

# TERRY CLARK

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## CHIEF OPERATING OFFICER / VICE PRESIDENT OF OPERATIONS OPERATIONS MANAGEMENT

*Entrepreneurial Start-up Ventures / Turnarounds and Revitalizations  
Organizational Leadership / Revenue and Profit Maximization / Strategic Marketing  
Cross-Functional Operating Management / Business Process Optimization*

*Certified Golf and Country Club Manager*

*Proven track record building businesses for high-end golf, sports and entertainment industries.*

**Consummate business strategist successful in creating vision, identifying opportunities, building organizations and delivering strong revenues and profits despite intense market competition. Able to strengthen bottom-line financial performance. Skilled in:**

- *Creating a results oriented, high functioning team.*
  - *Creating robust and financially successful membership programs.*
  - *Providing interim management mixed with professional development programs.*
  - *Developing short and long term financial and product improvement strategies.*
  - *Designing company systems and subsystems to support a successful organization.*
  - *Acquiring low performing companies to enhance growth.*
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## EXPERIENCE

### **President, Club Advisors**

2001 - Present

*Club & Hospitality Management Consulting Company, Las Vegas, NV  
Meadowbrook Golf (The Club at Silverstone)*

Engaged to create and build a 200 membership high end private club within a resort community of Las Vegas.

### ***Pacific Golf Management (Japan)***

Engaged to facilitate the relationship development of golf and purchasing agents from this very large golf owner in Japan.

### ***The InVicta Club***

Co-Founder and Partner of world-wide sports, golf and entertainment company. Assisted in the development of the company to include club agreements, membership design, Internet hosted database management and accounting, third party partnerships and marketing and sales initiatives. Membership benefits and privileges created for members at over 300 U.S. high-end daily fee clubs and resorts and semi-private and private clubs with unmatched value in the United States.

### ***Coyote Creek Golf Club***

Consultant for a Jack Nicklaus designed 36-hole full-service golf club with revenues in excess of \$10 million.

- *Hired, developed and motivated a highly successful new management team which included the Head Golf Professional and Director of Sales and Marketing.*
- *Transitioned a non-revenue producing loyalty play program to an annual membership plan that increased annual revenues by \$200K.*

***RidgeMark Golf and Country Club***

Created a turn-around strategy and plan for a 36-hole, member-owned resort and country club.

- Re-aligned personnel, insurance, and security and operating expenses for substantial long-term savings and immediate savings of \$60K.
- Hired an extremely motivated team to manage the operating activities in a professional and business-like manner improving the standards for operations.

**VICE PRESIDENT OF OPERATIONS**

1997 - 2000

***Southern California Clubs, CA***

Directed operations of six private country clubs in southern California with annual gross revenues of \$41+ million, including food and beverage total revenue equaling 21%.

- Developed business plans and managed marketing and sales.
- P & L responsibility for all operations plus senior management responsibility for all direct and common support.

**GENERAL MANAGER, VICE PRESIDENT OF OPERATIONS**

1995 - 1997

***Monterey, Palm Valley and Indian Ridge Country Clubs, Desert Palm, CA***

Directed operational responsibility for three developer-owned private clubs located in upscale Palm Springs/Palm Desert communities, with annual revenues at \$27+ million.

- Developed relationship with realtors to enhance membership sales.
- Established the foundation for operations that would result in long term benefit to the new owners.

**GENERAL MANAGER, REGIONAL DIRECTOR OF OPERATIONS**

1989 - 1995

**DUE DILIGENCE TEAM CHIEF*****Hunt Valley Golf Club, Baltimore, MD***

Assisted in the acquisitions of 12+ private clubs, performed duties as the Regional Director for 13 properties and managed a 27-hole country club.

- Expanded the food & beverage program from a short-order menu yielding \$350K to a full service dining programs with annual revenues of \$900K in a four year period.

**CLUB MANAGER/DIRECTOR OF PROJECTS**

1977 - 1989

***USA, Japan, Korea, Hawaii***

- Managed clubs, served as project director for the construction of a 244-room hotel, managed the slot machine programs in two countries, headed a traveling culinary arts team and operated a marina.

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**EDUCATION & CERTIFICATION**

***Master of Science in Hotel and Restaurant Management, Florida Int'l University, Miami, FL***

***Bachelor of Science in Business Management/Accounting, Tampa University, Tampa, FL***

***Club Management Certification (CCM) Club Manager's Association of America***

***Executive Club Manager, Florida Int'l University, Miami, FL***

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**FORMER BOARD MEMBER**

California Golf Course Owners Association Board, Director

San Diego Club Managers Association of America, Director

ePangea Corporation (Technology), Director