

ERICA N. GILLY

Private Club Executive | Assistant General Manager | Director of Operations | GM/COO Candidate
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Accomplished private club executive with 15+ years of leadership experience driving operational excellence, membership growth, and strategic programming. Proven ability to lead high-performing teams, strengthen stakeholder engagement, and deliver transformative results across sales, communications, and member services.

KEY AREAS OF EXPERTISE

Strategic Operations & Leadership | Governance & Policy Management | Membership Growth & Engagement | Brand & Marketing Strategy | Communication & Content Development | Cross Functional Team Collaboration | Technology Integration & Process Improvement

LEADERSHIP PHILOSOPHY

Rooted in servant leadership, I foster a collaborative and coaching-focused environment where team members feel supported, motivated, and empowered to succeed. I lead with integrity and positivity, acting as a team booster who promotes accountability, professional growth, and **shared success**.

PROFESSIONAL EXPERIENCE

[Royal Oaks Country Club](#), Vancouver, WA

October 2023 – March 2025

Royal Oaks Country Club features an 18-hole championship golf course and offers premier practice facilities, including two driving ranges, a chipping green, and a large putting green. Additional amenities include an outdoor pool complex with a swimming pool, hot tub, lazy river, and children's wading pool, along with a Fitness Center, and versatile dining and event spaces.

MEMBERSHIP & MARKETING DIRECTOR

Oversaw all aspects of membership and marketing with a primary focus on sales, onboarding, engagement, and policy modernization, supported by a strategic content and marketing plan.

MEMBERSHIP

Sales & Onboarding 60% | Bylaw and Policy Revisions 10% | Member Engagement 30%

COMMUNICATION & MARKETING

Content Development 40% | Marketing Strategy 35% | Team Engagement 25%

ACCOMPLISHMENTS

- **Achieved record-breaking membership revenue**, generating the highest sales in Club history and exceeding budget goals by nearly 200%.
- Spearheaded the shift in member recruitment from monetary incentive-based strategies to organic growth driven by member pride and engagement, resulting in \$40,000 in immediate cost savings.
- Streamlined membership operations by integrating database platforms, reducing errors, and enhancing staff efficiency and member usability.

- Enhanced the member technology experience by launching a user-friendly mobile app, with success driven by a strategic education and communication plan, improving service access and engagement.
- Increased mobile app utilization among members aged 65-80.
- Designed and launched innovative member programs that spotlighted individual achievements, fostered deeper member connections, and enhanced overall club culture.

[Portland Golf Club](#), Portland, OR

April 2014 – November 2023

Portland Golf Club is a prestigious member-owned golf club in the Pacific Northwest, renowned for its challenging 18-hole championship course. Both the golf course and clubhouse achieved historic designation in 2023, affirming their significance. PGC has extensive practice facilities including a driving range, short game area, putting green, and indoor performance studio, as well as a 38,000 sq. ft. clubhouse with diverse dining options, a family pool, one tennis court, and four pickleball courts.

COMMUNICATIONS DIRECTOR OCTOBER 2019 – NOVEMBER 2023

Content Development 40% | Marketing 40% | Team Management 20%

Dedicated to enhancing the overall membership experience by actively developing compelling content for both internal and external communications, crafting visually engaging materials, and driving social and digital media promotions. Develop and execute marketing strategies to boost member participation and generate revenue, particularly for club tournaments and events. Responsibilities include reporting directly to the GM/COO, managing a team, and fostering strong member relationships based on principles such as transparency, reliability, trust, and engagement, ensuring members feel valued and connected.

MEMBERSHIP COORDINATOR JANUARY 2017 – DECEMBER 2022

Sales 15% | Onboarding 50% | Member Engagement & Program Development 35%

DIRECTOR OF ADMINISTRATION APRIL 2014 – DECEMBER 2016

Board/Committee Management 55% | Team Management 25% | Member Relationships 20%

ACCOMPLISHMENTS

- Implemented and coached an administrative team to support key functions in member relations, governance, and communication, establishing a succession plan and creating growth opportunities within the organization.
- Developed and implemented the first of its kind, new member onboarding program.
- Developed and implemented the first of its kind, strategic communication plan, yielding a 96% member satisfaction rating.
- Implemented a strategic communication plan for high-impact capital projects, with a focus on transparency and stakeholder engagement.
- Standardized operating procedures for club governance.
- Led design and launch of new website and integration initiatives, including mobile application.

CERTIFICATIONS

- Certified Club Manager (CCM) Designation, [CMAA](#), 2023
- CMAA Business Management Institute Certifications:
 - Leadership Principles - Cal Poly Pomona, 2019
 - Club Management - Georgia State University, 2020
 - GM/COO - Michigan State University, 2020
 - Food & Beverage Management - University of Houston, 2021
 - International Leadership Edinburgh - Scotland, 2022
 - Golf Management - The Club at Admirals Cove, 2023

PROFESSIONAL ASSOCIATION MEMBERSHIP & SERVICE

Professional Membership: CMAA Oregon Chapter & CMAA National, 2017 – Present

- **Board of Directors**, CMAA Oregon Chapter 2025
 - **Communications Committee Chair**, 2025
 - **Membership Committee Chair**, 2025
- CMAA National Committee - Chapter of the Year, 2024
- CMAA National Committee - Chapter Relations, 2023
- CMAA Oregon Chapter - Professional Development Committee, 2023
- CMAA Oregon Chapter - Partnership Development Committee, 2023