

Candidate Profile

General Manager / COO
Lubbock Country Club
Lubbock, Texas
www.lubbockcc.org



Reports to: Board of Directors

Organization

For over 100 years, Lubbock Country Club (LCC) has been the premier private club for Lubbock and the South Plains. The Lubbock Country Club, established in 1921, lies in the historic Blackwater Draw, about three miles north of downtown Lubbock. It is an oasis of lush rolling fairways, mature trees, and beautiful ponds amid the cotton fields of the South Plains. Some of the earliest New World inhabitants hunted ancient bison in Blackwater Draw, including the Clovis culture, which flourished some 13,000 years ago.

Today the Lubbock metropolitan area has a population of just over 330,000 and is the home to 40,000 students enrolled at Texas Tech University. Lubbock is known as the “Hub City” primarily because of its economic, educational, health care and cultural influence on this multicounty region of the state.

Lubbock Country Club was originally built as a golf, hunting, and fishing club. The course is laid out in uniquely beautiful terrain for this part of Texas and has beautiful tree-lined fairways routed across lush, rolling landscape. Members will proudly argue that Lubbock CC is one of the best courses in the state. It boasts the oldest and finest championship golf course on the South Plains, dating from 1921. The Club’s 160 acres was home to 18 golf holes by 1934, when new grass greens replaced the original sand greens. The design of LCC’s current golf course began in the mid-1950s by golf course architect Warren Cantrell and the classic, traditional overall look of the course has changed little since then. Redesign and renovation over the years was overseen by golf course architects George Williams (1995) and Craig Schreiner (2008).

LCC has hosted many important golf events, including an exhibition by Walter Hagen in 1931, the inaugural Women’s West Texas Golf Association Tournament of 1935, a 1937 exhibition by Byron Nelson and Ben Hogan the 1946 Texas PGA, and the Women’s Texas Amateur Tournament of 1951, Men’s Southwest Conference in 1992 and the Women’s Big 12 Championship in 2000.

For members, Lubbock Country Club is a second home. A member can play golf or pickleball or tennis indoors or outdoors and then enjoy lunch or dinner with family and friends. The Club offers members the ultimate lifestyle. The team is dedicated to helping members enjoy the things that truly matter, friends, and family.

By the Numbers:

- 1020 total member families
- 750 full Golf Members
- An indoor tennis facility with four courts
- Three outdoor tennis courts
- Four pickleball courts
- Five dining areas: Chilton’s, The Grill, Casual Dining, Formal Dining, and EH Center at the turn
- Men’s Locker Room Lounge and Women’s Locker Room Lounge
- Swimming pool and Kid’s Club

- 33,000 annual golf rounds per year
- \$11M gross revenues
- 165 full-time employees
- Average membership age - 53
- Governance - 9 Board Members, 4 Standing Committees
- POS/Accounting System-Club Essentials
- The Club is open 6 days per week, 12 months a year

Position Overview

The GM/COO has full responsibility and ownership over the day-to-day operations of the Lubbock Country Club (LCC) while leading all Club operations in pursuit of excellence consistent with brand strategy and policies established and approved with and by the Board of Directors. The GM/COO must deliver daily the member commitment of offering the finest in member service, and experience as well as must have a thorough knowledge and understanding of the current by laws and policies of the Club.

The GM/COO is responsible for managing the entire inventory of key assets (physical and staff), including golf, tennis, food and beverage, front-of-the-house operations, member events, maintenance, housekeeping, accounting, communications, membership, member services, security, and future Club amenities. The GM/COO must be a “hands-on” strong motivator with excellent leadership skills supported by solid ethics of honesty, integrity, trust, respect, responsibility, fairness, caring, and with a visible, proactive presence with a *first in - last out* leadership style. The GM/COO must set the highest operational quality standards with a specific daily emphasis on consistently enhancing an extraordinary lifestyle experience for LCC members and their guests.

Reporting to the Board of Directors, the GM/COO is responsible for managing and implementing the Club’s annual fiscal operating budget and long-term business plans. The GM/COO will lead and be responsible for all senior management and Club operations in attaining the agreed-upon levels of excellence consistent with desired financial results. The GM/COO must be a “hands-on” leader with a defined “coach training” leadership style when partnering and directing the executive team to establish the Club’s annual fiscal operating and capital budgets, subject to the Board of Directors’ approval. The GM/COO will coordinate and work collaboratively with the Club’s committee chairs to lead and assist with the development of member conduct standards, Club policies, rules, procedures, programs, and events. The GM/COO is the responsible leader to work with the Board of Directors in developing a strategic planning process, ensuring the future direction of the Club aligns with the goals of the membership.

The GM/COO should have a working knowledge of construction as it relates to facilities and buildings. Also, having been involved in golf course renovation as well as golf course closures during renovation is of importance relative to this position. Extensive work will be done in both construction and golf course renovation over the next five years.

The GM/COO will be the visible and present, go-to leader and face of the Club, often taking the role of “town mayor” of the Club. The GM/COO is directly responsible for handling and resolving all member correspondence, issues, or complaints within a 24 to 48-hour period. The GM/COO must be capable, when necessary, of having a direct, respectful, caring, and thoughtful discussion with members regarding member expectations and conduct. The GM/COO will maintain and deliver a Club culture of family serving family, assuring the LCC is an extension of the members’ home.

The GM/COO will be responsible for leading all employees of the LCC to ensure the highest level of service is offered to LCC members by providing them with personal, gracious, and professional service at all times.

Responsibilities

- Implement general policies established by the Board of Directors. Direct their administration and execution.
- Plan, develop, and approve specific operational policies, programs, procedures, methods, rules, and regulations in concert with general policies approved by the Board of Directors.
- Coordinate the development of the Club's long-range and annual (business) plans.
- Establish a culture of constant ongoing training for all staff.
- Establish metrics for all service deliverables across all departments with and through all department heads.
- Create and implement systems to monitor the service standards and the success of those standards through a member survey, member satisfaction APP, or member comment card program.
- Be the true leader of the Club.
- Have high sociability and a tendency to be outgoing, social, people-oriented, and participate with others for team success.
- Have high manageability and reliability with a strong tendency to follow policies, accept external controls, and work within the rules and procedures.
- Possess firm decisiveness by using all available information to make decisions quickly and accurately.
- Will be an outgoing leader and the go-to leader at the Club for all operations, complaints, and employee issues.
- Develop, maintain, and administer a sound organizational plan. Initiate improvements as necessary and implement internship and training programs. Develop a succession plan for all the top executive positions.
- Maintain membership with the Club Managers Association (CMAA) of America, and other professional associations, as needed.
- Attend CMAA, workshops, and meetings, to keep abreast of current information and developments in the field.
- Coordinate the development of operating cash reports/reporting and capital budgets according to the applicable budget calendars. Monitor monthly budget and other financial statements. Take effective corrective action as required. Prepare a monthly forecast for the remaining months of the fiscal year. Approve vouchers before payment and prepare and make financial reports to the Board of Directors.
- Coordinate and serve as an ex-officio member of appropriate Club committees.
- Welcome new Club members. Meet and greet Club members as practical during their visits to the Club.
- Provide advice and recommendations to the President and committees about construction, alterations, maintenance, materials, supplies, equipment, and services not offered in approved plans and budgets.
- Consistently assure that the Club is operated in accordance with all applicable local, state, and federal laws.
- Oversee the care and maintenance of all the Club's physical assets and facilities. Maintain all amenities, in the highest quality and condition, at all times.
- Coordinate the marketing and membership relations programs to promote the Club's services and facilities to potential and present members.
- Ensure the highest standards for food, beverage, sports, recreation, entertainment, and other Club services.
- Establish and monitor compliance with purchasing policies and procedures. Review and approve purchasing procedures and requirements.
- Review and initiate programs to provide members with a variety of popular events.
- Manage cash flow and establishes controls to safeguard funds.
- Work with subordinate department heads to schedule, supervise and direct the work of all club employees, and confer with them about personnel-related matters including compensation, job changes, performance evaluation, etc.
- Attend meetings of the Club's Board of Directors and Board committees.
- Participate in selected community activities to enhance the prestige of the Club. Broaden the scope of the Club's operation by fulfilling the public obligations of the Club as a participating member of the community.
- Report all member infractions to the Board of Director/or appropriate committee.
- Appropriately manage all aspects of the Club's activities to ensure and maintain the quality of products and services provided by the Club.
- Serve as liaison between all management staff and Board.
- Coordinate inter-and intra-committee activities.
- Write policy and rule directives for Board approval and approves those written by department heads that support the Club's approved policies.
- Have ultimate authority over inter-departmental matters and implement policies concerning employee-employer relations.
- Develop, maintain, and disseminate a basic management philosophy to guide all Club personnel toward optimal operating results, employee morale, and member satisfaction.
- Prepare reports and other support material for committee and Board use.

- Negotiate and recommend Board approval for contracts.
- Provide for and manage the use of the equipment, space, and materials.
- Establish and approve workloads, work methods, and performance standards.
- Maintain relations with police, fire, and other community and governmental agencies.
- Direct purchasing, receiving, storage, issuing, preparation, and control of all products, supplies, and equipment.
- Ensure proper cleanliness and sanitation of all Club facilities and environments.
- Perform competitive analyses on clubs and other businesses, providing member alternatives through personal observations and historical reports.
- Handle emergencies such as fires, accidents, and breaches of security or house rules promptly and in person.
- Emphasize the health and safety of members and employees through training, inspection, and preventive enforcement.
- Convene and preside over meetings with departmental managers.
- Command respect by reputation or personality and have the gravitas and on-site presence (all experience and reputation has come from being at similar quality of Clubs and Resorts). Also, have a strong and easy-to-understand communication style and is fun to be around.
- Give direction to and work closely with vendors, outside contractors, firms, and individuals providing services to the Club.
- Direct the writing and publishing of the Club communications.
- Perform other duties as directed by the President or Board of Directors.

Requirements

- Ability to keep information confidential.
- Must possess an outgoing personality.
- Must maintain the highest standard in honesty and integrity.
- Must be courteous and discreet.
- Must treat others with kindness and respect.
- Ability to effectively communicate professionally to members, guests, vendors, and staff.
- Excellent supervisory skills.
- Excellent financial acumen.
- Oversee the execution of all necessary and relevant enhancements to procedures and operational strategies.
- Provide a positive, upbeat image for the Club by ensuring that members enjoy high-touch service, a quality product, and an exciting calendar of events.
- Continually keep the Club fresh, current, and innovative with programming, events, menus / culinary, service, and Club traditions.
- Continually increase member engagement, member participation, Food and Beverage, and retail sales.
- Assure that properly implemented departmental benchmarks and reports are in place.
- Ensure that compliance is constantly maintained with Club operating standards, policies, and procedures.
- Will be a thoughtful and active listener as part of a developed communication skill.
- Consistently and daily inspect what is expected and assigned. Must be proactive to execute a plan to improve, add, eliminate, and resolve issues or variances. Must be internal, action-oriented, diligent, present, and aware, creative, and proactive.

Education, Experience, and Additional Qualifications

- A minimum of 7-10 years of progressive leadership/top-level general management experience in a high-quality, private member-owned Club, with multi-dimensional operations, or leading operations outside of the Club industry of similar dynamic, quality, and relevant operation. The Club will consider well-mentored “rising stars” (AGMs), but only from similarly large scale, high quality recognized clubs.
- A BS or BA degree (or equivalent) from an accredited college or university, preferably in hospitality management.
- A CCM and CCE designation or similar accreditation outside of the Club industry is desirable.

- Requires management and leadership skills necessary for success (as demonstrated and verified record of previous success in multiple clubs or resorts).
- Requires a high degree of culinary, golf operations, agronomy, new remodel and construction, executive COO ability, especially in problem-solving, creating, and decision making.
- Must have the ability to be a master communicator -- communicate with excellent oral and written skills.
- Must possess a working proficiency of computer skills and knowledge on all LCC software including MS - Exchange, Word, Excel, PowerPoint, Recipe and Cost Control software, and POS / Club Software Programs (LCC uses Club Essentials).
- Excellent human relations skills, with a talent for motivating, mentoring, and empowering their staff.
- Ability to function under pressure, set priorities, and adjust to changing conditions.
- Has a demonstrated high work ethic, patience, coach training leadership style, with a sense of responsibility for the GM/COO leadership position (as defined by the CMAA GM/COO leadership model).
- Applicant must possess a passion for providing high-quality member service and a commitment to exceeding expectations by setting operational standards, benchmarks, and daily inspection of all services.

Competitive Compensation & Benefits

- This is a full-time salaried position with a complete benefits package
- Performance bonus
- Paid time off
- Health, Dental, and Vision Insurance per LCC Employee Benefits Package
- Salary will be commensurate with qualifications and experience

Individuals who meet or exceed the established criteria detailed in this position profile and posting are encouraged to send both a cover letter and resume.

Note: The preferred method of contact is email. Please send your cover letter and resume in PDF format, attached via email with the subject line: General Manager/COO, Lubbock Country Club to the email addresses below.

If sending via regular mail, please mark - General Manager/COO, Lubbock Country Club to the physical mailing address below. Thank you.

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