

GENERAL MANAGER PROFILE: NORTH SHORE COUNTRY CLUB GLENVIEW, IL

History – North Shore Country Club

The turn of the century brought a blossom of country clubs to the Chicago area, and the North Shore Country Club was prominent among them as a group of Oulimette's more ardent devotees decided to form a club of their own along the shores of Lake Michigan in 1900. The current golf course and clubhouse were officially opened on Decoration Day of 1924, and by the end of that first year North Shore's new home was host to some 300 members. The new North Shore was a track to be reckoned with, a stern challenge for even the best of players. In 1928, the Western Golf Association brought the Western Open Championship to the club. Now that North Shore had proved it capable of successfully conducting a major championship, the members were ready for the big show. The 1933 US Open had the name of North Shore Golf Club on the lips of golfers everywhere, and it turned into a truly historical event. The best professionals in the world had made the pilgrimage to North Shore in quest of the Open title, only to serve as witnesses to the last stand of the amateur king. Amateurs had been prominent contenders in the Open for years, with winners like Ouimet, Travers, Evans and Jones. When Johnny Goodman reached out and snatched the 1933 title from the professionals, few suspected that he would be the last amateur winner of the Open.

For North Shore, The Championship was an unqualified success and left them with a taste for more. The USGA was obviously pleased because they awarded the 1939 U.S. Amateur Championship to the club. The 1983 Amateur Championship also took place at North Shore, and in more recent years the 2011 Western Amateur and the 2013, 2014 and 2015 PGA Champions' Tour Encompass Championship were held at this historic venue.

The North Shore of today has a different look than it did in the 1930's. While the design of Colt, MacKenzie and Allison has remained constant, the course has been lengthened with the construction of new tees and made more difficult with the addition of three strategically placed lakes. Some of the greens have been enlarged, placing a premium on putting.

In 2016, North Shore completed a major \$8.0 million renovation of its clubhouse, making it one of the finest in the Chicago area. In June 2017, the golf course will undertake its own major capital project with all of the greens being rebuilt to USGA standards and the bunkers being redone using the "Better Billy Bunker" method.

About North Shore

- North Shore is "the" premier family country club in the north Chicago area. North Shore is a family centric club with top tier programs for its members and guests, as well as a large family pool complex.
- The Club enjoys a Legacy membership base that upholds decades of tradition and core values, integrated into the social fabric of the Chicago north shore.
- Sports and athletics are also at the membership core. Golf is clearly the Club's primary "gem," but very active paddle, tennis and swim teams (highly competitive for the past many years) are part of the fabric of the Club.
- Long-term facilities master plan was approved in 2015 (approximately \$13.0M) with significant renovation/restoration work to the clubhouse and golf course as part of that approval. The clubhouse is done and well received by the members, and its timeless contemporary styling and multiple use venues provide numerous member and guest options. The golf course work will begin in June 2017 and run for about a year (a large number of reciprocals have been arranged for member play). With the success of the initial clubhouse project, the membership is enthused about the course work to be done, as well as other potential enhancements to the Club's amenities.
- The north shore area of Chicago and particularly those areas from which the vast majority of North Shore Country Club members reside are vibrant and continue to provide for strong membership support and interest. Unlike other parts of the country, the north shore area country club culture remains and desirable to residents.

Club Facts

- At present, there are approximately 437 total Members
- Regular (Full) membership initiation fees are \$85,000 and Social membership initiation is \$25,000. Dues are \$9,000 and \$4,800, respectively.
- Food sales are approximately \$1.6M, with Beverage sales running approximately \$800K annually.
- Overall operations at the Club, including dues, golf and recreational fees, etc., are approximately \$6.6M.
- The Club is organized as a 501(C) 7, tax exempt, not for profit entity.
- There are approximately 16,000 rounds of golf played annually.
- The Club Board consists of 9 Directors each typically serving three-year terms.
- Standing Committees include Golf, Grounds & Greens, Finance, Club Services and Sports, Admissions and Capital & Long Range Planning.
- The Club employs approximately 100 FTEs in-season and approximately 45 FTEs in the off-season.

For more information, please visit the North Shore Country Club website at: www.north-shorecc.org

The Role

The GM is expected to be the epitome of a modern, progressive, dynamic style of club leadership, representing him/her in an exceptionally appropriate manner at all times with each constituency of Club involvement---members, guests, staff, vendors and within the greater North Shore community at large. The GM will need to help lead through a changing country club landscape.

The General Manager at North Shore Country Club is ultimately responsible for all areas within the clubhouse, essentially being the 'face' of these operations, as well as other clubhouse operations including valet, locker rooms, racquet sports, pool operations, and grounds other than the golf course. The GM leads a team comprised of the Assistant General Manager, CFO, F & B Director, Catering Manager, Executive Chef, Men's and Women's Racquets Professional, Pool Manager and Facilities Supervisor and, ultimately, their respective direct reports, who include personnel in all front of house areas.

The GM is the primary coordinator of all non-golf operations, including food and beverage budgeting, hiring, training, orientations and teammate 'culturization,' and supervision of associates. Working with appropriate team members, he/she will therefore be utilizing and applying relevant and necessary marketing techniques to drive member usage of food and beverage operations, assuring member and guest needs and desires are consistently met and often exceeded.

The General Manager, as a strong and highly visible and respectful presence with the membership, must be an exceptional communicator, have personal interactive skills and the maturity to instinctively know how to make members and guests feel that they are known and appreciated. Further, he/she must be able to communicate these expectations to a diverse background staff and motivate them to execute to those expectations.

The NSCC membership represents a varied demographic age range and the GM is a key influencer to ensure that these groups are engaged from a food and beverage programming, activities, servicing and experience perspective. Members are exceptionally social and active, and are trending younger with more family involvement, and the quality golf experience has been a hallmark at North Shore for many years. The GM must be intuitively engaged and in tune with this very family-centric, fiscally responsible environment, as well as the long-tenured members who have supported the Club for many years.

Club member and guest satisfaction and enjoyment of the culinary and service experience at North Shore are key 'drivers' to its overall Club success.

General Manager - Business Sense

Well-aligned candidates will possess excellent operational, financial and analytic skills and have experience with shaping and elevating club programming and food and dining operations to increase member satisfaction and participation, which are very high at present in the F & B area. Ensuring that appropriate and necessary internal controls and developing structure around and maintaining standards and operating procedures aligned with club policies and industry best practices will be critical measures of success. Candidates who effectively demonstrate an understanding and current use of and success in implementing technology systems and solutions to improve member communications and membership recruitment and retention will be highly regarded.

The new General Manager must be energetic, outgoing, genuine, personable and possess the necessary emotional intelligence for the job. He/she will interact with the membership, both through the Club's committee structure and through daily contact. He will be sincerely engaged with the membership on a regular basis. Visibility, along with the genuine enjoyment of building member relationships and being in an active and social environment are key attributes for the next General Manager.

Working closely with the CFO and other key Senior Staff, the General Manager is responsible for the development of operating and capital budgets, subject to strategic direction and support by the Board.

Initial Priorities of the General Manager

- Assist in designing and instilling a 'culture' where all staff are committed to consistently "doing it better every day." *The Club is performing at a high level, but moving from a "good to great" model, consistently reevaluating and reflecting on relevancy, ways of improving and enhancing what is being done and instilling a "continuous evolution to excellence" mindset in all that is done is especially important.*
- Work closely with the Board and Club Committees, embracing the operating model that has been successful at NSCC for many years.
- Form a solid triumvirate leadership relationship with the well-regarded Director of Golf and Golf Course Superintendent, working collaboratively to the Club's success.

Performance Metrics

- Membership satisfaction
- Food and beverage operations financial performance
- Employee performance evaluations and satisfaction and overall development
- Overall performance of club vs operating budget
- Growing membership
- Creating/supporting a cohesive management team relationship with Director of Golf and Golf Course Superintendent.

Club Governance

A nine-person Board of Governors governs North Shore Country Club with input from a number of advisory committees, to which the GM is an ex-officio member. Again, NSCC successfully employs an active committee structure that requires buy-in and support from the GM; this is a critical success factor for anyone to be successful and thrive at North Shore.

Qualifications & Experience

- A strong and passionate *leader* with strong general club operations and especially strong food and beverage credentials, as well as a *proven* track record of providing high quality, personalized service in a hospitality or membership constituency setting, and with a personality that is commensurately appropriate to the North Shore Country Club culture.
- Candidates must intuitively employ a "yes" service model mentality similar to a high-end hotel or resort.
- A confident, proactive *Team Builder* who has a history of attracting, developing and retaining a high performance staff.
- A *verifiable* history of successfully managing "change" in an organization.
- An intuitive style resulting in a *sincere and visibly engaged presence* with Members, Guests and Staff; a truly nice "people person."
- Strong and verifiable skills in developing and growing catering sales and banquets, as well as excellent knowledge of multi-dimensional ala carte dining service.
- A record of developing strong and upwardly successful associates and direct reports.
- Experience with membership marketing, innovative member events and activities programming, and a good sense of 'consensus building' to larger picture goals and objectives.

Other Traits, Skills and Competencies

- Strong management skills with verifiable strengths in *"self-starting" leadership, financial performance, and "people" skills.*

- The ability to consistently define and achieve goals and objectives. critical benchmarking and financial metrics that lead to proactive responses to trending curves.
- Proven and verifiable leadership qualities with demonstrated ability to direct, coordinate and control all facets of an active food and beverage operation with revenues exceeding \$1.7M. Will be responsible for overall P&L.
- A well-developed sense of detail orientation and strong organizational skills, and the ability to set and maintain appropriate standards by which the 'team' is measured and held accountable to adhere to.
- Preferably, strong history and experience with major capital renovation work and project oversight.
- An intuitive ability to be a strong "partner" with the Board and Committee members in developing thoughtful and relevant approaches designed to deliver an increasing level of membership satisfaction, including amongst a demographically evolving membership (trending younger and more family oriented/casual).
- Exceptionally strong communication and facilitation skills, both written and verbal, with the appropriate personal presence, and a desire and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of North Shore Country Club.
- Hard worker, not afraid to "get hands dirty," and lead by example.

Education

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Hospitality Management.
- A Certified Club Manager (CCM) or similar credentialing is desirable.

Salary: Open and commensurate with qualifications and experience. The club, along with the typical CMAA benefits, offers an excellent bonus and benefit package.

IMPORTANT

INSTRUCTIONS ON HOW TO APPLY

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.

Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary. Your letter should be addressed to the NSCC Search Committee and clearly articulate why you for this role, why at this stage of your career and why NSCC and the north shore area of Chicago would be a good 'fit.'

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 format, **PREFERABLY AS PDF documents**)

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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