

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER PROFILE: MAUI COUNTY CLUB PAIA, HAWAII**

### **THE GENERAL MANAGER OPPORTUNITY AT MAUI COUNTRY CLUB**

Located on Maui's North Shore, Maui Country Club (MCC) is the only member owned golf, tennis and pickleball club on Maui - ideally situated to be 'the' family club of choice, convenient to central, north, up country and south Maui providing a wide array of amenities along with spectacular beach access. The Club is seeking a new General Manager (GM) who has experience with similar resort type clubs, is an effective leader with strong financial acuity, appreciates the Club's long local history, and who is a strong operational and strategic leader to help the Club transition to a modern leadership model from an essentially board managed club. The successful candidate should be widely respected and regarded for the way in which he/she conducts business as well as himself/herself, and for the results achieved thus far in his/her career, while having a "laid back, low key, but motivated and committed" island style.

Working to transition the Club with an actively involved membership on both the Board and Committees, to one where the General Manager model concept of leadership is firmly in place is desired. Helping the Board move to governing through policy-making and strategic roles, with advisory committees where appropriate, is strongly preferred. Having the respectful, diplomatic fortitude to work through the development and transition to this management model is a critical skill set of the new General Manager. The Board is fully supportive of "being pulled into the modern era of leadership and amenities offerings" and has already engaged Club Benchmarking and completed a multi-year capital plan and reserve study together with comparative club data analysis. The club has a significant much needed capital improvement plan. Together with them and the new GM, the Board is committed to a strong, financially healthy and vibrant future for MCC!

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

### **MAUI COUNTRY CLUB AND THE PAIA COMMUNITY**

Founded in 1925, the Maui Country Club has a rich history with its roots in Maui's sugar industry. A small group of golf enthusiasts approached the Hawaii Commercial and Sugar Company and were able to convince them to turn some sugar fields into a course. Ultimately, the course was christened in July 1927. The only other two courses on Maui at the time are no longer in existence, making MCC the oldest course in operation on the Island. The Club property was leased from A&B, a sugar company until 2008 when it was purchased by the membership.

Since its humble beginnings, MCC continues to encourage generations to appreciate the outstanding and convenient location, the growth of its amenities and its very bright future. In the past year, the Club has "exploded with new families and young professionals", and its post-COVID perspective is that the Club will continue to be viewed as a "safe haven", highly appealing to an active group of current members and with a positive pipeline of future members. Membership includes a combination of old guard long time local members, newly joined young professionals, off island members, seasonal members, and even a number of celebrity members.

With approximately 50 acres of property, MCC amenities include its nine-hole course, six tennis courts (one of which is lined for pickleball court), a heated pool with snack bar and pavilion for gatherings adjacent to a large, grassed area and playground, a 15,000 sq. ft clubhouse with multiple dining areas, both indoors and out, along with offices, ballroom and small fitness area. In a separate building is the golf shop with bag and cart storage, and a short game practice area. A short walk from the clubhouse is Baby Beach, a year-round swimming area protected by a natural reef and a short distance from a launch site for kite surfing or a downwind paddle.

The club is closed on Mondays, and breakfast and lunch are served six days per week with dinners (at present) on Thursday and Friday evenings.

Paia is a small town on the Island, about six miles from the Maui airport and home to “The World Capital of Windsurfing” and generally regarded as “the hippest place on the Valley Isle!” Known for its quaint, oceanside location, Paia has a number of restaurants, art galleries, surf shops and tourist-oriented businesses. The islands largest towns, Kahului and Wailuku, are within 10 minutes of the Club.

#### **MAUI COUNTRY CLUB BY THE NUMBERS:**

- The Club has 244 Full members and 611 in all categories
- MCC is a 501(c) (7) organized corporation exempt from State and Federal taxes
- \$10,000 Combined initiation fees for full category of membership
- \$370 monthly dues with an \$80 per month capital charge
- Slightly more than \$4.0M Gross revenues from operations
- Approximately \$2.6M Annual dues volume
- Approximately \$1.2M F&B volume including over \$900K in ala carte and the balance in banquets/catering
- 9 Board members serving staggered three year terms
- The Club uses the JONAS POS and accounting systems

**MAUI COUNTRY CLUB WEB SITE:** [www.mauicountryclub.org](http://www.mauicountryclub.org)

#### **GENERAL MANAGER POSITION OVER VIEW**

The General Manager (GM) is hired and retained by the Board of Directors and reports to the Board through the President of the Club. The GM will have clear “ownership” of day-to-day operations of MCC, while focused on the achievement and maintenance of an annual business plan and budget, and all the necessary elements, activities and staff to support this focus. Specific emphasis on consistently enhancing an extraordinary experience for the members and their guests is primary to this role. He/She is responsible for managing the entire inventory of key assets (physical and staff) including golf, pool, food and beverage, tennis, and overall supporting.

The GM will provide leadership to contributing constituencies (Board, Committees, Members, and Staff) relative to key programming, events and activities at the Club, recognizing the need to lead in balancing multiple demographics interests and the Club’s business and financial objectives. Successful administration of all operations of MCC, while meeting annual tactical and strategic goals and expectations, is critical, as is maintaining high member satisfaction levels in the course of doing so. The GM will be leading all aspects of the organization and should have the “visionary leadership” to make necessary and sometimes bold decisions in the best interests of the Club, even if it means pressing the imagination of the Board for actionable decisions; bringing ideas and suggestions to the Board for consideration and action is expected from the new GM. The GM will also have to manage the extensive capital improvement plan being considered.

The Board’s expectation is for a GM/leader who offers up “thoughtful, proactive plans and solutions to issues and strategies affecting the Club”; essentially having a “here is the plan and this is why I believe it’s in the Club’s best interests” mindset, then implementing and executing upon the plan once approved. Board members are active Club users and are not looking to ‘run the club,’ but rather be ‘partners’ with the GM on critical issues of note beyond general operations, which will be the GM’s to manage. This includes a strong focus on maintenance and improvement of Club owned assets, many of which have had deferred maintenance over the years and need attention. The membership also wants to further improve the Club.

The many committees within the Club are well established and have historically considerable autonomy in planning and implementing MCC’s wide variety of programs and events. The professional management of the Club, headed by the General Manager, is responsible for decision-making related to the operation of the Club, including financial management, staff selection and development, and monitoring quality and member satisfaction.

The General Manager will serve as an ex-officio member of all Club committees, providing input to strategy development, timely information and appropriate advice, as well as coordination across committees. Many committee members would prefer to focus more on strategic decisions and policy making and less on day to day operational matters. The level of the General Manager's involvement across committees may vary based on the operational scope and needs of each committee.

The GM is expected to be the clear leader in ensuring that MCC goals are identified and achieved through consistent focus on priorities, tactics, and objectives that have been mutually established and reviewed in conjunction with the Board of Directors.

The GM is the 'face' of MCC, to members, staff, external constituencies and reciprocal clubs, and is expected to ensure that the best interests of the membership are maintained and enhanced through his/her leadership. Of great importance is the development and support of an effective and dedicated team of department heads, supervisors and staff, development of a professional 'infrastructure,' including consistent adherence to operating standards, and providing overall leadership to all groups within the organization. In doing so, it is expected that the GM is "visible and sincerely engaged" with each of these key constituencies who contribute to the Club's overall success; success comes partially with being "present" and "easily approachable and engaging" with these various groups.

He/She will work with the Board to identify clearly defined and measurable annual initiatives and budget objectives, and present annual business plans and recommendations to the Board for approval. These plans will be backed with reasoned, well-conceived tactics, which he/she will *own* and be accountable to attain.

The GM will be a key player in the design and execution of all capital projects. Although the Club House was renovated in 2009 and the golf course is in good shape, MCC foresees significant additional reinvestment and improvement projects to the Club house, tennis courts, golf pro shop, gym and other venues. The GM will be a key contributor and coordinator in the design and execution of a 'game plan' to successfully carryout such projects.

Direct reports to the GM include the Club Office and HR Administrator, Membership & Marketing Manager, Golf Professional, Golf Course Superintendent, Director of Tennis, Pool & Fitness, the Executive Chef and the Controller.

#### **PRIMARY RESPONSIBILITIES OF THE GM**

- Contributing to, coordinating and implementing Board policies, making the Club more consistent in delivery/execution, and more enjoyable for the vast majority of members and setting a 'tone at the top' example for the team
- Assuring a high level of member satisfaction, including soliciting member feedback and improving the sense of "inclusiveness" for all members
- Providing ongoing evaluation of the physical plant and equipment, anticipating its needs, and overseeing capital projects; working through the deferred maintenance areas of the Club in a logical, supported plan of action is necessary
- Being the primary written and verbal communicator of all things MCC
- Managing all MCC staff in a professional manner including regular performance reviews that reflect achievement against individual performance goals, and recognizing the need to bring the senior leaders together as one team, supportive and collaborative under a sincere, genuine leader interested and involved in all departments
- Provide 'thought partnering' to the Board and various Club Committees, recognizing his/her role as a key liaison and educator in the process
- Improve Club operational efficiency and effectiveness, ensuring that the Board and Committees are made aware of trends and needs to support operations and a strong pipeline of new members
- Managing to the annual budget, reviewing income and cost relative to goals and recommend corrective action. Implement controls to safeguard funds and help to educate all stakeholders with the importance of a long term capital and financial plan
- Relieving the Board of dealing with short term tactical matters of an operational nature by provide strong direction and support.

- Being a source of continuity and professionalism in club operations across changes in Board and Committee leadership, reducing reliance on volunteers so that the commitment required is not excessive
- Being informed of club industry “Best Practices” (i.e., governance, bylaws, member surveys, policies and procedures, etc.) and introducing such at MCC as appropriate.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality Management, Business, or Finance.
- In lieu of the degree, substantial private club or hospitality experience may be considered.
- Certified Club Manager (CCM) designation, or similar professional accreditation preferred.
- Current or past experience on Maui or the Hawaiian Islands is highly desirable.
- Possessive of a humble, charismatic personality and having experience in similar hospitality environments where recreational amenities and F & B operations are involved. Having had golf and agronomic leadership experience is helpful.
- Having a strong sense of urgency paired with a laid back style, and effectively dealing with a wide variety of demographics of associates and members in current or past roles is helpful.
- Knowledge/experience in dealing with capital project planning and execution is valuable to this opportunity.

## **SALARY AND BENEFITS**

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

## **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 cover letter of interest and alignment with the above noted expectations and requirements is necessary. Your letter should be addressed to Mr. Frank Ford, President, and the Board of Directors of Maui Country Club**, and clearly articulate why you want to be considered for this position at this stage of your career and why Maui Country Club and the Paia, HI area will be beneficial to you, your family and the Club if selected.

**You must apply for this role as soon as possible but no later than Wednesday, January 26, 2021. Interviews will occur in February with a selection before the end of the month.**

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

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

**“Last Name, First Name - Cover Letter – MCC”**

(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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