

# KOPPLIN KUEBLER & WALLACE

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## GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) PROFILE: BERKELEY HALL CLUB BLUFFTON, SC

### THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT BERKELEY HALL CLUB

Berkeley Hall Club in the heart of the Lowcountry in Bluffton, SC, just west of Hilton Head Island is searching for a new General Manager/Chief Operating Officer to follow a long tenured leader of twelve years who is moving to a new opportunity. One of the top residential lifestyle communities in the Southeastern U.S., Berkeley Hall has been especially well-maintained since its inception twenty years ago and is looking for a leader who can assist the Board to “vision” and strategically plan for the next generation of members, including driving a robust real estate program in this bundled community.

An ability to continue to elevate the overall member and resident experience is a key to the new GM/COO’s success, as is the gift of being able to effectively interface at a high level with all constituencies contributing to Berkeley Hall’s long term success---Boards, Committee, Members/Residents, Staff and local resource providers and agencies.

Berkeley Hall is an exceptionally beautiful property with two outstanding Tom Fazio courses as its centerpiece. Continuing to provide relevant, effective, clear and accountable leadership is essential and with it will come a high level of satisfaction from being part of true “community” of non-pretentious, but high-expectation and supportive, engaging members/residents. Providing continuity and working interactively with the Board and Committees, the new GM/COO will be a key component to position Berkeley Hall for continued long term future success!

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

### ABOUT BERKELEY HALL CLUB

Berkeley Hall Club is a distinctive private golf community edged on the banks of the pristine Okatie River in Bluffton, South Carolina – the heart of the coastal Lowcountry – a world with a casually inviting and active lifestyle that sets the standard for all private communities. Just minutes from Hilton Head Island, Bluffton was voted among the “25 Best Places to Retire” by *Forbes* magazine.

The 980-acre property is unique among top private golf communities and the 554 homes/home sites are arranged around the 36 holes’ perimeter allowing two walkable classic courses that feel more like a golf retreat. Berkeley Hall is the lowest density private club in the Southeast with an average of 5.3 home sites per hole. The community offers generous home setbacks; including beautiful lagoons and majestic live oaks and loblolly pines which all accentuate the course routings.

With two world-class Tom Fazio courses plus an additional 33-acre practice facility and a state-of-the-art learning center, this is a well amenitized club. The Learning Center is staffed by a *Golf Magazine* Top 100 instructor and was ranked in the Top 50 practice facilities in the country.

BHC offers an established racquets facility with 6 Har-Tru tennis courts and 4 pickle ball courts; 2 swimming pools 14,500 sq. ft. Spa & Fitness Center offering full weights, cardio, fitness classes and full-service locker rooms. Relaxing Spa offering massages & facials. The River Park provides a community dock, serves as an entertainment venue and has member kayaking and a community pontoon boat for excursions.

The stunning Jeffersonian-style clubhouse that form the “Core of the Community,” and offers 2 full-service dining areas, formal dining in the Mixed Grille and casual dining in the Tap Room. The Club also offers other dining opportunities such as the Tuscany Room, Berkeley Room, Verandah, Men's Locker Room, Ladies Locker Room, Spa Café, and River Park.

Berkeley Hall Club has received numerous awards including:

- **Platinum Clubs of America Awards** – 2019-2020; ranked 54<sup>th</sup>
- **Distinguished Club Award**
- **Golfweek** - Best Residential Courses – North and South Course
- **Travel & Leisure** - Top 100 Golf Communities
- **Links Magazine** - Top 100 Premiere Properties

#### **BERKELEY HALL CLUB BY THE NUMBERS:**

- The Club enjoys an annual operating budget of nearly \$14.5M
- F&B operations revenues are approaching \$1.2M annually - 30% from banquet/catering
- There are approximately 554 members with 465 being Equity, 75 National, 16 Local and 5 ‘Other.’ Of the 554 lots in the community, there are 353 completed homes and 13 under construction at present. The Club owns about 60 of the remaining unimproved lots and is actively marketing them.
- There are 26 guest cottages on property with approximately 19 in the Club managed rental pool.
- Initiation fees are \$23,000, with dues of \$19,471 annually. There is also a \$1,248 Capital Charge included in the Dues amount.
- There are approximately 160 full time and 40 part time or seasonal employees.
- The average age of members is approximately 60.
- There is a total of 9 Board Members, each serving three-year staggered terms.
- There are 10 standing committees: Marketing & Membership, Golf & Greens, House and Social, Finance, ARB, Building & Grounds, Governance, Master Planning, Real Estate Development and Charity Foundation.
- There are approximately 40,000 rounds played annually on the Club’s two courses.
- At present, there are nine direct reports to the GM/COO including: Director of Golf, Director of Golf Course Maintenance, CFO / Controller, Executive Clubhouse Manager, Director of Human Resources, Director of Sales & Marketing, Director of Security, Director of Facilities Maintenance, Director of Community Services, and Director of ARB.
- The Club will be hosting the USGA Women’s Mid-Amateur in August 2020, the third time hosting it, in its continuing efforts to support amateur golf. It previously hosted The Players Amateur for many years of its 20 year history.
- A Master Plan is currently being developed for the clubhouse, fitness center and other amenities. No budget has yet been established, and the new GM/COO would be expected to actively contribute to its planning and presentation later this year.
- The Club is committed to philanthropy through its active Berkeley Hall Foundation, which has raised over \$1.4M for local charities.

**BERKELEY HALL CLUB WEB SITE:** [www.berkeleyhallclub.com](http://www.berkeleyhallclub.com)

#### **GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW**

The General Manager/ Chief Operating Officer (GM/COO) of Berkeley Hall Club reports directly to the Club President and manages all aspects of the club’s operations. He/she coordinates and administers the club’s policies as defined by the Board of Directors, develops operating policies and procedures, and directs the day-to-day work of all departments; to include golf operations, course maintenance, rental programs, HOA/POA operations, member services, food and beverage, fitness, security, accounting / budgeting and human resources, as well as being actively involved in real estate and membership marketing efforts. Specific emphasis in delivering the highest quality standards to enhance the experience for members and their guests.

The GM/COO is expected to be a consummate and respectful professional in terms of transparency, honesty, straightforwardness, integrity, accountability, leadership, and dedication. He/She “must be able to inspire and motivate a strong team at BHC, 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 BHC.

Berkeley Hall Club is a busy and multi-faceted operation that requires significant administrative and organizational skills and 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, especially important with the upcoming strategic capital improvements and planning for their successful opening upon completion.

Communication, while clearly important at all clubs, is of utmost importance at BHC. 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. Exceptional personal presentation and writing skills are critical in this role as is a sincere and natural front facing, approachable style. 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, and that all involved know their accountabilities.

#### **CANDIDATE QUALIFICATIONS**

- A highly energetic individual with a proven track record as a GM or Assistant GM and a passion for service excellence in all facets of club operations providing innovative leadership and sound guidance to club membership and staff.
- A minimum of 10 years of progressive leadership/management experience in a private member-owned private club or high-end resort operation, preferably those with member boards and committee involvement.
- 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.
- Proven and verifiable leadership qualities with a demonstrated ability to direct, coordinate and control all aspects of a full-service club and community.
- Demonstrated ability to attract, hire, develop and engage a high-performing cross-functional team, all focused on a “continuous evolution to excellence” in all that they do.
- Strong history of success and keen understanding of golf facilities to ensure the course is maintained to the best possible standards, with capital resources appropriately designated to provide for long-term sustainability and playability of the course while providing a world-class golf experience for members.
- A “transition expert”, 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 in order to gain trust, buy-in and support from both members and staff. This is not a “redo” situation, but rather one where continuous, thoughtful evaluation of enhancements or innovations of activities, programs, experiences and such is an important natural part of the GM/COO’s makeup.
- An organizationally focused individual who recognizes that an “obsessive focus on details and consistency of delivery at a high-level result in high member satisfaction, high levels of quality and an overall exceptional member experience.”
- Financial and budgeting acumen with prior P&L responsibility, as well as a true understanding of the balance sheet, member equity and cash flow.
- Critically important and essential is a leader with “true gravitas” who can diplomatically and effectively convey his/her beliefs with confidence, back them up with reasoned support, and stand firm where necessary because of a strong believe in the overall “betterment of the BH community as a whole!” Epitomizes the concept of being a “true thought partner” with the Board and “taking ownership” of the role is critical.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in 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. On-going professional development is a hallmark of BHC; demonstrating such efforts and interests on your own behalf over time is critical.

#### **SALARY AND BENEFITS**

An appropriate salary, commensurate with qualifications and experience for the desired BHC 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**

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 Berkeley Hall Club Search Committee, and clearly articulate why you want to be considered for this position at this stage of your career and why Berkeley Hall Club and the Bluffton, SC area will be beneficial to both you and the Club if selected.***

***You must apply for this role as soon as possible but no later than Wednesday, March 18<sup>th</sup>, 2020.***

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

**“Last Name, First Name - Resume” &**

**“Last Name, First Name - Cover Letter – Berkeley Hall Club”**

(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.

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

If you have any questions, please email Patty Sprankle: [patty@kkandw.com](mailto:patty@kkandw.com)

#### **Lead Search Executive:**

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