

KOPPLIN KUEBLER & WALLACE

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

THE GENERAL MANAGER/CHIEF OPERATING OFFICER 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. This is a tremendous opportunity for candidates who epitomize professionalism in the club industry, who possess significant skills in member and staff 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 ultimate goal of the Club is "to be recognized as the top family club in the country!" and **ULTIMATELY, THE CLUB IS LOOKING FOR AN OUTSTANDING HOSPITALITY PROFESSIONAL WHO IS TRULY "ADDITIVE" IN WHAT HE OR SHE BRINGS TO CHARLOTTE COUNTRY CLUB!** someone who continues to look for ways to improve and enhance the experiences to support this outcome, recognizing that they are perpetuated through a healthy and caring staff culture and a significant focus on consistency and standards.

Integrating with and successfully supporting this team of professionals is an important expectation, but the Board is also desirous of a GM/COO 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, open, and transparent 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. Members and staff are exceptionally proud of their Club and work tirelessly to protect its culture while also challenging themselves it to continue to elevate year over year.

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

ABOUT CHARLOTTE COUNTRY CLUB

Charlotte Country Club (CCC) 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. The 18-hole Donald Ross golf course was restored by architect Ron Prichard in 2009 and has received numerous accolades. The Club has hosted three USGA championships: 1972 U.S. Men's Amateur, 2000 U.S. Senior Men's Amateur, 2010 U.S. Women's Amateur, and the 2018 USGA Men's Mid-Amateur.

The Club's historic 68,000 square foot clubhouse was restored in 2008-2009. This was truly a historic restoration to bring to life the rich traditions of the Club's historic past. Since then, a recently member supported initiative and master plan for much of the campus was approved and major updates to the pool complex, adding a casual dining restaurant, a family center, an adult lounge, a golf house (learning center), indoor tennis complex and a major golf course renovation are all set to take place in the next five years as part of a \$23.0M overall plan!

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 U.S., Charlotte Country Club was ranked #86 in 2011 and was ranked #63 in 2012. Also 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.

CHARLOTTE COUNTRY CLUB BY THE NUMBERS:

- The Club enjoys an annual operating budget of nearly \$15.3M with dues revenues of nearly \$7.3M.
- F&B operations revenues are approaching \$6.0M annually - 50% from ala carte/50% from banquet/catering
- 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 \$85,000, with dues of \$9,420 annually. At present, the Club enjoys a 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 is a total of 15 Board Members, each serving three-year staggered terms.
- There are nine standing committees: House, Golf, Green & Grounds, Finance, Personnel & Benefits, Tennis/Athletics, Communications & Technology, Competitions 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.
- The Club uses Northstar for its accounting and POS systems.

CHARLOTTE COUNTRY CLUB WEB SITE: www.charlottecountryclub.org

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO of the Charlotte Country Club 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 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 and Nationally, the GM/COO must always naturally conduct himself/herself in a responsible and professional manner 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. An especially important “tone at the top” and “lead by example” approach is critical for success in this role for both members and staff.

Charlotte Country Club is a busy operation that requires significant administrative and organizational skills. 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, especially important with the upcoming capital improvements and planning for their successful opening upon completion.

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. Exceptional personal presentation and writing skills are part of the Club’s history of leadership in this role and must be continued at a similarly high level. 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.

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. “Nothing is broken at CCC” but having a strong drive to “be the best” and ensure that a continuous evolution to excellent is “in the DNA of our Club!” Spending time to evaluate and learn before changing things is critically important, but the desire is for on-going ‘refreshing’ of commitments and approach to the member experience ensuring best in class; appreciating the “why” behind the CCC way of doing things is very important.
- Ensure that the capital projects that have been approved or under continued considerations are well conceived, communicated and supported in an appropriate way by both members and key staff within CCC. Hugely important will be to evaluate and plan for all the new operating schedules including hours, staffing, promotion, etc., associated with the master campus plan implementation.
- Establish a strong working relationship with the Board and Committees.
- Above all, “be approachable, visible and sincerely engaged with members and staff;” getting to know each of these groups is job one and important to one’s long term success and ultimate support.

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.
- 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 a large staff and operating budget.
- 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 “*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 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 CCC; 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 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

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 William Choate, Chairman, and the Search Committee at Charlotte Country Club, and clearly articulate why you want to be considered for this position at this stage of your career and why Charlotte Country Club and the Charlotte, NC 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 Friday, February 21, 2020.

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter – Charlotte Country 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

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