

GENERAL MANAGER PROFILE: AUGUSTA COUNTRY CLUB AUGUSTA, GA

THE GENERAL MANAGER (GM) OPPORTUNITY AT AUGUSTA COUNTRY CLUB

The opportunity at Augusta Country Club (ACC) is one that will allow a successful candidate to become part of a dynamic, historical yet relevant family oriented club located in the golf world's most iconic and well-known golf community, Augusta, Georgia. ACC has a unique history and beginning, dating back to 1899.

Augusta Country Club's reputation is one of great contrast to other well-known, high-profile clubs. Its casual elegance and southern charm speaks volumes to the character of the members that enjoy the benefits of ACC membership.

ACC is an impressive club in all aspects---top quality amenities, a multi-generational family centric club environment and culture, tenured staff who are highly regarded, and an exceptionally strong balance sheet!

This is one of the best positions in the country for a true leader looking to succeed a long tenured, highly-regarded General Manager who is retiring after twenty-four years in the role. Additionally, being situated adjacent to the most iconic golf event in the world provides one with a setting like no other. Masters Week at ACC is an exceptional and special week in and of itself with the Club hosting several member and guest activities throughout that very busy timeframe.

Ideal candidates understand and 'fit' the culture of this genteel southern hospitality club environment, appreciate golf history, but recognize that they will be a true 'thought partner' with the Board to vision how ACC stays relevant and proactive in its efforts to provide members the best in amenities, programming, service, and maintenance of a simply outstanding culture.

Augusta Country Club is missing very little in its amenity offerings to keep it relevant with today's evolving club member demographics. This vision and focus will be one of the most important competencies desired in the next General Manager; the momentum and enthusiasm for continued enhancement to the overall member and staff engagement and experience is of utmost importance to the leadership of the Club.

[Click here to view a brief video about this opportunity.](#)

AUGUSTA COUNTRY CLUB

Since its humble beginnings the Mission of the club has remained constant:

The mission of the Augusta Country Club is to provide its members and guests with the highest quality dining, entertainment, and recreational experience

Augusta Country Club is a private country club community situated approximately three hours East of Atlanta, in the city of Augusta, GA. Originally known as Bon Air Golf Club then later Country Club of Augusta, the course has gone through numerous changes since the original 9-holes were constructed in the 19th century. In 2001, under the guidance of Brian Silva, the Club successfully completed a restoration based off the original 1927 Donald Ross sketches obtained at the Tufts Archives in Pinehurst, North Carolina, and that is how it remains today.

Other amenities and activities of note include a state of the art teaching facility, golf programs for all ages and playing abilities, a fully staffed and expansive fitness center, and tennis center offering numerous men's, women's, and junior programs. The main clubhouse is expansive at 70,000 square feet and houses the Titleholders Restaurant and Bar (a new casual dining venue that is especially popular), numerous smaller private dining spaces both indoor

and outdoor, the golf pro shop, locker rooms and plays host to a wide array of private catered events. Additionally, the Summer House is open in the busy summer months and houses a junior's activity center and other administrative offices. The Wallace House is yet another venue available for smaller private parties and meetings, and adjacent to the practice area is a state of the art golf-learning center.

The GM and Board of ACC have been very proactive in the past several years to ensure the appropriate reinvestment into facilities has occurred, and attention to the details in maintaining the improvements have continued after the completion of upgrades or renovations. A new \$2.6M irrigation system was installed on the course in 2016/17 and additional improvements that include re-grassing and hole changes are in the works; partially due to a recent sale of property, which will result in some course redesign and rerouting.

AUGUSTA COUNTRY CLUB BY THE NUMBERS

- At present, there are approximately 1,328 members in all categories
- \$40,000 Initiation fee for full membership
- \$5,364 Annual dues for full member category
- Approximately \$10.4M Gross revenues from all sources
- \$5.3M Dues volume
- \$3M F&B volume
- 170 Employees (FTE) in-season; 110 (FTE) off-season
- The Club plays approximately 29,000 rounds of golf annually
- Average age of members is 54

AUGUSTA COUNTRY CLUB WEB SITE: www.augcc.com

GENERAL MANAGER POSITION OVERVIEW

The current, highly-regarded GM has been with Augusta Country Club for the past twenty-four years and has announced his retirement. The Club has a strong history of tenure amongst many of its senior staff and is desirous in attracting a high performing, visionary, achievement oriented, collaborative new leader who views ACC as a "destination" club for many years to come.

The GM at ACC has responsibility for all day-to-day operations of Augusta Country Club. He/She directs and administers all aspects of the operations---the amenities, project development, staff and all programs and activities including each operating entity of golf, tennis, pool, fitness, and food/beverage operations, activities, and programs to ensure consistent, outstanding service delivery to the membership and their guests. Especially important is leading the significant efforts surrounding the biggest week of the year---Masters Week at the Club! Negotiating contracts, logistics, recruiting and training additional staff, along with a host of other support activities is critical during this special week, which provides much of the 'fuel' to bolster the Club's financial position and subsidizes operations and projects during the rest of the year.

At Augusta Country Club, the GM role is one that requires exceptional diplomatic graciousness with a high degree of visibility and a strong, 'personalized service' perspective, a personification that is critical for all team members to emulate. Critical to the new GM's success is the intuitive sense to be "present" and to sincerely engage with every generation of family members and their guests. As noted above and to be successful, epitomizing southern geniality is an absolute 'must' in the intuitive style of the new GM.

The GM is responsible for the creation, implementation and consistent maintenance of all service standards and processes while providing vibrant, innovative, relevant, and respectful leadership for key managers and staff at the ACC. Clearly, a primary objective is for the GM to be the highly visible interactive 'face' of the Club, and to ensure that goals and objectives are defined, understood, evaluated, and enhanced on a continuous basis---being a natural 'mentor' to the team is critically important. Also of great importance to one's success will be to meet the expectations of a majority of the membership, as defined by the Board of Directors *in strong collaboration with their "courageous thought partner" - the GM!*

The GM must also be a proactive part of the process of strategic planning, talent acquisition and retention, membership recruitment and orientation, membership activities/services programming, ensuring that each of these areas of focus consider current and future membership input and demographics. Additionally, he/she must recognize that all amenities at ACC need to be commensurate with the majority of members' expectations, and that his/her primary mission is to determine and ensure these levels are provided, oftentimes compelling the Board, and helping to direct Committees to recognize trends, evolving demographics and what will help sustain ACC for years into the future.

A key and top attribute for the new GM is to have a history of success, and a strong prioritization on recognizing, respecting and supporting the contributions of key managers and staff, many of whom have been a part of ACC for several years, but also holding them accountable for achievement of agreed upon annual and more frequently determined goals and objectives, while further ensuring that they work cooperatively and with mutual respect.

Direct reports to the General Manager include: Assistant Manager (Club House Manager); Executive Chef; Controller; Membership Director; Director of Human Resources; Golf Professional (DOG); Golf Course Superintendent; Tennis Professional; Fitness Director; Club House Maintenance Supervisor.

He/She reports directly to the Club President and the Executive Committee.

KEY CHARACTERISTICS

A key requirement is to be able to work proactively with the Board and Club Committees, as appropriate, to keep them focused on key goals and objectives that benefit the long-term well-being of ACC, and to ensure that the significant capital projects currently in process are successfully executed, keeping all significant constituencies well informed throughout. The Board is "not interested in running the Club" and is looking for a more COO-like mindset from its GM to take a strong role to be "out in front of issues," and to provide them with solutions and executing to successful outcomes where and when needed.

Outstanding communication skills are necessary for this role and to be successful at ACC. As the primary communicator of much of the information at the Club, proven outstanding verbal and written skills are absolutely critical, as is a keen ability to "listen," "engage," "build trust" and "be highly approachable."

Other key attributes, characteristics and style of the successful new leader include:

- Must be a visionary and mission oriented; anticipating how the Club continues to evolve is important, as is being actively 'networked' in the industry to the point of being on the forefront of trends in clubs.
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say "no" when appropriate without alienating members or staff while doing so.
- As noted several times above, actively participating and "thought partnering" with the Board, Committees, and contributors to ACC's success.
- Recognizing the need for the continuation of an "employer of choice" approach to attracting, retaining, and developing staff at every level within the greater ACC organization.
- Being innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- Having exceptional financial acumen and ability to continue the very positive operational results the Club has enjoyed for many years.

INITIAL PRIORITIES OF THE GENERAL MANAGER

With the expectation that the new GM will commence his/her role toward the end of 2017, the following priorities have been identified as recommended primary focus:

- Observe, listen, ask questions, and learn about the culture and heritage of Augusta Country Club. Be patient; the Club is very open to changes and improvements, but you must first understand the culture, overall history, expectations, etc.

- Meet and sincerely interact with and engage as many members as possible, *“be present!”* Build trust whenever and wherever possible, schedule interactive times and follow up on details.
- Ensure that you clearly understand expectations and demands for Masters Week.
- Ensure appropriate programs and procedures are in place to guarantee consistently exceptional golf course conditions.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F & B operations are of utmost importance to the membership and meeting a majority of members’ expectations in this area is a critical success factor. Service standards and consistent delivery thereof is an important focus.
- Spend time with the team (staff in all areas of operations), getting to know them, their abilities, and aspirations, consistently using this time to further communicate the vision and mission of ACC.
- Develop the Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness.
- Ensure that the significant capital projects currently in the planning process are on track and that you clearly understand the reasons for their implementation and expected outcomes, as well as to plan for operations once completed.

DESIRED CANDIDATE QUALIFICATIONS

- A minimum of 7 - 10 years of progressive leadership/management experience in (preferably) a private member-owned country club with multi-dimensional operations, or leading hospitality operations outside of the club industry in a similar hospitality operation.
- Proven and verifiable leadership qualities with a demonstrated ability to direct, coordinate and control all aspects of a busy, full service, country club community with 170 staff members seasonally.
- Appreciation for and knowledge of golf, which is the foundation of ACC.
- Verifiable strength in strategic planning and working closely with boards, committees, and other key contributors to developing, executing, and updating strategies to success and relevancy.
- Keen understanding of quality in all aspects of the club and club operations, as well as demonstrable success in leading clubs to continued relevancy and successfully managing evolving membership demographics.
- Strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development.
- Working and verifiable knowledge of strong procedural programming; the ability to define and institutionalize process and procedures (SOPs) on a consistent basis throughout ACC is very important. Continued development and execution of Performance Standards and Performance Metrics is important.
- Technologically proficient and recognizing of best practices use of technology to improve ‘high touch’ service delivery to members, as well as to more effectively manage and lead operations. (Note: ACC uses Club Connect software at present)
- A motivator and leader who can bring out the best in others by setting clear goals and expectations, holding them accountable for outcomes, by providing consistent feedback, support and through respectful interaction and professionalism.
- Someone with a history of innovation, and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency.
- A true, confident, diplomatic, and competent club industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees.
- The ability to adapt and positively contribute to changing and evolving circumstances.
- As noted above, a true “thought partner” with the Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions, and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect.
- An organizationally focused individual who recognizes that obsession with details and consistency of delivery at a high-level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor’s Degree from a four-year university or college is highly desirable, preferably in Hospitality Management.
- From the club industry, Certified Club Manager (CCM) designation is desired, but not required. If without such designation, a commitment to on-going and lifelong learning and strong networking capabilities is critical.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience and befitting a club of the stature and significance of Augusta Country Club.

INSTRUCTIONS ON HOW TO APPLY

We request that you upload your resume and cover letter (in that order) to our resume service. ***Please note that you should have your documents fully prepared to be attached when prompted for them.***

Your interest in this position should be communicated as soon as possible, but no later than September 22nd. Interviews are expected to take place in October.

IMPORTANT: Save your resume and letter in the following manner:

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter”

These documents should be in Word or PDF format and **your letter should clearly convey why you are interested in this role and why you believe you are in alignment with the position profile.** Your letter **should be addressed to Mr. Thomas Bird, Chairman, and the ACC Search Committee.** Additional information will be required from candidates to further assist in the evaluation of alignment and validation of competency for the role.

Once you complete the application process and upload your letter and resume for this search, you are not able to go back in and add additional documents.

For directions on how to upload your resume and cover letter [visit this page](#).

[Click here](#) to upload your resume and cover letter.

If you have any questions please email Patty Sprankle: patty@kkandw.com

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