

CANDIDATE PROFILE

General Manager/COO
Highland Springs Country Club
Springfield, Missouri



www.highlandsprings.com

[Watch a short video here.](#)

The Organization

Highland Springs Country Club is the premier private gated country club community in Springfield and Southwest Missouri. The Club and community were developed in 1989 by the late noted local hotelier and entrepreneur John Q. Hammons and is now owned by Atrium Hospitality. Highland Springs features a championship Robert Trent Jones II designed 18-hole golf course, a 42,000 square foot Frank Lloyd Wright inspired clubhouse, tennis and pickleball courts, aquatics center and a year-round active calendar of events. The Club has been the host of the PGA Tour's Korn Ferry Price Cutter Charity Championship for the last 36 years.

The three-story clubhouse has had multiple renovations and improvements over the years, most recently a very attractive update to member dining and banquet space. The women's locker room is currently being updated this winter. There are multiple dining areas, including an outdoor patio and total seating up to 300 people. The Club is open year-round except for the first two weeks of January for repairs, maintenance and cleaning.

Highland Springs Country Club is a vibrant business and family-oriented community with a good school system, affordable housing and home to Missouri State University and Drury University. The general region is near attractions and resorts like Branson and Lake of the Ozarks.

The Club's annual gross revenues are \$8M with Food and Beverage revenue of \$2M. Total staff in season reaches 170 employees. The Club uses Jonas for its POS system. The current membership is 730 in all categories. The Club has a very long-standing GM who was employee #1 when it opened and is retiring after 37 successful years. He has developed an excellent and tenured team and a positive employee culture.

Position Overview

The General Manager serves as the Chief Operating Officer of Highland Springs Country Club, responsible for all aspects of Club operations including golf, tennis, aquatics, food and beverage, events, facilities management, human resources and financial performance. This leader will partner with Ownership and the Board of Directors to execute the Club's strategic vision while ensuring exceptional member experiences, maintaining world-class facilities and driving sustainable financial performance. The GM acts as the primary liaison between Ownership, the Board, membership, staff and community, representing the Club's values and maintaining its prestigious reputation. The GM also provides executive oversight of the Highland Springs Community Association (HOA), ensuring compliance with governing documents, coordination of the Design Review Committee, and effective management of common areas and security operations. It is important to note that this is a for-profit club and a non-profit HOA.

Responsibilities

- ▶ Oversee all department heads and managers, the recruitment, hiring, training, supervision and timely evaluation of all the Club's staff. Compensation and benefits are to be administered consistently and fall within the guidelines as mandated by the annual budget and Club policy.
- ▶ Emphasize a "member-first" service culture that ensures member patronage and maximizes the use of the Club's facilities.
- ▶ Actively promote the Club to all members and their families, interact with members on a daily basis and actively solicit member opinions and input as to the Club's facilities and services.
- ▶ Be visible and accessible. Respond to member complaints in a timely fashion and report significant issues to Ownership and the Board of Directors.
- ▶ Represent the Club in a positive light in the community, assisting as needed in the recruitment, orientation and retention of new and existing members.
- ▶ Provide financial guidance, manage budgets and report finances to Ownership and the Board. Such duties will involve the formulation of the annual operating and capital budgets to be coordinated with the AGM-Finance and department heads and reviewed with ownership. The General Manager will operate the Club in accordance with the approved budgets and report the financial condition to the Ownership and the Board of Directors on a monthly basis.
- ▶ Utilize a working knowledge of all facets of private club operations with an emphasis on food and beverage services, membership growth, social media presence, staff mentoring and the ability to drive member usage through program development.
- ▶ Demonstrate a reputation as an active and visible club leader, exhibiting a professional image and being responsive to member needs and feedback.
- ▶ Recruit, hire, train, supervise and evaluate all department heads and personnel (160+ employees in peak season).
- ▶ Create and maintain a positive work environment that promotes teamwork, professional development and employee satisfaction.
- ▶ Develop compensation plans, benefit programs and performance management systems that attract and retain top talent.

- Implement employee recognition, training and retention initiatives to reduce turnover and enhance organizational culture.
- Handle employee relations issues, disciplinary actions and conflict resolution in accordance with employment law and club policies.
- Foster leadership development among management team to build bench strength and succession planning.
- Ensure enforcement of HOA Covenants, Bylaws and Design Review Guidelines across the residential community.
- Serve as primary liaison between the HOA Board, homeowners, contractors and legal counsel.
- Coordinate Design Review Committee activities including architectural/landscape plan submissions, approvals and compliance monitoring.
- Oversee construction oversight and compliance monitoring including site cleanliness, parking, noise control and completion timelines.
- Monitor HOA dues collection and assist in HOA budget preparation and financial reporting.
- Supervise 24-hour security operations including gate access, surveillance systems and resident support.
- Oversee common area maintenance including streets, landscaping, lighting and infrastructure repairs.
- Respond to homeowner inquiries, complaints and compliance issues in a timely and professional manner.
- Distribute official HOA communications and enforce community standards regarding signage, landscaping, pet policies and noise regulations.

Key Performance Indicators

Success in this role will be measured against the following metrics:

Financial Sustainability (20%)

- Achieve annual operating budget targets
- Maintain or exceed departmental budget performance
- Manage capital expenditures within approved limits
- Optimize cash flow and working capital position

Member Engagement (20%)

- Achieve/maintain member Net Promoter Score (NPS) of 80+ or higher
- Increase member participation in club activities and amenities
- Maintain membership levels at or above capacity targets (850 total members)
- Reduce member attrition/churn below industry benchmarks

Operational Excellence (20%)

- Maintain facility condition ratings at 4.5+ out of 5 (golf course, clubhouse, amenities)
- Achieve food and beverage quality and service standards (member satisfaction scores)

- Implement standard operating procedures across all departments

Human Capital Management (20%)

- Maintain employee turnover rate below 25%
- Achieve employee satisfaction/engagement scores of 85%+
- Complete leadership development and training initiatives
- Ensure full staffing across all departments during peak seasons

Strategic Leadership (20%)

- Execute Owner approved strategic plan milestones
- Complete capital improvement projects on time and on budget
- Maintain effective Board and committee relations
- Advance professional development (CCM progress, industry involvement)

Competencies and Requirements

The General Manager will be the consummate professional, well-versed in all facets of club administration. The ideal candidate will have a minimum of five years as a General Manager, Assistant General Manager or Clubhouse Manager in a traditional, comparable private club setting or related industry. Candidates will have a working knowledge of all facets of private club operations with a strong emphasis on financial management, membership marketing, staff leadership and development, food and beverage, and facility management.

- The ability to work well with all the department heads who are valued members of the management team.
- Leadership skills with the ability to motivate a veteran staff with a commitment to excellence.
- An outgoing and friendly personality with a high potential to identify with and embrace the Club's culture.
- Highly energetic; a self-starter with a “hands-on” approach to management.
- Excellent communication skills at all levels.
- A strong sense of service with proven staff development and training skills.
- Attention to detail with a sense of urgency.
- The ability to function in a committee-oriented environment and respond to the ideas and energies of the Club's standing committees.
- The ability to work for ownership and an advisory Board of Directors at the same time.
- Experience working for a for-profit organization that expects both financial performance and delivery of excellent member service.
- A career path marked with a logical progression of title and responsibility, stability of tenure and accomplishment.
- The General Manager is expected to “set the pace” for all employees and to actively promote a positive and safe work environment where teamwork and cooperation are emphasized.
- A hospitality, business management or related degree is preferred.

- The CCM designation or commitment to pursue within three years.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and must have an excellent credit record.

Competitive Compensation

- A competitive base salary and annual bonus
- Family health insurance in accordance with club policy
- Participation in the Club's 401k plan
- Standard benefits
- Relocation assistance
- A CMAA package to include dues and education expenses, to be determined in each year's operating budget

To be Considered

This position is available immediately. A full background check will be conducted on candidates. Professionals who meet or exceed the established criteria are encouraged to contact:



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