



– BEST PRACTICES –
Private Membership Club
Roles & Responsibilities

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Area	Board of Governors	General Manager	Executive Staff / Staff
Long-Term & Strategic Goals	Leads process	Provides input	Provide input
Day-to-Day Operations	No role	CEO + COO	Execute w/ GM's direction
Budget + Capital Purchases	Approves	Recs to Budget Committee	Make recommendations
Supply Purchases	Approves budget, makes recs to GM	Manages all supply purchase requests	Make recommendations
Policies (e.g., fees, personnel, etc.)	Establishes, w/ GM's input	Provides input, adopts, and administers	May provide input; abide by policies

Roles & Responsibilities



Area	Board of Governors	General Manager	Executive Staff / Staff
Staff Hiring, Performance, and Evaluation	GM only	Oversees for all Staff	Involved w/ direct reports
Membership Growth	Develops strategy in collaboration w/ GM	Collaborates w/ Board to develop strategy and implements	Make recommendations and implement strategy
Culture + Values	Co-creates w/ GM	Co-creates w/ Board and oversees them	Adhere to them
Employee Engagement + Morale	GM Only	Oversees + manages for all Staff	Provide feedback to GM
Board Engagement + Morale	Solely responsible	Provides input, based on interactions	No role