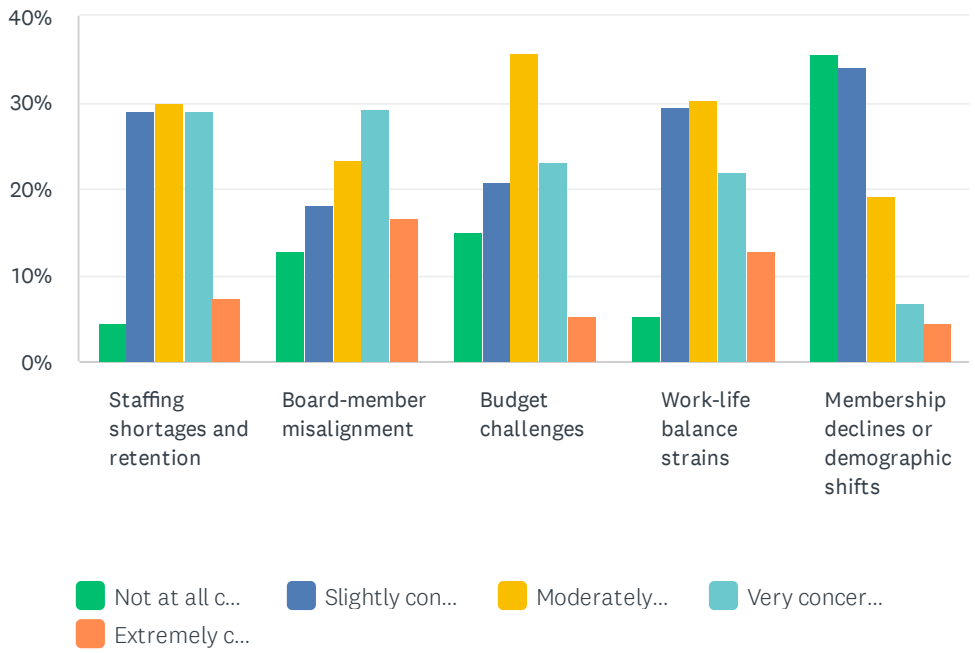
Q1 Please rate your level of concern for each of the following challenges facing private golf and country clubs on a scale of 1-5 (1 = Not at all concerned, 5 = Extremely concerned).

Answered: 135 Skipped: 0



	NOT AT ALL CONCERNED	SLIGHTLY CONCERNED	MODERATELY CONCERNED	VERY CONCERNED	EXTREMELY CONCERNED	TOTAL
Staffing shortages and retention	4.48% 6	29.10% 39	29.85% 40	29.10% 39	7.46% 10	134
Board-member misalignment	12.78% 17	18.05% 24	23.31% 31	29.32% 39	16.54% 22	133
Budget challenges	14.93% 20	20.90% 28	35.82% 48	23.13% 31	5.22% 7	134
Work-life balance strains	5.30% 7	29.55% 39	30.30% 40	21.97% 29	12.88% 17	132
Membership declines or demographic shifts	35.56% 48	34.07% 46	19.26% 26	6.67% 9	4.44% 6	135

Q2 Please list any other challenges that your operation is currently facing.

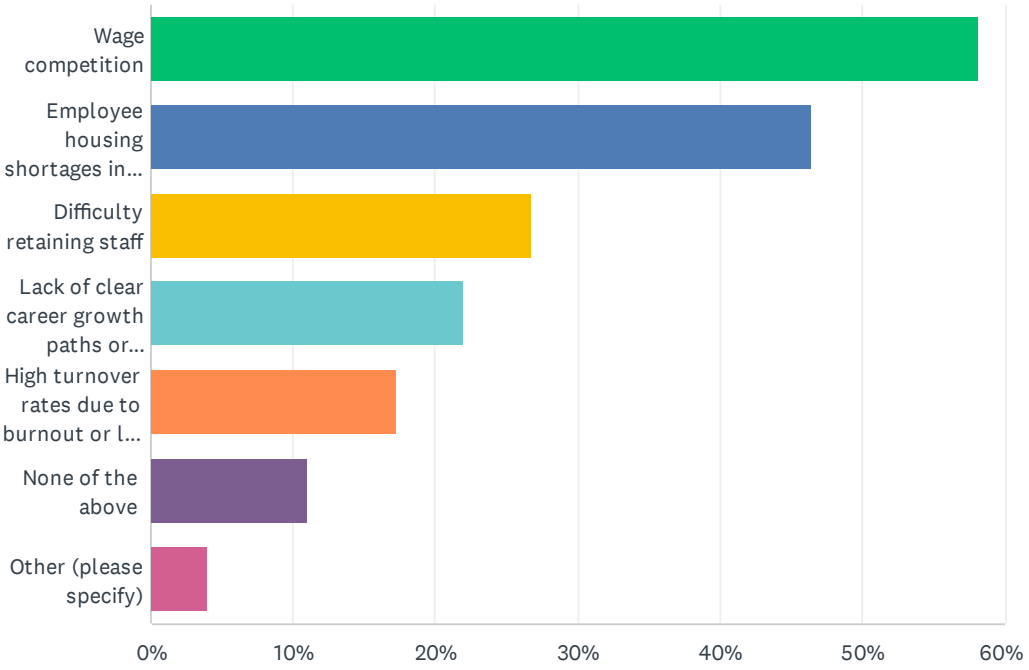
Answered: 36 Skipped: 99

#	RESPONSES	DATE
1	Membership size creates demands that sometimes cannot be met. Staff culture and aligning all employees in harmony requires consistent attention.	10/5/2025 8:01 AM
2	Work habits and expectations of varying generations	10/4/2025 2:00 PM
3	Ownership/Leadership Change	10/4/2025 10:27 AM
4	quality of new employees:- either not adequately trained or their ability and desire to be the best version of themselves is limited. Will turn up on time and do what is asked of them, but finding younger team members who take initiative and can work on their own seems to be a generational issue.	10/4/2025 8:39 AM
5	Demographic shift-yes, membership decline-no	10/3/2025 2:05 PM
6	High Cost of Living for staff Low dues set by former boards that needs to corrected and facility upkeep neglected Capital funds not sufficient	10/3/2025 1:07 PM
7	Cross-Department unification within clubs seems hampered by increased turnover, club based service inexperience, and heightened variability within memberships regarding preference, expectation, and demand.	10/3/2025 10:01 AM
8	Divide in direction of golf programming that the membership wants to see	10/3/2025 9:46 AM
9	Lack of unified vision for the club within the membership.	10/3/2025 9:21 AM
10	managing long waitlists for golf memberships. The pressures being put on for more access to the golf course because waitlists are so long for full golf access. It could change the club 10 years from now.	10/3/2025 9:07 AM
11	Work-life balance is still a slight concern.	10/3/2025 8:58 AM
12	We are working on improving the compensation packages for our various positions within the golf department.	10/3/2025 8:51 AM
13	Membership Behavior - Member Standards	10/3/2025 8:46 AM
14	we as leaders need to be as "out in front" of this as we can - all the things you listed. We can't stop it, but we can play offense, get in front of it, educate our board and membership, and lead	10/3/2025 8:15 AM
15	Housing for seasonal staff	10/3/2025 8:12 AM
16	increased activity levels and capacity issues.	10/1/2025 10:26 PM
17	How does golf interest fare post Covid. Hurricanes that keep affecting our area.	10/1/2025 6:48 PM
18	Unable to pay employees what they deserve	10/1/2025 3:09 PM
19	Capital Funding	10/1/2025 2:40 PM
20	continuing efforts to grow and align with current private club offerings in the industry, with respect to different means of servicing the costs associated (e.g. assessments, incurring debt, etc.)	10/1/2025 2:31 PM
21	Membership Involvement At Multiple Levels.	10/1/2025 1:26 PM
22	allocating budget resources to new position that you know need to be created as well as having high enough staff levels (head count) to all for a good work/life balance for all on the team.	10/1/2025 12:04 PM
23	I do think the PGA of America has a bad image right now, especially after the Ryder Cup. Leadership in the PGA of America does not seem concerned about the future of young	10/1/2025 10:48 AM

	assistant golf professionals. There are many golf pros I have talked to that do not know what their PGA Dues go to.	
24	The decline of golf IQ. Sounds like I'm joking, but I'm not.	10/1/2025 10:46 AM
25	People are nuts	10/1/2025 10:26 AM
26	Probably our biggest challenge is access to the golf course. Our rounds have remained high post COVID and the attrition rate of members is down. In turn it's taking longer for social members to obtain a golf privilege and they're growing frustrated with the long wait times before progressing into full membership.	10/1/2025 9:34 AM
27	The membership is beginning to demand that we somehow reduce prices but increase or upgrade the offerings of our tournaments. Seemingly a reaction to overall inflationary pressures that they don't like and are venting that toward us because they believe they can.	10/1/2025 9:17 AM
28	Golf Course Utilization	10/1/2025 8:41 AM
29	Micromanagement	10/1/2025 8:40 AM
30	Board turnover and radical change of ideas	10/1/2025 8:30 AM
31	Member behavior.	10/1/2025 8:17 AM
32	Rules enforcement is a tough topic. Members love rules until they apply to them. Managing the backlash of disappointing members when a rule isn't in their favor. How to deal with a member that is asking staff to make an exception to rules.	10/1/2025 8:14 AM
33	Board Micromanagement	10/1/2025 8:13 AM
34	Direction of the club long-term	10/1/2025 8:10 AM
35	Balancing regular member play (access to course) with event calendar.	10/1/2025 8:09 AM
36	Capital project and facility improvement plans	10/1/2025 8:06 AM

Q3 Which staffing problems have impacted your club in 2025? (Select all that apply)

Answered: 127 Skipped: 8

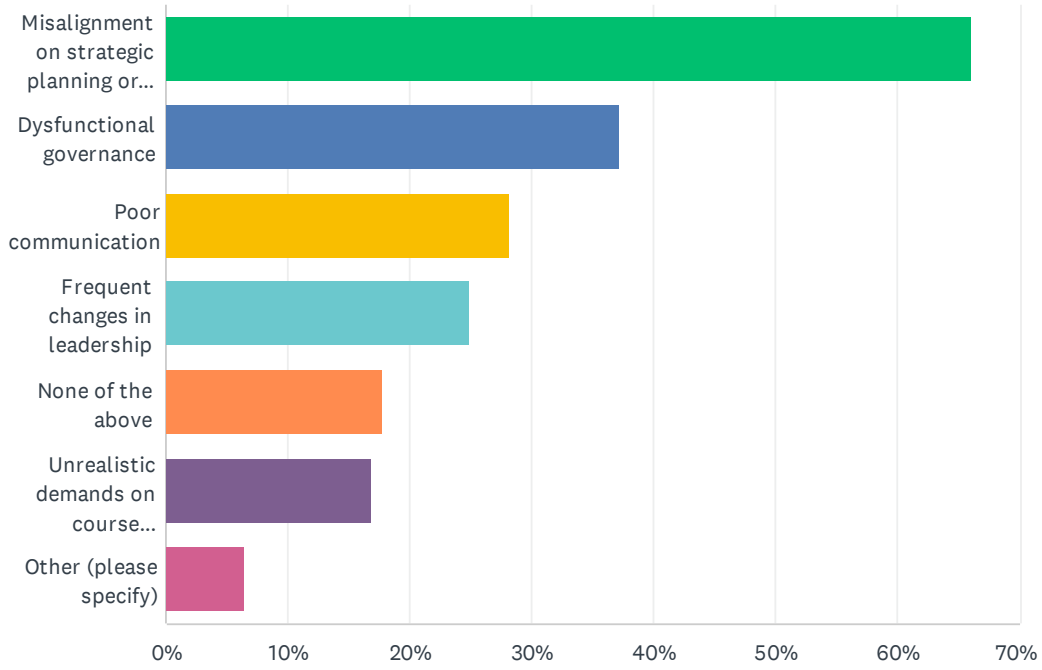


ANSWER CHOICES	RESPONSES	
Wage competition	58.27%	74
Employee housing shortages in high-cost areas	46.46%	59
Difficulty retaining staff	26.77%	34
Lack of clear career growth paths or feedback	22.05%	28
High turnover rates due to burnout or long hours	17.32%	22
None of the above	11.02%	14
Other (please specify)	3.94%	5
Total Respondents: 127		

#	OTHER (PLEASE SPECIFY)	DATE
1	Located in a difficult market	10/4/2025 4:55 PM
2	retention and quality of hourly staff	10/3/2025 2:09 PM
3	Finding a service industry, or service experience pool to hire from	10/3/2025 10:09 AM
4	Lack of quality candidates	10/2/2025 3:45 PM
5	Lack of qualified talent pool in our local economy	10/1/2025 12:08 PM

Q4 Which board-related issues have been most frustrating in 2025? (Select all that apply)

Answered: 124 Skipped: 11



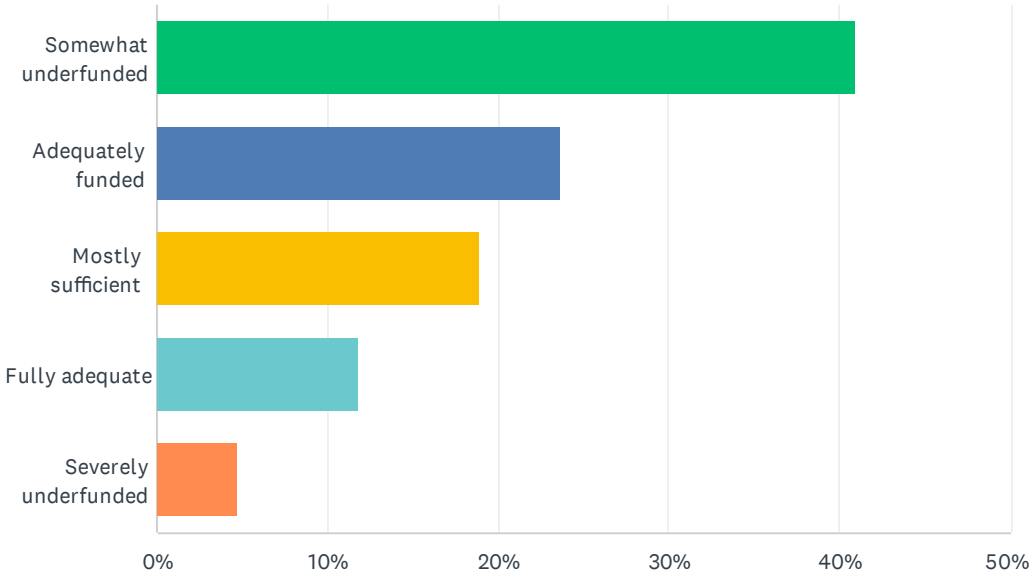
ANSWER CHOICES	RESPONSES	
Misalignment on strategic planning or member expectations	66.13%	82
Dysfunctional governance	37.10%	46
Poor communication	28.23%	35
Frequent changes in leadership	25.00%	31
None of the above	17.74%	22
Unrealistic demands on course conditions or upgrades	16.94%	21
Other (please specify)	6.45%	8
Total Respondents: 124		

#	OTHER (PLEASE SPECIFY)	DATE
1	Private agendas focused on board member desires and unrealistic expectations of country club life.	10/5/2025 8:06 AM
2	Lack of experiential knowledge - a lot of first time, only club memberships	10/3/2025 10:09 AM
3	I feel our Board of Directors and the governance is very sound.	10/3/2025 9:14 AM
4	Do Not have a board	10/2/2025 3:45 PM
5	Single owner club controls all aspect of club, no boards	10/1/2025 3:17 PM

6	Lack of business or private club knowledge	10/1/2025 12:39 PM
7	All of the above are a misalignment of financial inputs and expectations of qualitative outputs.	10/1/2025 12:08 PM
8	As a single owner operation we have been operating without a board or committees and this has turned out to make the "golf pros" the target of whatever it is the membership doesn't like.	10/1/2025 9:20 AM

Q5 Do you feel the golf operations budget is appropriately allocated within the club's total budget?

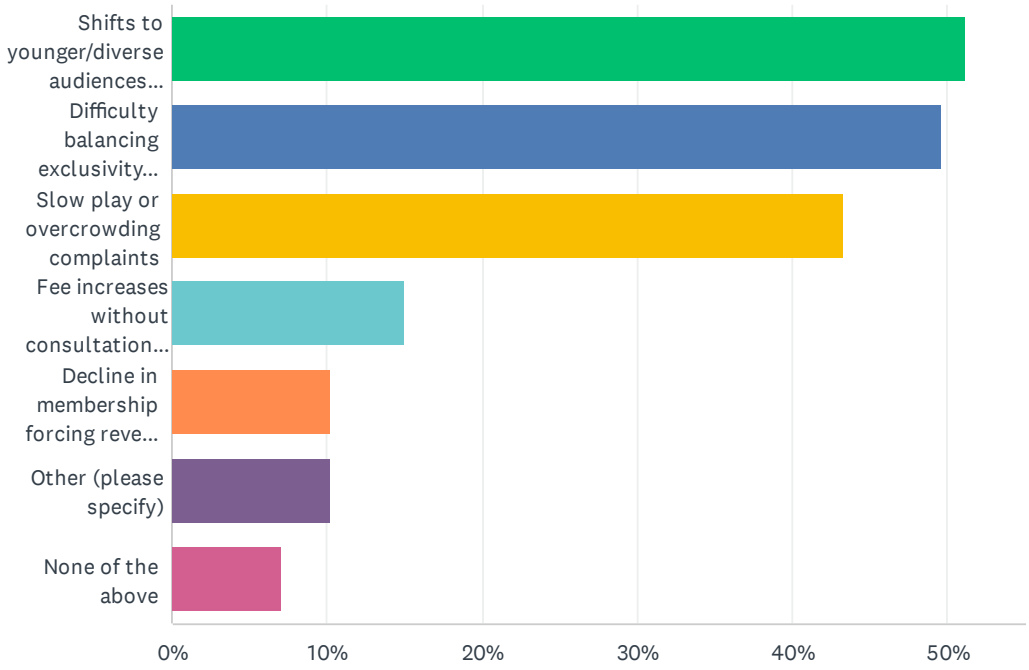
Answered: 127 Skipped: 8



ANSWER CHOICES	RESPONSES	
Somewhat underfunded	40.94%	52
Adequately funded	23.62%	30
Mostly sufficient	18.90%	24
Fully adequate	11.81%	15
Severely underfunded	4.72%	6
TOTAL		127

Q6 Which membership-related challenges have affected your club recently? (Select all that apply)

Answered: 127 Skipped: 8



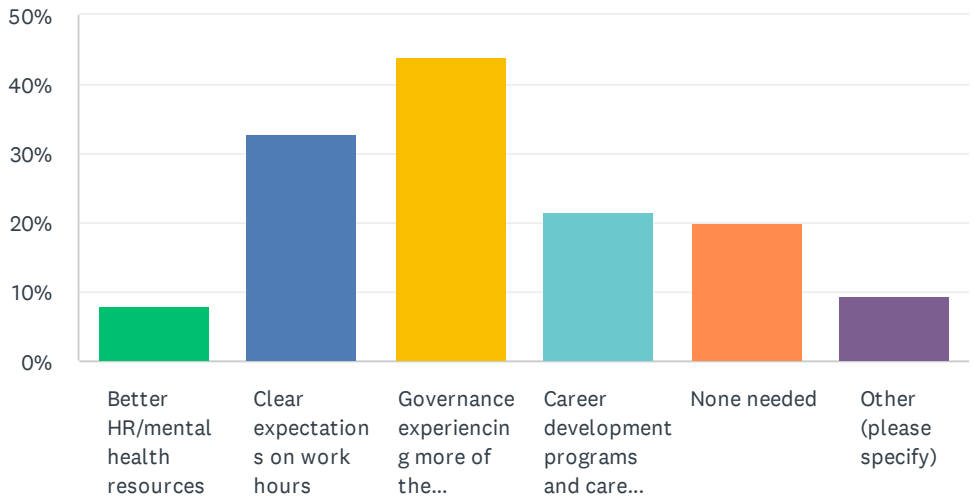
ANSWER CHOICES	RESPONSES	
Shifts to younger/diverse audiences requiring amenities updates	51.18%	65
Difficulty balancing exclusivity with accessibility	49.61%	63
Slow play or overcrowding complaints	43.31%	55
Fee increases without consultation causing dissatisfaction	14.96%	19
Decline in membership forcing revenue changes	10.24%	13
Other (please specify)	10.24%	13
None of the above	7.09%	9
Total Respondents: 127		

#	OTHER (PLEASE SPECIFY)	DATE
1	Course renovation Master Plan--getting members to understand the importance of needed upgrades to remain competitive	10/5/2025 4:02 PM
2	Mix of demographics wanting different things.	10/4/2025 4:55 PM
3	Home and Membership sales lower than desired rate.	10/4/2025 10:34 AM
4	Split, boomers want no change, Gen X want upgraded facilities	10/3/2025 1:10 PM
5	Rapid growth in first time, only club members	10/3/2025 10:09 AM

6	Member Behavior	10/3/2025 8:48 AM
7	Lack of knowledge of club etiquette/decorum	10/2/2025 3:45 PM
8	Long waitlist which creates long term capital issue	10/1/2025 7:01 PM
9	Lack of communication and understanding of what the cost of being a member at a private club entails.	10/1/2025 5:29 PM
10	Club has been underpriced for too long. Deferred maintenance and rising expectations are forcing a realignment of dues.	10/1/2025 12:08 PM
11	Shifting cultural demographic which has created a divide in the membership.	10/1/2025 9:44 AM
12	MEMBERSHIP AGE SHIFT AND EXPECTATIONS OF NEWER MEMBERS	10/1/2025 8:17 AM
13	competition for capital funds	10/1/2025 8:07 AM

Q7 What support would most help reduce work-life balance strains? (Select all that apply)

Answered: 125 Skipped: 10



ANSWER CHOICES	RESPONSES	
Better HR/mental health resources	8.00%	10
Clear expectations on work hours	32.80%	41
Governance experiencing more of the day-to-day operations	44.00%	55
Career development programs and career road map	21.60%	27
None needed	20.00%	25
Other (please specify)	9.60%	12
Total Respondents: 125		

#	OTHER (PLEASE SPECIFY)	DATE
1	Adequate staffing levels to provide proper time off.	10/3/2025 5:01 PM
2	Administrative Communication Solutions/Streamlining (too many avenues of access across all hours).	10/3/2025 10:09 AM
3	Need for additional staffing (professional staff)	10/3/2025 8:45 AM
4	more staff	10/2/2025 11:23 AM
5	Better budget to hire adequate amount of people	10/1/2025 7:01 PM
6	Generally on a good path in this area. Can always improve.	10/1/2025 12:08 PM
7	more staffing	10/1/2025 10:49 AM
8	The ability to hire more golf professional staff in order to balance operational needs the hours needed to work for professional staff	10/1/2025 9:38 AM
9	IMO, there is no real W/L balance for managers / dept heads in a country club. It's relative. It will never compare to the average American who has 2 days off plus holidays plus PTO.	10/1/2025 9:11 AM

	Compared to that, Country Clubs are not even close for certain positions. And will never be. What Pro, GM, Exec Chef, Super works 40 hours, 5 days a week?	
10	Board governance staying out of the day to day operations	10/1/2025 9:03 AM
11	Housing affordability in close proximity to high end clubs to reduce commuting hours	10/1/2025 8:22 AM
12	Less board involvement in day to day	10/1/2025 8:08 AM

Q8 If you could implement one change at your club or industry-wide to alleviate these stressors, what would it be?

Answered: 63 Skipped: 72

#	RESPONSES	DATE
1	Streamline communication; members receive so much communication they are numb to emails that go out resulting in more emails coming in to find out what is going on and to register for events, etc.. Members simply do not read anything and think it's easier to just "ask the pro" not realizing we receive a hundred emails per day.	10/5/2025 4:02 PM
2	We are headed in the right direction for club governance to recognize the demands of the operation. My change would focus on continued emphasis on appropriate staff levels and what it takes to accomplish better work/life harmony. The number of golf events would need to be reduced to open "white space" and cut down on the demands of our golf professional staff.	10/5/2025 8:06 AM
3	Na	10/4/2025 4:12 PM
4	Make it mandatory for the club leader to shadow the Lead Golf Professional one or a couple days per year.	10/4/2025 10:34 AM
5	changing expectations on being on property 24/7. Not sure how you change that!	10/4/2025 8:42 AM
6	Governance in a club is a partnership with management. Member behavior was addressed appropriately. Staff levels meeting membership demand along with competitive pay.	10/3/2025 5:01 PM
7	Proper staffing levels and better career paths for assistant golf professionals and front-line staff	10/3/2025 3:03 PM
8	upgrade golf facilities to match dues increases	10/3/2025 2:09 PM
9	Increase Golf Operations Budgets so that staffing levels can meet the demands of the operation. If clubs are not willing to do that, then there needs to be a clear expectation of what success looks like under the current staffing levels. This will also hlep alleviate work likfe balance.	10/3/2025 12:30 PM
10	Reestablishing the purpose of the club and clearly defining what is expected of the member(s) who join and use the club.	10/3/2025 10:09 AM
11	Have more dollars allocated to staffing so we can bring in extra help to increase service while alleviating burnout	10/3/2025 9:50 AM
12	Communication through national publications, private club networks, as well as corporate golf leaders the crisis of work life balance in this industry. The pool of talent gets smaller each year!	10/3/2025 9:50 AM
13	Members being friendlier to staff and showing more interest in their careers.	10/3/2025 9:45 AM
14	Our biggest stressor is PTO. Struggle balancing PTO with all our staff so the Golf Operation is not left short-handed.	10/3/2025 9:14 AM
15	Limit the amount of guest play allowed.	10/3/2025 9:13 AM
16	longer terms for club governance, creating continuity and consistency. By the time they have it figured out and we have them figured out, they roll off the board.	10/3/2025 9:10 AM
17	Having the golf professional staff (under the department head) valued more by GMs and boards to better attract more talent to our operations.	10/3/2025 9:01 AM
18	More acceptable expectations regarding work week hours during the season	10/3/2025 9:00 AM
19	Club Governance change	10/3/2025 8:48 AM
20	Increase in staffing levels to spread the operational requirements more evenly amongst the team. Allows for more opportunity to be out and in front of the membership, creating an	10/3/2025 8:45 AM

	exceptional experience around member/employee engagement.	
21	More mid level management.	10/3/2025 8:18 AM
22	Leadership that listens to the operators....	10/3/2025 8:17 AM
23	Leadership understanding the cost per round of outside golf labor force needs to be much higher and defined based on increased rounds .	10/3/2025 8:15 AM
24	Board Governance not overstepping into operations. Their process being review and support instead of making changes just to make changes	10/3/2025 8:12 AM
25	Each is a key factor and I do not have a solution to resolve the challenges.	10/2/2025 3:45 PM
26	I would eliminate Social Golf Use as a whole. And Create a Range check in process.	10/2/2025 11:23 AM
27	Allow the Professional to have the same weight of opinion as board members.	10/2/2025 9:27 AM
28	Wage increases for assistants but make it harder to become a PGA member to add more prestige to the title	10/2/2025 6:21 AM
29	stricter admission process for new members.	10/1/2025 10:27 PM
30	Tee times, nominating committee process, and more staff	10/1/2025 7:01 PM
31	Tell more the true story of what a golf professional does and the many hats they wear. This can help in the work-life balance discussion and fair compensation	10/1/2025 6:51 PM
32	update a more defined club by-laws, club governance and board succession plan.	10/1/2025 4:02 PM
33	Realistic expectations given limited number of resources	10/1/2025 2:42 PM
34	Staff size to accommodate activity levels for all programming and day to day play demands.	10/1/2025 2:35 PM
35	Allow The Golf Staff To Run Golf and Match Accountability With Level Of Control	10/1/2025 1:27 PM
36	More and better retirement programs for professionals. Above and beyond 401k matches. Expand GRP to all professionals and make it easier to get a piece of the percentage.	10/1/2025 12:49 PM
37	take a better look at non peak hours or off season hours. eliminate dining service Mon-Thurs in off season	10/1/2025 12:39 PM
38	Industry wide there needs to be an alignment between expectations and staffing levels and resources. A properly equipped operation should have the balance needed.	10/1/2025 12:08 PM
39	Removal of PTO/vacation times and trust your staff. Be there when you need to be there, and away when you can escape or need to recharge.	10/1/2025 12:04 PM
40	Better pay for assistants.	10/1/2025 11:35 AM
41	More $ towards Golf Operations & Payroll.	10/1/2025 10:53 AM
42	IMO, in order to create work/life balance for Pros and other industry individuals, there would need to be an increase in staff so that there could be "job sharing" (Co-Head Professionals, etc). This would either cause a large increase to the budget or the club would reduce each person's salary to make it fit. Neither is very palatable. At my club, approximately 60 cents out of every dollar is spent on overhead. Unlikely that the Board would want to increase this amount to allow for balance. It's nice to dream however!	10/1/2025 10:51 AM
43	we need more staff	10/1/2025 10:49 AM
44	More staff housing or housing assistance for Assistant Pros or support staff.	10/1/2025 10:35 AM
45	Head Golf Professionals should give staff appropriate days off and always try to work with their staff when important family or life events come up on the calendar. The days of pros working 70 hour weeks should be a thing of the past. When we change this we will retain better talent and strengthen our industry.	10/1/2025 10:12 AM
46	Assist young workers/seasonal staff with housing challenges	10/1/2025 10:11 AM
47	Wages have improved, but the industry is still in need of truing up salaries to be competitive in the overall work industries.	10/1/2025 9:38 AM

48	A push for more year round assistant golf professionals. It greatly helps to elevate the candidates you get if you can offer year round employment.	10/1/2025 9:35 AM
49	Develop more Assistant Professionals	10/1/2025 8:57 AM
50	Clubs that allow the staff a small measure of control over membership (vote to remove 1 member per year, for example) seem to have better member behavior and culture.	10/1/2025 8:46 AM
51	Golf Course Utilization Schedule. Less events and more Open Golf.	10/1/2025 8:43 AM
52	Enough Professionals to balance work.	10/1/2025 8:42 AM
53	Improved club governance	10/1/2025 8:41 AM
54	Members understanding how much we work. An expectation that emails can be replied to within 24 to 48 hours, not immediately. The expectations of immediate replies of electronic communications has gotten out of hand.	10/1/2025 8:26 AM
55	See above	10/1/2025 8:22 AM
56	Swift disciplinary action for poor member behavior or disrespect	10/1/2025 8:20 AM
57	A more involved board that is consistent in their approach to rules enforcement.	10/1/2025 8:18 AM
58	Find a way to have the Board communicate to Membership the stresses (mental health) face and what we can do to help. To help with these stresses we are allowing these staff members to have mental health days to help recharge the batteries and clear the mind.	10/1/2025 8:17 AM
59	Board education in the vital roles of their position	10/1/2025 8:15 AM
60	Have the leadership spend a day or week working alongside to understand the expectations	10/1/2025 8:13 AM
61	Direct access to Board for Golf Professional	10/1/2025 8:11 AM
62	I don’t know.	10/1/2025 8:08 AM
63	Greater allocation of resources to golf operations and greens & grounds in recognition that all other amenities at the club are complimentary to golf.	10/1/2025 8:07 AM