

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: MYERS PARK COUNTRY CLUB CHARLOTTE, NC**

### **THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT MYERS PARK COUNTRY CLUB**

One of the top clubs in the Carolinas, Myers Park Country Club epitomizes what a great, traditional Southern family-oriented club is all about---and is focused on ensuring an appropriate balance of tradition, inclusiveness, and modern relevance in all that it does and provides to its membership.

With the majority of members living within the Myers Park neighborhood of Charlotte, the Club is a regular gathering spot for its members and has usually been the first choice for where most spend their discretionary time. Myers Park is in an enviable position based on its strong financial standing; its enduringly relevant, unique, and conveniently accessible "in-town" location; an active membership base that is both tenured and legacy yet which has transitioned nicely to the next generation of younger families, a modernizing clubhouse with offerings and amenities that are both family-friendly and relevant to young adults, and exceptional functional leaders across key areas of Golf, Grounds, Culinary, and Tennis.

The General Manager/Chief Operating Officer (GM/COO) position at Myers Park is a unique opportunity to execute on a tangible vision to establish a truly exceptional club experience from a great foundation with significant momentum. The new GM/COO will be following a tradition of highly regarded professionals who will be a partner and voice in collaborating with the Board, which are fully bought into the same vision. Additionally, with a recent approval of the final phase of the Club's Master Plan, Myers Park will soon embark on a renovation/enhancement of its campus of amenities, focusing further on the active dining and social areas of the clubhouse.

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

### **MYERS PARK COUNTRY CLUB**

The Club has a long history and is a very important part of its members' lives. There are several generations of family legacy members and the membership is fully committed to being good stewards of their club's facilities and have consistently maintained, upgraded and expanded the campus facilities.

The Myers Park neighborhood of Charlotte is considered one of the City's prestigious addresses and includes an area of fine homes and tree-lined streets. Myers Park Country Club has been an integral part of the Charlotte community for that entire time, and most members live within a very short distance of the Club.

The Club is open for dining throughout the year (some operating seasonally or weather permitting), with a wide variety of options available to members and their guests. Further relevant and innovative options will be presented when the full Master Plan is completed over the next two years. The multiple dining options include the upscale Byron Nelson Dining Room, Tavern, Men's Lounge, Pine Room, Family Dining Room, and adjoining outside dining venues. The Club hosts a number of large and more personalized events, special occasions and activities as part of its over \$5.3M food and beverage operation. The Club is well known for its culinary operation, and array of amenities, including highly regarded golf, tennis, fitness, and pool operations, are all critical to the overall experience and satisfaction.

The updated pool/gazebo bar complex is open from Memorial Day through Labor Day and features three distinct pool areas (splash/kiddie, traditional lap pool, and dive well), as well as an adjacent game room. The MPCC Sharks are an active youth swim team with over 250 participants and a vibrant schedule of competition. Numerous family activities are held around the pool throughout the summer season. Extensive and impressive improvements were also made to the pool locker areas and over 10,500 sq. ft. of additional deck space was added.

The Club's tennis facility has a total of thirteen courts. Highly regarded, the tennis operation is a key amenity and increasingly more active part of MPCC with many competitive teams in ladies, men and juniors programming.

Clearly, a strong bit of the Club's pride is over its traditional, famed Donald Ross designed course, updated over the years by Ellis Maples and more recently Richard Mandell. There are very active men's, ladies and junior participants with several men's and ladies' leagues, as well as interclub competitions. As part of a fitness/sport's complex renovation a few years ago, the golf shop was completely remodeled, and a golf training area was added along with improved bag storage, cart parking and club fitting. Golf operations and course conditions are considered some of the best in the area.

The Club's 24,000 sq. ft. fitness center/sports complex features a ladies' lounge and locker room and a 5,600 sq. ft. area dedicated to cardio and strength training. A large group exercise room along with three separate workout areas allows for training, massage and wellness programs administered by on site professional staffing.

#### **MYERS PARK COUNTRY CLUB BY THE NUMBERS**

- Approximately 1120 members in all categories
- \$95,000 Initiation fee for Resident members
- \$10,320 operating dues for Resident members; other categories tiered down from here
- There is a monthly Capital Charge of \$75.00
- Approximately \$17.5M Gross revenues from all sources and approximately \$4.5M in capital dues and initiation fees
- Approximately \$10.3M in Due's revenue
- A \$27M Master Plan project was recently approved that will require a \$9,500 assessment for Resident and Social members: with a tiered assessment for other categories
- The Club enjoys a waiting list for membership
- Slightly more than \$5.3M annually in F & B revenues
- Approximately 33,000 rounds of golf annually (like most clubs, higher during COVID)
- Approximately 175 year-round employees and upwards of 230 employees in the active summer months
- Average age of members is 58 and trending younger
- There are 14 Board members serving three-year staggered terms
- Committees include: Executive, Board Nominating, Facilities & Property, Finance & Insurance, Fitness, Food & Beverage/Social, Golf/Greens, Legal Advisory/Rules & Regulations, Membership, Youth & Pool, Strategic Planning, and Tennis
- The Club is organized as a 501(c)(7), tax exempt, not for profit organization
- The Club uses the JONAS system for POS and accounting

**MYERS PARK COUNTRY CLUB WEB SITE:** [www.myersparkcc.com](http://www.myersparkcc.com)

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

The GM/COO will manage all operational aspects of the Club and administer the Club's policies as defined by the Board of Directors. This position reports directly to the President and Board of Directors and will have all department heads reporting to him/her including the Chief Financial Officer, Human Resources Director, Clubhouse Manager, Director of Dining Venue Operations, Tennis Director, Director Golf Course Operations, Culinary Director, Director of Golf, and Membership Director/Executive Assistant.

The GM/COO is responsible for the proper management of all aspects of the Club's activities and relationships and supervises, coordinates, and administers the policies of the Club as defined by the Board of Governors. Additionally, he/she is also responsible for promotion of the Club and the culture of hospitality, friendliness and good will among all members and guests. Being a true "thought partner" with the Board and Committees is critical, as is the desire to be a strong "visionary" to help define and guide discussions and support toward programs, amenities, and other strategies that will allow MPCC continued excellence in all it does and provides for its members and staff.

The GM/COO is responsible for establishing operational processes and setting a cultural tone among staff members to ensure a consistently exceptional level of hospitality and execution across all interactions with members and guests. Given the role's high level of visibility with the Club's main constituencies, which include members, guests, local organizations, corporate entities, and the Board, the GM/COO must be able to perform at a high executive and leadership capacity and possess a naturally engaging and interactive style.

The position requires significant relevant experience, while placing a large emphasis on individual character traits. Key characteristics for success will include strong integrity and character grounded in a foundation of quiet confidence, *accountability*, and poise; essentially possessing a natural "gravitas." The ability to cultivate a consistently positive, upbeat, *respectful, diverse, inclusive*, and team-oriented *workplace* is critical. The successful candidate will bring the ability to identify and hire talent, mentor and lead a team "by example," with an eye toward congeniality and enthusiasm. Exceptional interpersonal skills marked by excellent judgment, diplomatic tact and thoughtful communication are essential.

The GM/COO must also possess a keen financial acumen with the ability to maintain the Club's consistently strong operating performance. Innovation and creativity with a "continuous-improvement management" philosophy is a cornerstone of the Club's operation and a critical success factor for the future. The successful candidate will possess a sincere passion for excellence and a dedication to providing an exceptional and welcoming environment for its members, families, and guests, along with a true appreciation for the foundational elements that make Myers Park Country Club such a special place.

#### **EMPHASIZED KEY CHARACTERISTICS**

A key requirement is to be able to work proactively with the Board and Club Committees, as appropriate, help them to stay focused on key goals and objectives that benefit the long-term well-being of MPCC. This is especially important as the new GM/COO will be intimately involved in the Master Plan project's execution.

Outstanding communication skills are necessary for this role and to be successful at MPCC. As the primary communicator of much of the information at the Club, proven verbal and written skills are absolutely critical, as is a keen ability to "listen," "engage," "build trust" and "be highly approachable."

#### **Other key attributes, characteristics and style of the successful new leader include:**

- Must be a visionary and mission oriented, buying into the opportunity to lead the Club to achieve its full potential by creating an unmatched and modern member experience.
- Building a strong and enduring culture that attracts and retains engaged talent, emphasizing exceptional service standards and innovation. Additionally, strong F & B experience is essential to ensure this most important area of operations performs at a high level.
- Effectively anticipate how the club experience & member expectations continue to evolve is important, as is being actively 'networked' in the industry to the point of being on the forefront of trends in clubs. Being strategic in focus and able to gain support and execute approved plans and directions, sometimes imploring the Board to make actionable decisions, albeit with a strong and natural ability to analyze and communicate the reasons behind recommendations.
- Possessing and having the ability to articulate 'best practices' in the industry and "why" they are such is important.
- Having strong F & B and exceptional service standards experience is critical to help ensure this most important area of operations performs at a high level.
- Recognizing the need for an "employer of choice" approach to attracting, retaining, and developing staff at every level within the MPCC organization and greater Charlotte community. Further, being a natural 'mentor' and focused on continuous improvement of skills is critical.
- Understanding and ability to implement technological enhancements and overall programming innovations is necessary.

- Having successful experience in clubs or hospitality environments with evolving demographics is helpful, especially with demonstrated success in leading those operations to high Net Promoter Score or satisfaction/engagement results.
- Having exceptional financial management skills to continue the very positive operational results the Club has enjoyed for many years.
- Recognizing and valuing the Club's traditions and having the ability to implement change while maintaining the Club's most valued traditions and culture.

#### **INITIAL PRIORITIES OF THE GENERAL MANAGER/CHIEF OPERATING OFFICER**

With the expectation that the new GM/COO will commence his/her role early summer 2021, the following priorities have been identified as recommended primary focus:

- Observe, listen, ask questions and learn about the culture and heritage of Myers Park.
- Meet and sincerely interact with and engage as many members as possible, with a strong emphasis on getting to know and recognize them, and consequently quickly gaining their trust and confidence.
- High standards of Service and consistent delivery thereof are an important focus and key to overall membership satisfaction; ensuring high performance by evaluating this area and working closely with the leadership team leading into high season is critical.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. *F & B operations are of utmost importance to the membership and meeting a majority of members' expectations in this area is a critical success factor.*
- Spend time with the team (staff in all areas of operations); getting to know them, their abilities and aspirations, consistently using this time to further communicate the vision and mission of MPCC.
- Develop the Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness.
- Ensure that the Master Plan Project currently in process is successfully executed, keeping all significant constituencies well informed throughout.

#### **CANDIDATE QUALIFICATIONS**

- A minimum of 7 - 10 years of verifiable, progressive leadership and management experience in an active, private member-owned club environment or high end, service focused iconic hospitality environments where relationships are well-developed. NOTE: While having strong preference for those who have experience in the General Manager or GM/COO role, those current Assistant General Managers at well-recognized clubs, with verifiable records of achievement, may be considered for this role.

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

- A Bachelor's Degree from a four-year university or college is expected, preferably in Hospitality Management or Business Management.
- From the club industry, Certified Club Manager (CCM) designation is desirable but not necessary.

#### **SALARY AND BENEFITS**

Salary and Benefits are 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. Hans Warren, Search Chairman and the Myers Park Country Club Search Committee**, and clearly articulate why you would like to be considered for this position at this stage of your career and why Myers Park Country Club and the Charlotte 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 Monday, March 22, 2021. Candidate selections will occur early April with first Interviews expected mid-April and second interviews a short time later. The new candidate should assume his/her role in Summer 2021.

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

**“Last Name, First Name Resume” &**

**“Last Name, First Name Cover Letter - MPCC”**

(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)

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