



# 50

CELEBRATING NCA'S  
50TH ANNIVERSARY

# 50 YEARS



# Welcome!

In 1961, NCA was created to ensure that the voice of the club industry is heard on Capitol Hill. Though at times it was difficult to be heard, reflecting on the past fifty years, there is no doubt that we have had a profound impact. The work of NCA supports the entire club industry—social and recreational clubs across the country, businesses that supply products and services to clubs, and nearly three million individual club members. NCA benefits from the involvement of all. Through support of the work NCA does on behalf of the private club community and through active participation, the voices of our industry are heard in Washington. They impact the development of laws and regulations that could significantly affect private clubs.

NCA was formed by a coalition of approximately a dozen clubs in response to a 20 percent federal excise tax on club dues and initiation fees. The same tax had been reduced to 10 percent on other forms of entertainment in 1960, and club leaders believed the industry was being unfairly targeted. In 1961, Congress also seriously considered the elimination of dues deductibility.

Working almost entirely with private contributions, NCA founding members lobbied the club industry and Congress, traveling and speaking throughout the country. By June of 1965, when Congress repealed the excise tax on club fees, the organization had grown to 50 member clubs. Congress would continue to examine the private club exemption from federal tax throughout the 1970s and '80s, and would periodically chal-

lenge the deductibility of dues and meal expenses. NCA continued to defend, protect and advance the interests and well-being of private, social and recreational clubs throughout this difficult time, fighting major anti-club initiatives including an IRS campaign to increase taxes on private clubs.

Over the years, NCA membership grew by literally hundreds of clubs as we tried to educate member and non-member clubs about the necessity for industry unity and awareness.

In the ensuing years, NCA worked hard to help clubs balance the need for additional revenue to cover escalating expenses with the challenges of recruiting new club members and maintaining their private status. Through publications such as *The Legal Reference Guide for Private Clubs*, *Membership Marketing*, *Club Governance Guidelines*, *Private & Tax-Exempt Status*, the *Club Director Reference Series*, and the premier magazine *Club Director*, NCA established itself as an industry voice that could reliably provide answers for club leaders.

As we move forward, NCA will continue to serve as the advocate for private clubs while responding to the informational needs of the industry. We welcome your comments, suggestions and support as we celebrate 50 years of service to the private club industry. ■

**Brian R. Kroh**  
Chairman, NCA  
General Manager, Johns Island Club

**Susanne R. Wegrzyn**  
President & CEO, NCA

## Trends Then & Now

Americans spent 25 percent of their food budget in restaurants in 1955, compared to 49 percent today.

—National Restaurant Association

### U.S. POPULATION

**1961:** 177,830,000  
**2011:** 311,078,864

—Census.gov

### AVERAGE SALARY

**1961:** \$4,734  
**2011:** \$40,690

—Forbes (2009)

### MINIMUM WAGE

**1961:** \$1.00  
**2011:** \$7.25

### GOLFERS

**1961:** 5 million  
**2011:** 27.1 million

—National Golf Foundation



### National Club Association

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Washington, DC 20005

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[www.nationalclub.org](http://www.nationalclub.org)

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# Backward Glance

## NCA Through the Years

### 1955–1960

IRS begins to consider voluntary payments as within the language of “club dues” definition.

### 1960

Cabaret tax reduced to 10 percent for everyone but clubs.

### 1961

NCA founded.

### 1962

Section 276 of IRC changed to require extensive documentation for business expenses.

### 1965

Legislation repealing 20 percent tax on club dues is signed.

### 1981

ABA drops anti-club resolutions.

### 1984

Longshore Act signed into law, including a provision exempting private clubs.

### 1985

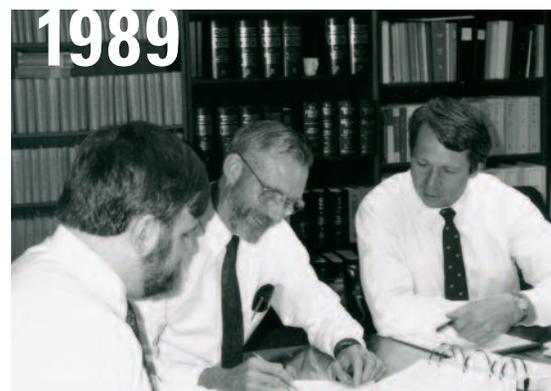
- President Reagan proposes to repeal entirely the deductibility of club dues. NCA testifies before the Senate Finance Committee regarding the impact of the loss of dues deductibility.

- NCA President Joe Noll testifies before House Ways and Means Committee on dues deductibility.

- House Ways and Means Committee votes to retain club dues deductibility.

### 1988

- U.S. Supreme Court reviews the constitutionality of New York City’s Local Law 63 in the case of *New York State Club Association, Inc., Appellant vs. City of New York, et al.* The NYSCA, supported by NCA, argues that the law is invalid on its face because it violates “private clubs” associational protections. The Supreme Court upholds the law’s constitutionality, but also rules that the law’s three-part test can’t be used as the sole basis for determining a club’s private status.



- In its effort to fight the IRS campaign requiring clubs to pay higher taxes, NCA files a friend-of-the-court brief asking U.S. Court of Appeals to uphold the U.S. Tax Court opinion in a case involving North Ridge Country Club in California

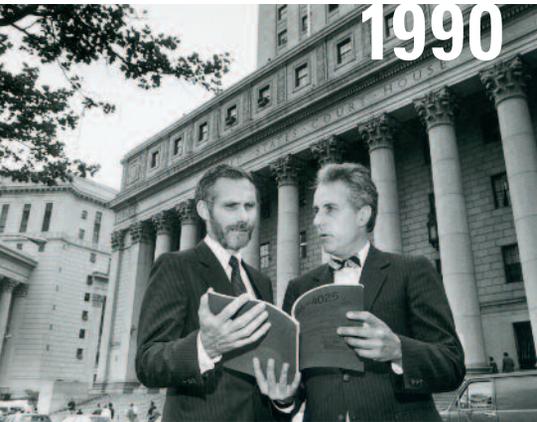
### 1989

- NCA files a friend-of-the-court brief with Supreme Court supporting Burning Tree Country Club’s effort to reverse a Maryland Court decision which forced the club to choose between changing its membership policies or losing a property tax benefit.

- Following intense lobbying, IRC Section 89, which imposes burdensome and complicated tests on employee health plans, is repealed.

- Texas chapter of NCA defeats public accommodation legislation in that state.

# 50 YEARS



## 1990

- NCA tax counsel Leonard Henzke Jr., and Allan Bush argue the *Portland Golf Club* case (Rev. Rul. 81-69 Tax Court decision) on rights of exempt tax clubs to consistent treatment of investment income before the U.S. Supreme Court.
- NCA Past President Harold Berman testifies before Senate Judiciary Committee in opposition to the proposed rule barring federal judiciary candidates from holding memberships in private clubs.

## 1992

- NCA files comments with U.S. Treasury urging it to reject three proposals concerning unrelated business income of private clubs.
- National Club Foundation formed to support research and education needs of private clubs.

## 1993

- Friend-of-the-court brief filed in *Warfield v. Peninsula Golf and Country Club* case defending the private club's right to engage in selective membership practices.
- NCA testifies before House Ways and Means Committee on repeal of club dues deductibility and reduction of business meals deduction from 80 percent to 50 percent.
- NCA publishes the inaugural issue of its bimonthly newsletter, *The Clubhouse*.

## 1995

- Four New Orleans city clubs (Pickwick Club, Boston Club, Stratford Club and Louisiana Debating and Literary Association) successfully defend against a public accommodation suit brought by the city's Human Rights Commission over whether the clubs had to comply with the city's investigation into their membership practices. Both the trial and appellate courts found the city's ordinance unconstitutional as applied to the four clubs.
- NCA completes comprehensive analysis of statutes affecting private status of clubs nationally, compiled by John Robinson, California State Club Association president.

## 1996

- Congress expands 401(k) eligibility to include nonprofits such as tax-exempt clubs.
- The Chicago Club wins its case against the EEOC over whether the club was private and, therefore, exempt from filing employment profile reports. NCA launched a fundraising effort to assist the club with legal costs associated with defending the suit.
- Safe harbors for independent contractors codified in the Internal Revenue Code.

- NCA launches the Directors' Legislative Liaison Program to help private club board members become more involved in the legislative process.

## 1997

- NCA responds to proposed IRS regulations of asset transfers, which may adversely affect developer-owned clubs.
- NCA forms the Caddie Coalition to lobby for the Caddie Relief Act of 1997, a proposed law aimed at preserving independent contractor status for golf caddies and making it easier for golf clubs to establish caddie programs.
- NCA works with the National Coalition on Occupational Safety and Health to advance a reform measure entitled the Safety Advancement for Employees Act of 1997.

## 1998

- NCA launches its website, [www.natclub.org](http://www.natclub.org).
- NCA establishes its Resource Center, a specialized database that provides information on club-related issues for NCA members.
- The Fairness in Music Licensing Act, a high legislative priority of NCA, is passed in the 105th Congress.



NCA past presidents: Fred L. Somers, Jr., Harold B. Berman, Herbert L. Emanuelson, Jr., Hugh J. Jones, Jr., and Victor Mauck, Jr.



LEFT: NCA staff visit with Rep. Dan Burton, (R-Ind.), sponsor of the Caddie Relief Act.  
 ABOVE: Staff review responses from supporters of caddie programs.

## 1999

- NCA Resource Center is expanded to include more than 3,000 items covering 36 categories of information.
- The NCA website adds new features, such as the Legislative Action Center, *Club Director* magazine feature articles, and links to NCA associate members and industry vendors.

## 2000

- In the wake of a substantial monetary judgment against a Massachusetts private club brought under that state's public accommodation law, NCA releases *Maintaining Private Status: Equal Access Issues and Club Policies* to help members address privacy issues.
- NCA, along with various business and trade groups, files a lawsuit in the U.S. Court of Appeals to challenge OSHA's implementation of a national ergonomics standard—later killed by the Bush administration.
- NCA and the California State Club Association file a friend-of-the-court brief with U.S. Supreme Court in *Boy Scouts of America and Monmouth Council, Boy Scouts of America v. Dale*, a landmark and victorious case defending private clubs' First Amendment rights.

## 2001

- NCA's Foundation begins work on the Trends in New Millennium project and releases the publication *Private Club Facility Access Issues*.
- NCA begins a new partnership with Aon Association Services to provide D&O Coverage for board members and officers, as well as managers and employees.

- NCA joins the Essential Worker Immigration Coalition to better understand and monitor immigration issues.

## 2002

- NCA issues guidelines to clubs on how to respond to a growing number of Social Security no-match letters in response to a government crackdown on undocumented immigrants.
- NCA issues a special report to its member clubs on how to comply with new ADA requirements that apply to golf courses, pools and other recreational facilities.
- NCA files a friend-of-the-court brief in the *Evans v. Sea Scouts* case pending in California. At issue is the ability of a local government to punish a club for its lawful membership practices.

## 2003

- NCA publishes *Private and Tax Exempt Status*, an in-depth discussion of the origins of private and tax-exempt status and the steps clubs can take to protect themselves.
- NCA files a friend-of-the-court brief in *Albright v. Southern Trace Country Club*. Club members claimed that serving beverages and snacks in the men's and women's locker rooms was discriminatory. NCA argued the club was meeting member demand.
- NCA's Foundation renamed the National Club Association Foundation.

## 2004

- In response to a nationwide debate over spousal rights and the definition of marriage, NCA publishes the groundbreaking book, *Understanding Domestic Partners and Significant Others* to help clubs understand this issue and make informed decisions about related policies.
- NCA hosts the first Annual National Club Conference in Washington, D.C.
- NCA is invited to attend nonprofit governance summit with U.S. Senate Finance Committee to discuss the impact of corporate governance legislation on private clubs.
- NCA and allies successfully lobby Congress to pass legislation expanding the number of temporary seasonal workers under the H-2B visa program.

## 2005

- NCA issues critical guidance to clubs on complying with new overtime exemption regulations under the Fair Labor Standards Act and meeting the requirements of the new "Do Not Fax/Junk E-mail" laws.
- NCA releases the second edition of *Understanding Domestic Partners and Significant Others*.
- NCA submits industry comments on proposed single-rider cart requirements for clubs issued by the Department of Justice.
- Golf and country clubs are excluded from the Katrina tax relief bill.

# 50 YEARS



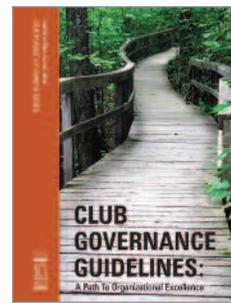
Immigration reform protesters line the street outside the University Club of Washington, D.C.

## 2006

- NCA submits industry comments on proposed regulatory changes to how employers must respond to Social Security no-match letters.. The proposed regulation, if implemented, would increase liability for clubs.
- NCA and its allies lobby for passage of Small Business Health Plans legislation that would lower health care costs for clubs. The legislation passes the House, but is filibustered in the Senate.
- NCA successfully lobbies for the extension of legislation expanding the H-2B temporary worker visa program.
- Deepdale Golf Club, located in the village of North Hills, N.Y., wins a victory when the New York State Assembly and the New York State Senate pass legislation that derails the village's efforts to use the power of eminent domain to seize the club property. NCA disseminates information nationwide, as the underlying issue of eminent domain abuse remains in many states.

## 2007

- NCA and allies on the Essential Worker Immigration Coalition lobby for the first comprehensive immigration reform law in more than 20 years, which would help ensure a future flow of legal workers for seasonal employers. Political concerns prevented passage of this law.



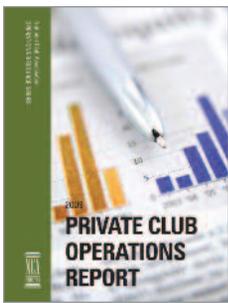
## 2007

- NCA successfully lobbies to ensure a new federal pool and spa safety law does not overly burden clubs while still protecting swimmers from potentially dangerous situations in the water.
- NCA and its allies work with the Department of Homeland Security to revise and streamline the Employment Eligibility Verification Form I-9 by removing documents that are most often used to falsify an individual's residency, citizenship or work eligibility.
- NCA publishes *Club Governance Guidelines: The Path to Organizational Excellence* to provide clubs with best practices for nonprofit governance.
- NCA submits comments to the Internal Revenue Service (IRS) relating to proposed revisions of Form 990. The IRS amends its definition of "Key Employee" in the final instructions for the new Form 990.
- NCA and the National Golf Course Owners Association publish the *2008 Golf and Club Industry Compensation and Benefits Report*, based on an extensive industry survey.
- NCA and its partners in the H-2B Workforce Coalition work with the Department of Labor as it issues new regulations to streamline the H-2B application process.
- NCA joins the executive board of Golf 20/20, a collaborative effort of the industry focused on driving interest and participation in golf.

## 2008

- NCA launches *Club News Briefs*, a weekly e-digest of news related to the private club industry.
- NCA successfully lobbies for the extension of the E-Verify Program—the government's web-based program that enables clubs to use the Department of Homeland Security and Social Security Administration databases to determine if a prospective hire is authorized to work in the U.S. and eligible to be here. The program also provides immunity to a club should a new hire be confirmed by E-Verify but is later determined to be an illegal alien.





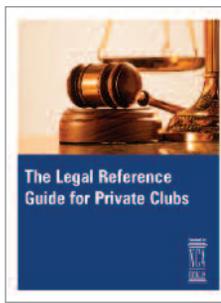
2009

## 2009

- NCA launches a new monthly e-newsletter, *NCAConnect*.
- NCA successfully lobbies for a delay to the Federal Trade Commission's Red Flags Rule. That rule would lump private clubs in with financial institutions and require them to create broad fraud prevention safeguards for their members.
- NCA reissues updates of its landmark publication, *Understanding the Domestic Partners Debate* and its monographs, *Model Golf Rules* and *The Federal Tax Treatment of Private Clubs*.
- NCA and its partners on the Small Business Coalition for Affordable Healthcare lobby for substantial changes to the proposed health care reform law.
- NCA publishes *Membership Marketing: Best Practices for Private Clubs* and the *2009 Private Club Operations Report* as resources to help address the challenges facing clubs.
- NCA works with member clubs throughout the year to help guide them through the toughest economic downturn the industry has seen in decades.
- NCA launches a new weekly e-news digest, *National Club Association SmartBrief*.

## 2010

- NCA publishes *The Legal Reference Guide for Private Clubs*. The book is the first significant treatise covering the legal issues most clubs face.
- NCA publishes a special report, *Legislative and Political Trends Affecting Private Clubs*.
- Bollinger Insurance partners with NCA to offer directors and officers insurance to private clubs.
- NCA and its partners on the Coalition for a Democratic Workplace successfully lobby to kill the Employee Free Choice Act—the Card Check bill, which would have made it significantly easier for unions to organize in clubs.



2010



ABOVE: NCA leadership with Corey Pavin, Captain of the 2010 Ryder Cup U.S. team.

RIGHT: NCA speaking on health care reform and its impact for clubs.

- NCA and its partners on the Tax Relief Coalition successfully lobby to extend the current individual income tax rates to avert a significant tax increase for those who traditionally join private clubs.

- NCA and its allies on the Small Business Coalition for Affordable Healthcare lobby for the repeal of the new 1099 reporting requirement found in the health care reform law.
- NCA successfully lobbies for a private club exemption in the Federal Trade Commission's Red Flags Rule.
- NCA launches a new Corporate Partner Program to offer exclusive opportunities for businesses providing services and products to private clubs.
- NCA joins WE ARE GOLF, the industry-wide initiative to showcase the important economic, human and environmental benefits of the industry.



## 2011

- NCA celebrates its 50th anniversary of providing advocacy and answers to club leaders.
- NCA launches a new website, providing a member-focused, interactive experience designed to meet the needs of the private club community. A new Legislative Action Center connects users to legislators to voice concerns for private club issues.
- NCA commemorates its golden anniversary at the eighth annual National Club Conference in Washington, D.C. Fred L. Somers, Jr., and Harold R. Berman receive Lifetime Achievement awards for their contributions to NCA.



# Legislative Issues that Shaped NCA

In 1961, the National Club Association was created with one mission in mind—to defend, protect and advance the interests and well-being of private social and recreational clubs. For the last fifty years, NCA has served as the private club industry’s advocate in Washington, D.C.

Over the years, the private club industry has periodically come under attack from those in Washington, D.C. These attacks have sometimes been directed specifically against our industry, and other times the attacks have emerged as an unintended consequence of some new law. In each instance, the ability to understand the issue and to educate members of Congress about the impact of the law often means the difference between having a chance to make a change and having no chance at all.

## 1960s

### Repealing the Dues Tax

In the early 1960s, a federal cabaret tax was reduced for all industries but private clubs. That exclusion served as a catalyst for the club industry. And, it was around this time that a group of clubs in Los Angeles, Calif., decided that our industry needed a larger presence in Washington, D.C., to help ward off these kinds of legislative actions. Thus, NCA was formed.

Not long after, in 1965, this new trade association wielded enough influence to ensure the passage of a federal law repealing the 20 percent tax on pri-

vate club dues—our first major success. Over the next twenty years, NCA reached out to members of Congress, establishing our identity and building relationships in the nation’s capital.

## 1985

### Dues Deductibility Holds, but Later Loses

In 1985, the club industry was again the target of a tax change that would have had a serious impact on clubs’ bottom lines: President Ronald Reagan proposed a sweeping overhaul of the federal tax code. While the overall plan presented by the president was supported by the club industry, there was one provision that would have had a deleterious impact on private clubs. That provision removed the right of club members to deduct the cost of their membership dues from their taxes.

With years of relationship building firmly under our feet, NCA testified before the Senate and House tax writing committees about the impact this proposal would have on our industry. Now a fixture in the Capitol Hill community, NCA’s warnings were heeded and the provision was soon removed from the president’s tax plan.

As with any trade association, we cannot profess to win every battle. In 1993 legislation was again introduced in Congress that would repeal the deductibility of club dues from members’ tax returns.

While NCA was able to bring its mes-

sage directly before the House Ways and Means Committee, the political community did not align with our message, and the measure passed in early 1994. That loss still hurts, but we all know we would never have had a chance to be heard had NCA not been there.

## 1997

### Caddies Under Fire

In 1997, NCA again used its influence to help stop the Internal Revenue Service (IRS) from critically wounding one of the most important parts of the game of golf—the youth caddie program. These programs have been the backbone of the golf industry since the game began. Many private clubs see their caddies as more than just workers—as family members.

Clubs often provide academic scholarship opportunities for their caddies and watch with pride as these youth grow into true stewards of the game. But the IRS wanted to remove the independent contractor status for caddies and require clubs to treat those workers as club employees.

When the IRS issued a ruling that jeopardized that independent contractor status, NCA formed an industry coalition, lobbied our friends on Capitol Hill, and the Caddie Relief Act of 1997 was introduced. With this bill, caddies would have been legislatively classified as independent contractors. Seeing support rapidly growing for the bill, the IRS soon backed



away from its initial ruling, saving caddie programs across the country.

### Present Day The Health Care Reform Battle

Today, NCA has just completed fighting one of the toughest battles in our history—the battle against the health care reform law. Though the bill passed, we can take pride in the fact that NCA was a significant resource for members of Congress as they looked for insight and perspective on the impact of this law.

We can take even more pride in knowing that, through our hard work and the work of many trade associations like NCA, one onerous provision of the health care reform law—the 1099 reporting requirement—was repealed. We are committed to working with members of Congress to see that many other provisions of this law are removed as well. We will hold true to our mission now, just as we did in 1961.

Hopefully, this brief overview of some of the more interesting legislative and regulatory battles NCA has waged on behalf of the club industry will help clarify why clubs should be a part of the NCA family. Our presence in D.C. has, and will continue to provide a valuable resource to members of Congress, current and future Administrations, and regulatory agencies in ways that a single private club working on its own could never achieve. We can all agree that is a tremendous benefit to our members. ■

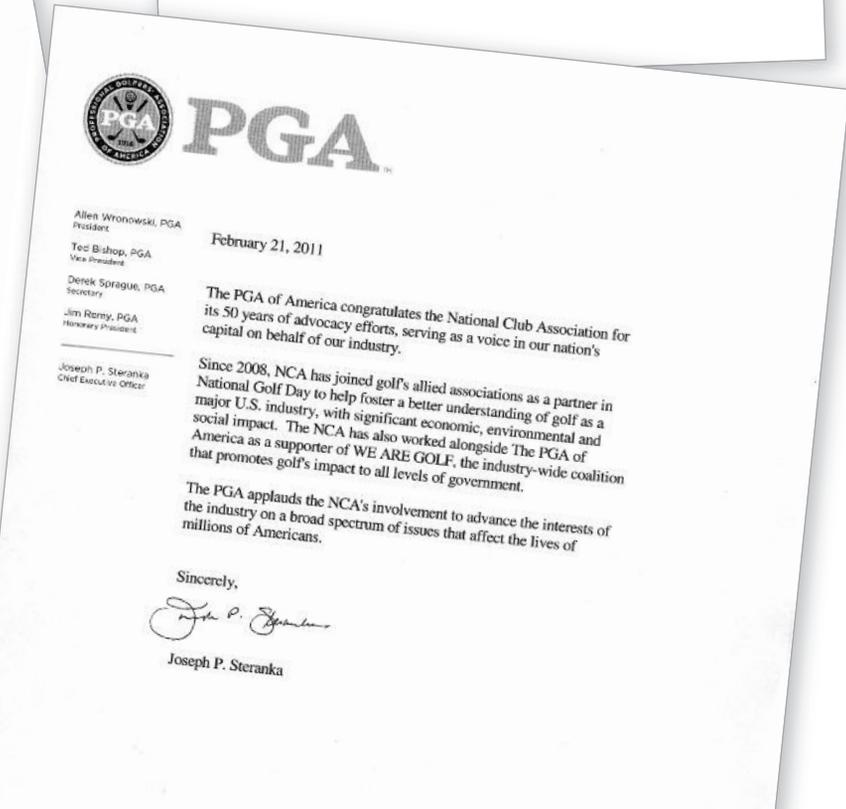
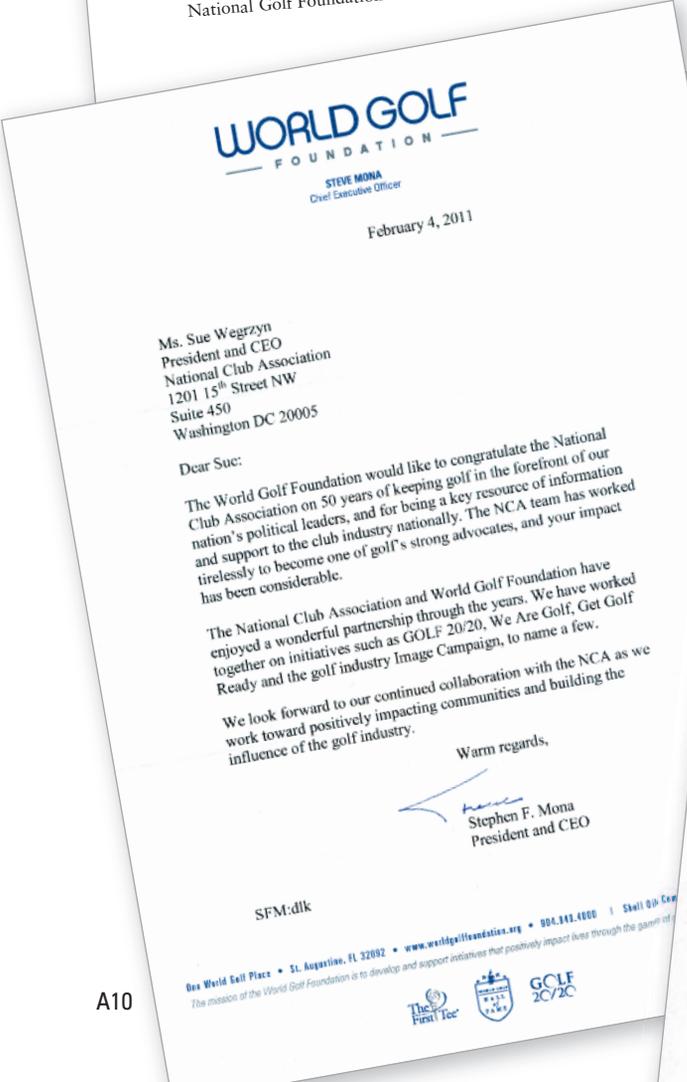
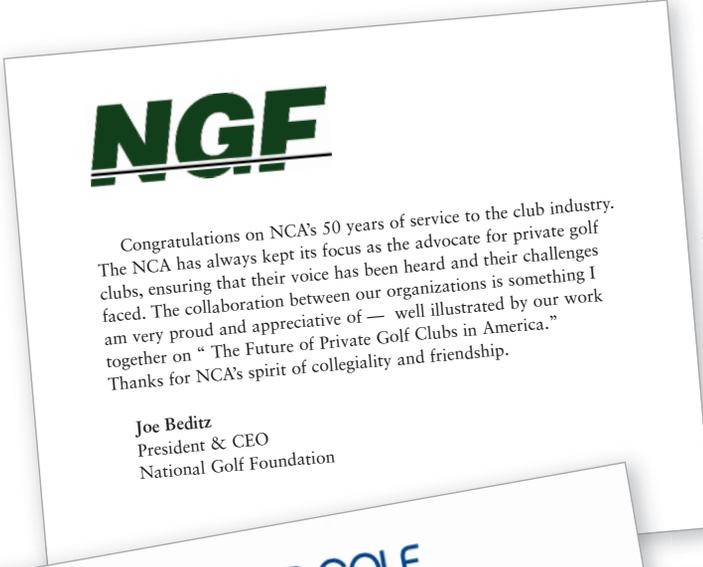
# NCA Presidents and Chairmen

Brian Kroh	November 2009 – April 2011
Doug Howe	May 2008 – November 2009
David B. Chag	November 2007 – May 2008
James P. Lower	May 2005 – November 2007
Robert C. James	November 2003 – May 2005
J. Bryan Williams*	May 2002 – November 2003
Frank T. Stover	2000 – 2002
Charles F. Forbes	1998 – 2000
Hugh J. Jones, Jr.	1995 – 1998
James E. Maser	1993 – 1995
Victor Mauck, Jr.	1992 – 1993
George S. Squibb	1989 – 1991
Fred L. Somers, Jr.	1987 – 1989
Joseph N. Noll	1985 – 1987
Harold B. Berman	1982 – 1985
Sam Berry	1981 – 1982
Herbert L. Emanuelson, Jr.	1979 – 1981
Milton E. Meyer, Jr.	1977 – 1979
James J. Clynes, Jr.	1974 – 1977
Cyril F. Brickfield	1971 – 1973
Edward J. Drew, CCM	1970
William S. Roach	1969
Clem Young, CCM	1968
Frank G. Hathaway	1967
Kenneth Meisnest, CCM	1966
Rae A. Clark	1965
Charles Gould	1963 – 1964
Robert G. Johnson	1962
Charles Gould	1961

*\* From this point forward, the title was changed to Chairman of NCA. All earlier leaders had the title of President.*

# 50 YEARS

## Commemorating Industry Alliances





# Going Forward

## NCA's Commitment to the Future of Private Clubs

As we've prepared to mark our 50 year anniversary, it's been a wonderful process to travel through our history, remembering the challenges and the achievements, the leaders and the trends that shaped the private club industry today.

NCA's continuous mission has been to provide private clubs with a voice on Capitol Hill—as vital today as when we were formed. NCA also has educated clubs on the ever-evolving trends in the club community and has provided them with the tools they need to navigate the tides of change.

While we reminisce about our history, we also look to the future. The economic climate of the past several years has brought unparalleled change to the club industry. Members look for value along side luxury and want to include their families, more than ever before, in their recreational activities.

Keeping an eye towards the future, we must exercise cautious optimism, conserving resources where applicable, and yet still be prepared for the economic recovery that is underway.

As clubs seek to adapt to the changing needs of their membership, they must develop new and innovative ways to satisfy their clientele—providing exceptional standards of service that go above and beyond expectations in today's demanding marketplace. Yet

clubs also must be vigilant to maintain private status and the exemptions that go with this right to associate.

Health and environmental awareness has become a cornerstone of our society, and club members are constantly seeking new and innovative ways to pursue a healthy, green lifestyle. Clubs nationwide are embracing the health-conscious concept, going green, and finding occasions to incorporate it into a more conscientious club culture.

As we embrace the rapidly changing technologies of the time, clubs are looking at new ways to add increased value and an enhanced platform for member communication. The untapped potential of Web 2.0 presents both intriguing challenges and incredible opportunities for the private club industry that NCA will address head-on as we continue to expand our horizons and help keep clubs on the cutting edge of the latest trends.

In keeping with NCA's history as a driving educational force within the private club community, we will continue to seek new and innovative ways to serve as a guidepost for clubs in the 21st century, while also shaping a positive outlook for the future with effective advocacy. We hope you'll join us. ■

Susanne R. Wegrzyn  
*President & CEO*  
*National Club Association*

## Clubs Celebrating Milestones in 2011

### 50TH ANNIVERSARIES

**Greenville Country Club**  
Wilmington, Del.

**Green Island Country Club**  
Columbus, Ga.

**Mount Vernon Country**  
Alexandria, Va.

**Round Hill Club**  
Greenwich, Conn.

**Wildcat Cliffs Country**  
Highlands, N.C.

### 75TH ANNIVERSARY

**Southern Hills Country Club**  
Tulsa, Okla.

### 100TH ANNIVERSARIES

**Latrobe Country Club**  
Latrobe, Pa.

**Los Angeles Athletic Club**  
Los Angeles, Calif.

**Maplewood Country Club**  
Maplewood, N.J.

**Piping Rock Club**  
Locust Valley, N.Y.

**Raritan Valley Country Club**  
Bridgewater, N.J.

**The Country Club of Orlando**  
Orlando, Fla.

**Westmoreland Country Club**  
Wilmette, Ill.

*For a complete list of all clubs celebrating milestones, or to submit your milestone celebration, please visit our website at [www.nationalclub.org](http://www.nationalclub.org).*

# The NCA Foundation congratulates the National Club Association on 50 years of serving the private club industry.

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The NCA Foundation is committed to supporting the future of our industry through research, education and support for initiatives that benefit the entire private club community. Every year, the Foundation works to:

- Analyze key trends
- Support research and educational needs
- Develop and disseminate ideas
- Provide best practice examples
- Anticipate threats to the private club experience



By analyzing data, assessing club needs, forecasting trends and educating club leaders, the NCA Foundation helps club leaders provide an unsurpassed club experience for their members.

[www.ncafoundation.org](http://www.ncafoundation.org) | 800.625.6221

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To support the private club industry through research and education for the next 50 years

# 50

FOR

# 50

# CAMPAIGN

In celebration of NCA's 50th Anniversary, the NCA Foundation has set a goal of raising \$50,000 to continue *Shaping the Future Club Experience*.

Join us in recognizing NCA's milestone half-century with a gift to the NCA Foundation today.