is Your Club Within a Residential Community?**



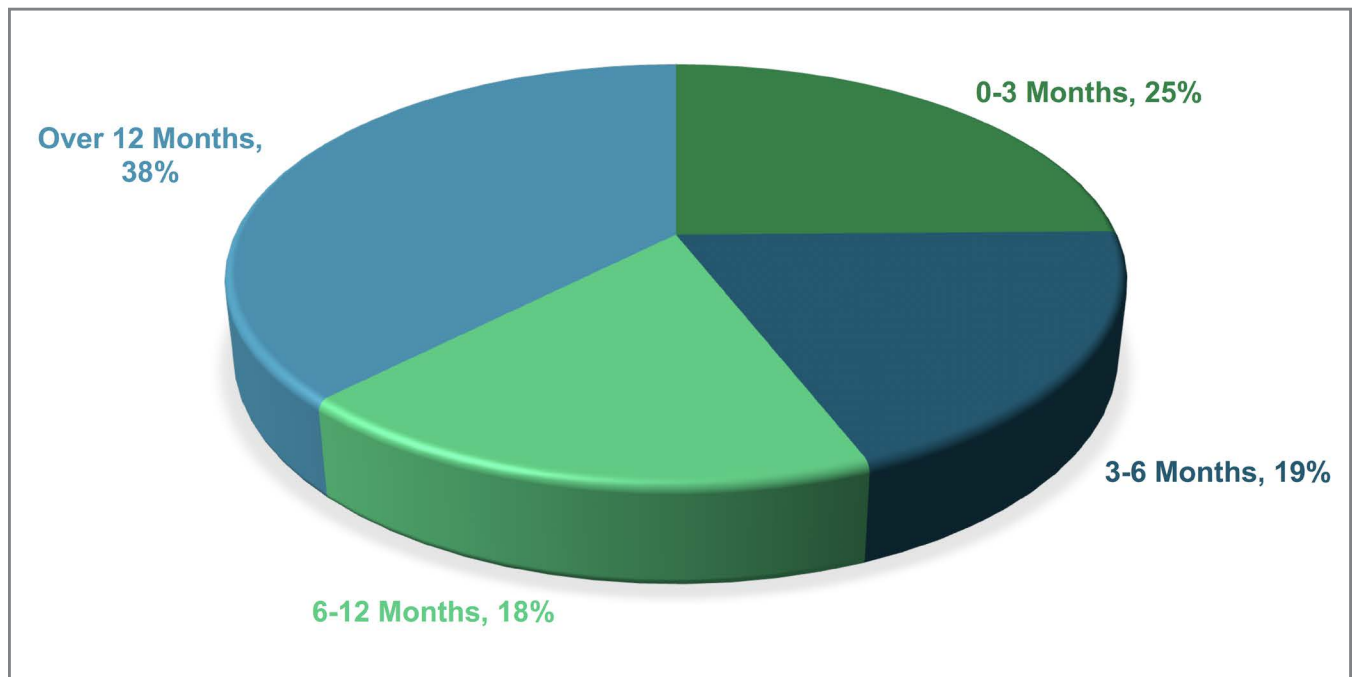
**Figure 12: For Clubs That Conduct Performance Reviews, Which Positions are Reviewed?**

Position	Percentage Receiving Performance Review
Head of Club	90%
Assistant General Manager	44%
Head of Finance	83%
Executive Chef	96%
Food & Beverage Director	77%
Events & Catering Director	77%
Clubhouse Manager	47%
HR Director	44%
Membership Director	77%
Head of Agronomy	75%
Head of Golf	81%
Head of Tennis/Racquets	55%
Athletics/Fitness Director	37%
Head of Aquatics	27%
Harbormaster	6%
Head of Facilities	77%

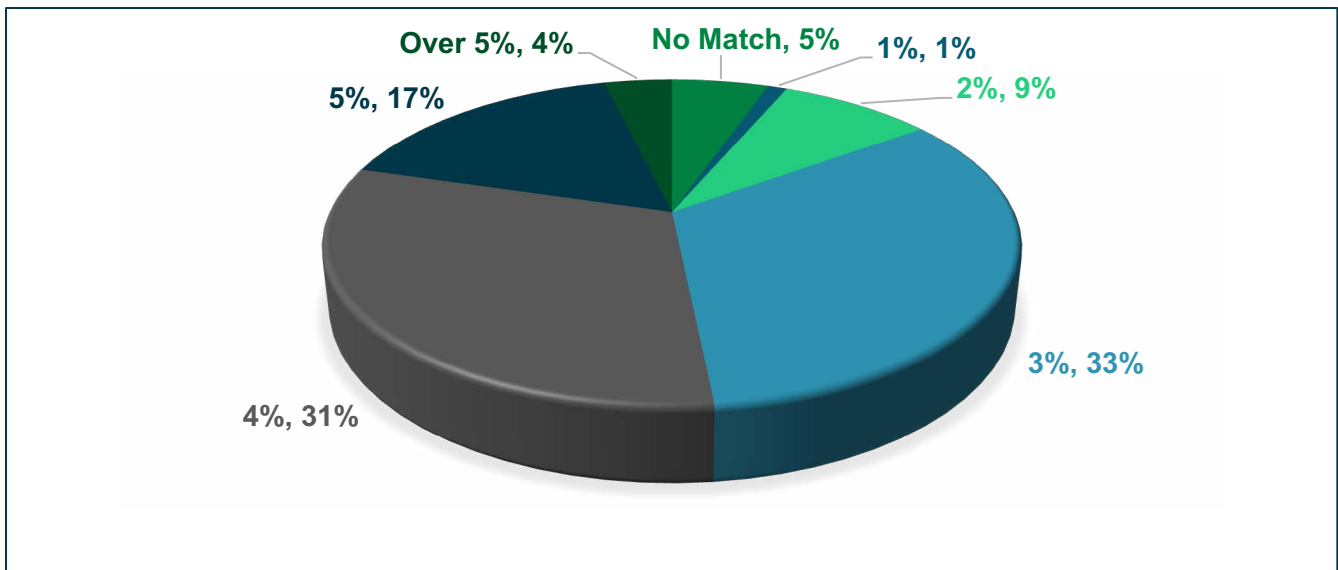
**Figure 13: How Often is Each Executive Position Reviewed?**



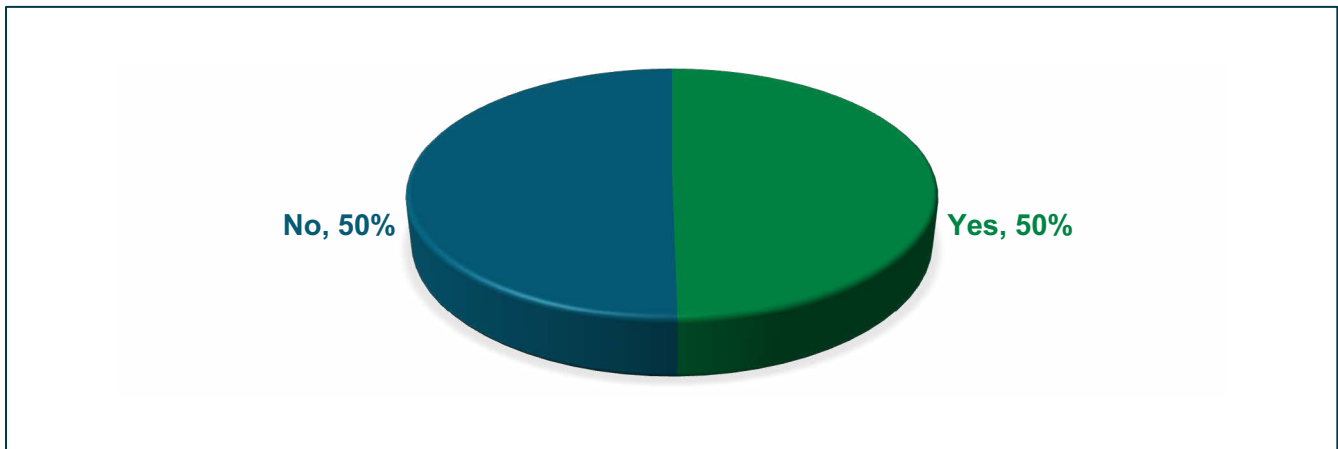
**Figure 14: After How Many Months are Employees Eligible to Participate in Your Club's 401k Plan?**



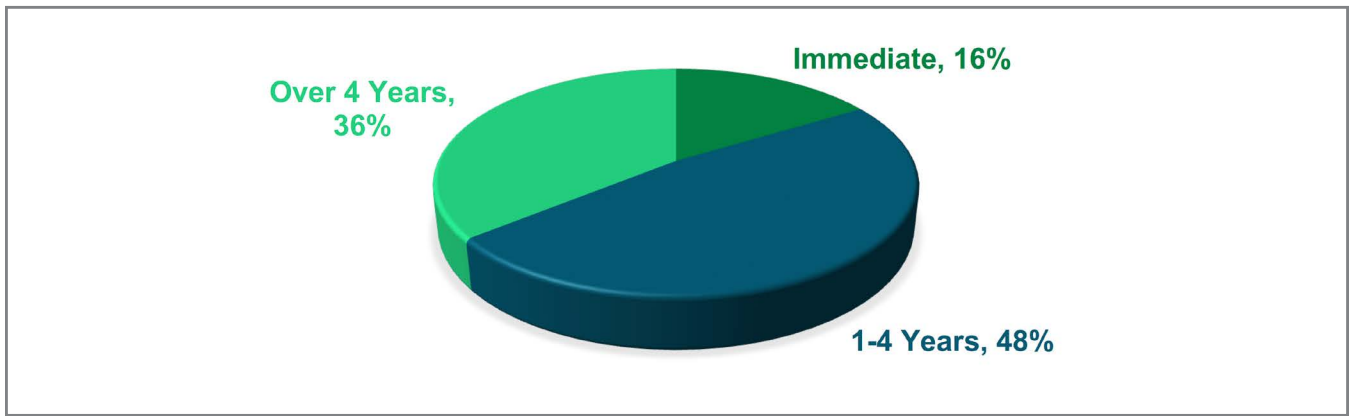
**Figure 15: What is the Maximum 401k Matching Contribution by the Club?**



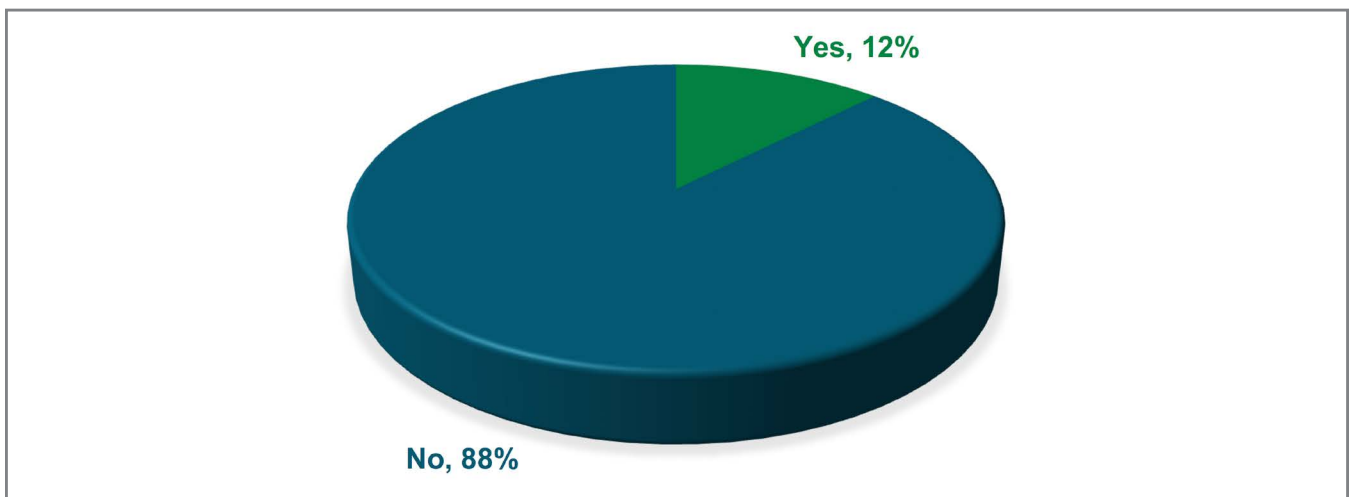
**Figure 16: Is There a Vesting Schedule for Matching?**



**Figure 17: If Yes, What is the Vesting Period?**



**Figure 18: Does the Club Make a Profit-sharing Contribution?**

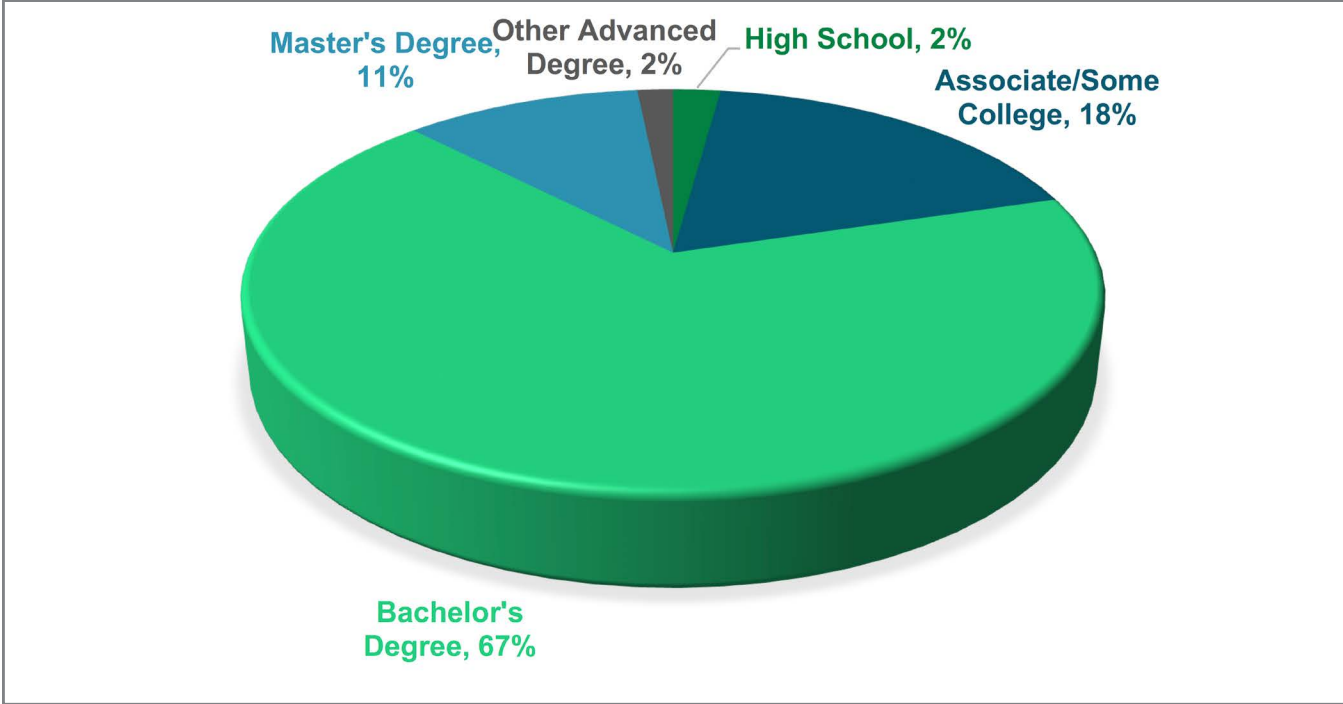


# Section VI – Executive Positions

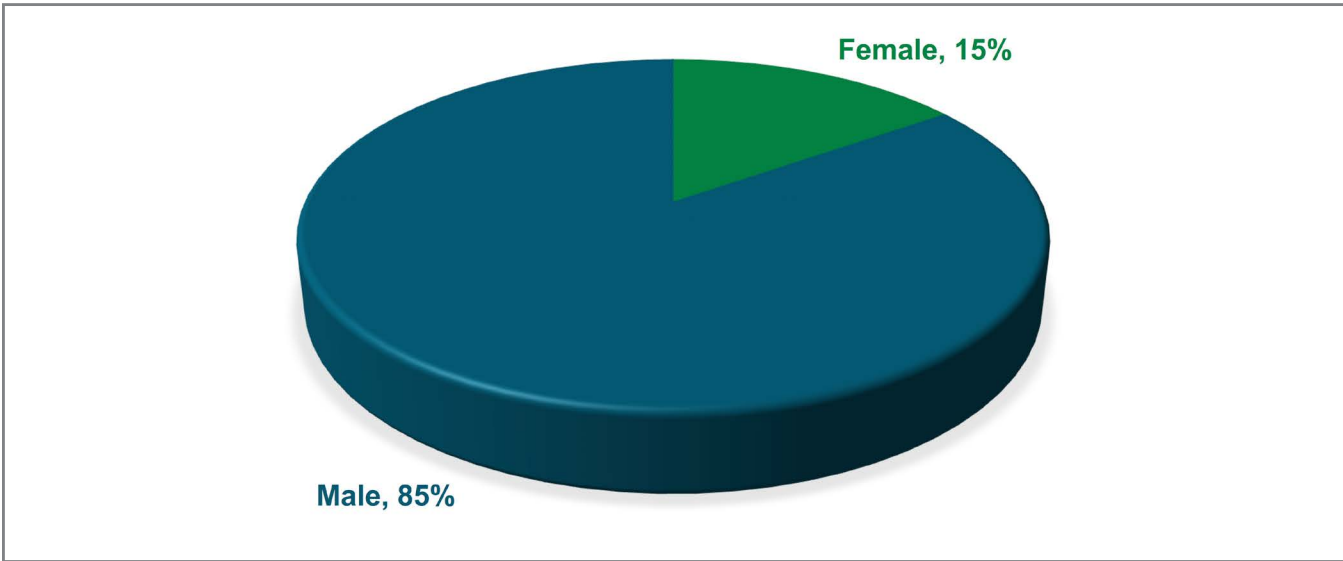
## Head of Club

The Head of Club is the top position within the club. Also referred to as General Manager, Chief Executive Officer, Chief Operating Officer, Managing Director, or General Manager/Vice President.

**Figure 19: Highest Level of Education of Head of Club**



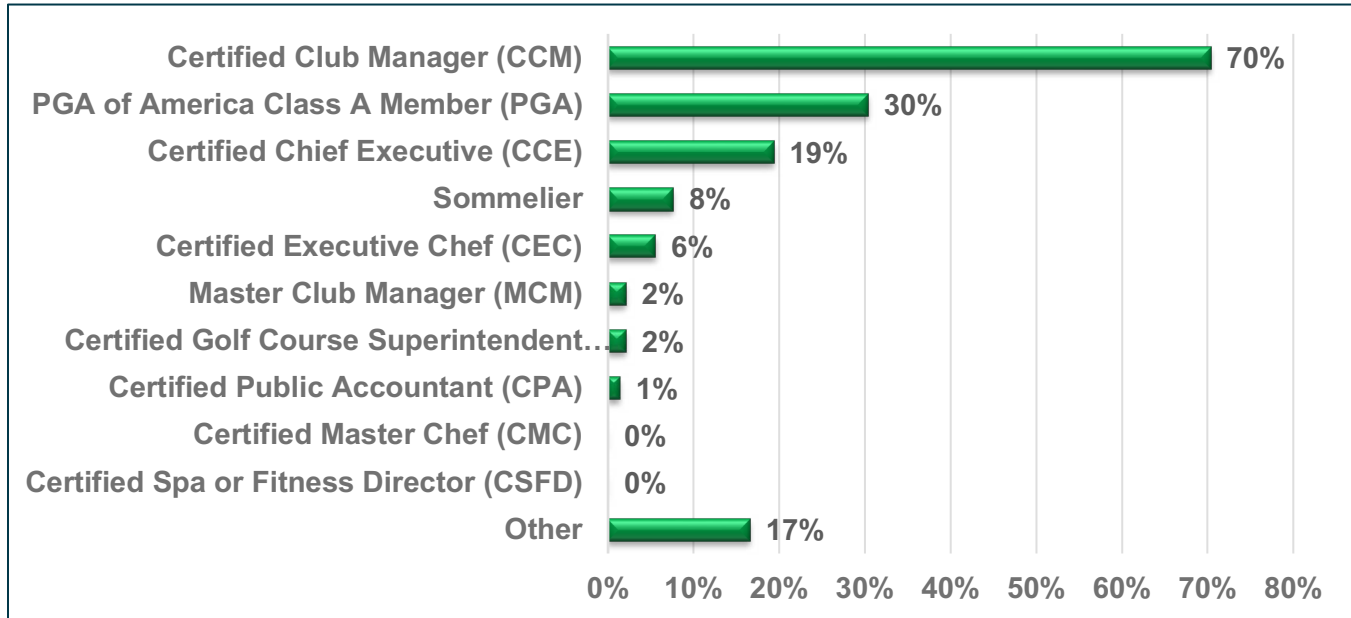
**Figure 20: Gender Representation of Head of Club**



**Table 7: Age and Years at Current Club Breakdown**

Head of Club - Age		Head of Club – Current Club Tenure	
Average	54	Average	9
25th Percentile	46	25th Percentile	4
Median	54	Median	7
75th Percentile	61	75th Percentile	12

**Figure 21: Head of Club - Professional Designations Held**



**Table 8: Head of Club - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	481	\$160,000	\$226,039	\$271,700	\$390,000
Total Allowances	371	\$7,200	\$8,000	\$8,420	\$12,006
Total Bonuses	415	\$18,300	\$30,000	\$48,600	\$78,200
Total Compensation	481	\$183,321	\$257,500	\$324,925	\$490,604

**Table 9: Head of Club - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	86	\$135,000	\$213,593	\$265,000	\$391,680
Total Allowances	66	\$5,650	\$7,000	\$9,000	\$8,904
Total Bonuses	75	\$17,000	\$33,000	\$43,640	\$71,031
Total Compensation	86	\$159,168	\$255,050	\$326,440	\$463,689

**Table 10: Head of Club - Base Salary by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	112	\$165,550	\$210,000	\$295,750	\$421,281
3-6 years	114	\$167,000	\$233,193	\$285,000	\$355,000
6-11 years	106	\$160,000	\$237,313	\$262,498	\$385,008
11+ years	113	\$160,000	\$235,000	\$262,500	\$400,000

**Table 11: Head of Club - Total Allowances by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	90	\$7,500	\$8,374	\$10,200	\$15,150
3-6 years	91	\$7,500	\$8,000	\$4,950	\$12,100
6-11 years	82	\$6,900	\$7,930	\$13,000	\$10,550
11+ years	86	\$10,100	\$8,400	\$7,950	\$9,750

**Table 12: Head of Club - Total Bonuses by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	101	\$20,000	\$25,000	\$50,000	\$65,000
3-6 years	101	\$17,500	\$39,100	\$48,750	\$73,229
6-11 years	91	\$18,500	\$35,000	\$37,000	\$100,000
11+ years	97	\$14,000	\$30,000	\$52,868	\$100,000

**Table 13: Head of Club - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	113	\$193,900	\$235,700	\$334,868	\$500,208
3-6 years	114	\$184,692	\$278,300	\$336,800	\$433,014
6-11 years	106	\$183,696	\$269,210	\$295,412	\$495,008
11+ years	114	\$175,231	\$258,000	\$324,700	\$499,853

**Table 14: Head of Club - Base Salary by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	24	\$146,000	\$287,500	\$289,975	\$362,500
3-6 years	15	\$131,000	\$163,325	\$250,000	\$410,495
6-11 years	21	\$142,852	\$238,000	\$244,171	\$417,350
11+ years	23	\$136,852	\$244,150	\$263,750	\$400,000

**Table 15: Head of Club - Total Allowances by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	19	\$9,500	\$7,000	\$6,950	\$1,048
3-6 years	10	\$22,200	\$3,200	\$360	\$12,650
6-11 years	16	\$4,500	\$12,000	\$18,000	\$8,200
11+ years	19	\$1,750	\$12,884	\$12,406	\$6,000

**Table 16: Head of Club - Total Bonuses by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	20	\$25,000	\$40,000	\$40,617	\$97,500
3-6 years	11	\$30,000	\$20,298	\$36,960	\$98,410
6-11 years	20	\$18,000	\$56,032	\$47,280	\$61,135
11+ years	21	\$16,000	\$32,716	\$97,252	\$95,000

**Table 17: Head of Club - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	24	\$176,000	\$337,580	\$343,407	\$427,551
3-6 years	15	\$183,200	\$185,223	\$268,660	\$463,689
6-11 years	21	\$161,834	\$294,032	\$307,905	\$483,540
11+ years	23	\$168,245	\$322,279	\$351,677	\$501,000

**Table 18: Head of Club - Base Salary by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	54	\$150,000	\$230,000	\$273,831	\$295,000
East South Central	13	\$120,000	\$192,250	\$255,000	\$400,000
Middle Atlantic	47	\$167,500	\$235,000	\$256,984	\$392,504
Mountain	33	\$150,000	\$213,200	\$267,280	\$355,741
New England	37	\$180,000	\$275,000	\$324,948	\$325,000
Pacific	54	\$165,000	\$200,000	\$283,500	\$375,000
South Atlantic	158	\$164,000	\$244,925	\$285,000	\$442,576
West North Central	33	\$147,500	\$225,000	\$251,908	\$227,000
West South Central	30	\$167,000	\$210,000	\$265,000	\$396,270

**Table 19: Head of Club - Total Allowances by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	43	\$7,500	\$8,000	\$4,725	\$12,000
East South Central	11	\$13,500	\$8,040	\$12,000	\$9,000
Middle Atlantic	36	\$9,500	\$7,530	\$14,058	\$15,000
Mountain	25	\$4,350	\$7,500	\$8,240	\$2,500
New England	30	\$5,000	\$10,000	\$7,500	\$13,000
Pacific	37	\$13,650	\$7,600	\$18,300	\$7,980
South Atlantic	132	\$5,000	\$9,100	\$5,000	\$13,200
West North Central	21	\$11,300	\$7,850	\$7,790	\$10,800
West South Central	19	\$8,800	\$2,750	\$10,950	\$10,595

**Table 20: Head of Club - Total Bonuses by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	50	\$14,750	\$37,000	\$25,500	\$56,994
East South Central	11	\$10,000	\$35,000	\$26,862	\$90,000
Middle Atlantic	43	\$14,500	\$29,600	\$46,500	\$110,000
Mountain	31	\$13,051	\$31,500	\$37,500	\$100,937
New England	35	\$20,000	\$43,000	\$52,500	\$67,229
Pacific	47	\$25,000	\$24,825	\$50,350	\$74,880
South Atlantic	135	\$20,000	\$30,000	\$51,000	\$78,200
West North Central	23	\$14,975	\$20,009	\$36,450	\$50,000
West South Central	28	\$18,300	\$11,000	\$55,611	\$90,000

**Table 21: Head of Club - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	54	\$182,000	\$283,600	\$298,806	\$381,750
East South Central	13	\$163,500	\$231,720	\$316,192	\$498,863
Middle Atlantic	47	\$186,332	\$263,860	\$296,980	\$515,003
Mountain	33	\$179,040	\$256,714	\$324,671	\$506,751
New England	37	\$219,910	\$300,000	\$395,594	\$432,927
Pacific	54	\$183,300	\$241,820	\$358,000	\$452,980
South Atlantic	159	\$201,450	\$283,552	\$323,580	\$520,011
West North Central	33	\$157,991	\$235,350	\$289,000	\$299,000
West South Central	31	\$201,000	\$232,200	\$321,200	\$476,675

**Table 22: Head of Club - Base Salary by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	16	\$156,704	\$236,715	\$250,000	\$405,000
South	32	\$120,000	\$212,166	\$263,750	\$388,359
Midwest	16	\$135,000	\$207,825	\$238,300	\$427,500
West	15	\$181,000	\$233,000	\$303,100	\$381,315

**Table 23: Head of Club - Total Allowances by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	13	\$10,000	\$7,500	\$6,800	\$7,452
South	22	\$4,990	\$8,800	\$6,768	\$6,000
Midwest	13	\$9,250	\$4,850	\$9,000	\$7,500
West	12	\$2,500	\$7,000	\$6,000	\$1,600

**Table 24: Head of Club - Total Bonuses by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	14	\$15,750	\$21,500	\$35,000	\$96,875
South	28	\$26,000	\$51,600	\$40,177	\$100,000
Midwest	15	\$20,500	\$30,448	\$40,000	\$62,500
West	12	\$13,000	\$30,200	\$68,775	\$56,440

**Table 25: Head of Club - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	16	\$184,039	\$277,865	\$337,700	\$498,123
South	32	\$142,480	\$256,500	\$324,690	\$572,500
Midwest	16	\$157,000	\$243,123	\$289,000	\$532,500
West	15	\$218,500	\$266,700	\$348,688	\$413,570

## Head of Finance

The Head of Finance is the top financial position at the club. Also referred to as Chief Financial Officer, Controller, Senior Accountant, Director of Finance, Director of Financial Services, or Accountant.

**Table 26: Head of Finance - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	424	\$95,000	\$120,060	\$150,000	\$194,744
Total Allowances	234	\$1,600	\$2,500	\$3,000	\$3,175
Total Bonuses	365	\$5,875	\$10,934	\$13,500	\$22,657
Total Compensation	424	\$102,965	\$133,600	\$161,767	\$221,986

**Table 27: Head of Finance - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	67	\$75,005	\$115,828	\$148,400	\$180,879
Total Allowances	37	\$1,000	\$1,225	\$3,750	\$3,500
Total Bonuses	57	\$7,500	\$14,235	\$13,725	\$33,000
Total Compensation	67	\$76,369	\$125,993	\$154,571	\$225,500

**Table 28: Head of Finance - Base Salary by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	108	\$99,750	\$114,907	\$152,385	\$184,500
3-6 years	79	\$92,650	\$118,738	\$151,563	\$233,200
6-11 years	95	\$103,738	\$120,500	\$132,500	\$175,016
11+ years	108	\$93,000	\$124,564	\$147,265	\$200,000

**Table 29: Head of Finance - Total Allowances by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	59	\$2,300	\$1,335	\$2,850	\$1,500
3-6 years	43	\$935	\$2,775	\$1,350	\$1,226
6-11 years	57	\$2,450	\$2,710	\$3,350	\$4,030
11+ years	62	\$1,570	\$3,450	\$3,300	\$5,000

**Table 30: Head of Finance - Total Bonuses by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	95	\$5,525	\$8,671	\$14,085	\$20,850
3-6 years	71	\$6,850	\$10,000	\$15,088	\$28,950
6-11 years	83	\$4,699	\$15,000	\$13,400	\$18,750
11+ years	93	\$7,905	\$11,506	\$14,800	\$29,500

**Table 31: Head of Finance - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	108	\$105,250	\$124,640	\$167,375	\$213,341
3-6 years	79	\$100,046	\$134,934	\$167,431	\$267,031
6-11 years	95	\$112,751	\$137,686	\$148,580	\$210,769
11+ years	108	\$94,710	\$136,689	\$170,504	\$241,580

**Table 32: Head of Finance - Base Salary by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	24	\$82,500	\$127,400	\$171,000	\$183,040
3-6 years	14	\$86,500	\$175,000	\$136,250	\$243,911
6-11 years	7	\$91,887	\$125,000	\$158,730	\$283,550
11+ years	18	\$73,903	\$105,000	\$180,879	\$143,750

**Table 33: Head of Finance - Total Allowances by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	13	\$1,100	\$1,000	\$2,950	\$4,050
3-6 years	8	\$1,800	\$3,005	\$900	\$2,350
6-11 years	4	Insufficient Data Available			
11+ years	9	\$2,200	\$500	\$3,000	\$4,878

**Table 34: Head of Finance - Total Bonuses by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	19	\$7,865	\$9,500	\$23,524	\$26,501
3-6 years	11	\$8,208	\$47,482	\$15,094	\$36,700
6-11 years	7	\$8,750	\$12,060	\$15,250	\$57,835
11+ years	16	\$1,582	\$4,000	\$37,548	\$24,000

**Table 35: Head of Finance - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	24	\$90,365	\$134,058	\$214,344	\$192,280
3-6 years	14	\$97,408	\$213,005	\$154,536	\$264,274
6-11 years	7	\$100,637	\$138,260	\$173,980	\$347,585
11+ years	18	\$75,485	\$116,500	\$217,000	\$166,878

**Table 36: Head of Finance - Base Salary by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	41	\$98,675	\$113,000	\$117,955	\$132,376
East South Central	9	-	\$110,000	\$142,159	\$165,000
Middle Atlantic	42	\$95,000	\$147,000	\$147,692	\$180,000
Mountain	32	\$100,000	\$104,250	\$135,000	\$187,000
New England	31	\$90,549	\$141,550	\$164,899	\$200,000
Pacific	48	\$103,326	\$126,950	\$166,176	\$176,485
South Atlantic	146	\$99,750	\$117,466	\$151,800	\$213,865
West North Central	27	\$106,238	\$120,500	\$125,000	\$128,750
West South Central	29	\$77,375	\$89,500	\$144,581	\$217,440

**Table 37: Head of Finance - Total Allowances by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	21	\$3,400	\$4,000	\$1,000	\$850
East South Central	5	-	\$2,500	\$3,700	\$4,946
Middle Atlantic	22	\$4,100	\$3,000	\$5,000	\$2,000
Mountain	18	\$1,175	\$1,850	\$5,880	\$2,475
New England	17	\$840	\$2,525	\$4,300	\$7,790
Pacific	27	\$750	\$1,800	\$1,950	\$3,190
South Atlantic	82	\$1,600	\$2,100	\$1,500	\$3,100
West North Central	13	\$1,500	\$360	\$2,830	\$3,000
West South Central	13	\$900	\$3,500	\$4,300	\$3,380

**Table 38: Head of Finance - Total Bonuses by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	38	\$7,260	\$10,000	\$10,000	\$16,975
East South Central	9	-	\$11,825	\$10,393	\$16,500
Middle Atlantic	40	\$7,593	\$16,000	\$14,250	\$29,125
Mountain	30	\$3,750	\$6,750	\$15,000	\$29,600
New England	28	\$7,250	\$19,250	\$15,979	\$31,146
Pacific	39	\$5,398	\$7,638	\$15,870	\$17,760
South Atlantic	123	\$8,000	\$11,000	\$13,300	\$26,216
West North Central	19	\$4,121	\$12,000	\$12,765	\$16,938
West South Central	26	\$1,035	\$4,369	\$17,150	\$21,744

**Table 39: Head of Finance - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	41	\$110,845	\$124,500	\$130,330	\$148,481
East South Central	9	-	\$119,100	\$155,796	\$180,250
Middle Atlantic	42	\$102,800	\$165,785	\$161,624	\$211,489
Mountain	32	\$100,000	\$113,615	\$146,950	\$235,746
New England	31	\$97,312	\$162,875	\$190,350	\$241,580
Pacific	48	\$104,432	\$133,334	\$178,888	\$202,890
South Atlantic	146	\$105,250	\$126,150	\$161,239	\$242,474
West North Central	27	\$112,609	\$132,650	\$136,580	\$145,625
West South Central	29	\$79,968	\$105,750	\$163,681	\$241,827

**Table 40: Head of Finance - Base Salary by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	11	\$75,005	\$121,080	\$95,000	\$262,080
South	25	\$65,000	\$112,874	\$158,730	\$180,000
Midwest	13	\$86,400	\$117,308	\$131,000	\$219,775
West	12	\$135,010	\$176,000	\$159,700	\$195,476

**Table 41: Head of Finance - Total Allowances by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	7	-	\$3,005	\$500	\$3,000
South	11	-	\$1,125	\$3,750	\$4,050
Midwest	7	-	\$900	\$5,000	\$5,478
West	6	-	\$600	\$900	\$1,755

**Table 42: Head of Finance - Total Bonuses by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	9	\$7,500	\$24,618	\$4,000	\$65,000
South	22	\$5,000	\$14,500	\$15,250	\$42,000
Midwest	13	\$6,265	\$12,297	\$8,475	\$36,418
West	8	\$10,000	\$15,000	\$17,050	\$25,200

**Table 43: Head of Finance - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	11	\$76,369	\$131,243	\$99,500	\$330,000
South	25	\$70,000	\$118,624	\$173,980	\$225,500
Midwest	13	\$92,665	\$130,505	\$148,800	\$261,670
West	12	\$145,010	\$191,600	\$160,675	\$225,642

## Executive Chef

The Executive Chef is the top food and beverage culinary position. This position is also referred to as Chef, Culinary Director, Working Chef, Food Production Manager, Back of House F&B Director, or Head Chef.

**Table 44: Executive Chef - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	458	\$98,921	\$125,000	\$145,600	\$181,020
Total Allowances	274	\$2,000	\$3,000	\$3,000	\$3,050
Total Bonuses	396	\$4,931	\$10,000	\$12,500	\$18,093
Total Compensation	458	\$103,023	\$137,546	\$158,029	\$202,557

**Table 45: Executive Chef - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	77	\$91,612	\$140,000	\$135,000	\$158,246
Total Allowances	45	\$4,000	\$1,500	\$3,600	\$3,500
Total Bonuses	65	\$9,528	\$10,500	\$10,000	\$16,813
Total Compensation	77	\$100,773	\$144,815	\$154,750	\$187,734

**Table 46: Executive Chef - Base Salary by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	134	\$95,000	\$120,000	\$147,290	\$187,500
3-6 years	89	\$93,123	\$131,250	\$131,688	\$197,500
6-11 years	95	\$101,125	\$134,000	\$140,643	\$174,586
11+ years	94	\$108,997	\$126,985	\$154,237	\$175,000

**Table 47: Executive Chef - Total Allowances by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	86	\$3,250	\$2,500	\$3,250	\$3,000
3-6 years	63	\$1,600	\$3,125	\$2,500	\$2,600
6-11 years	56	\$1,540	\$2,500	\$5,100	\$3,600
11+ years	46	\$2,500	\$3,000	\$2,900	\$4,050

**Table 48: Executive Chef - Total Bonuses by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	109	\$3,650	\$9,000	\$8,460	\$19,290
3-6 years	80	\$5,450	\$10,750	\$11,250	\$19,202
6-11 years	89	\$6,050	\$9,750	\$13,500	\$16,000
11+ years	82	\$7,900	\$11,800	\$13,500	\$24,394

**Table 49: Executive Chef - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	134	\$101,032	\$124,000	\$157,600	\$210,000
3-6 years	90	\$104,737	\$144,100	\$144,563	\$216,981
6-11 years	95	\$102,850	\$141,800	\$162,138	\$192,210
11+ years	94	\$120,350	\$147,097	\$170,634	\$189,000

**Table 50: Executive Chef - Base Salary by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	25	\$75,000	\$130,000	\$137,246	\$157,500
3-6 years	17	\$94,000	\$148,750	\$151,000	\$222,489
6-11 years	17	\$120,000	\$154,892	\$128,654	\$181,534
11+ years	11	\$86,012	\$145,500	\$153,750	\$144,311

**Table 51: Executive Chef - Total Allowances by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	14	\$4,950	\$2,500	\$900	\$2,364
3-6 years	9	\$1,750	\$2,600	\$2,950	\$4,200
6-11 years	12	\$1,500	\$1,300	\$4,300	\$3,650
11+ years	6	\$4,000	-	\$2,500	\$1,800

**Table 52: Executive Chef - Total Bonuses by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	21	\$7,331	\$7,500	\$3,508	\$16,875
3-6 years	15	\$9,895	\$17,058	\$22,102	\$37,719
6-11 years	15	\$10,000	\$26,791	\$13,650	\$41,000
11+ years	8	\$8,764	-	\$18,000	\$14,333

**Table 53: Executive Chef - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	25	\$75,000	\$145,577	\$141,329	\$177,100
3-6 years	17	\$101,662	\$166,908	\$182,708	\$271,408
6-11 years	17	\$136,500	\$182,833	\$154,432	\$233,450
11+ years	11	\$96,776	\$175,000	\$164,000	\$152,248

**Table 54: Executive Chef - Base Salary by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	48	\$110,000	\$126,985	\$159,822	\$167,500
East South Central	11	\$105,000	\$122,500	\$154,500	\$194,000
Middle Atlantic	40	\$101,000	\$167,000	\$152,415	\$202,250
Mountain	36	\$90,000	\$125,000	\$127,500	\$162,100
New England	36	\$102,369	\$136,307	\$156,756	\$187,486
Pacific	47	\$93,123	\$107,310	\$155,250	\$175,552
South Atlantic	158	\$96,125	\$125,000	\$137,186	\$182,417
West North Central	34	\$110,000	\$117,015	\$143,195	\$175,000
West South Central	31	\$90,000	\$101,110	\$146,529	\$228,094

**Table 55: Executive Chef - Total Allowances by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	30	\$2,050	\$3,000	\$8,000	\$4,625
East South Central	8	\$2,800	\$3,850	\$5,200	\$5,000
Middle Atlantic	25	\$7,200	\$1,850	\$4,123	\$4,250
Mountain	23	\$910	\$3,250	\$2,750	\$1,315
New England	25	\$2,000	\$5,000	\$3,900	\$5,000
Pacific	25	\$1,000	\$1,500	\$2,350	\$2,100
South Atlantic	89	\$1,200	\$3,719	\$2,500	\$3,000
West North Central	18	\$4,250	\$1,250	\$2,500	\$3,400
West South Central	16	\$4,250	\$2,500	\$4,460	\$3,600

**Table 56: Executive Chef - Total Bonuses by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	45	\$6,232	\$10,138	\$16,188	\$10,675
East South Central	10	-	\$9,635	\$2,927	\$11,164
Middle Atlantic	38	\$5,500	\$14,825	\$14,500	\$20,175
Mountain	30	\$3,500	\$10,811	\$13,519	\$13,000
New England	34	\$7,150	\$13,000	\$14,750	\$22,000
Pacific	42	\$5,082	\$9,000	\$12,451	\$17,871
South Atlantic	131	\$4,250	\$11,625	\$12,000	\$18,773
West North Central	27	\$6,500	\$7,370	\$9,700	\$14,019
West South Central	28	\$3,800	\$3,527	\$12,500	\$20,500

**Table 57: Executive Chef - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	48	\$122,200	\$130,500	\$179,511	\$184,225
East South Central	11	\$120,000	\$132,050	\$169,700	\$213,176
Middle Atlantic	40	\$117,100	\$179,800	\$170,312	\$227,437
Mountain	36	\$99,107	\$150,723	\$130,600	\$189,000
New England	36	\$112,506	\$158,062	\$186,628	\$227,836
Pacific	47	\$94,526	\$124,268	\$170,189	\$197,888
South Atlantic	159	\$102,772	\$138,666	\$153,814	\$207,120
West North Central	34	\$114,290	\$120,685	\$152,165	\$190,000
West South Central	31	\$92,625	\$110,046	\$159,252	\$250,572

**Table 58: Executive Chef - Base Salary by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	11	\$114,551	\$118,500	\$125,000	\$205,000
South	29	\$77,500	\$142,759	\$150,000	\$160,350
Midwest	17	\$91,767	\$145,000	\$131,821	\$202,309
West	13	\$126,846	\$156,000	\$135,000	\$149,496

**Table 59: Executive Chef - Total Allowances by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	7	-	\$1,500	\$1,000	\$1,200
South	14	\$3,125	\$4,000	\$3,750	\$3,700
Midwest	11	\$4,000	\$1,350	\$5,000	\$6,500
West	7	-	\$600	\$2,250	\$2,255

**Table 60: Executive Chef - Total Bonuses by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	9	\$7,484	\$11,036	\$3,000	\$13,400
South	25	\$5,500	\$26,000	\$18,000	\$26,750
Midwest	17	\$9,895	\$2,233	\$7,500	\$32,469
West	8	\$10,000	\$15,600	\$7,275	\$16,813

**Table 61: Executive Chef - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	11	\$125,512	\$127,499	\$129,000	\$205,878
South	29	\$79,852	\$163,000	\$152,000	\$208,500
Midwest	17	\$101,662	\$148,583	\$145,577	\$241,278
West	13	\$136,846	\$172,200	\$157,500	\$161,209

## Head of Agronomy

The Head of Agronomy is considered the top position of the Greens and Grounds Department. This position may also be known as Golf Course Superintendent, Director of Golf Course Maintenance Operations, or Greens Superintendent.

**Table 62: Head of Agronomy – Total Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	436	\$125,000	\$152,645	\$200,000	\$258,763
Total Allowances	317	\$5,000	\$6,500	\$6,000	\$6,775
Total Bonuses	389	\$6,500	\$12,531	\$17,527	\$28,250
Total Compensation	436	\$135,000	\$178,389	\$220,882	\$303,558

**Table 63: Head of Agronomy - Base Salary by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	50	\$116,865	\$142,500	\$217,494	\$240,000
3-6 years	71	\$127,500	\$140,350	\$193,904	\$280,000
6-11 years	79	\$115,000	\$175,000	\$187,500	\$249,600
11+ years	197	\$133,524	\$158,501	\$203,210	\$258,000

**Table 64: Head of Agronomy - Total Allowances by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	34	\$6,550	\$5,500	\$8,040	\$2,615
3-6 years	53	\$3,800	\$4,350	\$12,600	\$7,200
6-11 years	61	\$6,650	\$6,800	\$6,295	\$6,000
11+ years	140	\$5,000	\$7,000	\$4,000	\$8,790

**Table 65: Head of Agronomy - Total Bonuses by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	44	\$6,000	\$12,000	\$17,650	\$25,200
3-6 years	64	\$9,375	\$12,300	\$14,641	\$33,500
6-11 years	73	\$5,468	\$20,400	\$18,841	\$30,000
11+ years	176	\$9,000	\$12,000	\$19,995	\$26,000

**Table 66: Head of Agronomy - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	51	\$126,819	\$153,920	\$244,340	\$283,000
3-6 years	71	\$143,301	\$161,403	\$216,281	\$337,486
6-11 years	79	\$150,702	\$208,160	\$210,290	\$304,553
11+ years	197	\$150,000	\$182,117	\$224,611	\$288,831

**Table 67: Head of Agronomy - Base Salary by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	46	\$130,000	\$150,000	\$187,923	\$230,412
East South Central	9	\$110,000	\$154,250	\$167,162	\$239,093
Middle Atlantic	38	\$120,000	\$171,500	\$197,060	\$317,637
Mountain	33	\$124,300	\$143,250	\$187,010	\$201,571
New England	34	\$146,750	\$210,121	\$234,404	\$233,929
Pacific	49	\$124,231	\$173,332	\$232,167	\$275,000
South Atlantic	146	\$116,865	\$141,159	\$190,000	\$267,485
West North Central	32	\$132,197	\$150,000	\$186,750	\$187,000
West South Central	30	\$121,500	\$132,050	\$185,000	\$270,542

**Table 68: Head of Agronomy - Total Allowances by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	37	\$5,000	\$6,500	\$7,500	\$11,000
East South Central	8	\$1,800	\$2,060	\$12,560	\$8,769
Middle Atlantic	29	\$5,550	\$9,250	\$10,000	\$4,980
Mountain	25	\$910	\$6,000	\$5,500	\$1,665
New England	27	\$11,874	\$9,000	\$13,550	\$7,200
Pacific	33	\$6,300	\$2,110	\$12,000	\$6,975
South Atlantic	108	\$5,500	\$6,500	\$2,500	\$7,200
West North Central	17	\$2,250	\$2,080	\$7,500	\$6,000
West South Central	16	\$4,000	\$5,600	\$11,450	\$3,500

**Table 69: Head of Agronomy - Total Bonuses by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	44	\$10,000	\$12,000	\$24,275	\$30,372
East South Central	9	\$10,000	\$13,042	\$24,389	\$21,758
Middle Atlantic	37	\$10,775	\$20,280	\$15,725	\$37,500
Mountain	31	\$3,500	\$20,830	\$19,995	\$23,382
New England	33	\$8,250	\$20,142	\$28,975	\$33,000
Pacific	40	\$7,436	\$20,586	\$33,180	\$26,325
South Atlantic	133	\$6,250	\$9,757	\$15,000	\$28,625
West North Central	24	\$9,750	\$8,500	\$20,219	\$17,850
West South Central	27	\$4,800	\$6,493	\$14,500	\$28,011

**Table 70: Head of Agronomy - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	46	\$150,000	\$166,780	\$212,673	\$263,670
East South Central	9	\$135,892	\$165,510	\$203,876	\$258,520
Middle Atlantic	38	\$141,100	\$207,030	\$226,115	\$390,786
Mountain	33	\$129,505	\$179,645	\$213,250	\$231,429
New England	34	\$169,232	\$230,263	\$286,389	\$286,719
Pacific	49	\$125,231	\$185,842	\$258,040	\$310,477
South Atlantic	147	\$133,235	\$155,179	\$204,526	\$310,753
West North Central	32	\$137,414	\$152,068	\$217,725	\$227,000
West South Central	30	\$124,868	\$142,433	\$204,760	\$304,553

## Head of Golf

The Head of Golf is the top position within the Golf Department. This position may also be known as Director of Golf or Head Golf Professional.

**Table 71: Head of Golf - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	443	\$91,835	\$128,500	\$160,000	\$196,300
Lessons/Gratuities	266	\$14,157	\$15,000	\$13,065	\$9,355
Total Allowances	292	\$2,720	\$3,039	\$4,000	\$3,550
Total Bonuses	378	\$5,000	\$9,818	\$13,600	\$21,709
Total Compensation	443	\$117,120	\$155,310	\$186,520	\$232,314

**Table 72: Head of Golf - Base Salary by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	71	\$88,775	\$120,250	\$159,880	\$195,000
3-6 years	68	\$79,789	\$103,000	\$154,449	\$204,750
6-11 years	104	\$114,500	\$140,000	\$163,183	\$190,000
11+ years	161	\$91,670	\$129,063	\$160,000	\$190,694

**Table 73: Head of Golf - Total Lessons/Gratuity by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	38	\$10,000	\$26,550	\$7,712	\$5,885
3-6 years	41	\$9,694	\$13,000	\$16,530	\$2,475
6-11 years	61	\$8,399	\$18,906	\$21,122	\$22,071
11+ years	102	\$20,000	\$11,077	\$12,873	\$14,440

**Table 74: Head of Golf - Total Allowances by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	49	\$4,400	\$3,250	\$5,000	\$1,213
3-6 years	44	\$2,720	\$3,600	\$5,000	\$5,500
6-11 years	67	\$2,550	\$2,755	\$6,000	\$2,500
11+ years	108	\$2,375	\$3,400	\$3,000	\$4,450

**Table 75: Head of Golf - Total Bonuses by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	63	\$8,000	\$8,500	\$13,300	\$25,250
3-6 years	55	\$4,840	\$9,800	\$16,000	\$29,874
6-11 years	87	\$6,500	\$11,800	\$12,500	\$16,154
11+ years	141	\$4,290	\$9,000	\$13,358	\$22,019

**Table 76: Head of Golf - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	72	\$106,078	\$146,625	\$195,320	\$229,940
3-6 years	68	\$91,275	\$136,831	\$190,000	\$234,555
6-11 years	104	\$132,768	\$159,100	\$183,270	\$212,000
11+ years	161	\$129,980	\$155,916	\$183,482	\$240,039

**Table 77: Head of Golf - Base Salary by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	49	\$90,000	\$130,843	\$130,098	\$175,000
East South Central	10	\$75,000	\$96,351	\$175,100	\$220,061
Middle Atlantic	39	\$85,000	\$136,500	\$160,999	\$201,375
Mountain	34	\$88,000	\$130,000	\$172,500	\$192,400
New England	35	\$112,476	\$150,450	\$187,200	\$236,900
Pacific	48	\$109,907	\$122,000	\$163,183	\$198,800
South Atlantic	150	\$82,385	\$128,125	\$145,000	\$190,694
West North Central	33	\$104,342	\$134,044	\$156,467	\$187,173
West South Central	29	\$118,000	\$111,388	\$156,000	\$247,011

**Table 78: Head of Golf - Total Commission/Lessons/Gratuities by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	24	\$10,000	\$18,813	\$22,144	\$2,814
East South Central	6	\$15,000	\$23,349	\$30,486	\$25,342
Middle Atlantic	28	\$4,615	\$28,905	\$34,725	\$13,700
Mountain	18	\$14,157	\$5,720	\$7,757	\$4,158
New England	21	\$15,267	\$32,058	\$21,519	\$5,770
Pacific	28	\$3,652	\$6,356	\$6,683	\$7,290
South Atlantic	96	\$17,320	\$15,000	\$7,500	\$9,355
West North Central	15	\$17,914	\$8,223	\$23,119	\$1,500
West South Central	24	\$6,827	\$25,764	\$13,925	\$28,140

**Table 79: Head of Golf - Total Allowances by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	34	\$2,850	\$3,500	\$5,000	\$4,800
East South Central	7	-	\$2,500	\$6,200	\$1,950
Middle Atlantic	22	\$3,150	\$3,700	\$5,000	\$2,750
Mountain	23	\$2,000	\$3,800	\$4,250	\$2,100
New England	23	\$5,700	\$6,000	\$5,700	\$6,000
Pacific	30	\$3,000	\$2,860	\$2,600	\$2,500
South Atlantic	103	\$2,100	\$3,000	\$1,700	\$3,600
West North Central	21	\$2,550	\$600	\$5,000	\$11,000
West South Central	16	\$2,000	\$2,000	\$5,080	\$4,200

**Table 80: Head of Golf - Total Bonuses by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	39	\$6,250	\$13,500	\$33,925	\$19,564
East South Central	10	\$5,000	\$10,600	\$10,720	\$33,740
Middle Atlantic	36	\$6,170	\$8,125	\$11,250	\$26,288
Mountain	29	\$3,500	\$8,269	\$20,000	\$20,390
New England	30	\$6,179	\$10,000	\$25,000	\$42,303
Pacific	42	\$9,534	\$6,275	\$19,425	\$21,000
South Atlantic	127	\$2,800	\$10,000	\$10,500	\$21,000
West North Central	25	\$6,000	\$8,650	\$14,300	\$25,000
West South Central	28	\$3,800	\$6,733	\$13,785	\$24,219

**Table 81: Head of Golf - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	49	\$117,540	\$157,800	\$162,762	\$196,526
East South Central	10	\$105,538	\$123,394	\$191,644	\$417,457
Middle Atlantic	39	\$117,301	\$156,305	\$207,561	\$228,834
Mountain	34	\$105,197	\$143,000	\$188,000	\$214,322
New England	35	\$132,997	\$199,631	\$262,872	\$289,400
Pacific	48	\$117,285	\$132,116	\$200,076	\$242,794
South Atlantic	151	\$107,038	\$157,000	\$175,686	\$227,155
West North Central	33	\$136,257	\$152,998	\$199,186	\$227,000
West South Central	29	\$131,088	\$158,322	\$213,339	\$298,081

## Head of Tennis/Racquets

The Head of Tennis/Racquets is the top position in the Racquets Department. The position may also be known as Director of Tennis, Tennis Pro, or Head Tennis Racquets Professional. With the surge of Pickleball, many Head of Racquets now also oversee Pickleball operations. Some clubs have instituted a Head Pickleball Professional. For clubs where the Head Pickleball Professional is the highest ranked racquet staff, that position is included in this section of the report.

**Table 82: Head of Tennis/Racquets - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	297	\$49,000	\$68,000	\$84,973	\$110,000
Commission/Lessons/Gratuities	204	\$40,000	\$41,374	\$67,236	\$65,020
Total Allowances	151	\$1,350	\$2,500	\$1,800	\$1,600
Total Bonuses	248	\$1,750	\$3,150	\$6,935	\$10,596
Total Compensation	297	\$86,005	\$114,344	\$141,166	\$187,138

**Table 83: Head of Tennis/Racquets - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	27	\$80,000	\$70,000	\$74,800	\$98,000
Commission/Lessons/Gratuities	15	\$35,000	\$70,378	\$26,746	\$96,608
Total Allowances	16	\$3,100	\$3,500	\$2,610	\$1,000
Total Bonuses	18	\$1,200	\$8,960	\$948	\$5,000
Total Compensation	28	\$226,300	\$86,703	\$123,000	\$145,110

**Table 84: Head of Tennis/Racquets - Base Salary by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	62	\$40,000	\$64,634	\$80,566	\$123,649
3-6 years	46	\$42,436	\$63,930	\$89,092	\$89,701
6-11 years	54	\$60,000	\$52,500	\$81,937	\$114,200
11+ years	103	\$72,010	\$77,000	\$86,058	\$115,000

**Table 85: Head of Tennis/Racquets - Commission/Lessons/Gratuity by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	42	\$30,425	\$43,963	\$58,116	\$31,261
3-6 years	34	\$17,845	\$67,986	\$43,775	\$78,682
6-11 years	39	\$96,935	\$60,814	\$100,000	\$64,523
11+ years	68	\$54,223	\$80,000	\$69,117	\$65,518

**Table 86: Head of Tennis/Racquets - Total Allowances by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	36	\$5,080	\$1,500	\$1,600	\$1,629
3-6 years	22	\$2,200	\$2,658	\$3,000	\$950
6-11 years	25	\$850	\$3,500	\$1,350	\$1,500
11+ years	56	\$1,500	\$2,500	\$3,000	\$1,850

**Table 87: Head of Tennis/Racquets - Total Bonuses by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	52	\$2,000	\$3,575	\$4,700	\$10,588
3-6 years	40	\$800	\$2,462	\$6,321	\$8,680
6-11 years	45	\$1,000	\$3,375	\$5,200	\$12,975
11+ years	88	\$3,250	\$5,000	\$7,737	\$12,250

**Table 88: Head of Tennis/Racquets - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	63	\$75,040	\$117,341	\$137,227	\$175,923
3-6 years	47	\$47,378	\$98,401	\$131,808	\$187,138
6-11 years	55	\$65,264	\$121,142	\$186,513	\$203,634
11+ years	103	\$128,700	\$126,000	\$147,139	\$204,017

**Table 89: Head of Tennis/Racquets - Total Compensation by Tenure – Clubs without Golf**

Insufficient Data Available

**Table 90: Head of Tennis/Racquets - Base Salary by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	31	\$44,500	\$65,000	\$64,250	\$73,955
East South Central	8	-	\$74,882	\$61,307	\$84,874
Middle Atlantic	23	\$44,000	\$72,500	\$50,127	\$99,300
Mountain	16	\$43,202	\$72,000	\$99,063	\$100,923
New England	28	\$49,481	\$73,250	\$123,000	\$130,000
Pacific	23	\$56,500	\$67,240	\$94,958	\$87,380
South Atlantic	123	\$64,264	\$70,510	\$84,973	\$132,736
West North Central	19	\$70,770	\$54,046	\$77,250	\$70,800
West South Central	19	\$37,442	\$55,000	\$76,201	\$98,046

**Table 91: Head of Tennis/Racquets - Commission/Lessons/Gratuity by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	21	\$42,176	\$48,305	\$93,501	\$39,030
East South Central	6	-	\$127,870	\$75,489	\$149,558
Middle Atlantic	14	\$30,500	\$125,758	\$55,274	\$92,193
Mountain	12	\$47,998	\$35,509	\$69,448	\$27,770
New England	15	\$35,000	\$34,548	\$76,557	\$109,180
Pacific	16	\$51,468	\$113,942	\$49,955	\$57,491
South Atlantic	90	\$48,103	\$25,644	\$58,116	\$60,645
West North Central	12	\$40,000	\$26,176	\$74,886	\$45,000
West South Central	15	\$46,759	\$67,986	\$48,341	\$123,313

**Table 92: Head of Tennis/Racquets - Total Allowances by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	13	\$5,700	\$4,000	\$1,000	\$1,700
East South Central	6	-	\$2,500	\$1,200	\$2,320
Middle Atlantic	8	\$250	\$420	\$1,600	\$1,500
Mountain	11	\$910	\$2,552	\$3,148	\$1,020
New England	13	\$800	\$2,800	\$1,750	\$3,000
Pacific	11	\$500	\$300	\$2,100	\$2,100
South Atlantic	67	\$1,500	\$2,500	\$1,600	\$1,600
West North Central	10	\$5,080	\$1,000	\$1,200	\$600
West South Central	9	\$3,600	\$600	\$3,960	\$2,200

**Table 93: Head of Tennis/Racquets - Total Bonuses by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	22	\$2,000	\$3,600	\$6,000	\$1,500
East South Central	8	\$2,500	\$7,800	\$4,374	\$15,700
Middle Atlantic	21	\$4,500	\$4,000	\$3,000	\$8,680
Mountain	15	\$800	\$3,750	\$12,770	\$14,037
New England	24	\$3,646	\$7,700	\$8,667	\$5,120
Pacific	19	\$3,000	\$4,000	\$2,450	\$10,000
South Atlantic	106	\$1,000	\$3,325	\$7,359	\$12,750
West North Central	13	\$10,000	\$2,000	\$9,900	\$1,500
West South Central	17	\$2,500	\$1,394	\$5,650	\$12,750

**Table 94: Head of Tennis/Racquets - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	31	\$75,172	\$103,600	\$176,699	\$118,034
East South Central	8	-	\$208,300	\$108,396	\$252,108
Middle Atlantic	23	\$109,000	\$110,264	\$111,042	\$125,000
Mountain	16	\$92,909	\$114,344	\$154,924	\$151,240
New England	28	\$95,818	\$111,324	\$257,595	\$254,240
Pacific	24	\$63,000	\$124,361	\$163,383	\$143,230
South Atlantic	124	\$128,700	\$111,175	\$132,832	\$203,865
West North Central	19	\$118,656	\$104,187	\$155,025	\$94,350
West South Central	20	\$39,242	\$143,949	\$109,690	\$221,274

**Table 95: Head of Tennis/Racquets - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	6	\$92,000	\$97,618	\$185,500	\$117,500
South	8	\$85,000	\$77,900	\$125,000	\$163,572
Midwest	6	\$226,300	\$200,825	\$123,000	\$65,000
West	4	Insufficient Data Available			

## Fitness Director

The Fitness Director is the top position within the Fitness Department. This position may also be known as Director of Athletics, Wellness Director, Recreational Director, or Fitness and Spa Director.

**Table 96: Fitness Director - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	200	\$42,500	\$63,702	\$68,575	\$94,088
Commission/Lessons/Gratuities	122	\$14,549	\$25,114	\$39,225	\$27,482
Total Allowances	105	\$2,110	\$2,000	\$1,800	\$1,600
Total Bonuses	167	\$700	\$3,325	\$6,000	\$8,863
Total Compensation	200	\$80,238	\$90,900	\$99,596	\$129,933

**Table 97: Fitness Director - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	29	-	\$62,400	\$83,026	\$103,500
Commission/Lessons/Gratuities	15	-	\$37,928	\$19,862	\$41,894
Total Allowances	15	-	\$2,850	\$900	\$2,700
Total Bonuses	20	-	\$3,039	\$3,500	\$14,115
Total Compensation	29	-	\$92,351	\$100,337	\$150,217

**Table 98: Fitness Director - Base Salary by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	42	\$42,500	\$75,250	\$73,903	\$90,750
3-6 years	46	-	\$53,500	\$66,845	\$91,052
6-11 years	46	\$74,638	\$66,250	\$72,080	\$90,550
11+ years	47	\$34,760	\$63,702	\$66,000	\$97,044

**Table 99: Fitness Director - Total Commission/Lessons/Gratuity by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	20	-	\$11,704	\$35,710	\$22,571
3-6 years	28	-	\$35,241	\$37,520	\$34,835
6-11 years	33	\$46,000	\$17,768	\$50,741	\$26,401
11+ years	31	\$12,275	\$36,297	\$35,791	\$27,600

**Table 100: Fitness Director - Total Allowances by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	25	\$1,200	\$2,500	\$900	\$1,750
3-6 years	29	-	\$1,350	\$1,700	\$1,550
6-11 years	24	\$3,410	\$4,000	\$2,500	\$1,750
11+ years	22	\$3,000	\$1,500	\$6,000	\$1,552

**Table 101: Fitness Director - Total Bonuses by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	35	\$250	\$5,106	\$5,500	\$8,500
3-6 years	39	-	\$4,000	\$6,366	\$6,000
6-11 years	38	\$9,000	\$2,350	\$6,860	\$9,824
11+ years	44	\$700	\$1,500	\$4,623	\$10,338

**Table 102: Fitness Director - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	42	\$59,180	\$97,720	\$88,000	\$120,145
3-6 years	46	-	\$91,250	\$95,890	\$103,939
6-11 years	46	\$119,238	\$86,764	\$119,182	\$137,238
11+ years	47	\$77,826	\$92,676	\$119,008	\$148,989

**Table 103: Fitness Director - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	10	-	\$100,674	\$59,500	\$122,700
3-6 years	6	-	\$104,499	\$108,401	\$130,305
6-11 years	0	-	-	-	-
11+ years	8	-	\$167,187	\$165,041	\$150,531

**Table 104: Fitness Director - Base Salary by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	11	\$30,000	\$41,900	\$68,000	\$78,002
East South Central	8	-	\$56,750	\$59,097	\$107,120
Middle Atlantic	6	-	\$66,250	\$64,368	\$84,000
Mountain	17	-	\$95,000	\$74,580	\$107,112
New England	7	\$59,483	\$71,000	\$46,190	\$127,308
Pacific	21	\$48,000	\$71,560	\$85,409	\$97,700
South Atlantic	98	\$39,760	\$65,520	\$70,000	\$93,915
West North Central	9	-	\$84,602	\$66,423	\$72,229
West South Central	17	\$74,638	\$32,783	\$73,903	\$92,544

**Table 105: Fitness Director - Total Allowances by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	8	\$1,220	\$2,760	\$2,760	\$1,000
South	58	\$4,300	\$1,500	\$1,500	\$2,425
Midwest	11	-	\$2,000	\$2,000	\$1,050
West	25	\$1,000	\$2,725	\$2,725	\$1,400

**Table 106: Fitness Director - Total Bonuses by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	11	\$9,000	\$4,000	\$4,000	\$6,000
South	101	\$338	\$2,925	\$2,925	\$9,000
Midwest	18	\$700	\$2,225	\$2,225	\$6,680
West	34	\$750	\$6,653	\$6,653	\$10,000

**Table 107: Fitness Director - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	11	\$40,700	\$86,764	\$129,715	\$97,850
East South Central	8	-	\$92,000	\$86,246	\$134,193
Middle Atlantic	6	-	\$127,799	\$81,284	\$140,596
Mountain	18	\$50,000	\$120,384	\$127,029	\$127,180
New England	7	\$119,238	\$187,900	\$138,308	\$131,091
Pacific	21	\$49,750	\$94,312	\$102,997	\$149,700
South Atlantic	98	\$96,570	\$88,061	\$93,613	\$126,754
West North Central	9	-	\$133,226	\$106,263	\$74,529
West South Central	17	\$80,238	\$70,202	\$77,903	\$129,599

**Table 108: Fitness Director - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	4	Insufficient Data Available			
South	10	\$60,570	\$82,850	\$75,000	\$150,531
Midwest	9	\$112,575	\$129,769	\$100,000	\$134,474
West	6	\$122,118	\$101,942	\$108,401	\$137,125

## Head of Aquatics

The Head of Aquatics is the top position in the Sports & Recreation Aquatics Department. This position may also be known as Swim Instructor, Swim Coach, Swimming Pool Manager, or Director of Aquatics.

**Table 109: Head of Aquatics - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	60	\$29,425	\$25,750	\$63,440	\$66,246
Commission/Lessons/Gratuities	21	\$10,000	\$10,681	\$6,970	\$1,105
Total Allowances	9	-	\$2,250	\$5,000	\$750
Total Bonuses	38	\$1,000	\$2,000	\$2,250	\$5,000
Total Compensation	60	\$30,236	\$38,193	\$65,000	\$71,433

**Table 110: Head of Aquatics - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	6	\$26,500	\$56,254	\$60,000	\$107,635
Commission/Lessons/Gratuities	1	Insufficient Data Available			
Total Allowances	1	Insufficient Data Available			
Total Bonuses	4	Insufficient Data Available			
Total Compensation	6	\$28,650	\$66,004	\$70,000	\$107,745

**Table 111: Head of Aquatics - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	18	\$28,851	\$40,000	\$55,000	\$64,208
3-6 years	10	\$44,014	\$34,114	\$79,248	\$34,320
6-11 years	7	\$21,622	\$31,200	\$52,680	\$91,225
11+ years	15	\$26,925	\$49,899	\$70,126	\$87,807

**Table 112: Head of Aquatics - Total Compensation by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	12	-	\$31,200	\$31,200	\$65,351
South	28	\$30,236	\$36,386	\$36,386	\$74,064
Midwest	15	\$20,000	\$46,500	\$46,500	\$99,965
West	5	\$40,560	-	-	\$86,153

## Head of Facilities

The Head of Facilities is the top position within the Buildings and Facilities Department. It may also be known as Facilities Director, Repair and Maintenance Manager/Director, or Chief Engineer.

**Table 113: Head of Facilities - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	363	\$64,000	\$74,250	\$89,686	\$108,340
Total Allowances	181	\$1,200	\$1,300	\$1,200	\$1,600
Total Bonuses	313	\$2,200	\$4,000	\$6,248	\$10,005
Total Compensation	363	\$67,711	\$78,361	\$94,500	\$120,240

**Table 114: Head of Facilities - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	61	\$56,000	\$80,000	\$85,284	\$120,284
Total Allowances	30	\$11,975	\$2,103	\$3,320	\$1,200
Total Bonuses	48	\$4,248	\$5,875	\$7,390	\$12,376
Total Compensation	61	\$62,400	\$87,943	\$92,080	\$134,215

**Table 115: Head of Facilities - Base Salary by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	86	\$65,573	\$68,000	\$90,177	\$96,731
3-6 years	65	\$55,500	\$82,000	\$84,250	\$125,000
6-11 years	68	\$60,245	\$77,000	\$90,999	\$96,820
11+ years	115	\$68,500	\$75,000	\$87,343	\$112,445

**Table 116: Head of Facilities - Total Allowances by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	42	\$1,000	\$1,400	\$1,200	\$1,100
3-6 years	43	\$1,040	\$1,365	\$850	\$4,250
6-11 years	34	\$1,200	\$1,650	\$2,300	\$1,050
11+ years	54	\$1,800	\$900	\$1,000	\$2,400

**Table 117: Head of Facilities - Total Bonuses by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	79	\$1,217	\$4,150	\$5,200	\$6,503
3-6 years	57	\$2,250	\$5,000	\$5,886	\$8,762
6-11 years	58	\$1,610	\$3,500	\$8,914	\$9,000
11+ years	99	\$3,264	\$2,300	\$6,400	\$13,175

**Table 118: Head of Facilities - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	87	\$67,698	\$72,500	\$99,575	\$106,605
3-6 years	65	\$58,520	\$88,027	\$92,400	\$133,968
6-11 years	68	\$62,915	\$82,273	\$98,889	\$101,484
11+ years	116	\$73,844	\$79,400	\$93,307	\$128,660

**Table 119: Head of Facilities - Base Salary by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	14	\$53,560	\$86,625	\$70,000	\$107,730
3-6 years	8	\$56,000	\$80,281	\$90,642	\$150,119
6-11 years	8	-	-	\$79,685	\$140,000
11+ years	25	\$61,225	\$94,760	\$83,872	\$120,284

**Table 120: Head of Facilities - Total Bonuses by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	10	\$5,521	\$5,250	\$9,287	\$9,600
3-6 years	7	\$2,450	\$4,690	\$14,547	\$21,586
6-11 years	7	-	-	\$9,645	\$12,000
11+ years	20	\$3,696	\$6,743	\$2,000	\$12,460

**Table 121: Head of Facilities - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	14	\$59,081	\$95,290	\$86,330	\$117,530
3-6 years	8	\$62,400	\$85,471	\$126,649	\$165,022
6-11 years	8	-	-	\$84,890	\$152,600
11+ years	25	\$63,973	\$99,360	\$85,122	\$132,734

**Table 122: Head of Facilities - Base Salary by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	36	\$60,000	\$75,142	\$73,500	\$78,128
East South Central	8	-	\$69,000	\$83,482	\$101,228
Middle Atlantic	32	\$62,623	\$79,507	\$75,000	\$108,000
Mountain	28	\$55,000	\$75,000	\$95,000	\$113,722
New England	26	\$62,500	\$100,388	\$91,998	\$132,613
Pacific	43	\$70,780	\$78,790	\$95,100	\$115,629
South Atlantic	129	\$73,758	\$70,720	\$85,000	\$112,080
West North Central	25	\$68,000	\$75,000	\$82,860	\$85,000
West South Central	21	\$33,280	\$63,846	\$95,000	\$93,686

**Table 123: Head of Facilities - Total Allowances by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	14	\$1,520	\$1,180	-	\$850
East South Central	6	-	\$1,140	\$6,000	\$3,900
Middle Atlantic	11	\$1,650	\$1,650	\$1,200	\$2,604
Mountain	16	\$705	\$1,500	\$1,000	\$1,100
New England	12	\$5,100	\$2,650	\$1,400	\$4,000
Pacific	24	\$1,250	\$2,000	\$1,900	\$3,880
South Atlantic	71	\$1,400	\$1,300	\$900	\$1,200
West North Central	14	\$2,665	\$360	\$3,100	\$600
West South Central	7	-	\$2,300	\$1,850	\$1,350

**Table 124: Head of Facilities - Total Bonuses by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	31	\$4,000	\$3,250	\$6,500	\$4,050
East South Central	8	-	\$6,250	\$8,348	\$11,053
Middle Atlantic	30	\$2,606	\$6,500	\$4,530	\$11,575
Mountain	26	\$1,050	\$3,750	\$7,672	\$14,321
New England	23	\$2,000	\$9,300	\$6,900	\$10,000
Pacific	37	\$2,100	\$3,750	\$5,000	\$12,000
South Atlantic	115	\$2,429	\$3,850	\$5,250	\$10,000
West North Central	16	\$3,500	\$1,796	\$7,875	\$8,210
West South Central	19	\$2,500	\$881	\$7,500	\$9,000

**Table 125: Head of Facilities - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	36	\$63,573	\$82,217	\$79,250	\$87,328
East South Central	8	-	\$77,650	\$97,830	\$117,281
Middle Atlantic	32	\$65,313	\$86,307	\$77,415	\$117,500
Mountain	28	\$56,000	\$75,250	\$99,772	\$127,530
New England	26	\$64,250	\$110,900	\$98,932	\$161,997
Pacific	43	\$72,955	\$81,128	\$101,540	\$130,659
South Atlantic	130	\$76,913	\$77,800	\$91,299	\$125,000
West North Central	25	\$71,500	\$76,050	\$89,126	\$85,000
West South Central	22	\$33,280	\$64,391	\$104,417	\$102,918

**Table 126: Head of Facilities - Base Salary by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	9	\$72,010	\$83,881	\$80,000	\$162,000
South	23	\$48,880	\$85,500	\$85,813	\$99,259
Midwest	12	\$54,780	\$80,000	\$94,000	\$123,289
West	11	\$73,000	\$105,000	\$86,500	\$127,000

**Table 127: Head of Facilities - Total Allowances by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	4	Insufficient Data Available			
South	8	-	\$3,500	\$3,200	\$3,100
Midwest	5	\$3,950	\$1,200	\$5,000	\$1,774
West	7	\$2,000	\$600	-	\$600

**Table 128: Head of Facilities - Total Bonuses by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	7	\$3,696	\$5,008	\$3,000	\$11,930
South	18	-	\$6,500	\$7,269	\$12,896
Midwest	11	\$3,625	\$5,434	\$6,500	\$19,862
West	7	\$6,500	\$12,700	\$1,250	\$14,550

**Table 129: Head of Facilities - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	9	\$75,706	\$84,638	\$83,000	\$169,559
South	23	\$48,880	\$86,000	\$91,145	\$110,679
Midwest	12	\$60,741	\$86,034	\$102,260	\$144,924
West	11	\$99,500	\$118,300	\$86,500	\$140,905

# Section VII – Salaried Positions

## Assistant General Manager

The Assistant General Manager is most often the second in charge behind the Head of Club. This position may also be known as Assistant Manager, Assistant Club Manager, Hospitality Services Manager, or Director of Clubhouse Operations.

**Table 130: Assistant General Manager - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	180	\$118,177	\$110,000	\$146,263	\$180,090
Total Allowances	114	\$1,250	\$4,000	\$7,000	\$5,000
Total Bonuses	140	\$5,400	\$10,730	\$13,847	\$20,000
Total Compensation	180	\$129,025	\$124,250	\$164,500	\$201,872

**Table 131: Assistant General Manager - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	42	\$84,486	\$120,500	\$122,150	\$190,400
Total Allowances	28	\$2,500	\$5,000	\$5,000	\$3,500
Total Bonuses	26	\$6,195	\$8,000	\$11,950	\$18,633
Total Compensation	43	\$99,586	\$149,606	\$133,913	\$200,200

**Table 132: Assistant General Manager - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	67	\$114,300	\$130,385	\$175,799	\$198,956
3-6 years	36	\$155,705	\$113,520	\$145,424	\$189,392
6-11 years	30	\$134,550	\$144,096	\$156,640	\$249,160
11+ years	35	\$103,000	\$119,694	\$156,839	\$214,880

**Table 133: Assistant General Manager - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	13	\$78,500	\$156,639	\$104,000	\$200,200
3-6 years	12	\$119,343	\$149,700	\$165,000	\$263,070
6-11 years	6	\$83,434	-	\$99,165	\$272,813
11+ years	8	\$105,486	\$105,486	\$107,427	\$191,500

**Table 134: Assistant General Manager - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	20	\$118,526	\$108,340	\$189,000	\$147,834
East South Central	2	Insufficient Data Available			
Middle Atlantic	16	\$111,333	\$156,100	\$161,620	\$184,174
Mountain	12	\$274,250	\$160,521	\$166,000	\$265,390
New England	16	\$102,050	\$137,500	\$193,573	\$219,924
Pacific	8	-	\$148,420	\$164,489	\$197,711
South Atlantic	66	\$176,237	\$118,720	\$150,565	\$215,372
West North Central	10	\$113,629	\$114,000	\$138,400	\$166,500
West South Central	12	\$107,800	\$134,600	\$161,343	\$172,987

**Table 135: Assistant General Manager - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	11	\$111,267	\$143,777	\$119,133	\$229,979
South	13	\$99,586	\$134,765	\$69,089	\$191,500
Midwest	9	\$105,486	\$127,546	\$127,000	\$185,119
West	7	\$78,500	-	\$156,639	\$200,200

## Controller

The Controller is most often second in charge of the Finance Department. This position may sometimes be known as Accountant and Accounts Payable/Receivable Accountant.

**Table 136: Controller - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	119	\$84,500	\$90,000	\$96,000	\$107,216
Total Allowances	7	-	\$900	\$2,990	\$1,519
Total Bonuses	54	\$3,250	\$6,233	\$5,545	\$6,500
Total Compensation	119	\$95,512	\$97,963	\$105,600	\$109,266

**Table 137: Controller - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	24	\$100,000	\$107,500	\$95,680	\$112,500
Total Allowances	1	Insufficient Data Available			
Total Bonuses	14	\$8,500	\$1,550	\$2,500	\$5,500
Total Compensation	24	\$117,000	\$110,750	\$92,062	\$118,144

**Table 138: Controller - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	15	-	\$77,110	\$121,930	\$80,310
3-6 years	6	-	\$96,800	-	\$129,859
6-11 years	2	Insufficient Data Available			
11+ years	7	-	-	\$136,142	\$133,474

## Human Resources Director

The Human Resources Director is the top position within the Human Resources Department. It may also be known as Personnel Director.

**Table 139: Human Resources Director - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	278	\$72,000	\$70,000	\$90,000	\$120,000
Total Allowances	141	\$1,100	\$1,000	\$1,950	\$2,400
Total Bonuses	204	\$3,961	\$3,905	\$7,836	\$11,498
Total Compensation	278	\$81,000	\$77,773	\$101,000	\$134,722

**Table 140: Human Resources Director - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	45	\$85,000	\$89,205	\$85,000	\$132,500
Total Allowances	32	\$1,500	\$2,300	\$2,000	\$2,700
Total Bonuses	33	\$3,946	\$6,300	\$7,950	\$18,000
Total Compensation	46	\$87,500	\$108,185	\$93,975	\$156,050

**Table 141: Human Resources Director - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	110	\$78,956	\$70,368	\$102,543	\$131,060
3-6 years	35	\$91,534	\$75,585	\$105,305	\$137,771
6-11 years	45	\$93,000	\$78,460	\$90,000	\$143,601
11+ years	58	\$75,690	\$77,625	\$91,962	\$134,084

**Table 142: Human Resources Director - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	17	\$118,805	\$87,500	\$100,821	\$143,700
3-6 years	7	-	\$238,706	\$87,075	\$179,901
6-11 years	8	\$67,515	-	\$81,000	\$163,400
11+ years	10	-	\$126,000	\$124,933	\$157,000

**Table 143: Human Resources Director - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	18	\$61,000	\$72,410	\$72,113	\$84,000
East South Central	6	-	\$79,000	\$82,782	\$102,318
Middle Atlantic	19	\$58,675	\$94,200	\$101,736	\$135,472
Mountain	18	\$85,000	\$101,586	\$106,000	\$128,194
New England	15	\$80,475	\$77,625	\$106,256	\$172,776
Pacific	33	\$88,769	\$73,025	\$121,629	\$133,665
South Atlantic	106	\$75,879	\$78,130	\$90,000	\$147,260
West North Central	17	\$63,500	\$69,748	\$96,749	\$93,000
West South Central	21	\$66,951	\$61,189	\$105,450	\$124,184

**Table 144: Human Resources Director - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	7	\$87,500	\$73,750	\$87,500	\$247,488
South	20	\$89,500	\$126,000	\$107,987	\$163,400
Midwest	5	\$67,515	-	\$98,117	\$150,577
West	7	\$105,110	-	\$94,075	\$146,905

## Membership Director

The Membership Director is the top position within the Membership Department. It may also be known as Membership Manager, Membership Secretary, Director of Marketing and Sales, Account Executive, Sales Manager, Director of Membership Development, Member Relations Manager, or Member Services Director.

**Table 145: Membership Director - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	406	\$66,950	\$72,000	\$85,000	\$100,000
Total Allowances	205	\$1,660	\$1,450	\$1,800	\$1,500
Total Bonuses	292	\$3,425	\$5,000	\$7,000	\$10,750
Total Compensation	406	\$81,995	\$90,851	\$105,800	\$126,755

**Table 146: Membership Director - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	72	\$58,500	\$75,000	\$97,000	\$109,690
Total Allowances	45	\$1,125	\$2,000	\$2,500	\$1,800
Total Bonuses	50	\$2,250	\$7,825	\$9,500	\$12,494
Total Compensation	73	\$62,575	\$84,040	\$111,845	\$132,770

**Table 147: Membership Director - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	92	\$79,520	\$82,000	\$113,600	\$119,500
3-6 years	97	\$86,665	\$86,000	\$104,000	\$125,600
6-11 years	91	\$102,940	\$97,574	\$107,153	\$144,516
11+ years	90	\$76,323	\$96,130	\$97,233	\$110,141

**Table 148: Membership Director - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	13	\$84,000	\$82,500	\$91,850	\$155,120
3-6 years	11	-	\$106,527	\$37,770	\$117,393
6-11 years	15	\$61,550	\$95,063	\$113,561	\$122,370
11+ years	27	\$57,750	\$76,790	\$109,160	\$147,635

**Table 149: Membership Director - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	34	\$66,000	\$79,745	\$85,448	\$106,800
East South Central	7	-	\$55,725	\$156,366	\$76,202
Middle Atlantic	24	\$79,136	\$74,480	\$94,395	\$113,750
Mountain	29	\$97,500	\$91,102	\$138,200	\$129,687
New England	23	\$77,728	\$106,750	\$95,798	\$148,765
Pacific	40	\$88,750	\$93,513	\$127,500	\$147,490
South Atlantic	154	\$94,308	\$95,630	\$111,700	\$122,625
West North Central	23	\$86,500	\$85,550	\$85,563	-
West South Central	25	\$100,985	\$90,469	\$85,909	\$139,047

**Table 150: Membership Director - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	9	\$71,696	\$74,457	\$81,000	\$160,732
South	30	\$57,750	\$88,240	\$115,614	\$111,000
Midwest	17	\$62,575	\$84,000	\$115,563	\$148,000
West	9	-	-	\$108,685	\$131,747

## Marketing/Communications Director

The Marketing/Communications Director is the top position in the Marketing Department. It may also be known as Marketing Director or Marketing Manager.

**Table 151: Marketing/Communications Director - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	108	\$58,427	\$67,184	\$75,500	\$91,727
Total Allowances	11	-	\$900	\$1,200	\$700
Total Bonuses	86	\$1,750	\$3,000	\$4,642	\$7,316
Total Compensation	108	\$62,500	\$70,923	\$78,725	\$94,478

**Table 152: Marketing/Communications Director - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	18	\$48,000	\$35,000	\$68,250	\$80,340
Total Allowances	0	-	-	-	-
Total Bonuses	14	\$5,000	\$5,384	\$5,750	\$4,800
Total Compensation	18	\$49,200	\$53,768	\$83,243	\$82,150

**Table 153: Marketing/Communications Director - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	13	\$44,990	\$76,807	\$82,332	\$115,233
3-6 years	7	-	-	\$86,995	\$87,929
6-11 years	10	-	-	\$75,684	\$114,283
11+ years	10	\$61,850	\$79,870	\$78,725	\$130,322

**Table 154: Marketing/Communications Director - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	10	\$64,100	\$158,400	-	\$115,233
East South Central	0	-	-	-	-
Middle Atlantic	12	\$101,775	\$65,750	\$73,000	\$94,499
Mountain	8	-	\$78,384	\$76,166	\$191,055
New England	9	\$57,765	\$78,979	\$94,063	\$77,500
Pacific	11	\$54,595	\$72,250	\$99,818	\$104,928
South Atlantic	42	\$62,090	\$64,491	\$75,479	\$99,023
West North Central	9	\$62,175	\$66,564	\$68,640	\$80,000
West South Central	7	\$48,000	\$61,604	\$78,725	\$78,376

## Clubhouse Manager

The Clubhouse Manager may also be known as Operations Manager.

**Table 155: Clubhouse Manager - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	204	\$84,500	\$103,000	\$117,585	\$120,640
Total Allowances	122	\$2,250	\$3,000	\$3,000	\$2,200
Total Bonuses	148	\$5,500	\$8,200	\$8,200	\$12,600
Total Compensation	204	\$97,000	\$115,300	\$132,350	\$134,093

**Table 156: Clubhouse Manager - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	37	\$78,567	\$80,000	\$89,999	\$144,349
Total Allowances	25	\$600	\$2,798	\$1,700	\$3,200
Total Bonuses	24	\$1,230	\$14,030	\$6,000	\$13,528
Total Compensation	37	\$83,456	\$97,126	\$99,631	\$158,309

**Table 157: Clubhouse Manager - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	86	\$93,833	\$123,833	\$134,948	\$134,717
3-6 years	37	\$120,614	\$122,590	\$143,600	\$137,671
6-11 years	20	\$87,710	\$87,100	\$134,997	\$124,787
11+ years	41	\$86,200	\$110,612	\$130,750	\$134,395

**Table 158: Clubhouse Manager - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	18	\$50,670	\$81,758	\$138,450	\$160,100
3-6 years	2	Insufficient Data Available			
6-11 years	4	Insufficient Data Available			
11+ years	11	\$87,286	-	\$93,624	\$158,114

**Table 159: Clubhouse Manager - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	15	\$90,666	\$99,911	\$81,350	\$97,500
East South Central	4	Insufficient Data Available			
Middle Atlantic	22	\$121,500	\$111,000	\$120,660	\$152,234
Mountain	17	\$85,000	\$116,569	\$128,775	\$123,877
New England	13	\$83,730	\$149,540	\$131,330	\$123,295
Pacific	17	\$133,513	\$106,991	\$152,721	\$177,311
South Atlantic	70	\$86,200	\$127,000	\$139,652	\$129,015
West North Central	11	\$80,900	\$120,123	\$111,250	-
West South Central	13	\$159,530	\$145,555	\$117,988	\$117,109

## Food & Beverage Director

The Food & Beverage Director is often considered the head of the club's dining services and food and beverage production. It may also be known as Food and Beverage Services Director or Dining Services and Beverage Director.

**Table 160: Food & Beverage Director - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	469	\$77,440	\$85,000	\$93,396	\$106,575
Total Allowances	237	\$2,000	\$2,600	\$3,000	\$2,700
Total Bonuses	348	\$3,500	\$5,000	\$7,250	\$8,100
Total Compensation	469	\$83,150	\$95,547	\$103,060	\$117,915

**Table 161: Food & Beverage Director - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	81	\$80,000	\$83,129	\$87,700	\$117,400
Total Allowances	45	\$500	\$2,753	\$3,250	\$2,800
Total Bonuses	53	\$7,129	\$9,085	\$5,000	\$14,471
Total Compensation	82	\$80,000	\$91,054	\$91,200	\$142,325

**Table 162: Food & Beverage Director - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	145	\$91,000	\$100,728	\$108,800	\$128,061
3-6 years	84	\$83,664	\$98,500	\$108,750	\$166,307
6-11 years	53	\$90,842	\$97,115	\$115,363	\$89,510
11+ years	57	\$78,000	\$85,060	\$111,529	\$129,596

**Table 163: Food & Beverage Director - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	37	\$93,380	\$117,005	\$123,925	\$151,750
3-6 years	10	\$122,510	-	\$121,500	\$152,065
6-11 years	7	-	\$94,026	\$137,950	\$181,624
11+ years	12	\$116,250	\$69,000	\$143,840	\$140,283

**Table 164: Food & Beverage Director - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	50	\$69,269	\$87,500	\$71,080	\$109,016
East South Central	11	\$85,000	\$72,888	\$152,091	\$137,829
Middle Atlantic	40	\$87,500	\$98,557	\$84,947	\$111,513
Mountain	36	\$82,150	\$90,700	\$108,226	\$135,692
New England	29	\$85,601	\$130,340	\$100,791	\$137,054
Pacific	42	\$100,000	\$109,200	\$108,850	\$146,461
South Atlantic	167	\$83,664	\$96,671	\$104,212	\$120,235
West North Central	23	\$77,000	\$95,420	\$87,335	\$84,354
West South Central	30	\$77,525	\$83,343	\$125,460	\$95,933

**Table 165: Food & Beverage Director - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	14	\$74,759	\$103,128	\$82,700	\$140,100
South	30	\$80,000	\$92,857	\$82,000	\$93,126
Midwest	16	\$67,550	\$85,361	\$114,000	\$114,000
West	13	\$143,900	\$132,600	\$137,950	\$152,377

## Events & Catering Director

The Events & Catering Director may also be known as Special Events Manager, Account Executive, Catering Director, or Catering and Banquet Coordinator.

**Table 166: Events & Catering Director - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	391	\$61,000	\$70,000	\$75,792	\$90,000
Total Allowances	171	\$1,200	\$1,200	\$1,546	\$1,225
Total Bonuses	276	\$2,000	\$3,650	\$3,550	\$6,000
Total Compensation	391	\$69,575	\$79,677	\$85,000	\$99,025

**Table 167: Events & Catering Director - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	72	\$52,496	\$75,000	\$84,950	\$90,846
Total Allowances	37	\$500	\$1,100	\$1,000	\$1,630
Total Bonuses	48	\$3,250	\$6,255	\$6,797	\$6,000
Total Compensation	72	\$68,500	\$79,124	\$94,165	\$102,161

**Table 168: Events & Catering Director - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	145	\$73,599	\$80,279	\$87,085	\$99,629
3-6 years	71	\$69,000	\$80,208	\$84,900	\$94,959
6-11 years	39	\$70,600	\$79,677	\$84,460	\$101,252
11+ years	60	\$84,792	\$81,174	\$93,500	\$123,212

**Table 169: Events & Catering Director - Total Compensation by Tenure – Clubs without Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	25	\$65,000	\$76,000	\$105,508	\$87,840
3-6 years	17	\$67,522	\$78,350	\$113,410	\$102,540
6-11 years	10	\$70,500	\$82,300	\$76,200	\$107,600
11+ years	7	-	\$105,438	\$94,165	\$140,794

**Table 170: Events & Catering Director - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	43	\$69,850	\$84,249	\$80,000	\$80,363
East South Central	13	-	\$67,837	\$83,540	\$112,220
Middle Atlantic	34	\$89,647	\$84,739	\$87,900	\$128,700
Mountain	23	\$58,355	\$77,000	\$80,019	\$88,255
New England	23	\$69,300	\$83,108	\$98,028	\$149,000
Pacific	42	\$66,858	\$89,000	\$98,930	\$125,803
South Atlantic	125	\$62,714	\$76,597	\$80,100	\$92,520
West North Central	26	\$54,300	\$82,670	\$79,380	\$90,350
West South Central	27	\$70,600	\$67,861	\$93,513	\$111,187

**Table 171: Events & Catering Director - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	10	\$68,500	\$75,000	\$81,700	\$119,388
South	33	\$65,000	\$84,314	\$101,649	\$95,285
Midwest	13	\$70,193	\$76,000	\$91,932	\$102,540
West	12	\$75,000	\$86,600	\$99,319	\$106,328

## Executive Sous Chef

The Executive Sous Chef may also be known as Assistant Chef, Chef's Assistant, Working Sous Chef, or Kitchen Manager.

**Table 172: Executive Sous Chef - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	234	\$66,650	\$70,000	\$80,000	\$90,312
Total Allowances	9	-	\$1,100	\$2,950	\$1,528
Total Bonuses	110	\$1,900	\$2,500	\$3,600	\$7,000
Total Compensation	234	\$68,800	\$72,650	\$82,687	\$96,199

**Table 173: Executive Sous Chef - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	48	\$66,000	\$67,500	\$82,645	\$88,250
Total Allowances	0	-	-	-	-
Total Bonuses	24	\$5,000	\$6,400	\$4,428	\$5,622
Total Compensation	48	\$70,000	\$70,000	\$88,869	\$93,325

**Table 174: Executive Sous Chef - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	23	\$87,565	\$90,100	\$95,697	\$95,718
3-6 years	10	-	\$91,987	\$91,265	\$98,913
6-11 years	9	-	\$85,432	\$75,342	\$109,552
11+ years	7	-	\$86,229	\$100,299	\$118,378

**Table 175: Executive Sous Chef - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	17	\$57,000	\$79,500	\$70,500	\$69,000
East South Central	5	-	\$82,999	\$141,760	\$92,225
Middle Atlantic	21	\$78,250	\$81,500	\$93,213	\$88,527
Mountain	14	\$55,640	\$84,627	\$65,000	\$102,305
New England	12	\$62,000	\$74,115	\$105,585	\$105,000
Pacific	16	\$120,000	\$77,500	\$95,000	\$105,396
South Atlantic	76	\$74,900	\$68,000	\$80,000	\$105,448
West North Central	14	\$68,800	\$72,000	\$79,824	-
West South Central	10	-	\$73,000	\$97,466	\$81,039

**Table 176: Executive Sous Chef - Total Compensation by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	8	\$65,000	\$165,000	\$89,800	\$97,600
South	24	\$70,000	\$72,108	\$86,051	\$80,000
Midwest	7	\$60,400	\$60,400	\$96,522	\$88,687
West	6	\$115,000	\$69,800	\$89,050	\$102,025

## Head Tennis Professional

The Head Tennis Professional may also be known as Tennis Pro or Head (Tennis) Racquets Professional.

**Table 177: Head Tennis Professional - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	135	\$40,000	\$60,000	\$43,888	\$50,647
Total Allowances	8	-	\$230	\$3,400	\$1,000
Total Bonuses	57	\$5,460	\$1,000	\$1,500	\$1,505
Total Compensation	135	\$94,155	\$90,043	\$80,375	\$111,620

**Table 178: Head Tennis Professional - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	18	\$30,875	\$48,790	\$47,840	\$53,278
Total Allowances	0	-	-	-	-
Total Bonuses	9	\$1,750	\$7,143	\$500	\$1,302
Total Compensation	18	\$122,700	\$70,946	\$97,655	\$91,041

**Table 179: Head Tennis Professional - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	24	\$21,573	\$204,474	\$85,333	\$114,151
3-6 years	7	-	-	\$88,525	\$112,887
6-11 years	6	-	-	\$97,634	\$141,116
11+ years	8	-	-	\$179,959	\$132,560

**Table 180: Head Tennis Professional - Total Compensation by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	26	\$94,155	\$160,000	\$160,000	\$90,588
South	76	\$97,575	\$90,043	\$90,043	\$111,620
Midwest	15	\$71,286	\$72,628	\$72,628	\$106,000
West	18	\$145,678	\$107,000	\$107,000	\$143,546

## Fitness Manager

**Table 181: Fitness Manager - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	65	\$54,000	\$50,000	\$46,821	\$53,822
Total Bonuses	37	-	\$694	\$1,425	\$1,200
Total Compensation	65	\$61,450	\$93,564	\$68,498	\$73,244

**Table 182: Fitness Manager - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	14	-	\$61,000	\$52,000	\$61,000
Total Bonuses	5	-	-	\$28,097	\$1,979
Total Compensation	14	-	\$68,641	\$92,700	\$89,258

## Director of Golf Instruction

The Director of Golf Instruction may also be known as Golf Teaching Professional or Player Development Director.

**Table 183: Director of Golf Instruction - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	70	\$36,570	\$49,500	\$49,242	\$54,070
Commission/Lessons/Gratuities	26	\$71,634	\$75,261	\$54,054	\$132,583
Total Bonuses	44	\$1,800	\$1,100	\$2,500	\$2,500
Total Compensation	70	\$70,800	\$96,000	\$103,903	\$148,740

**Table 184: Director of Golf Instruction - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	15	\$67,961	\$105,875	\$86,085	\$182,589
3-6 years	9	\$85,694	\$100,621	\$102,232	\$216,439
6-11 years	8	\$77,964	\$118,478	\$128,397	\$144,081
11+ years	7	\$80,654	\$121,221	\$127,888	\$178,106

**Table 185: Director of Golf Instruction - Total Compensation by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	12	\$97,500	\$104,000	\$104,000	\$135,302
South	35	\$62,000	\$100,100	\$100,100	\$176,634
Midwest	12	\$76,500	\$85,000	\$85,000	\$155,599
West	11	\$70,800	\$99,500	\$99,500	\$145,196

## Head Golf Professional

The Head Golf Professional may also be known as Golf Pro, Director of Golf, or PGA and Head Golf Professional.

**Table 186: Head Golf Professional - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	210	\$83,226	\$81,911	\$85,000	\$90,963
Commission/Lessons/Gratuities	63	\$1,418	\$8,308	\$9,390	\$10,369
Total Bonuses	118	\$3,259	\$2,500	\$5,000	\$4,500
Total Compensation	210	\$95,000	\$95,000	\$104,055	\$106,858

**Table 187: Head Golf Professional - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	21	\$67,961	\$81,693	\$92,000	\$97,121
3-6 years	9	\$85,694	\$100,621	\$86,931	\$113,984
6-11 years	8	\$77,964	\$118,478	\$128,397	\$122,412
11+ years	7	\$80,654	\$121,221	\$89,005	\$111,506

**Table 188: Head Golf Professional - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	12	\$95,000	\$225,000	\$114,619	\$95,500
East South Central	7	-	\$143,987	\$89,289	\$121,538
Middle Atlantic	24	\$90,253	\$135,500	\$191,970	\$136,433
Mountain	15	\$72,945	\$84,510	\$106,000	\$121,676
New England	7	\$92,398	\$114,003	\$107,676	\$92,000
Pacific	14	\$118,574	\$118,060	\$145,000	\$132,251
South Atlantic	90	\$96,000	\$83,323	\$79,675	\$98,411
West North Central	8	\$78,733	\$89,911	\$95,000	\$82,465
West South Central	10	\$77,190	\$101,813	\$104,055	\$119,254

## Assistant Golf Professional

**Table 189: Assistant Golf Professional - Compensation – Clubs with Golf**

Base Wage (Salary)	660	\$48,240	\$50,000	\$50,000	\$44,973
Commission/Lessons/Gratuities	315	\$2,634	\$10,662	\$7,360	\$3,543
Total Bonuses	357	\$1,500	\$1,136	\$1,219	\$1,100
Total Compensation	660	\$53,000	\$56,214	\$60,000	\$50,402

**Table 190: Assistant Golf Professional - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	206	\$54,878	\$34,499	\$54,277	\$48,171
3-6 years	58	\$49,885	\$78,589	\$54,465	\$57,637
6-11 years	45	\$70,213	\$72,512	\$69,895	\$52,522
11+ years	29	-	\$59,340	\$60,515	\$73,634

**Table 191: Assistant Golf Professional - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	28	\$50,000	\$57,510	\$56,967	\$52,958
East South Central	20	\$48,684	\$30,847	\$53,246	\$40,075
Middle Atlantic	76	\$64,050	\$65,000	\$60,515	\$54,418
Mountain	59	\$52,500	\$69,505	\$55,550	\$50,511
New England	34	\$51,000	\$67,007	\$73,738	\$66,000
Pacific	54	\$51,500	\$53,000	\$71,758	\$74,170
South Atlantic	246	\$53,980	\$66,493	\$55,000	\$47,356
West North Central	42	\$47,646	\$34,469	\$59,101	-
West South Central	43	\$52,500	\$57,826	\$54,108	\$45,400

## Superintendent

The Superintendent is the second in charge of the Greens and Grounds department behind the Head of Agronomy.

**Table 192: Superintendent - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	211	\$95,000	\$118,500	\$82,202	\$110,000
Total Allowances	34	\$1,337	\$400	\$1,687	\$750
Total Bonuses	134	\$4,000	\$7,961	\$4,395	\$5,955
Total Compensation	211	\$102,500	\$124,000	\$88,978	\$112,000

**Table 193: Superintendent - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	44	\$89,651	\$95,073	\$80,341	\$121,000
3-6 years	20	\$130,175	\$104,825	\$84,546	\$112,088
6-11 years	17	\$106,875	\$112,784	\$93,003	\$111,995
11+ years	29	\$59,038	\$127,951	\$80,650	\$108,875

**Table 194: Superintendent - Total Compensation by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	34	\$145,500	\$165,200	\$165,200	\$119,577
South	109	\$112,443	\$83,002	\$83,002	\$105,800
Midwest	32	\$97,000	\$112,000	\$112,000	\$147,887
West	36	\$119,510	\$109,775	\$109,775	\$139,510

## Assistant Superintendent

**Table 195: Assistant Superintendent - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	497	\$60,000	\$70,000	\$68,070	\$67,600
Total Allowances	51	\$533	\$675	\$1,500	\$554
Total Bonuses	281	\$2,000	\$2,211	\$2,361	\$1,895
Total Compensation	497	\$62,034	\$72,000	\$70,028	\$69,601

**Table 196: Assistant Superintendent - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	105	\$72,810	\$75,505	\$62,100	\$67,130
3-6 years	37	\$100,850	\$64,637	\$72,289	\$69,449
6-11 years	29	\$87,750	\$90,188	\$69,270	\$68,734
11+ years	45	\$48,527	\$88,454	\$68,495	\$82,734

**Table 197: Assistant Superintendent - Total Compensation by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	29	\$56,000	\$74,800	\$49,880	\$61,860
East South Central	7	-	\$58,420	\$75,645	\$57,648
Middle Atlantic	65	\$70,375	\$79,077	\$74,000	\$71,683
Mountain	46	\$77,500	\$72,454	\$62,100	\$75,099
New England	31	\$75,500	\$85,000	\$83,394	\$56,469
Pacific	35	\$55,490	\$80,000	\$90,448	\$86,199
South Atlantic	179	\$62,500	\$65,250	\$67,700	\$68,789
West North Central	29	\$58,043	\$61,753	\$60,000	\$64,985
West South Central	18	\$75,000	\$68,614	\$64,500	\$61,675

## Equipment Manager

**Table 198: Equipment Manager - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Salary)	167	\$65,500	\$70,000	\$84,594	\$88,504
Total Allowances	14	\$150	\$497	\$1,173	\$600
Total Bonuses	75	\$1,321	\$1,644	\$4,500	\$3,305
Total Compensation	167	\$66,000	\$75,250	\$89,500	\$93,502

**Table 199: Equipment Manager - Total Compensation by Tenure – Clubs with Golf**

Tenure	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
0-3 years	14	\$67,961	\$69,014	\$99,247	\$103,139
3-6 years	9	\$85,694	\$100,621	\$80,455	\$119,950
6-11 years	8	\$77,964	\$118,478	\$128,397	\$101,226
11+ years	7	\$80,654	\$121,221	\$92,664	\$92,229

**Table 200: Equipment Manager - Total Compensation by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	31	\$62,000	\$80,000	\$80,000	\$102,934
South	66	\$70,500	\$63,625	\$63,625	\$103,139
Midwest	31	\$67,000	\$78,000	\$78,000	\$70,040
West	39	\$64,200	\$81,750	\$81,750	\$92,227

# Section VIII – Hourly Positions

## Receptionist

**Table 201: Receptionist - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	82	\$20	\$18	\$21	\$18
Commission/Lessons/Gratuities	80	\$984	\$1,388	\$1,503	\$1,651
Total Bonuses	83	\$800	\$550	\$500	\$460

**Table 202: Receptionist - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	15	\$19	\$21	\$19	\$24
Commission/Lessons/Gratuities	16	\$250	\$1,285	\$207	\$61
Total Bonuses	16	\$500	\$550	\$1,000	\$900

**Table 203: Receptionist - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	11	\$21	\$17	\$17	\$19
South	45	\$19	\$18	\$18	\$18
Midwest	14	\$22	\$19	\$19	\$16
West	12	\$17	\$23	\$23	\$21

## Housekeeping Staff

**Table 204: Housekeeping Staff - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	204	\$18	\$19	\$18	\$17
Commission/Lessons/Gratuities	79	\$1,200	\$256	\$2,000	\$1,100
Total Bonuses	83	\$1,000	\$592	\$821	\$748

**Table 205: Housekeeping Staff - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	45	\$20	\$16	\$18	\$20
Commission/Lessons/Gratuities	15	\$1,500	\$987	\$1,574	\$14
Total Bonuses	15	\$1,750	\$700	\$983	\$1,000

**Table 206: Housekeeping Staff - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	26	\$23	\$20	\$20	\$19
South	100	\$16	\$16	\$16	\$17
Midwest	45	\$18	\$19	\$19	\$18
West	30	\$19	\$21	\$21	\$20

## Bartender

**Table 207: Bartender - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	239	\$15	\$18	\$18	\$20
Commission/Lessons/Gratuities	80	\$13,679	\$8,106	\$3,741	\$3,214
Total Bonuses	83	\$500	\$650	\$500	\$475

**Table 208: Bartender - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	46	\$18	\$18	\$15	\$29
Commission/Lessons/Gratuities	14	\$11,500	\$5,429	\$6,933	\$2,700
Total Bonuses	15	\$600	\$700	\$922	\$1,655

**Table 209: Bartender - Base Hourly Wage by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	7	\$15	\$18	\$19	\$17
East South Central	2	\$16	\$12	\$15	\$19
Middle Atlantic	25	\$17	\$20	\$18	\$20
Mountain	7	\$16	\$20	\$16	\$27
New England	9	\$18	\$25	\$23	\$24
Pacific	10	\$22	\$17	\$23	\$27
South Atlantic	93	\$11	\$17	\$18	\$18
West North Central	7	\$19	\$16	\$14	-
West South Central	7	-	\$15	\$19	\$15

**Table 210: Bartender - Base Hourly Wage by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	8	\$9	\$17	\$24	\$20
South	21	\$17	\$18	\$9	\$15
Midwest	8	\$25	-	\$15	-
West	7	\$18	\$28	\$29	\$29

## À La Carte Server

**Table 211: À La Carte Server - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	228	\$15	\$16	\$16	\$17
Commission/Lessons/Gratuities	85	\$2,813	\$2,746	\$2,594	\$3,703
Total Bonuses	83	\$256	\$306	\$250	\$493

**Table 212: À La Carte Server - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	43	\$18	\$15	\$20	\$25
Commission/Lessons/Gratuities	14	\$3,756	\$3,853	\$5,511	\$1,835
Total Bonuses	14	\$750	\$600	\$1,050	\$500

**Table 213: À La Carte Server - Base Hourly Wage by Division – Clubs with Golf**

Division	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
East North Central	7	\$12	\$15	\$16	\$14
East South Central	9	\$15	\$9	\$8	\$17
Middle Atlantic	23	\$13	\$17	\$17	\$18
Mountain	8	\$14	\$16	\$11	\$25
New England	9	\$16	\$17	\$20	\$22
Pacific	9	\$17	\$17	\$19	\$23
South Atlantic	91	\$13	\$15	\$15	\$15
West North Central	7	\$15	\$15	\$12	-
West South Central	7	-	\$8	\$16	\$10

**Table 214: À La Carte Server - Base Hourly Wage by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	6	\$5	\$15	\$20	\$3
South	19	\$25	\$16	\$25	\$10
Midwest	6	\$21	-	\$7	-
West	7	\$18	\$26	\$28	\$28

## Banquet Bartender

**Table 215: Banquet Bartender - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	143	\$13	\$16	\$18	\$20
Commission/Lessons/Gratuities	86	\$11,153	\$2,457	\$1,650	\$673
Total Bonuses	83	\$558	\$376	\$100	\$350

**Table 216: Banquet Bartender - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	30	\$25	\$18	\$11	\$25
Commission/Lessons/Gratuities	14	\$12	\$313	\$7,628	-
Total Bonuses	15	\$500	\$225	\$400	\$2,000

**Table 217: Banquet Bartender - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	15	\$12	\$21	\$21	\$24
South	71	\$12	\$14	\$14	\$20
Midwest	34	\$15	\$16	\$16	\$16
West	22	-	\$16	\$16	\$29

## Banquet Server

**Table 218: Banquet Server - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	161	\$15	\$16	\$16	\$18
Commission/Lessons/Gratuities	84	\$1,206	\$614	\$442	\$269
Total Bonuses	80	\$290	\$163	\$130	\$215

**Table 219: Banquet Server - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	39	\$20	\$17	\$10	\$21
Commission/Lessons/Gratuities	14	\$12	\$738	\$3,608	\$24,500
Total Bonuses	15	\$400	\$350	\$1,294	\$173

**Table 220: Banquet Server - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	17	\$12	\$16	\$16	\$19
South	77	\$13	\$14	\$14	\$18
Midwest	42	\$15	\$16	\$16	\$16
West	23	\$16	\$17	\$17	\$23

**Table 221: Banquet Server - Base Hourly Wage by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	7	\$20	\$15	\$19	\$16
South	17	\$20	\$18	\$10	\$16
Midwest	8	\$28	\$15	\$17	\$15
West	6	\$18	\$25	\$19	\$21

## Bus Staff

**Table 222: Bus Staff - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	188	\$14	\$15	\$15	\$15
Commission/Lessons/Gratuities	85	\$1,400	\$2,113	\$10,000	\$3,608
Total Bonuses	84	\$250	\$347	\$310	\$300

**Table 223: Bus Staff - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	38	\$17	\$15	\$17	\$16
Commission/Lessons/Gratuities	14	\$7,500	\$20,468	\$7,800	-
Total Bonuses	14	\$2,500	\$900	\$643	\$1,500

**Table 224: Bus Staff - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	25	\$11	\$17	\$17	-
South	91	\$15	\$14	\$14	\$15
Midwest	41	\$14	\$15	\$15	\$15
West	29	\$16	\$17	\$17	\$18

**Table 225: Bus Staff - Base Hourly Wage by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	7	\$19	\$17	\$17	\$14
South	18	\$15	\$15	\$17	\$16
Midwest	6	\$20	\$17	\$15	\$15
West	6	\$18	\$22	\$19	\$22

## Cook

**Table 226: Cook - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	243	\$20	\$21	\$21	\$21
Commission/Lessons/Gratuities	81	\$721	\$368	\$313	\$200
Total Bonuses	80	\$564	\$800	\$600	\$606

**Table 227: Cook - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	48	\$22	\$18	\$24	\$25
Commission/Lessons/Gratuities	13	\$3	\$321	\$2,178	\$39
Total Bonuses	15	\$750	\$600	\$911	\$800

**Table 228: Cook - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	33	\$22	\$21	\$21	\$21
South	114	\$20	\$18	\$18	\$20
Midwest	57	\$18	\$22	\$22	\$19
West	36	\$20	\$23	\$23	\$24

**Table 229: Cook - Base Hourly Wage by Region – Clubs without Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	8	\$25	\$19	\$25	\$21
South	22	\$20	\$18	\$25	\$22
Midwest	7	\$20	\$18	\$20	\$25
West	6	\$22	\$22	\$23	\$27

## Lifeguard

**Table 230: Lifeguard - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	169	\$16	\$15	\$16	\$16
Commission/Lessons/Gratuities	82	\$300	\$313	\$548	\$150
Total Bonuses	83	\$165	\$185	\$160	\$150

**Table 231: Lifeguard - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	21	\$16	\$15	\$15	\$16
South	74	\$15	\$13	\$13	\$15
Midwest	48	\$14	\$17	\$17	\$16
West	25	\$16	\$18	\$18	\$19

## Fitness Instructor

**Table 232: Fitness Instructor - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	112	\$26	\$14	\$19	\$12
Commission/Lessons/Gratuities	84	\$4,715	\$4,305	\$11,413	\$9,740
Total Bonuses	80	\$147	\$459	\$388	\$350

**Table 233: Fitness Instructor - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	13	-	-	-	\$17
South	62	\$11	\$20	\$20	\$11
Midwest	19	-	\$17	\$17	\$15
West	18	\$40	\$0	\$0	\$14

## Golf Outside Operations Staff

**Table 234: Golf Outside Operations Staff - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	82	\$13	\$12	\$16	\$15
Commission/Lessons/Gratuities	81	\$112	\$187	\$598	\$436
Total Bonuses	82	\$300	\$309	\$200	\$326

**Table 235: Golf Outside Operations Staff - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	12	\$17	\$14	\$14	\$15
South	42	\$13	\$10	\$10	\$14
Midwest	14	\$13	\$14	\$14	\$14
West	10	\$16	\$18	\$18	\$20

## Greenskeeper

**Table 236: Greenskeeper - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	186	\$18	\$19	\$20	\$18
Total Bonuses	80	\$1,000	\$785	\$1,231	\$996

**Table 237: Greenskeeper - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	25	\$20	\$20	\$20	\$19
South	94	\$18	\$17	\$17	\$17
Midwest	32	\$16	\$21	\$21	\$18
West	34	\$19	\$19	\$19	\$22

## Grounds Laborer

**Table 238: Grounds Laborer - Compensation – Clubs with Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	195	\$16	\$18	\$17	\$18
Total Bonuses	81	\$400	\$362	\$700	\$680

**Table 239: Grounds Laborer - Compensation – Clubs without Golf**

Compensation	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Base Wage (Hourly)	30	\$19	\$16	\$16	\$21
Total Bonuses	14	\$1,000	\$1,175	\$252	\$1,829

**Table 240: Grounds Laborer - Base Hourly Wage by Region – Clubs with Golf**

Region	Responses	1st Quartile Median	2nd Quartile Median	3rd Quartile Median	4th Quartile Median
Northeast	28	\$20	\$18	\$18	\$18
South	90	\$16	\$16	\$16	\$17
Midwest	48	\$12	\$18	\$18	\$18
West	28	\$20	\$20	\$20	\$21

## Section IX – Conclusion

We hope this report will serve you as a valuable reference tool and resource. Club Benchmarking data capture is continuous, and we encourage you to submit compensation data annually at the end of the calendar year and financial data at the end of each fiscal year. If you have questions about the data presented in this report, please do not hesitate to reach out. We thank you for participating in the 2024 Compensation and Benefits Report.

