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CHIEF EXECUTIVE OFFICER PROFILE: THE BALD HEAD ISLAND CLUB BALD HEAD ISLAND, NC

THE CHIEF EXECUTIVE OFFICER OPPORTUNITY AT THE BALD HEAD ISLAND CLUB

The Chief Executive Officer position at The Bald Head Island Club (“BHIC” or the “Club”) is an exciting opportunity to join a club brimming with southern hospitality and coastal charm surrounded by the natural beauty of one of North Carolina’s premier barrier islands. In the process of rebuilding from Hurricane Florence, which hit the area in September 2018, BHIC is nearly fully operational, and had the foresight to add a significant number of new and/or updated amenities while doing so. Expected to be completed before Memorial Day, the amenities package at BHIC will make it one of the leading resort destination clubs in the U.S. and will be a tremendous opportunity for a qualified leader to assume the role at the end of the summer following the retirement of a long tenured, very successful leader.

Another exciting addition for BHIC is the recent purchase of the Shoals Club, which is located a short distance from BHIC and is situated just above the dunes and beach at the southernmost tip of North Carolina with a tremendous view of the actual Frying Pan Shoals. The Shoals Club has multiple dining venues, pool and beach access, and another fitness operation. Eventually, the two operations will merge and few clubs in America will have comparable locations, views and potential. With over 1,500 members at present, Bald Head Island’s development is still only about half way completed, so continued membership development is clearly part of the future for the eventual combined entity.

The CEO at BHIC will continue to be the key executive to define and execute the business plan while working closely with the Board of Governors. The Board of Governors has a strong history of stability and multiple years of service by its Presidents, Officers, and Board Members, to ensure relevance and continued high levels of member satisfaction. The CEO will also be the key executive for the Shoals Club.

Unique to BHIC is the fact that rental guests on the island may purchase short term access to the Club, which has been a substantial revenue source and helped the Club maintain its very positive operating results over the past many years. The new CEO needs to be cognizant of this important revenue source while balancing the needs and access of members with non-member usage and benefit.

Unlike many resort area clubs, BHIC is located a short ferry ride from Southport, NC, where logistics are critical as all members, staff and supplies arrive in a similar manner. Coordinating transportation logistics along with strong staff recruitment, retention, development and continuing to install greater performance metrics are critical elements of success for a successful future CEO.

This is truly a unique and very special opportunity for a hospitality leader with exceptional skills to guide a Club poised to be the talk of the industry once its new amenities are completed; the future of BHIC is bright for a natural “visionary” and strong, entrepreneurially minded leader to assume the role in what is expected to be a smooth transition.

[Click here to view a brief video about this opportunity.](#)

AN OVERVIEW THE BALD HEAD ISLAND CLUB

As unique as it is beautiful, The Bald Head Island Club and its surroundings are simply breathtaking. Located, 30 minutes from Wilmington, NC on the barrier islands, BHIC is accessible only by private boat or ferry and with no cars permitted on the island (except for certain contractors), the natural preserves surrounding the Club remain untouched and unspoiled.

This unique golf and family recreational amenities destination is surrounded by 14 miles of pristine beaches, thousands of acres of protected salt marshes, and a spectacular expanse of maritime forest. BHIC offers golfers 18 holes on one of the region's best golf courses, with ocean views from a number of holes and a challenge for all skill levels. The course was renovated in 2012 and is the only course on Bald Head Island.

With a diverse membership, BHIC offers a variety of family, social and recreational activities, golf, dining, tennis, croquet, fitness, and fun aquatic and youth programs, on a year-round basis with the summer months being the height of season.

Over the years, BHIC's Croquet Club has received The Award of Excellence by the USCA, and held both the State and National Club Teams' titles. BHIC has hosted the NC States Singles Tournament since 2010, The Solomon Trophy International Rules Tournament in 2012, and the North Carolina Open in 2015. BHIC received the Croquet Club of the Year award in 2012.

Tennis facilities include four newly renovated hard surface courts and a fully stocked tennis shop. We expect to add additional tennis courts in the very near future. Fitness and golf shop areas were updated a few years ago and the entire 'campus' of BHIC is compact but vast in its offerings.

The recently renovated clubhouse encompasses over 30,000 square feet of open-air coastal style. With four dining venues, members and guests enjoy everything from casual fare to fine dining with multiple new venues about to open. The new Horizons dining area, located on the second floor overlooking the Club's three new resort style pools and over the dunes to the ocean beyond, will offer indoor and outdoor deck seating with an open-air kitchen as well as an indoor/outdoor bar and multiple shared seating tables. Inside the main clubhouse, two dining areas are being updated, including the Palms Room, featuring a well-appointed bar and upscale casual dining and multiple televisions. Plus, the new banquet area provides both indoor and outdoor seating with a tent covered terrace also overlooking the new pool complex.

As noted, BHIC recently acquired the Shoals Club which, when eventually merged, will provide members with another special dining and recreational amenity. The Shoals Club has multiple dining venues, is seasonal in its operation (BHIC is year-round operation) and with multiple kitchens, can accommodate upwards of 400+ guests overlooking an incredible shoals and ocean view.

THE BALD HEAD ISLAND CLUB FACTS

- Approximately 1,600 members in all categories, with approximately 100 living on the island year-round;
- \$37,500 for Full membership, with just less than \$6,000 in annual dues;
- BHIC, before renovation, enjoys over \$10.0M in gross revenues and The Shoals Club generates approximately \$5.0M;
- Approximately \$3.0M, before renovation, in F&B revenue at BHIC, and approximately \$1.2M in F&B at The Shoals Club;
- The Club is about to complete Phase I of significant capital additions and/or improvements, and nearly all remediation work from the hurricane has been completed on Club properties;
- Approximately 250 employees are expected at the height of the 2019 season at BHIC, and 100 at The Shoals Club. In the off-season, there are approximately 110 employees at BHIC and 12 at The Shoals;
- Approximately 20,000 rounds of golf are played annually;
- The Club provides some on and off island housing for seasonal staff, accommodating at present approximately 42 of the seasonal employees;
- BHIC is a 'for profit' operation owned by its members;
- It is an approximate 20-minute ferry ride to and from Bald Head Island, with both members and staff using the same ferry service provider;
- The Club uses the Northstar system for its accounting and POS operation; and
- The average age of members is approximately 50 years old with a strong trend downward with a significant number of younger families joining.

BALD HEAD ISLAND CLUB WEB SITE: www.bhiclub.net

CHIEF EXECUTIVE OFFICER POSITION DESCRIPTION

The Bald Head Island Club operates under a strong Chief Executive Officer (“CEO”) organizational structure, with the CEO responsible for the daily operation of the Club. The CEO reports to the Club President and is ultimately responsible to the Board of Governors.

The Club has 13 Committees with most providing seasonal input and advisory evaluation. Active committees are House and Golf, meeting more regularly than the others.

Direct reports to the CEO, at present, include:

- F&B Director
- Executive Chef
- Head Golf Professional
- Golf Course Superintendent
- Tennis Professional
- Club Accountant
- Facilities Manager
- Membership Director
- Recreation Director
- Fitness Manager
- The Shoals Club Managing Director

-The Shoals Club management team is currently transitioning to the merger of team and resources.

Anticipating a late Summer/early Fall 2019 start, initial priorities for the new CEO include:

- Spend considerable time with the Board, Members and Staff to “listen and understand the culture and history of BHIC” before making any significant changes;
- Recognize and develop a strong relationship with the Village of Bald Head with whom the Club has operating agreements related to water, waste water re-use, and storm water removal.
- Recognize and develop a strong relationship with other key island constituencies including the Bald Head Island Community Association, Bald Head Island Conservancy, most of whom are also members of the Club, as well as other key constituencies who contribute to BHIC’s success;
- Focus on understanding all of the key logistical issues and needs inherent in island Club life, ensuring that before changes or key transitions are made or recommended, that a full understanding of their impact is appreciated;
- “Pay attention to details” around the Club --- physical plant, SOPs, presentation of all things BHIC, as well as programming, activities, etc. Working with the senior staff, create enhancement strategies for all areas, keeping the Board well informed of what and why. Ultimately, create a “sense of urgency” within the team centered around the member experience delivery;
- Review and enhance or install appropriate and necessary performance management standards including clearly defined SOPs, key evaluation metrics, and necessary goals and objectives, ensuring that the Team responsible for each understands their responsibilities and accountabilities;
- Review current practices for staff recruitment, retention and overall development/training strategies, and working with the Team develop a plan for enhancement in each area as appropriate;
- Evaluate the employee strengths/weaknesses, communicate your vision and strategy to each employee’s role in achieving individual, collective and overall Club goals. Strategy map a plan to further develop a dedicated and talented professional team ensuring high morale and staff satisfaction, ultimately translating into high member and guest satisfaction. The Club is looking for a CEO who can create and sustain a mentorship culture that provides a consistent execution of the philosophy of “treat members like guests and guests like members” by the staff; and
- Create a “State of the Club” report to the Board after ninety (90) days of evaluation and observation, providing them with keen insights and recommendations regarding procedures, staffing, programming and other key processes within BHIC.

CANDIDATE QUALIFICATIONS

The ideal and outstanding candidate:

- Must have exceptional executive management and leadership skills with verifiable strengths in financial performance, programming, and recreational amenity management, including experience in a vibrant family-centric amenitized operation. Especially strong credentials are preferred in a highly regarded exceptional member/guest service program, quality food and beverage programming, strategic planning, activity programming and project management, and *most importantly, the ability to consistently define and achieve goals and objectives, and execute to those standards.* (PLEASE NOTE: BHIC will consider non-club industry professionals, and highly mentored and validated non-current CEOs or GMs who meet the key criterion outlined herein, so long as his/her exposure to ‘best practices’ can be validated along with leadership capabilities.);
- Someone who is naturally “energized and engaging, visible and interactive with members and staff” in a sincere and meaningful manner; the epitome of respectful, diplomatic relations. *Exceptionally strong and timely communication and facilitation skills, both written and verbal, with the appropriate personal presence, desire, and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of Bald Head Island Club;*
- Will have full operational responsibility for the Club, and will be responsible and accountable to develop, monitor and manage the Annual Operating/Business Plan and Budget. He/she must be someone who can establish appropriate benchmarks for staff management success, and who is clearly able to articulate the reasons “why” to both senior staff and the Board. He/she must be someone who understands relevant club industry metrics to success and comparable clubs of high performance, and who has demonstrated capability of instituting operational standards of consistent success;
- Is expected to be a “consummate hospitality professional” with a “servant’s heart” and strong operational management skills, who, in collaboration with the Board, Member Committees and Senior Staff can define and strategically execute plans to ensure the Bald Head Island Club is viewed as one of the premier clubs on the Atlantic coast and beyond;
- A disciplined and visionary leader who can impart an appropriate culture of quality service and attention to detail. Someone who is “hands on,” but who works strategically and can clearly communicate his/her strategy and expectations to the team for whom he/she is a natural mentor;
- Will ideally have had prior involvement in conceptualizing, developing, coordinating and executing capital projects of some magnitude, including gaining member and staff support and understanding current trends and member/staff expectations. Staying relevant and ahead of changing demographic expectations as it relates to services, programming and amenities will continue to be of high importance at BHIC;
- As noted, will have the verifiable ability to *attract, hire, mentor, develop and lead* a high performing team of professionals ensuring that they continue to function as one team, rather than individual departments, while setting and maintaining standards of performance appropriate to perpetuating the Club’s strategic vision. This will be especially important with the merger and transition of The Shoals Club operation over the next year, as it currently continues to operate as a stand-alone entity;
- A creative problem solver who commands respect because of the way he/she interacts with others and lives up to his/her word and confidently puts forth recommendations to the Board and Staff; a true “partner” with the Board and Committees to the long-term success of BHIC;
- Personally capable and comfortable with technology and incorporates its use, as appropriate in his/her everyday role, while never losing sight of the need for “high touch” relations with Members and employee partners. BHIC is desirous of continuing to improve its overall technology footprint, including updates of tracking and monitoring systems and communication tools;
- A person who understands and effectively functions in a non-profit, volunteer, member-owned Board and Committee environment, who further recognizes the need to use these groups as sounding bodies, raising issues of a policy nature and offering alternatives in addition to pros and cons. Ultimately, an enthusiastic supporter of Board decisions and directives; and
- Armed with a high degree of creative, relevant and innovative ideas relative to food and beverage operations, member activities and programs.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- Preferably, a college graduate with a bachelor's degree in Management, Business Administration or Hospitality Management with a minimum of 7 - 10 years of significant management experience and a preference for at least 5 years of CEO or GM experience in a similar, private, member-owned premier club environment; and
- CCM certification or similar credentials are preferred, yet not required. Participation in continuing hospitality industry education a must.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience. The Club offers an excellent bonus and benefit package including CMAA membership.

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, clearly articulating your "fit" with the profile and the above noted expectations and requirements is necessary.

Your letter should be addressed to Mr. Scott Gardner, President and the BHIC Search Committee, and clearly articulate why you want to be considered for this position at this stage of your career and why BHIC and the southern North Carolina area will likely be a "fit" to you, your family and the Club if selected.

Expressions of interest in this manner should be conveyed to our Firm no later than May 15, 2019. Interviews will occur in June 2019 with the successful candidate likely in place at end of Summer/early Fall 2019.

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)

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 Patty Sprankle: patty@kkandw.com.

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