 Club Director is the flagship magazine of the National Club Association, a Washington, D.C.-based trade association advocating for the rights and interests of private social, athletic and recreational clubs. Club Director acts as a primary member communications vehicle for NCA and helps club leaders make key policy and purchasing decisions to enhance member services.

This quarterly magazine covers a wide array of topics, including best-business practices, operations, governance, legal guidance, legislative and regulatory updates and trends information. Each Club Director article offers in-depth analysis, reports and research and provides club leaders with timely answers and solutions to a broad range of questions and issues.

Club Managers
Club managers form the core of Club Director’s audience. These professionals are a direct link to a club’s board members and can affect the entire leadership team’s business strategies and purchase decisions.

Officers and Directors
No other magazine reaches private club directors and officers like Club Director. Most board members are key influencers of large club purchases, serve on several committees, and take on the responsibilities for club projects, capital improvements, and administrative and operational services for the club.

Key Management Staff
Assistant managers and directors of food and beverage services and human resources, as well as golf course superintendents and other key personnel, also read Club Director. Advertising in Club Director puts your products and services in front of principal club leadership.

Investor Owners
Investor owners of clubs turn to Club Director for information regarding marketing, member-usage rates, operating costs and ratios, property taxation and labor costs.

NCA MEMBER DEMOGRAPHICS AND CIRCULATION
Club Director reaches nearly 5,000 decision makers from all levels of management at the country’s most exclusive clubs. More than 90 percent of Club Director subscribers are board members or general managers.

<table>
<thead>
<tr>
<th>Members by Club Type</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Country</td>
<td>58%</td>
</tr>
<tr>
<td>Golf</td>
<td>21%</td>
</tr>
<tr>
<td>City</td>
<td>8%</td>
</tr>
<tr>
<td>Athletic</td>
<td>7%</td>
</tr>
<tr>
<td>Yacht</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Members by Gross Revenue</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$2 - $4 Million</td>
<td>45%</td>
</tr>
<tr>
<td>$4- $6 Million</td>
<td>29%</td>
</tr>
<tr>
<td>$6- $8 Million</td>
<td>10%</td>
</tr>
<tr>
<td>$8-$10 Million</td>
<td>7%</td>
</tr>
<tr>
<td>$10- $20 Million</td>
<td>6%</td>
</tr>
<tr>
<td>$20 Million+</td>
<td>2%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Years of Membership</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20+ years</td>
<td>38%</td>
</tr>
<tr>
<td>15 – 19 years</td>
<td>20%</td>
</tr>
<tr>
<td>10 – 14 years</td>
<td>15%</td>
</tr>
<tr>
<td>5 – 9 years</td>
<td>12%</td>
</tr>
<tr>
<td>1 – 4 years</td>
<td>13%</td>
</tr>
</tbody>
</table>

“Advertising in Club Director allows us to promote our services, educational conferences and the value of HFTP membership to club managers and club board members who are Club Director readers.”

FRANK WOLFE, CAE
CEO, HOSPITALITY FINANCIAL AND TECHNOLOGY PROFESSIONALS
What Can Advertising in Club Director Do for You?

Eighty-four percent of Club Director readers are involved in their organization’s purchases to some degree:

- Approve/Authorize – 59%
- Part of a decision-making committee – 44%
- Recommend – 41%
- Provide opinions – 36%
- Select/Specify – 34%

Club Director has a long shelf life, as a majority of people pass along and save their issues, with 42% of readers saving copies of Club Director for six months or longer. Club Director readers spend an average of 50 minutes with the magazine.

Recipients take action as a result of reading Club Director:

- Discussed item with others – 75%
- Passed item along to others – 61%
- Copied article for club board members – 48%
- Filed item for future reference – 42%
- Visited a website – 36%
- Used/modified an idea – 29%
- Sought further information – 22%
- Purchased/ordered a product/service – 14%
- Indicated at least one action – 93%

Advertising has an impact:

- Visited an advertiser’s website – 39%
- Passed ad along to others – 29%
- Discussed ad with others – 23%
- Filed ad for future reference – 20%
- Contacted dealer/supplier/rep – 18%
- Purchased/ordered product/service – 11%
- Contacted advertiser in some other way – 7%
- Indicated at least one action – 53%

“Club Director is a ‘must read’ for the leaders and decision makers at private clubs throughout the United States. I can think of no media option more effective than Club Director.”

JAY MOTTOLA
EXECUTIVE DIRECTOR, METROPOLITAN GOLF ASSOCIATION, ELMSFORD, NY

Editorial Calendar

WINTER 2015 - Outlook
AD SPACE DEADLINE: 10/27/2014
AD MATERIALS DUE: 11/3/2014
BONUS DISTRIBUTION: CMAA Conference

SPRING 2015 - Governance
AD SPACE DEADLINE: 2/9/2015
AD MATERIALS DUE: 2/17/2015
BONUS DISTRIBUTION: National Club Conference

SUMMER 2015 - HR & Technology
AD SPACE DEADLINE: 5/11/2015
AD MATERIALS DUE: 5/18/2015

FALL 2015 - Legal/Legislative
AD SPACE DEADLINE: 8/10/2015
AD MATERIALS DUE: 8/17/2015

WINTER 2016
AD SPACE DEADLINE: 10/26/15
AD MATERIALS DUE: 11/2/15
BONUS DISTRIBUTION: CMAA Conference

Club Director offers advertisers the opportunity to make the most of their marketing dollars through an impressive advertising package designed to directly reach club decision makers. Club Director and NCA’s online resources (NCA CONNECT and www.nationalclub.org) are designed to deliver tangible, educational benefits to general managers, key staff, officers and directors of America’s finest private golf, country, city, athletic and yacht clubs—providing targeted advertising opportunities for your advertising message. Maximize your visibility by advertising in Club Director, NCA CONNECT or on www.nationalclub.org.
Copy and Contract Regulations

- Advertisers assume responsibility for obligations of their agents.

- All artwork, screens, reverse or any other production requirements not provided with original copy may be charged at provided rates.

- Publisher reserves the right to label “advertising” on advertisements that may be mistaken for editorial content.

- Frequency rates are determined by the number of insertions within a 12-month period. Frequency rates must be approved and confirmed by the publisher at the initiation of the 12-month period.

- Rates are subject to change without notice.

- All supplied materials will be destroyed after one year unless publisher is advised otherwise.

- Proofs will be provided only if publisher provides typesetting and design.

- No condition, printed or otherwise, appearing on space orders, billing instructions or copy instructions that conflict with the publisher’s stated policies will be binding on the publisher.

- Cancellations are not accepted after space closing deadlines.

- If change of copy is not received by the publisher by material due date for scheduled insertions, copy from the previous insertion will run. If no previous insertion is available, client is liable for cost of contracted space. Advertiser’s company name, phone number and address will be published in allocated space at the discretion of the publisher.

- Late submission of ad materials will be subject to additional production costs and/or the ad will not be run at the publisher’s discretion.

- The publisher reserves the right to reject, discontinue or omit any advertisement or any part thereof without the prior consent of the advertiser or agency. This right shall be deemed to have been waived by the acceptance or actual use of any advertising matter.

- Request for special position at R.O.P. rate are given consideration, but no guarantee is made unless the position had been provided for in the contract.

- All advertisers are accepted and published by the publisher on the representation that the advertiser and/or advertising agency are properly authorized to publish the entire contents and subject matter thereof. It is understood that the advertiser and/or agency will indemnify and save the publisher harmless from and against any loss, expense or other liability resulting from any claims or suits that may arise out of the publication of such advertisements.

- By placing an advertising order, advertiser/agency agrees to pay charges for said insertion(s). In the event advertiser/agency defaults on payment for charges due, advertiser/agency assumes all liability for fees and sums incurred in collection including, but not limited to, collection fees, attorney fees and court costs.

- Verbal space reservations will be confirmed with an in-house insertion order, a copy of which will be sent to the advertiser. Order will be binding whether or not the advertiser signs and returns.

- Payment for charges is due within thirty (30) days from the date of the invoice. A one time late fee of 5% of the unpaid balance shall be charged and become due and owing from the undersigned should the total amount due not be paid within 10 calendar days from the due date. Should payment not be received within thirty (30) days, the undersigned shall also be charged interest at the rate of 1.5% per month (.05% per day and 18% per annum) on the remaining unpaid balance. No additional insertions will be honored until previous invoices are paid.

“Just received the Fall 2013 issue of Club Director and its quality prompted me to let you know what a fine job I think you and your staff are doing with the magazine. It seems to get better with each issue. As I thumbed through this issue (before reading) there wasn’t a single article that didn’t draw my interest. Keep up the good work!”

ELDON MILLER
EDITOR-AT-LARGE, PRIVATE CLUB ADVISOR
Rate Card for Club Director

<table>
<thead>
<tr>
<th>COVERS (4-COLOR)</th>
<th>1X</th>
<th>2X</th>
<th>4X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cover 2</td>
<td>$3,025</td>
<td>$2,700</td>
<td>$2,450</td>
</tr>
<tr>
<td>Cover 3</td>
<td>$2,950</td>
<td>$2,600</td>
<td>$2,400</td>
</tr>
<tr>
<td>Cover 4</td>
<td>$3,250</td>
<td>$2,800</td>
<td>$2,575</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4-COLOR</th>
<th>1X</th>
<th>2X</th>
<th>4X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spread</td>
<td>$4,325</td>
<td>$3,850</td>
<td>$3,500</td>
</tr>
<tr>
<td>Full Page</td>
<td>$2,400</td>
<td>$2,150</td>
<td>$1,950</td>
</tr>
<tr>
<td>1/2 Page</td>
<td>$1,950</td>
<td>$1,840</td>
<td>$1,725</td>
</tr>
<tr>
<td>1/4 Page</td>
<td>$1,650</td>
<td>$1,550</td>
<td>$1,425</td>
</tr>
</tbody>
</table>

Polybags, multiple pages, tip-ins, inserts, belly bands and other custom advertising options quoted upon request.

NCA Associate Members receive a 10 percent discount on both print and online advertising.

Ad Specifications

**Ad Size**

- Spread, Bleed*: 17” x 11.125”
- Spread, No Bleed: 15.5” x 10”
- Full Page, Bleed*: 8.625” x 11.125”
- Full Page, No Bleed: 7.125” x 10”
- 1/2 Page, Horizontal: 7.125” x 4.875”
- 1/4 Page: 3.375” X 4.875”

*Sizes for bleed ads include 0.125” bleed area on each side beyond the page trim.

**Production Specifications**

- **TRIM SIZE:** 8.375” x 10.875”
- **BLEED SIZE:** 8.625” x 11.125” (i.e., add 0.125” bleed area on each side)
- **LIVE AREA:** 7.75” x 10.375” (i.e., 0.25” from all trim edges)
- **BINDING:** Saddle stitched
- **PRINTING:** Web offset

SWOP recommended standards apply.

**Ad Requirements**

Ads must be delivered as electronic files with an accurate color proof. Acceptable proofs for color are: Cromalin, Fuji or other SWOP-approved proof. If an acceptable color proof is not supplied, we do not guarantee an accurate color match.

Acceptable Formats

- Adobe Acrobat Press-Quality PDF or PDF/X-la (preferred).
- Adobe Illustrator and Macromedia FreeHand EPS files with a minimum output resolution of 800 dpi. Any imported images must be embedded, not linked, and all fonts must be converted to outline.
- Adobe InDesign or QuarkXPress. Include all high-resolution graphics files (300 dpi minimum) and screen and printer fonts.
- Adobe PageMaker (acceptable, not recommended).
- JPEG and GIF files not accepted.

Delivery Instructions

Ad files may be submitted electronically via FTP, disk or email. For files larger than 10MB, please contact the advertising coordinator at advertising@nationalclub.org for FTP connection information or send the files on disk. For files smaller than 10MB, please e-mail ad files to advertising@nationalclub.org and vizza@nationalclub.org. Color proofs are suggested for all ads. Send all advertising materials, proofs and correspondence to: National Club Association, 1201 15th Street NW, Suite 450, Washington, DC 20005.

Miscellaneous

- Do not use PostScript Color Management (an option when saving an image as an EPS in Photoshop).
- All photography and illustration images must be high resolution CMYK. Advertisers may incur charges if unlinked, low-resolution files are left in the document.
- Do not use PMS colors.
- If you have made an EPS file for your ad via Quark or PageMaker, please supply it as well as your original application files in case the EPS file does not image correctly or a modification is necessary.
- If you require your ad materials returned, please enclose a request for their return with your full address.

Discounts

Associate Members of the National Club Association receive a 10% discount on both print and online advertising. Print advertisers in Club Director magazine and sponsors of our National Club Conference receive a 25% discount on both home page banner advertising and NCA CONNECT advertisements.
NCA’s Online Media Advertising

**NCA Club Industry Brief E-News Digest**

Designed specifically for private club leaders, NCA’s bi-weekly e-news digest *Club Industry Brief* covers industry news, trends, golf and membership and operations as they relate to private clubs.

Begin advertising in NCA’s *Club Industry Brief* today to promote your brand to the 3,500+ industry leaders who receive this important resource.

**BANNER ADVERTISING**

**AD SIZE:** 550W x 75H pixels

- **1-3 MONTHS:** $450 per month
- **3-6 MONTHS:** $400 per month
- **6+ MONTHS:** $350 per month

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**NCA CONNECT E-Newsletter**

NCA’s popular e-newsletter *NCA CONNECT* provides an online platform for the news, trends and analysis that members have come to expect, such as the legal, legislative, regulatory and state issues that impact the private club community, as well as the latest in governance and operations. Reach out to savvy clubs nationwide through this dynamic, interactive newsletter.

**BANNER ADVERTISING**

**AD SIZE:** 468W x 60H pixels

- **1-3 MONTHS:** $500 per month
- **4-6 MONTHS:** $450 per month
- **6+ MONTHS:** $375 per month

**CLASSIFIED ADVERTISING**

**AD SIZE:** 155W x 155H pixels

- **1-3 MONTHS:** $425 per month
- **4-6 MONTHS:** $375 per month
- **6+ MONTHS:** $325 per month

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**WEBSITE ADVERTISEMENTS**

Marketing through www.nationalclub.org is a cost effective way to reach thousands of club managers and club leaders to highlight your products and services as members access the most up-to-date NCA resources and information on legislation and industry news.

**WEBSITE ADVERTISING**

**AD SIZE:** 150W x 150H pixels

- **1-3 MONTHS:** $475 per month
- **3-6 MONTHS:** $425 per month
- **6+ MONTHS:** $375 per month

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**New Benefits for NCA Members**

Free and Reduced Price Publications by Curtis Rogers

Empowering your club’s leaders with the information they need to achieve greater success is easier than ever with two exclusive new benefits of NCA membership: Complimentary copies of new NCA books + Free and reduced price publications.

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**TREND WATCH**

**Promising Signs for Mid- and High-Wage Job Seekers**

High wage jobs—those that pay $20 or more an hour—have seen a recent boost in employment, making up 40 percent of new jobs in the last 6 months compared to 25 percent in the second half of 2013. Middle wage jobs—those that earn between $13.73 and $20—have seen a similar recovery. This is a promising trend that may signify a turning point in the country’s economic recovery, reducing the disparity between high and low paying jobs and raising national income rates. *Washington Post*