



University Park Country Club
Member Pulse Survey Summary
September 2026

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STRATEGIC CLUB SOLUTIONS



Strategic Club Solutions conducted a comprehensive member survey at University Park Country Club from July to August 2026 to support the Club's short- and long-term planning. The survey captured members' perspectives on Club priorities and long-range direction, informing decisions that reflect members' evolving needs and expectations.

A total of 929 surveys were completed from 744 households, representing 55.9% of total member households, exceeding the private-club industry average of 30-32%. Responses were verified using member numbers to ensure data accuracy and integrity, and all reporting was shared in aggregate.

Interpreting the Numbers Presented

Results in the narrative, charts, and graphs are often reported as percentages or proportions representing the members who answered a given question. The survey questions were optional, so not every respondent answered every question, and the base for each percentage varies accordingly.

Open-text questions are analyzed by counting all mentions of a theme, including multiple mentions within a single response. A single response can raise several themes, so these percentages reflect how often a theme appeared and may total more than 100%.

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Executive Summary

This survey captures how University Park Country Club members view their membership today, focusing on the fitness center, dining operations, Club programming, and confidence in UPRD governance and financial transparency. Members are broadly satisfied with the Club's value and breadth, though several recurring concerns stand out as the clearest opportunities for near-term action: an undersized, outdated fitness center, kitchen capacity constraints, and confusion about governance.

- Overall satisfaction with the Club runs high, with **92.3%** of respondents indicating they are extremely satisfied (**25.4%**), satisfied (**48.9%**), or moderately satisfied (**18.0%**). Across membership types, Social members report being slightly dissatisfied or dissatisfied more than membership types.
- Membership value is rated positively overall, with **83.4%** reporting at least moderate satisfaction, but this varies across membership types. Social members are the most likely to report dissatisfaction, with **just over a quarter** of social members reporting they are slightly dissatisfied or dissatisfied.
- The fitness center is the most consistently and specifically criticized amenity in the survey. Only **23.0%** of members use it regularly, while **24.1%** belong to an outside gym specifically because the UPCC facility does not meet their needs. Among members who expressed a preference, **34.5%** want a new, larger facility, and another **27.8%** want the existing space renovated. About **29%** of respondents described the fitness center as outdated, cramped, or embarrassing.
- Dining and kitchen capacity are a recurring operational friction point. More than half of respondents (**53.3%**) report they have experienced at least one issue they would attribute to kitchen capacity or constraints. Just over **56%** of respondents want at least one additional dinner evening added to the current two-evening schedule.
- Club programming is viewed favorably, with **65%** of respondents reporting they feel there is enough programming and **83%** at least moderately satisfied with current programming.
- Confidence in UPRD governance and financial transparency is an area of concern. Only **12.8%** of members say they clearly understand the roles and relationships among UPRD, UPCC, UPCA, and the former PBM, while **49.4%** describe that relationship as somewhat or very unclear. **More than half** want more financial information than they currently receive, and open-ended comments referencing recent staff/leadership

departures, litigation, or a lack of transparency appeared in **roughly 1 in 5 responses** combined, unprompted, across multiple open-text questions.

- Before supporting any major capital project, members overwhelmingly want the financial specifics up front: **87.7%** want the estimated financial impact on individual members, **85.2%** want to know how it would be funded, and **82.4%** want the total project cost. Members frequently describe, in their own words, this information as currently missing or being shared after decisions are effectively made.
- Members lean toward measured, selective investment rather than either extreme. Just over **49%** want UPCC to be “a high-quality club that invests selectively to stay current” rather than a top-tier/competitive club (**23.4%**). Consistent with this, **64.7%** favor targeted upgrades to the highest-priority facilities over broad modernization/expansion (**16.6%**) or maintenance-only spending (**13.0%**).
- Membership commitment remains strong despite the concerns above, with **76.8%** of respondents reporting they plan to remain for 3 years or more (**39.0%** for more than 10 years). Only **4.1%** plan to leave within 3 years, suggesting they view the issues raised as fixable rather than reasons to leave.

Taken together, the results point to a membership that values what UPCC offers and wants it preserved and modestly improved, not reinvented. The fitness center and kitchen capacity are the two physical-facility issues members raise most concretely and most often; governance clarity and financial transparency, particularly around capital projects, are where the gap between member expectations and experience is widest. Closing that gap, along with clear, member-facing communication about facility plans and costs, is the most direct path to strengthening satisfaction and advocacy across all membership categories, especially Social members.

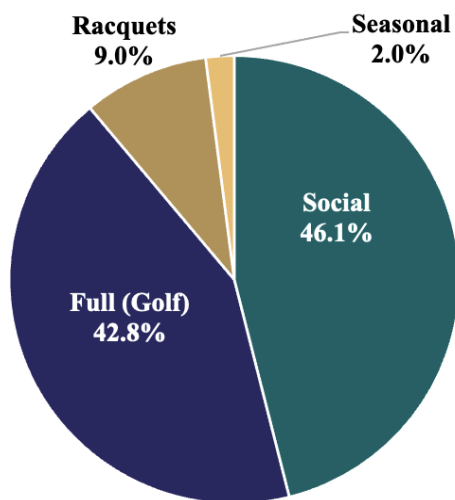
Survey Participation & Demographics

929 surveys were completed between July 28 and August 14, 2026, submitted under 744 distinct membership numbers. 185 membership numbers had two respondents, consistent with two household members (e.g., spouses) each completing the survey individually.

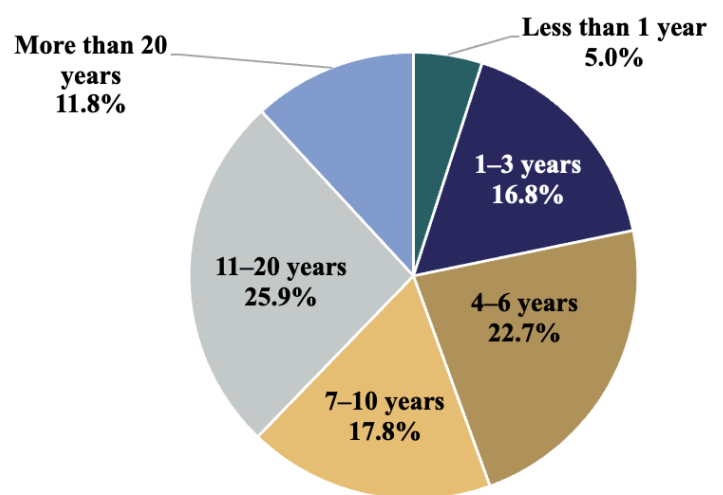
Key Highlights

- Respondents are largely long-tenured, older, retired members: **79.7%** are retired, **70.6%** are age 70 or older, and **55.5%** have been members for 7+ years. Younger members (under 50) make up less than **1%** of respondents.
- Social members are the largest single membership category of respondents (**46.1%**), closely followed by Full (Golf) members (**42.8%**); together these two categories represent nearly 9 in 10 respondents.
- Respondents are split almost evenly by gender: **49.1%** are female, and **49.0%** are male.
- The large majority of members (**90.9%**) are residents (59.2% year-round and 31.7% seasonal), with non-resident members representing **9.1%** of respondents.
- Club engagement is high, with **62.6%** of respondents reporting they use UPCC at least 2–3 times per week, and only **7.0%** reporting they use it less than once a month or rarely/never.
- Most (**73.7%**) respondents identified at least one specific aspect of their membership that does not currently meet expectations, most commonly related to dining/kitchen operations, the fitness center, and cost/value for Social members.

Respondents by Membership Type



Respondents by Tenure

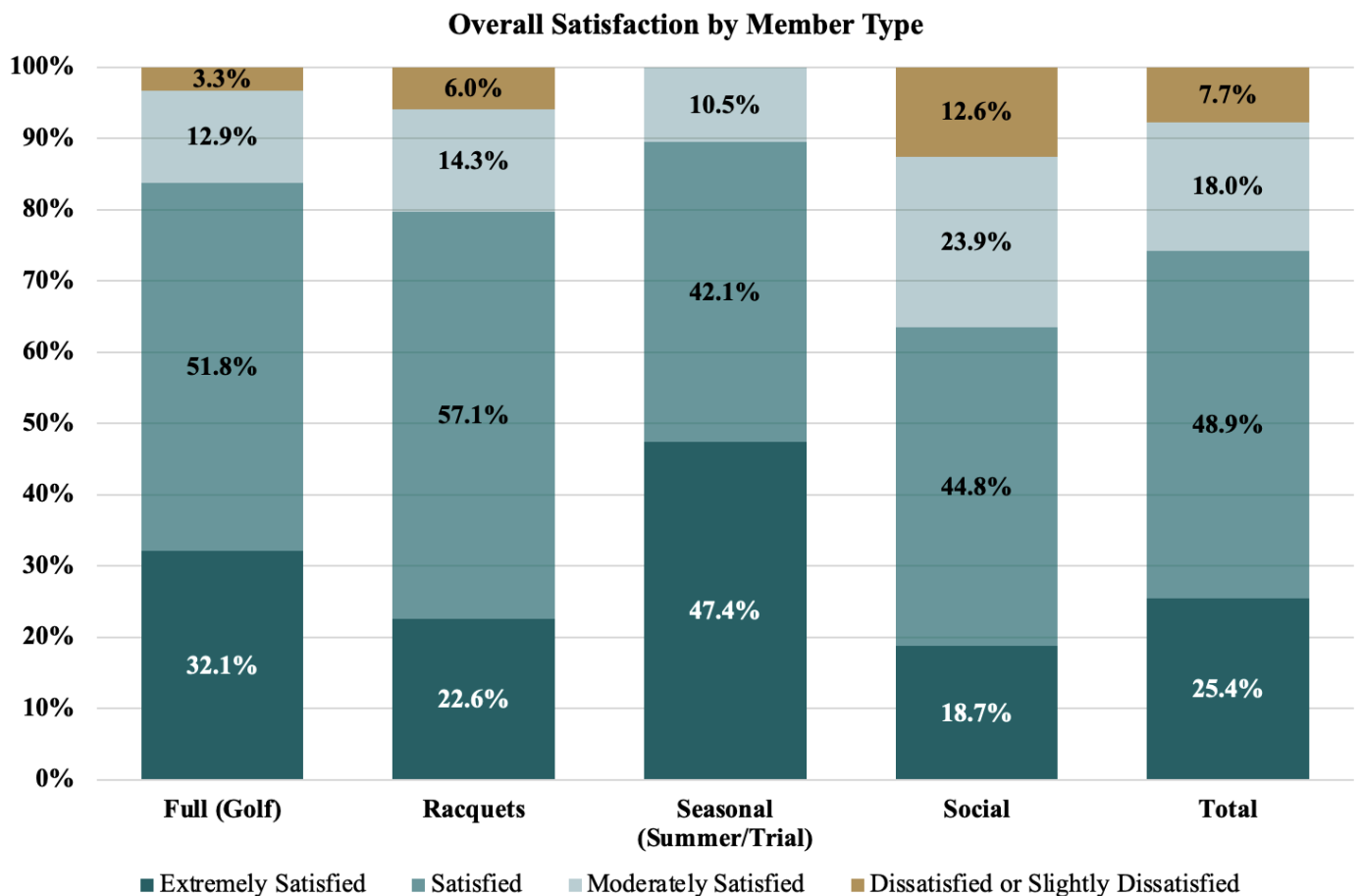


Membership Satisfaction and Value

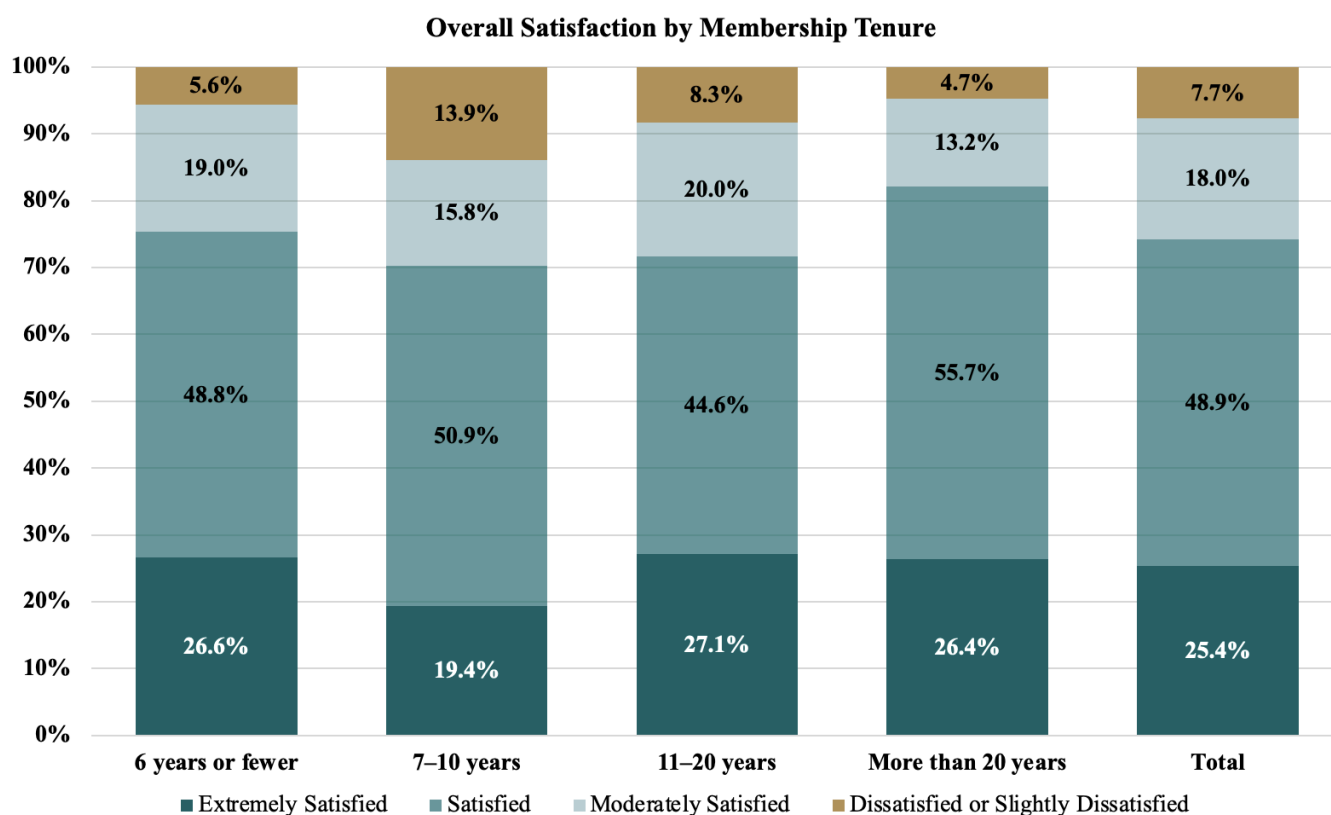
Members are broadly satisfied with their overall Club experience, but that satisfaction is not evenly distributed, and the gap widens when the question shifts from the Club experience in general to value-for-cost specifically. Social members, the largest single membership category, are consistently the least satisfied group on value even though their overall satisfaction with the Club itself remains high.

Key Highlights

- Overall satisfaction with the Club experience is high. Three quarters (74.3%) of respondents reported they were extremely satisfied or satisfied, and 92.3% of respondents reported they were moderately satisfied or better.



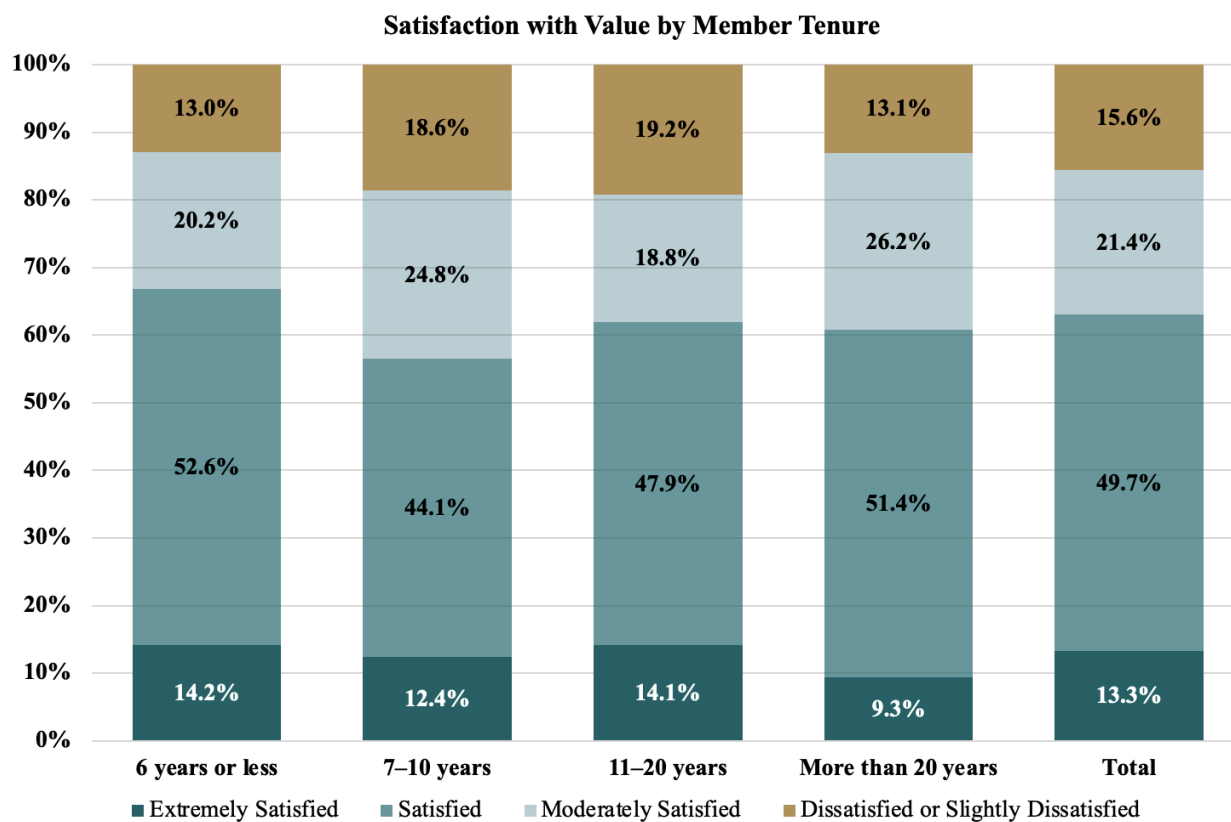
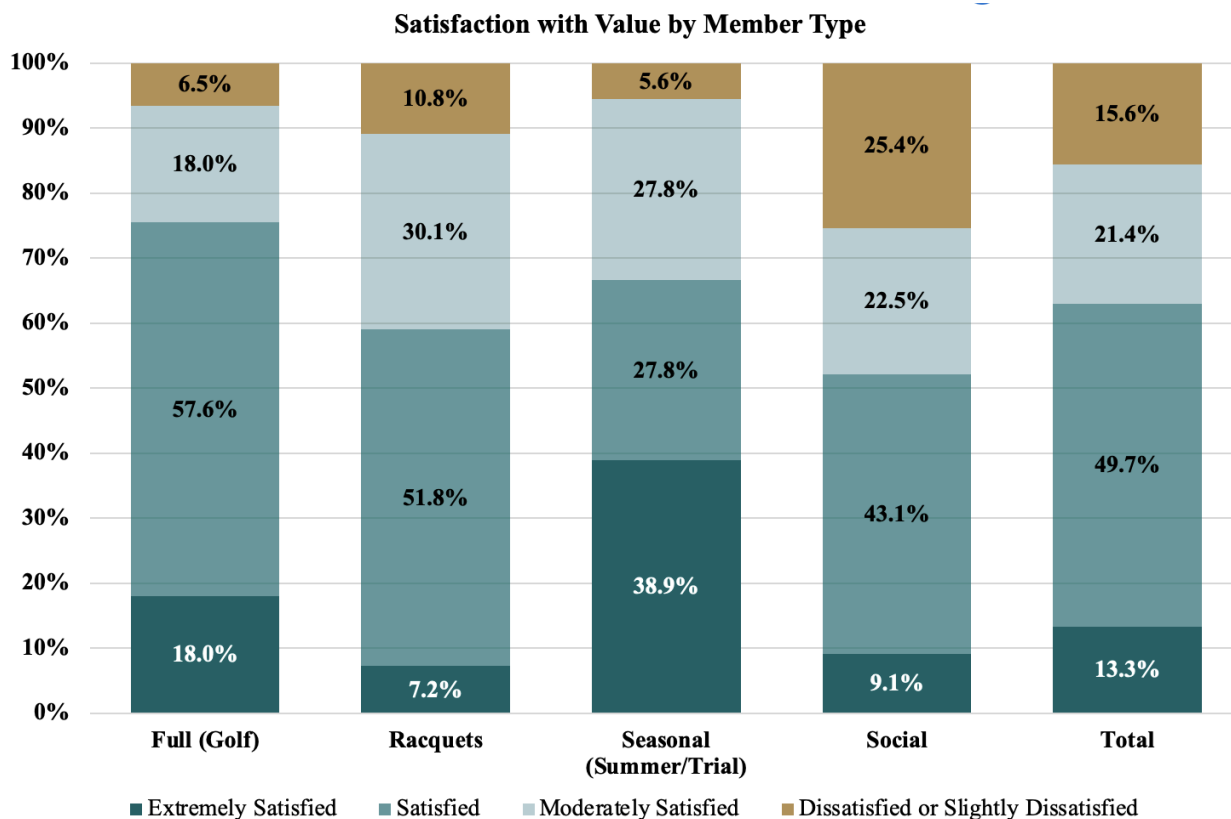
- Satisfaction with the Club experience varies by membership type, tenure, and engagement. Social members, those who have been members for 7-10 years, and those who engage with the Club less are more likely to report dissatisfaction.



- When asked which aspects of membership are most important, dining (74.7%), golf (47.0%), and social events and community (38.0%) were the top three reported. Dining is the most often regularly used area of the Club, with 91.1% of respondents reporting they dine at the Club regularly (at least once per month in the active season).
- Almost 90% of all respondents gave a response to the open-ended question “**What do you value most about being a member of University Park Country Club?**” Respondents most frequently cited community, golf, and dining.

Comment Theme	Mentions
Community, friendships, and social connections	431
Golf (course, operations, staff)	240
Dining and bar	229

- Respondents reported satisfaction with membership value, with 62.2% reporting being satisfied or extremely satisfied with value for membership and another 21.1% reporting being moderately satisfied. This varies by membership type, with Social members being the most likely to report they are dissatisfied.



- Two-thirds of members (**65.0%**) feel there is enough programming, and **83%** of all members report that they are at least moderately satisfied. Social members are the least satisfied with programming (**72.7%** report being at least moderately satisfied vs. **93.6%** of Full (Golf) members) and the most likely to want more of it (**7.3%** want significant increases vs. **2.1%** of Full (Golf) members).
- Members were asked, “**Are there any aspects of your membership that you feel do not currently meet expectations?**” A total of 73.7% of all respondents provided a response to that question, most often citing the fitness center, dining quality, costs, and governance concerns.

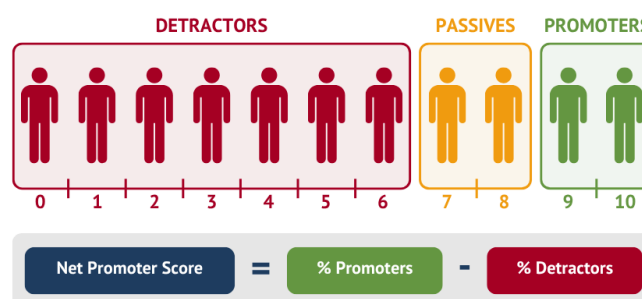
Comment Theme	Mentions
Fitness center (outdated or too small)	144
Dining availability, cost, service, quality	144
Cost, value, assessments, dues	127

Net Promoter Score®

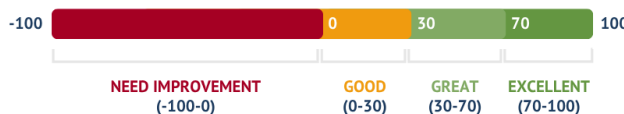
What NPS Measures and Why It Matters

Net Promoter Score® (NPS) measures how likely members are to recommend the Club to others and serves as a widely used indicator of overall satisfaction, loyalty, and advocacy. Members are asked to rate their likelihood to recommend membership on a scale from 0 to 10. Responses are grouped into three categories: Promoters (scores of 9–10), Passives (7–8), and Detractors (0–6). The NPS score is calculated by subtracting the percentage of Detractors from the percentage of Promoters, resulting in a score that can range from –100 to +100.

Understanding Net Promoter Score (NPS)



What is a good NPS score?



In a private-club context, NPS gives a directional view of member sentiment rather than a standalone measure of success, and shows whether advocacy is strengthening or eroding over time. It is most valuable when paired with open-ended feedback, which explains the “why” behind the score and highlights the specific experiences influencing members’ willingness to recommend the Club.

Interpreting University Park Country Club’s NPS Results

University Park Country Club’s NPS score is **7.4**, with **38.7% Promoters**, **30% Passives**, and **31.3% Detractors**. A positive score indicates more members are enthusiastic advocates than active detractors, but the roughly even three-way split signals real variability in how the membership experience is landing depending on category and, likely, on the specific concerns (fitness, dining, governance) covered later in this report.

Membership type alone doesn't tell the full story: Social members post the only negative NPS of any category, but tenure and engagement cut across every membership type and explain much of the remaining variation. Advocacy dips to roughly break-even among members in their 4–10 year tenure band before recovering on both sides of that range, and members who use the Club

two or more times a week are dramatically more enthusiastic than infrequent users. Both patterns point to the same conclusion: NPS here is less about which membership someone holds and more about how connected they currently feel to the Club.

Primary concerns include:

- Club governance is a commonly cited reason detractors would not recommend the club. Reasons range from a lack of transparency to a lack of confidence in leadership to the current turmoil. Several comments specifically named the lawsuit as destabilizing for the Club.
- Costs and value are a concern for many members. Many detractors do not feel as though they are getting out of the club what they are asked to contribute financially.
- Facilities and infrastructure, including specific concerns about the fitness center and dining, were mentioned by several respondents.

Other Observations and Context

- Seasonal members show the highest NPS (+42.1), though this is a small sample (n=19) and should be read with caution.
- Advocacy follows a “mid-tenure dip”: new members (under 3 years) and long-tenured members (20+ years) are the most enthusiastic (NPS +19 to +27), while members in the 4–10 year range post roughly break-even NPS (–1.0 to –1.8). This is a common club lifecycle pattern as initial enthusiasm fades once early expectations meet day-to-day reality, and typically recovers as members deepen their social and financial investment in the Club. The size of this dip (a ~20-point swing versus new members) suggests the 4–10 year cohort may merit targeted retention outreach.
- Usage frequency and advocacy are closely linked: members using the Club at least 2 times per week post NPS of +12.6 to +20.5, while infrequent users (less than monthly) post –31.0. This is directional, not necessarily causal. Members may use the Club less because they're less satisfied, or be less satisfied because they engage less. It points to disengaged members as a group worth re-engaging before they become detractors or attrition risks.

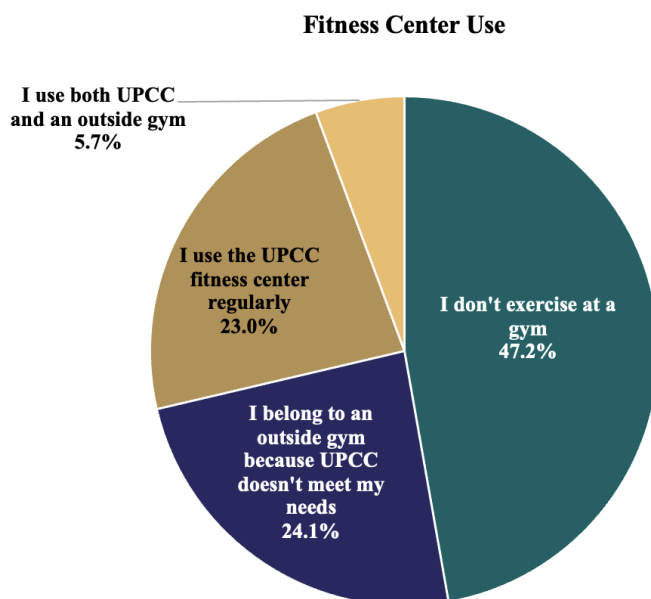
Fitness Center

The fitness center is the amenity members raise most consistently as needing attention, in both structured questions and open-ended comments across unrelated sections. Usage is roughly split three ways between regular users, members who have gone elsewhere because the facility doesn't meet their needs, and members who don't use a gym at all, meaning the Club is currently losing engaged, gym-going members to outside facilities in numbers comparable to those it retains.

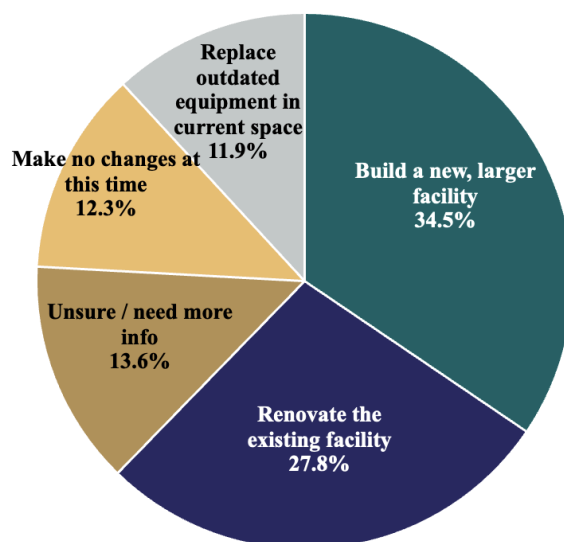
Among members who weighed in on next steps, most favor meaningful change (either a new, larger facility or a renovation of the existing space) over leaving things as they are, and that preference holds up whether the member is younger or in their 80s, though the specific approach they favor shifts with age.

Key Highlights

- Only **23.0%** of members use the UPCC fitness center regularly, while a comparable share (**24.1%**) actively use an outside gym specifically because the on-site facility doesn't meet their needs.



- Respondents who do exercise in a gym were asked about their preferred approach to the fitness center, and **62.3%** favor either building a new, larger facility (**34.5%**) or renovating the existing one (**27.8%**). Only **12.3%** want no changes made.

Preferred Approach to the Fitness Center

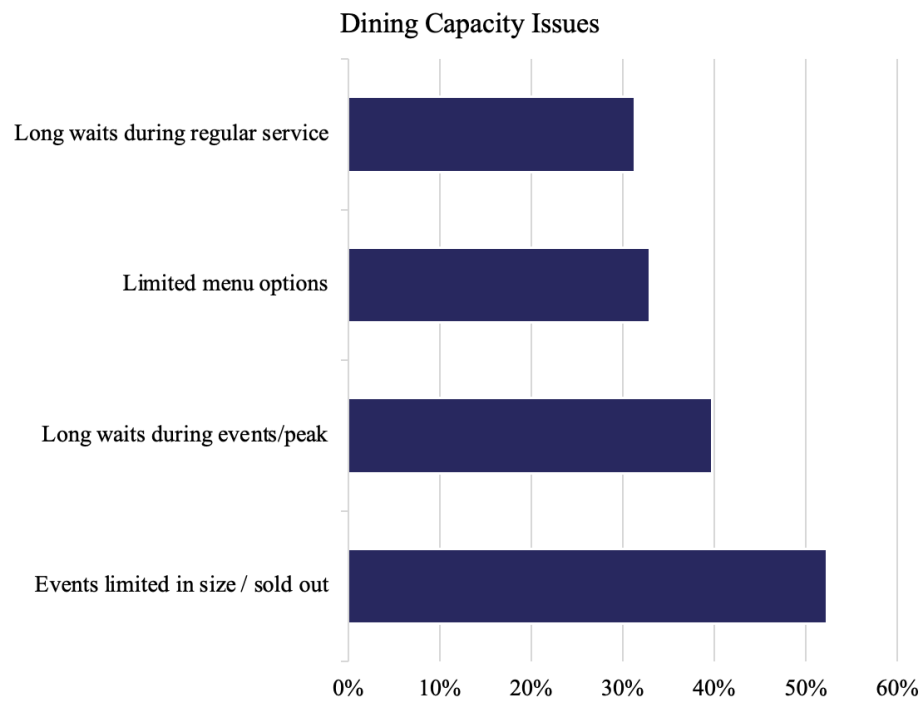
- Group fitness class space is the most requested additional offering of the 458 respondents who answered the question, ahead of personal training and physical therapy/rehab services.
- Open-ended comments describing the fitness center as outdated, too small, or embarrassing appeared from roughly **29%** of respondents across the survey, notably more than the number who directly answered the fitness-specific questions, suggesting the concern is broadly felt even among members who don't personally use the facility.
- Some dissenting comments specifically cautioned against a large new-building investment, citing free or low-cost outside gym access (e.g., through health insurance programs) and questioning ROI. This is a genuine minority view in the verbatims and worth weighing alongside the majority preference for change.

Dining Hours, Service & Kitchen

Dining is a frequently mentioned theme in responses across the survey, with a majority of respondents citing kitchen capacity constraints. Food and menu quality also comes up often in open-ended comments, more often than hours or events. Roughly half of members report no specific kitchen-capacity issue when asked directly, suggesting the concerns are not universal.

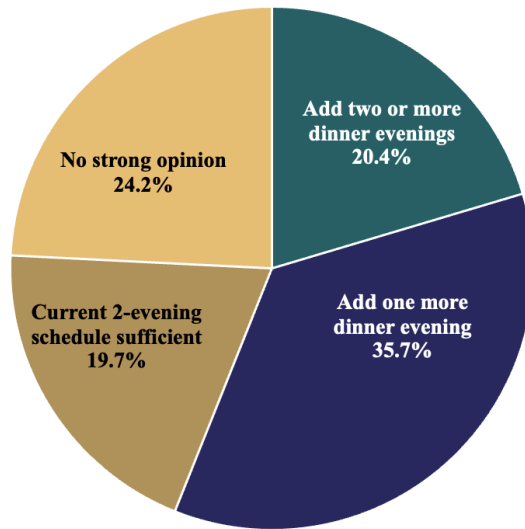
Key Highlights

- More than half of respondents (**53.3%**) report they have experienced at least one issue they would attribute to kitchen capacity or constraints. Half of those respondents report challenges with events being sold out or limited in size.



- A clear majority (**56.1%**) want the current two-evening dinner schedule expanded by at least one evening; only about 1 in 5 say the current schedule is sufficient.

Preferred Dinner Schedule



- Extended Friday/Saturday bar hours would change behavior for a meaningful minority: **41.2%** say it would lead them to visit more, stay later, or both, while **34.1%** say it would not change their habits.
- Interest in a premium, \$75–125 wine dinner is moderate: **34.8%** would never attend at that price point, while **35.2%** would attend occasionally or more (3+ times/year).
- Dining/kitchen-related issues (quality, wait times, menu, hours) is the single most frequently mentioned theme in this analysis, spanning both structured dining questions and unrelated open-text fields.

UPRD Governance & Financial Transparency

Members feel underinformed about and have little confidence in how the entities govern and communicate about finances and capital decisions. Open-ended comments referencing recent leadership departures, litigation, and a lack of transparency appear across multiple unrelated survey sections.

Member expectations are clear: specific financial information (individual cost impact, funding source, and total project cost) delivered before capital decisions are made, not after. That is a narrower and more solvable problem than general “distrust,” and addressing it directly (starting with the entity-relationship confusion, which nearly half of members report) is likely to do more for member confidence than any single facility investment covered elsewhere in this report.

Key Highlights

- Only **12.8%** of members say they clearly understand the roles and relationships among UPRD, UPCC, UPCA, and the former PBM; nearly half (**49.5%**) describe the relationship as somewhat or very unclear. Several open-ended comments specifically asked for an organizational chart.
- Member engagement at board meetings is mixed: **20.9%** attend or view most meetings regularly, while **42.2%** rarely or never engage. One percent reports that they were not aware meetings could be attended or viewed online.
- Before supporting any major capital project, the overwhelming majority of respondents want to see the individual financial impact (**87.7%**), funding mechanism (e.g., assessment, bond, dues increase) (**85.2%**), and total cost (**82.4%**) up front (exactly the categories of information open-ended comments most often describe as arriving late or not at all).
- Just over half (**52.1%**) want more financial information than they currently receive, **46.8%** want the same level, and **1.1%** want less.

- Members were asked, **“Is there anything else you would like to share about Club governance or financial transparency?”** About 400 respondents answered that question, most frequently citing communication and transparency, governance structure complexity, and costs and budgeting concerns.

Comment Theme	Mentions
Communication and transparency	77
Governance structure complexity	77
Cost, budget, and spending concerns	76

- Open-ended comments referencing recent leadership or staff departures, ongoing litigation, or a general lack of transparency appeared across a meaningful share of free-text responses across the survey, often in sections unrelated to governance (e.g., members explaining low NPS scores or describing what does not meet membership expectations). This indicates governance concerns are currently coloring member sentiment broadly, not staying contained to governance-specific questions.

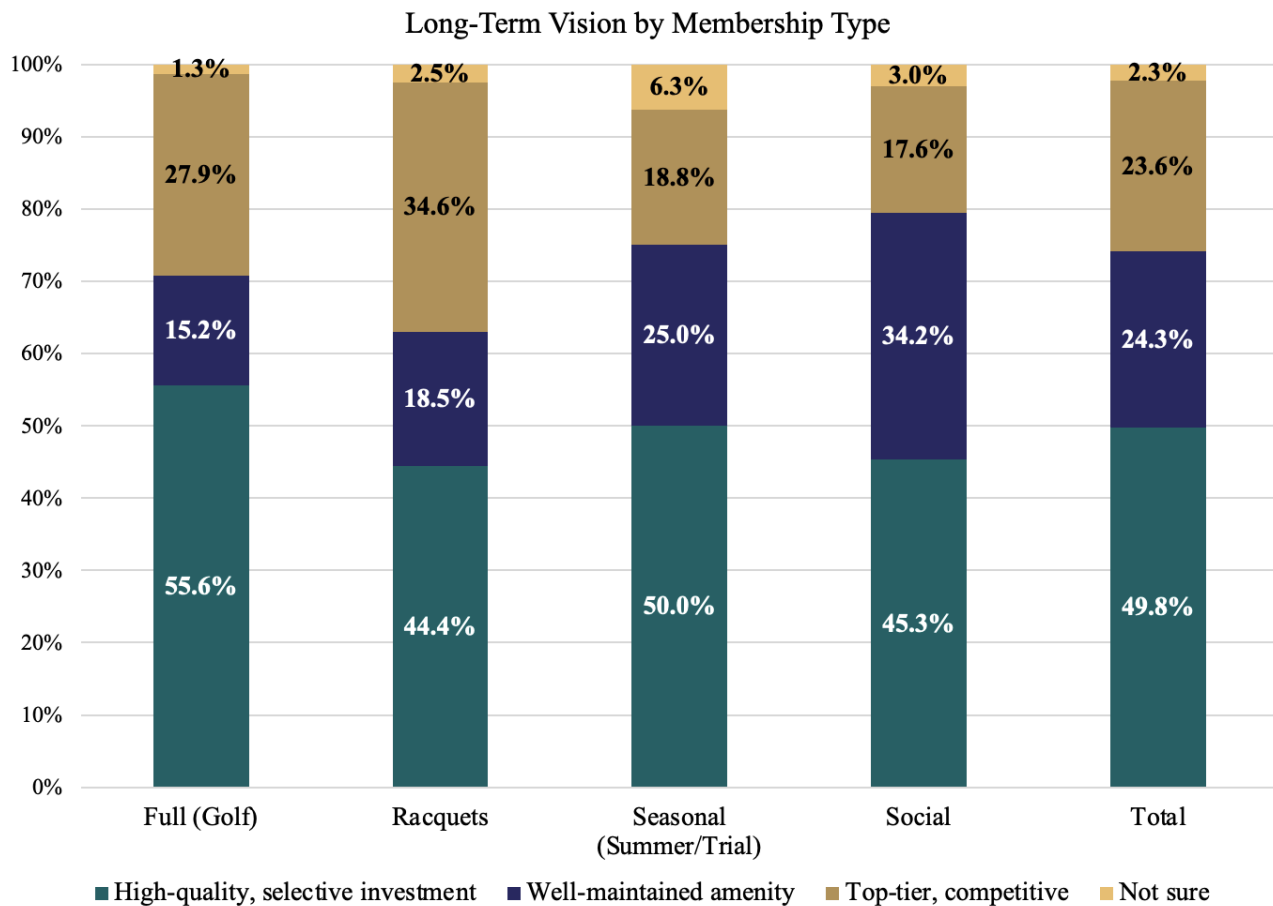
Strategic Direction

Members want steady, prioritized investment. Roughly half want UPCC to stay a high-quality club that modernizes selectively, and that preference resurfaces in the capital-investment question, where targeted upgrades to top-priority facilities outpoll broad modernization by nearly four to one.

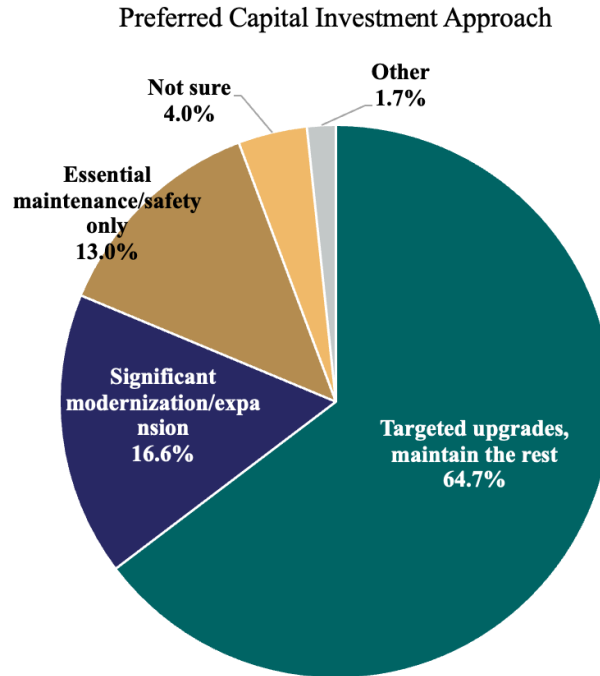
That appetite is backed by staying power. Retention intent is strong and nearly identical between members and residents, with the large majority planning to stay three or more years despite the concerns raised elsewhere. Members will invest in the Club's future, provided it is communicated clearly and paced sensibly.

Key Highlights

- Nearly half of members who responded (**49.8%**) want UPCC to stay a high-quality, selectively modernized club.



- This preference is echoed directly in the capital-investment question: **64.7%** favor targeted upgrades to the highest-priority facilities, nearly four times the share favoring broad modernization/expansion.



- Retention intent is strong and nearly identical between members and residents: about **77%** plan to stay 3+ years, and only about **4%** plan to leave within 3 years. Despite concerns raised elsewhere in this survey, members are not signaling an intent to exit.
- Of the 71 non-resident members who responded to the question, only 9 (**12.7%**) indicated that they were planning to purchase a home in the University Park Community.



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