

## Candidate Profile

General Manager  
The Peninsula Club  
Cornelius, North Carolina  
[www.thepeninsulaclub.com](http://www.thepeninsulaclub.com)



### Organization

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The Peninsula Club is Lake Norman's premier private member-owned country club, situated just north of Charlotte, North Carolina, in the upscale Peninsula Community. The Peninsula Club rests along 11 miles of Lake Norman shoreline, offering the amenities of a "Platinum Level" community. The Club was purchased by the members in the year 2000.

The Peninsula Club is the heart of the community with a spectacular 35,000 square foot clubhouse, swim/tennis complex, dedicated sports center, children's activities center and the Club's magnificent Rees Jones designed golf course overlooking Lake Norman. Since its founding, The Peninsula Club has seen its membership expand to a diverse group of ages, interests, and backgrounds. The respected senior team offers ever-changing golf, tennis, and fitness programs to varied dining and family events. The entire Peninsula Club staff is committed to meeting the changing needs of an evolving membership and is the foundation of the Peninsula Family, which is supported by a "member-centric service culture."

The average temperature in North Carolina during the winter months is 50 degrees, providing year-round golf, tennis, and fitness for the members. Multiple restaurants in the main clubhouse provide both an adult dining area upstairs and a family-friendly environment on the lower level; both levels offer inside and outside lakeview areas to dine. Children are very important at The Peninsula Club, with dedicated children's activities area for year-round programming. The pool is open in the summer, providing full-service aquatics programming, swim team, lessons, and all-around pool fun.

A premier family club in the area distinguished by its friendly and welcoming atmosphere, the Club's mission is to provide exceptional experiences for generations of families by combining the uniqueness of the picturesque property with excellent dining, golf, tennis, fitness, recreational, social, and cultural activities. There is an active committee structure that works in a collaborative partnership with the General Manager and staff in the development of club policy and programming.

The Peninsula Club has a strategic plan in place to ensure member relevancy for future generations and to shape a long-term capital investment strategy for the golf course and overall property.

### Position Overview

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The individual who will assume the role of the General Manager is one who has demonstrated experience in developing a vision and strategic plan for his/her club while working in conjunction with members and staff to realize a plan over a multiyear time horizon. The individual is a strategic thinker who can implement the agreed vision and plan for each department while possessing an aptitude for operational excellence. The General Manager must be a mentor with a coach/trainer leadership style. The Club seeks a General Manager who can manage progressive change while delivering strong operating results with a respected and fully developed senior team.

The General Manager is responsible for the day-to-day operation of the Club and its facilities, programs, and service offerings. The General Manager reports to the President of the Board of Governors and is an ex officio member of the Board of Governors that meets monthly to review strategic and major operational issues. The Board of Governors fully endorses CMAA's GM governance model.

The General Manager must exhibit executive presence and visibility and be the face of the Club for the membership. He/She plays a key role in conveying and supporting the values of the Club with members and staff. The General Manager also always ensures adherence to the Club Rules and Bylaws for the peaceful enjoyment of the Club by all members. The General Manager will assure a strong service orientation amongst the staff, promoting an environment where members and staff work together on programming and special events to ensure member satisfaction.

The General Manager brings focus and coordination in delivering exceptional member events, dining services, facilities management, golf, and tennis programming. The General Manager is responsible and accountable for budget development and financial oversight. He/She works closely with all Club committees, guiding how their work fits with the overall direction and plans of the Club. The General Manager must provide exceptional maintenance of the buildings and grounds through the well-respected agronomy department and maintenance teams. Additionally, the General Manager will advise on all medium and long-term plans for the club's infrastructure and will coordinate the execution of capital and operational projects. Finally, the General Manager always represents the Peninsula Club in a professional manner to local municipalities and governmental agencies and maintains relationships that support the Peninsula Club community.

In summary, the General Manager leads a cohesive team, and is the integrator of activities, services, and policies across and through the Club's membership, staff, as well as the broader community in which it exists.

## Duties and Responsibilities

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### Club Management

- The General Manager must be visible to the membership as he/she is the face of the Club, taking responsibility for ensuring that prospective and current members understand the Club ethos and feel welcomed in an excellent operational environment of service.
- Develops and nurtures a "member-centric service culture" where "family serves family."
- Ensures that strategic goals and operating objectives – developed in conjunction with the board – are defined, communicated, and understood by staff and membership and implemented and evaluated regularly.
- Takes responsibility for the care, maintenance and upkeep of all grounds and facilities on campus, ensuring that an ongoing maintenance program is actively managed for the short and long term.
- Actively engages in the recruitment, hiring and development of all personnel. This includes developing and building a team that supports one another in delivering services and programs and is focused on providing excellent service to members through ownership and initiative of their areas of expertise.
- Ensures safety for the membership and employees, as well as proper cleanliness and sanitation of all facilities.
- Ensures the club operates in accordance with applicable local, state, and federal laws and maintains relationships with local police, fire, and governmental agencies.
- Manages with oversight and all HR functions, including goal setting, performance appraisals, regular progress reviews, and payroll and benefits details. Additionally, manages and negotiates all Club insurance needs, including liability and employee health insurance plans.
- Oversees direct reports that include Director of Finance, Director of Golf, Employee Services Coordinator, Membership and Marketing Director, Clubhouse Manager, Facilities Maintenance Director, Director of Golf Course Maintenance, Director of Tennis, and the Executive Chef.

### Financial and Compliance Management

- Prepares, in conjunction with the Director of Finance and department managers, annual operating and capital budgets. Holds department heads accountable for their budgets while working within operational guidelines. Prepares the annual budget by engaging the team and appropriate committee chairs.
- Ensures accurate and timely reporting of financial performance to the Board of Governors and the department managers with an emphasis on meeting budgeted goals.
- Oversees the implementation and maintenance of all systems hardware, software, and network programs, ensuring accurate and timely reporting and communication.

### **Member Development and Communication**

- Works collaboratively with the Membership and Marketing Director to actively communicate with the various constituencies, the board, staff, committee chairs, community liaisons and members at large to ensure an appropriate level of membership awareness according to need.
- Facilitates a regular member feedback process and leverages results to drive continuous improvement.
- Works collaboratively with the Membership and Marketing Director to create and recommend new programs, initiatives, and marketing/sales programs to generate new members and to retain existing members, as well as increase member engagement while improving member satisfaction.
- Develops and administers an evolving business marketing plan/membership branding program in conjunction with the Membership and Marketing Director and Membership Committee to help retain and grow the membership.

### **Dining Service**

- Oversees the food and beverage operations through the supervision of the Clubhouse Manager and input from the Food and Beverage Manager, Catering and Events Manager and Executive Chef, ensuring they produce quality culinary/dining services at all Club venues. Such service should meet/exceed member expectations while being managed cost-effectively. The Clubhouse Manager is the lead for clubhouse operations.
- Ensures that there are events that integrate dining with the many club activities planned each month bringing current trends and best practices forward.
- Establishes and maintains specific standards (through the Clubhouse Manager) for all aspects of club catering, including the marketing, planning and execution of all club events and guest functions.

### **Capital Project Management**

- Provides oversight and support for all capital projects including construction, restoration, and maintenance.
- Acts as the focal point for communications on all capital projects. Additionally, provides advice and recommendations to the President and appropriate committees regarding construction, maintenance, materials, supplies, equipment, and services as they relate to approved plans or budgets.

### **Golf Course/Tennis/Grounds Management**

- Provides oversight to the grounds management department to include budget implementation and capital programming in relation to the approved master plan.
- Develops open communication allowing evaluation of member feedback for general course conditions and sports programming.
- Develops and documents a staff-based mentor/succession plan for golf course, shop, and outside operations management.
- Develops and monitors an environment where the implementation of best practices acts to continually improve the member golf and tennis experience.
- Works with the directors of golf and tennis to ensure the retail operation provides the highest quality merchandise and a varied selection while delivering member value.
- Supports the golf and tennis department(s) while developing relevant programming which validates the values of the PGA/USTA to enhance all aspects of member play.

## Requirements

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The General Manager must have a proven background as a leader and manager of people; a demonstrated track record of effectively managing club operations and overseeing diverse groups of people; managing capital projects; and effective relationship building and partnering with the club's Board of Directors. While strategic in orientation, the General Manager must be comfortable rolling up his/her sleeves to get things done. The individual will be able to readily embrace the culture while suggesting new ways to enhance tradition. The individual must be willing to commit a minimum tenure of seven years, with 10 being preferable.

### Targeted Experience

- A minimum of five years as a General Manager or Assistant General Manager in a club, resort or organization that has similar complexity to club management is preferred. The General Manager preferably would be a Certified Club Manager, CCM. Candidates will have a working knowledge of all facets of private club operations with a strong emphasis on:
  - Staff leadership, cohesive development, and team building
  - Collaborative staff and committee management
  - Financial management/facility management/vision and strategic planning
  - Golf/tennis/fitness operations and programming
  - General knowledge of agronomy and course capital planning, funding, member approval process and project execution
  - Food and beverage and member event management/programming
  - Member service, retention, and growth
- A bachelor's degree required. Advanced degree desirable.
- Comfort with technology.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review.

### Competencies and Personal Traits

- Highest degree of personal integrity allowing trust to be developed with the senior team
- High emotional intelligence quotient
- Comfortable navigating nuanced issues and communications
- Demonstrated relationship and conflict management skills
- Strong written and oral communication skills, with the ability to listen to the appropriate audience

## Salary & Benefits

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- A base salary and bonus.
- Standard benefits which include vacation/personal time, health insurance and participation in the club's 401(k) plan.
- Professional dues and expenses subject to the annual budget.

A full background check and drug testing will be conducted. Professionals who meet or exceed the established criteria are encouraged to contact:

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