

GENERAL MANAGER PROFILE: GREEN BAY COUNTRY CLUB GREEN BAY, WI

THE GENERAL MANAGER OPPORTUNITY AT GREEN BAY COUNTRY CLUB

The General Manager (GM) role at Green Bay Country Club (GBCC) is an opportunity to lead a first-class club with exceptional amenities. The club is in a vibrant community, has strong member support and is an ideal situation for an early career manager or a first time GM who has verifiably mentored under a well-regarded manager in a larger, quality club operation.

While GBCC has many very positive attributes, there are a great number of opportunities to expand and enhance family offerings and activities, establish new traditions and standards, and provide the entire team with clarity of direction and collaboration of effort. Elevating the overall member experience is of great importance, as is driving a higher level of overall membership satisfaction, retention, and growth.

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

THE GREEN BAY COUNTRY CLUB & COMMUNITY

Green Bay Country Club, established in 1995, is the essence of what a country club should be, providing a spectacular experience for their family: members, staff, and guests. The Club is located southeast of downtown Green Bay, Wisconsin, which sits on Green Bay, an arm of Lake Michigan. With continuous development in Green Bay and its surrounding communities, the area boasts a progressive atmosphere from industrial parks to shopping districts. In addition to being known around the world for contributions to industry and agriculture, Green Bay is the smallest city to host an NFL team. Founded in 1919, the 13-time National Champion Green Bay Packers are the only NFL team to be owned by its fans. Residents who move away to another city often return home to Green Bay for the quality of life, family-friendly values, and strong business community. And thanks to a partnership between Microsoft and the Packers, Green Bay is beginning to attract tech talent from all over the nation.

Golfers who love to golf founded GBCC and its 18-hole course, designed by Dick Nugent, is nationally recognized. Built on beautiful, rolling hills with running streams and towering trees, the 7,097-yard par-72 course is consistently rated in the top three private clubs in the state. Often compared to Kohler's Blackwolf Run, the GBCC's 18 holes have also been described as one of Dick Nugent's best course designs. The course was recently named a top five golf course in the state by *Golfweek* magazine.

GBCC also has a great asset, The Quarry Course, its six-hole short course situated adjacent to the Sports Center Clubhouse. Members also enjoy a unique 18-hole putting course and an additional practice green and tee. The practice and instructional facilities include the PGA Tour-certified golf simulator for use in the off-season. GBCC has been designated as one of Golf Range Association of America's 2016 Top 50 Private Ranges.

The Sports Center Clubhouse offers full food and beverage service, tennis and pool locker rooms, the Tennis Shop, along with space for exercise and indoor golf practice. The Sports Center Grounds boasts six lighted tennis courts and a comfortable patio for viewing; six, par-3 golf holes; a 9-hole, natural turf putting course; and beach volleyball.

The Club's most popular amenity is its Sports Center pool. The large resort style pool features multiple water features, a zero-entry area, and a 130-foot slide. Since its addition, the Sports Center has become an outstanding family amenity and busy summer experience.

The two full-service clubhouses, located a short cart ride from one another, with their wide range of amenities enhance the overall club experience, and can be utilized further as both have excess capacity.

The Main Clubhouse offers casual and formal dining with year-round food and beverage service. An emphasis is on fresh and locally grown ingredients. A wide range of special events, banquets, weddings, etc., are held both indoors and out, with opportunity to further expand on both ala carte and banquet/catering activities.

GBCC has achieved designation as a "Certified Audubon Cooperative Sanctuary" through the Audubon Cooperative Sanctuary Program for Golf Courses, and is one of just four golf courses in Wisconsin to hold the title.

GREEN BAY COUNTRY CLUB BY THE NUMBERS:

- Members – Approximately 446 in all categories
- Initiation fee - \$10,000 for Full Golf
- Annual dues - \$7,740 for Full Golf/Annual Cap Fund Fee: \$768
- Gross volume – Approximately \$5.815M
- Annual F&B - \$1.34M with approximately 68% of that in ala carte dining
- Full-time Employees – Approximately 56; Seasonal - 114
- Main Clubhouse and Pool Café – 2 Kitchens
- Annual golf rounds – Approximately 17,000
- Average age of members – 52 years of age and trending younger
- Board members - 12

GREEN BAY COUNTRY CLUB WEB SITE: www.greenbaycountryclub.com

GENERAL MANAGER POSITION OVERVIEW

The new General Manager (GM) at GBCC will be coming into a well-amenitized club operation with a capable group of senior leaders. The GM will directly supervise the Controller, Director of Food and Beverage, Director of Golf, Golf Course Superintendent, Executive Chef, and Membership & Marketing Director, as well as others deemed appropriate after organizational chart review. The GM is responsible for the mentoring and professional growth of the management team, and will report to the Board of Directors and Executive Committee.

The GM will have responsibility for all day-to-day operations of GBCC. He/She will direct and administer all aspects of the operations -- the amenities, project development, staff and all programs and activities including each operating entity of golf, tennis, pool, fitness, and food/beverage operations, activities, and programs to ensure consistent, outstanding service delivery to the membership and their guests. At GBCC, this position is one that will require exceptional diplomatic graciousness with a high degree of visibility, a strong 'personalized service' perspective, and a personification that is critical for all team members to emulate. Critical to the new GM's success is the intuitive sense to be "present" and to sincerely engage with every generation of family members and their guests.

The GM will be responsible for the creation, implementation and consistent maintenance of all service standards and processes while providing relevant, innovative, and respectful leadership for key managers and staff at GBCC. Clearly, with the size and personalized nature of GBCC, a primary objective is for the GM to be the highly visible and interactive 'face' of the Club and to ensure that goals and objectives are defined, understood, evaluated, and enhanced on a continuous basis. Most important to one's success will be to meet the expectations the membership, as defined by the Board of Directors *in strong collaboration with their "thought partner," the General Manager!*

The role of GM at GBCC requires a strong embrace of community values and enjoyment of a highly desirable city environment like Green Bay, where activities and relationships, both in the club and outside of its confines, are clearly linked.

The GM must be a proactive part of the process of strategic planning, talent acquisition and retention, membership recruitment and orientation, membership activities/services programming, ensuring that each of these areas of focus consider current and future membership input and demographics. Additionally, he/she must recognize that all amenities at GBCC need to be commensurate with members' expectations, and that his/her primary mission is to determine and ensure these levels are provided. ***Having a mindset of consistent enhancement of the member experience is a critical success factor for the new GM!***

The new GM will recognize that golf is a primary 'driver' of the club, but that aquatics, tennis, family activities and especially quality food and beverage services are all integral parts of the amenities package of GBCC. Junior programs are also a key 'driver' and must be consistently innovative, vibrant, and led in a creative, energized manner, in all appropriate amenity areas within the club, and developing further intellectual and non-recreational activities will be important in the future.

A key requirement of the role is to be able to work proactively with the Board and Club Committees, keeping them focused on agreed upon goals and objectives that benefit the long-term well-being of GBCC.

KEY PRIORITIES FOR SUCCESSFUL TRANSITIONING

The following priorities have been identified as recommended primary focus:

- Show patience, observe, listen, ask questions, and learn about the culture and heritage of GBCC and community.
- The GM will be present and positively approachable where needed to develop strong member trust and confidence; approachability, follow up, and candid, respectful interactions are key.
- Ensure that the financial and business plans of the club are reasonable, understood, and achievable, offering alternatives and reasoning if changes are recommended.
- 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, especially in the winter months when other recreational amenities are not open, and meeting members' expectations in this area is a critical success factor. Service standards and consistent delivery thereof is an important focus.
- Conduct a full evaluation of GBCC's organizational chart and make appropriate recommendations to the Board for any changes, developing a reasoned perspective on any proposed changes.
- Develop the Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness.

QUALIFICATIONS

- A minimum of 5 - 7 years of verifiable, progressive leadership and management experience in an active, private member focused club environment. NOTE: While having preference for those who have experience in the GM role, *those current Assistant General Managers or Club Managers at well-recognized clubs, with verifiable records of achievement, will strongly be considered for this role.*
- Strong general management skills with verifiable strengths in team development, financial performance, diverse recreational amenity management, quality food and beverage programming, exceptional member/guest service programming, strategic planning, project management, and most importantly the ability to consistently define and achieve goals and objectives.
- Prior experience in coordinating and overseeing major club improvement projects, especially as these relate to construction and renovation projects.
- Business, creative, and entrepreneurial sense for the overall evaluation of programs and services provided at GBCC. Additionally, having the ability to recognize the quality and type of service that the majority of members (or future majority of members) expect, and which will continue to enhance the value of membership at GBCC.

A candidate must be:

- An absolute "Team Builder."
- A confident, diplomatic, and competent professional who is a 'doer' and take-charge person and who recognizes the importance of accountability. A creative problem solver who commands respect because of the way he/she interacts with others and lives up to his/her word; not someone who is defensive in any way.
- A "no surprise" style leader who naturally shares information and direction rather than having a hidden agenda.
- Someone who is equally at ease in developing relationships with all demographics of members.

- A person who understands and effectively functions in a non-profit, volunteer Board and Committee environment. Someone who is a strong consensus builder, and who embodies the behavior and skills one needs to be successful in this type of governance model.
- Have a high degree of creative and “fresh” ideas relative to F&B member activities and programs.

EDUCATION

- Preferably, a college graduate, with a CCM or equivalent professional designation and a commitment to on-going personal development regardless of what stage they are in their career.

SALARY AND BENEFITS

Salary is open and commensurate with the geographic region and size of club operation, qualifications, and experience, with an incentive opportunity based on reasonable metrics will be developed. 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 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 the Green Bay Country Club Search Committee, and clearly articulate why you want to be considered for this position at this stage of your career and why GBCC and the greater Green Bay area will likely be a “fit” to you, your family and the Club if selected.

Your interest in this role must be communicated in the above manner no later than March 20, 2020 and preferably sooner.

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

“Last Name, First Name Resume” &

“Last Name, First Name Cover Letter – Green Bay CC”

(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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