

KOPPLIN KUEBLER & WALLACE

GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) PROFILE: CHARLOTTE COUNTRY CLUB CHARLOTTE, NC

ABOUT CHARLOTTE COUNTRY CLUB (CCC)

Charlotte Country Club was founded in 1910 and is located four miles east of uptown Charlotte, in the historic Plaza-Midwood neighborhood. Charlotte Country Club is known as a top 10 private club in the United States, and is a premier family centric country club that enjoys a wonderful staff and membership. Its 18-hole Donald Ross golf course was restored by architect Ron Prichard and was awarded the 2009 Best Remodel of the Year by *Golf Digest*. The course is ranked #63 in *GolfWeek's* 2012 Classic Courses, and its yardage is 7,335 yards with a 75.9 rating and 146 slope. The Club has hosted three USGA championships: 1972 U.S. Men's Amateur, 2000 U.S. Senior Men's Amateur, and 2010 U.S. Women's Amateur. It is slated to host the 2018 USGA Men's Mid-Amateur.

The Club's historic 68,000 square foot clubhouse was restored in 2008-2009. The restoration included original moldings and millwork, chandeliers, priceless murals, antique furniture, and much more of the Club's special treasures. This was truly a historic restoration to bring to life the rich traditions of the Club's historic past.

The outstanding tennis facilities include 12 clay courts, four hard courts, three indoor clay courts, and two squash courts. The pool complex houses five swimming pools: a competition pool, diving pool, adult pool, children's pool and wading pool.

Clearly one of the most awarded and recognized clubs in the country, CCC enjoys an outstanding reputation both locally and nationally. Some of the many recognitions the Club has received the past several years include:

Platinum Clubs of America Awards

2016 - Ranked #9 Country Club and #1 in United States for the "member experience" provided

2012 - Ranked #7 Country Club

2010 - Ranked #9 Country Club

2009 - Ranked #14 Country Club

Best Classic Courses Rankings

In *GolfWeek's* Best Classic Golf Courses in the United States, Charlotte Country Club was ranked #86 in 2011 and was ranked #63 in 2012.

In 2012, Rolex recognized Charlotte Country Club as among the top 1,000 golf courses in the world.

Best Courses

In 2009, *Golf Digest* named Charlotte Country Club as the best remodel of the year.

Tennis Awards

The Club received the National Tennis Facility of the year award from the United States Tennis Association.

CMAA Wine Awards

The Club Managers Association of America's International Wine Society awarded Charlotte Country Club's wine program an Award of Distinction in 2015, the ninth consecutive year of recognition.

Clubhouse of the Year Winner

Golf Inc. magazine recognized the Club's Clubhouse Restoration as one of the 2010 Clubhouse of the year winners.

The Club was also the winner of the 2010 Eagle Award for excellence in architecture and construction by the Association of Builders and Contractors.

THE GM/COO OPPORTUNITY at CHARLOTTE COUNTRY CLUB

The Charlotte Country Club General Manager/Chief Operating Officer (GM/COO) is responsible for the executive management of the Charlotte Country Club (CCC), and reports to the President and Board of Governors. The long tenured and highly regarded current executive leader of the Club has recently accepted another significant position in the Southwest and will be commencing that role in April. This is a tremendous opportunity for candidates who epitomize professionalism in the club industry, who possess significant skills in member interaction, who are intuitively focused on staff mentorship and development, and who have outstanding personal presence and proactive leadership skills.

EMPLOYEE MISSION STATEMENT

Our mission is to provide a personal, unparalleled country club experience highlighted by superior facilities and highly skilled club professionals performing with gracious hospitality.

The Charlotte Country Club GM/COO must be a proven exceptional leader who truly understands the mission noted above. In addition to a superior team, Charlotte Country Club's biggest strength is its membership; people are attracted to the Club and the expectation of experiences and relationships they will enjoy as members. The GM/COO must be someone who continues to look for ways to improve and enhance those experiences, recognizing that they are perpetuated through a healthy and caring staff culture and a significant focus on consistency and standards. The energy and dedication of the team at CCC is extraordinary, and setting the 'tone at the top' through his/her actions as the GM/COO has been an undeniable part of the Club's success over the past many years, and is an essential part of one's future success and alignment. Integrating with and successfully supporting this team of professionals is an important expectation, but the Board is also desirous of a new GM/COO who is "running his/her own race" so to speak; someone who brings new and different experiences and innovations to the Club and who is clearly a "leader" and "face" of the Club both internally and externally.

The new GM/COO must also be someone who has a respectful, but open, transparent and candid approach to his/her dealings with all constituencies. The membership of CCC is universally regarded as exceptionally kind, thoughtful and supportive, and the governance of the Club has been strongly rooted in allowing the team to manage and lead operations while the Board and Committees provide vision and oversight. The culture that exists at the Club is generally considered one where, "the answer is yes, please ask me the question," which has been strongly supported within each department. Members and staff are exceptionally proud of their Club, and protect its culture while also 'challenging' it to continue to elevate year over year. "Members are treated like guests and guests are treated like members" at CCC, and that style and intuitive "servant heart" leadership is critically necessary to be successful in this extraordinary environment. Additionally, while the staff are very respectful of the members, the relationship between the members and the staff can be better described as family, and this characteristic permeates throughout the day to day life at CCC.

CHARLOTTE COUNTRY CLUB BY THE NUMBERS:

- The Club enjoys an annual operating budget of nearly \$15.0M with dues revenues of nearly \$7.0M.
- Food and beverage operations revenues are approaching \$6.0M annually.
- The Club is organized as a 501©7, not for profit corporation.
- There are approximately 1,000 regular members including 720 full Resident Members, for whom the initiation fees are \$75,000, with dues of \$8,700 annually. At present, the Club enjoys a healthy waiting list for membership.
- There are approximately 140 full time and 80 part time employees on a year round basis; the Club has generally consistent operating levels throughout the year, with adjustments for pool and outdoor operations at certain times.
- The average age of members is approximately 62.

- There are a total of 15 Board Members, each serving three year staggered terms.
- There are seven standing committees: House, Golf, Green & Grounds, Finance, Personnel & Benefits, Tennis/Athletics, Communications & Technology, and Strategic Facilities.
- At present, the Club is considering various capital projects including the possible renovation to provide greater casual dining opportunities and a pool complex upgrade.
- There are approximately 24,000 rounds played annually on the Club's course.
- At present, there are nine direct reports to the GM/COO including: Administrative Assistant, Tennis Director, Executive Chef, HR Director, CFO, Clubhouse Manager, Golf Course Superintendent and Head Golf Professional.

CHARLOTTE COUNTRY CLUB WEB SITE: www.charlottecountryclub.org

CHARLOTTE COUNTRY CLUB GM/COO POSITION OVERVIEW

The GM/COO of the Charlotte Country Club is expected to be a consummate professional in terms of transparency, honesty, straightforwardness, integrity, accountability, leadership and dedication. He/She must be able to inspire and motivate the great team at CCC, earn the respect of the members and employees as well as the community at large; understanding how to gain and maintain the trust and confidence of these constituencies is a critical success factor at CCC.

Recognizing the preeminent position that CCC holds within the Charlotte community, the GM/COO must naturally conduct himself/herself in a responsible and professional manner at all times while at or away from the Club and encourage other staff members to do the same to reflect the proper image of the Club throughout the community.

Charlotte Country Club is a busy operation that requires significant administrative skill. The Club enjoys an outstanding CFO and strong Senior Staff, but possessing strong financial acuity is important, as is the ability to succinctly and concisely analyze and convey important financial information and expectations to various Committees, the Board and the leadership team.

Communication, while clearly important at all clubs, is of utmost importance at CCC. The GM/COO must be comfortable and effective in being able to communicate with all levels of staff, with the varying demographics of the membership, with outside vendors and community leaders, and in both one on one and large group settings. Collaborating with the Board, Committees and Senior Staff, the GM/COO must be focused on ensuring that the Club's vision is relevant, topical and well-constructed.

CCC has a strong history of setting and hitting targets and key milestone objectives, many of which have been identified and set by the GM/COO; the Board is highly desirous to see this outcome and process continue. Expectations are that the new GM/COO is an outstanding, innovative, visionary operator who has strong and appropriate knowledge and who supports the Club's Senior Staff in all departments.

Early additional priorities in the first 100 days include:

- Understand the history of the Club, its culture, its Members, Board, Committees and Staff before embarking on any significant changes.
- In collaboration with key Senior Staff, ensure that clear goals and direction for each operating department are in place after gaining clear understanding of expectations from collaborative discussions and planning with the Board and Club President.
- Ensure that the capital projects under consideration are well conceived, communicated and supported in an appropriate way by both members and key staff within CCC.
- Create a 'State of the Club' report and analysis along with a thoughtful SWOT of operations for Board consideration.
- Establish a strong working relationship with the Board and Committees.

CANDIDATE QUALIFICATIONS

- A minimum of 10 years of progressive leadership/management experience in a private member-owned country club or high-end resort operation, preferably those with member boards and committee involvement.
- Possessive of a true “servant’s heart.”
- Exceptionally strong communication skills---written, verbal, listening, etc....must all be verifiable and clearly well honed.
- Proven and verifiable leadership qualities with a demonstrated ability to direct, coordinate and control all aspects of a busy, full service, family centric country club with over 200 staff members in height of season, and an operating budget exceeding \$15.0M.
- A verifiable record of strong and intuitive mentoring of staff, and having achieved, in essence, a ‘workplace of choice’ employee environment in the operations he/she has been part of leading.
- Strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development.
- Technologically proficient with a thorough understanding of best practices in the use of technology to improve ‘high touch’ service delivery to members and to more effectively manage and lead operations.
- A motivator and leader who can bring out the best in others by setting clear goals and expectations, by holding individuals accountable for outcomes, by providing consistent feedback and support and by engaging in a respectful and professional manner at all times.
- Someone with a history of innovation, and a champion of new ideas and initiatives, leading to consistent improvement of member experiences and operational efficiency.
- A true, confident, diplomatic and competent club industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees.
- The ability to adapt and positively contribute to changing and evolving circumstances.
- A “*courageous thought partner*” with the Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect.
- An organizationally focused individual who recognizes that a focus on details and consistency of delivery at a high level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A BS or BA degree (or equivalent) from an accredited college or university, preferably in business or hospitality management.
- A CCM designation or similar accreditation outside of the club industry is desirable.
- Active within the Club Managers Association of America and supportive of other Senior Staff and their involvement in professional association and staff development.

SALARY & BENEFITS

An appropriate salary, commensurate with qualifications and experience for the desired CCC experience, will be offered. The Club offers an excellent performance bonus and benefit package, along with the typical CMAA and other professional benefits.

INSTRUCTIONS ON HOW TO APPLY

In addition to a current resume, you must provide a thoughtful letter of interest and alignment for this role and the greater Charlotte, NC area. The letter should be addressed to the Search Committee at Charlotte Country Club.

Please upload your resume and cover letter (in that order) using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process.

IMPORTANT: Save your resume and letter in the following manner:

“Last Name, First Name Resume” &

“Last Name, First Name Cover Letter”

(These documents should be in Word or PDF (*preferred*) format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

For directions on how to upload your resume and cover letter [visit this page](#).

[Click here](#) to upload your resume and cover letter.

If you have any questions please email Nan Fisher: nan@kkandw.com

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