

CLAYTON W. BARROWS AND MICHAEL ROBINSON

CLUB MANAGEMENT

THE MANAGEMENT OF PRIVATE MEMBERSHIP CLUBS



includes a
graphic chapter,
illustrated by
artist
John Klossner

(G)

Club Management

**The management of private
membership clubs**

Clayton Barrows

and

Michael Robinson

with illustrations by

John Klossner

(G) Goodfellow Publishers Ltd

(G) Published by Goodfellow Publishers Limited,
26 Home Close, Wolvercote, Oxford OX2 8PS
<http://www.goodfellowpublishers.com>

British Library Cataloguing in Publication Data: a catalogue record for this title is available from the British Library.

Library of Congress Catalog Card Number: on file.

ISBN: 978-1-911635-08-6

Copyright © Clayton Barrows and Michael Robinson 2019

All rights reserved. The text of this publication, or any part thereof, may not be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, storage in an information retrieval system, or otherwise, without prior permission of the publisher or under licence from the Copyright Licensing Agency Limited. Further details of such licences (for reprographic reproduction) may be obtained from the Copyright Licensing Agency Limited, of Saffron House, 6–10 Kirby Street, London EC1N 8TS.



Design and typesetting by P.K. McBride, www.macbride.org.uk

Cover design by Cylinder

Contents

1	Introduction to Clubs	1
2	The Evolution of a Club	25
3	Types of Clubs	36
4	Governance	56
5	People in Clubs	72
6	Food and Beverage	85
7	Recreation	103
8	Marketing and Membership	126
9	Financial Operations in Clubs	144
10	Trends in Clubs	160
	Bibliography	175
	Index	177

Acknowledgments

Assembling the information for this club management text has been an education, to say the least. A good amount of the historical information was gleaned from references developed by earlier researchers. Many of the dates that appear are based on the best available information and may be challenged by still other researchers of club history. We learned that not all dates are etched in stone.

What is readily apparent is that there are a large number of educators, practitioners, vendors, historians, clubs, associations, publications and students that are stakeholders in the operation of clubs and club management in particular.

During our journey we have been assisted by numerous phone conversations, visits with managers at clubs, in-person interviews, library discoveries, information shared at national conferences, talks with other educators, and symposiums and roundtables, and through social media. We have spoken with professionals in almost all of the club management disciplines. The outreach has been genuine and heartfelt. Thank you all for your generous participation, your comments and selfless contributions. We could not have done it without you.

Finally, thank you the publisher, for allowing us to use this canvas to share information and insights on the club management profession with fellow stakeholders.

Clayton W. Barrows, Greenland, New Hampshire

Michael Robinson, Saint Augustine, Florida