

GENERAL MANAGER/COO PROFILE: ARONIMINK GOLF CLUB NEWTOWN SQUARE, PA

THE GENERAL MANAGER/COO OPPORTUNITY AT ARONIMINK GOLF CLUB

EXECUTIVE SUMMARY

- A premiere private, nationally recognized Platinum Club located near Philadelphia.
- Renowned 18-hole championship golf course designed by Donald Ross.
- Strong financial condition.
- Strong key divisional leaders
- Seeking a General Manager/COO who defines and demonstrates a management and leadership style, and promotes a culture that results in Member satisfaction, employee advancement and engagement while consistently meeting the annual and long-range financial and strategic goals of the Club.

KEY ATTRIBUTES AND AREAS OF FOCUS

- The new GM/COO will embrace the Club's rich tradition while providing a vision for the future.
- The search will place particular emphasis on team development, driving organizational consistency, process and procedure development, financial management, maintaining the highest level of service for all club offerings, and ensuring high levels of Member satisfaction.
- Continual visibility to Members and staff.
- Process driven leadership and mentorship.
- Strong leadership and strategic planning experience.
- Ensure a strong team through good hiring, training, communication, and developing a culture of teamwork.

ARONIMINK GOLF CLUB MISSION STATEMENT

The Mission of Aronimink Golf Club is to preserve our tradition, integrity and high standards as a premier private golf club. Aronimink provides a classic Donald Ross golf course, superior sports and recreational facilities, and outstanding dining and social activities for the enjoyment of our Members, their families and guests.

ARONIMINK GOLF CLUB VISION STATEMENT

The Vision of Aronimink Golf Club is:

- To have a diversified and socially compatible Membership;
- To have a classic Donald Ross designed golf course of championship quality;
- To maintain the traditional appearance of our clubhouse;
- To govern in accordance with the bylaws;
- To have leaders who are open communicators, have integrity and are fiscally responsible;
- To provide premier programs, facilities and services for the benefit of our Members, their families and guests.
- Aronimink Golf Club does not discriminate on the basis of race, creed, color, gender, age, religion, disability, ethnic or national origin in accepting Members or providing amenities contained in our Mission Statement.
- To sustain our reputation as a forward thinking community where Members and their guests feel welcome.

ARONIMINK GOLF CLUB & COMMUNITY

Aronimink Golf Club is located in Newtown Square, suburban community of almost 13,000 residents located 12 miles west of Philadelphia. The community offers the convenience of the big city's amenities while maintaining the main street ambiance of a small town community. The neighborhoods include quaint cottages as well as large

estates which foster a family friendly community. The township is the home of many small businesses as well as cutting edge international corporations. The township has shifted from primarily a suburban community of Philadelphia to an important employment center for high tech, healthcare, and financial businesses.

Aronimink has a rich history dating back to 1896. In 1926, Aronimink acquired 300 acres in Newtown Square and commissioned Donald Ross to lay out 18 holes there. The club moved into the current clubhouse on Memorial Day of 1928.

Aronimink's Donald Ross-designed course is consistently rated one of the finest and most challenging in the United States. Aronimink has hosted major professional and amateur championships, including the PGA in 1962, the U. S. Amateur in 1977, the U. S. Junior Amateur Championship in 1997, and the Senior PGA Championship in 2003. The Club hosted the AT&T National, a PGA TOUR event, in 2010 and 2011.

Aronimink will host the 2018 BMW Championship, the penultimate event in the PGA TOUR FedExCup Playoffs. It boasts a field of the TOUR's top 70 players.

Dining at Aronimink presents a wide range of food and beverage offerings, from modern American cuisine in The Mixed Grille to a more traditional, formal dining experience in The Lenape Room. The Pub is a warm, relaxed setting perfect for enjoying cocktails and casual fare with friends and guests. The Belmont provides the ideal location for family dining and private gatherings. From Memorial Day through Labor Day, the Casual Terrace and Golf Patio are popular outdoor options for Members. The Club also offers banquet service for large meetings and special events. The Aronimink Ballroom can accommodate over 250 guests.

The Club's Fitness center offers personal training with a range of programs. Other Member activities center on the Club's Racquets Programs, Swimming Pool, and Trap Shooting Program.

In 2005 Aronimink began an extensive renovation and upgrade of the clubhouse facilities. Among the project's 12 key components were construction of a new ballroom, a new women's locker room, and a multi-purpose Activity Center. The \$15M project was completed in October of 2006. In April 2012 the Club completed and moved equipment into their new, \$3.5M, state of the art, Greens and Grounds Maintenance Facility. May of 2014, the Club opened their Short Game area to the golfing Membership. Currently, the Club is involved in a \$3.5M Golf Course Master Plan Restoration Project scheduled for completion by the end of 2017.

Aronimink Golf Club is a Platinum Club of America and rated #10 in the Top 50 Golf Clubs in America. Aronimink is also a Platinum Club of the World, rated #42 of the Top 100 Platinum Clubs of the World.

ARONIMINK GOLF CLUB BY THE NUMBERS:

- 1,364 Members
- \$10.9M Gross volume
- \$3.38M F&B volume
- \$4.56M Gross payroll
- 220 Employees in-season; 110 off-season (approximately 75 FTEs)
- 14 Board Members

ARONIMINK GOLF CLUB WEB SITE: www.aronimink.org

GENERAL MANAGER/COO JOB DESCRIPTION

The General Manager/COO (GM/COO) has responsibility for all day-to-day operations of Aronimink Golf Club (AGC). S/he directs and administers all aspects of the operations to include amenities, staff, and all programs and activities to ensure outstanding service and Member and guest satisfaction.

BE A VISIONARY

- Must be a courageous thought partner for the Board, recognizing the importance of keeping AGC on the cutting edge of golf club excellence by having a keen understanding of current and future trends, demographics, legislative, economic, and social issues. S/he should be decisive and set aggressive goals and objectives to ensure the Club's current and future success.
- Furthers his/her own continued development as a club management professional by participation in appropriate seminars and conferences, thereby enhancing his/her value and quality of services to the Membership.

COMMUNICATION

- Believes in the power of proactive communication (i.e. orienting and culture setting) of Members, staff, and guests to ensure the core values of the Club are being recognized and achieved.
- Takes the lead and is the primary verbal and written communicator of important information to staff, and recognizes that the ability to convey information in an articulate, well-conceived and well-written manner is of utmost importance.
- Will be a primary *two way* conduit for information exchange, and must be consistent, positive, and able to *engage* in this process. S/he must be a true listener who places great importance on personal interactions with all constituencies of AGC.
- Experience in developing a communication platform using contemporary media (website, apps, social media, etc.) is desirable.
- Assumes responsibility, at the direction of the President and Board of Governors, for all club administration, community, and civic relations (except where restricted by policy with regard to community and civic relations).

FOOD AND BEVERAGE

- Provide Members and their guests with a consistently superior dining and social experience by establishing an exceptionally high degree of quality and professionalism.
- Oversees a top-flight food and beverage operation, with appealing menus, properly priced, and featuring exemplary service. This is as true for club functions, receptions, events, outings, as for a la carte dining.
- Develops and enhances consistent on boarding, training, innovative, and best practice programs for all food service personnel, working as necessary with the managers directly responsible for those operations; has a passion and aptitude for teaching and training.
- Clearly understands the financial metrics for successful attainment of goals and objectives in F&B operations, and consistently reviews these expectations with his or her direct reports to ensure understanding and 'buy-in' from those contributing to their attainment.
- Establish and manage the outreach and promotion of the use of banquet facilities and golf facilities for outings among Members, guests of Members, and sponsored non-Members in accordance with club policy.

FINANCIAL MANAGEMENT

- Must have sound financial management skills including the ability to oversee the preparation and management of annual operating and multi-year capital budgets supporting the strategic and tactical initiatives and expectations that s/he has established with the Board.
- Is ultimately responsible to ensure that appropriate safeguards and controls are in place for all AGC's primary assets (Membership, staff, amenities, etc.), whether it is for physical safety purposes or for the protection and long-term financial success of the Club.
- Provide ongoing fiscal management and budget analysis directly for House and in coordination with Golf, Racquets and Greens Departments.
- Oversee the implementation, analysis and communication of all expenditures in conjunction with all Department Heads and Committee Chairs in accordance with the approved Annual Operating and Capital Budgets.

- Establish and manage all club purchasing procedures, and implement buying procedures for all house and related functions.
- Install controls and cost-effective procedures related to employee payroll, purchases, inventories, and supplies.
- Responsible for the approval of contracts, all accounts payable, all labor cost payouts, and maintains them within the constraints of the budgets and through close coordination with the Board of Directors.
- Provides input to all department heads, professional staff, and key personnel, projecting and developing budgets, capital spending plans, fiscal controls, employee programs, and operational guidelines.
- Assure compliance with all safety standards and all local, state and federal regulation for such services.

STRATEGIC/CAPITAL PLANNING

- In partnership with the Board, the GM must lead the execution of the strategic plan for the current and future success of the Club.
- Must be able to identify issues, needs, goals, and objectives to help ensure the perpetuation and continued viability of the Club.
- Assist the Board of Governors and appropriate committees in the development of Annual and Long Range Business Plans.
- Provide coordination, assistance and finalization of clubhouse renovations with respect to scheduling, budgeting and detailed execution of approved plans.
- Develop, coordinate and implement security plans for the protection of all AGC grounds, facilities and physical assets including clubhouse, pool, tennis and golf facilities, greens facilities, all AGC equipment and the physical handling of cash and other monetary holdings.
- Establish and implement plans to assure that AGC will be provided with necessary and required utilities including water, electrical and other power, cable, light, heat, air conditioning for all club facilities and functions. Provide backup resource plans as appropriate.

MEMBER RELATIONS

- Ensure that Member satisfaction is always the first priority. Provide sincere and visibly engaged leadership and interaction with all facets of the Membership and their guests. Be a consistent and positive force behind the creation and continuous enhancement of all aspects of AGC. Must be visible and available to his/her Membership. Recognize that the *Member Experience* and meeting the expectations of AGC Members is of critical importance to his/her long term success.
- As the club's chief host, assures that Members are greeted by name whenever possible, and knows and directs the execution of as many of their personal preferences as possible.
- Develops ongoing dialogue and rapport with club Members through recognition, communication, and follow through.
- Assures the smooth, efficient daily operation of the club to provide the Members, their families, and guests with the environment for which the club is renowned.
- Coordinate a calendar of All Club Events to maximize Member enjoyment and avoid conflicting functions and schedules. Assure thorough and accurate communication of all Club Events to Membership in a coordinated fashion with all departments.
- Addresses and resolves all Member complaints and suggestions related to food and beverage, general service, employee attitude, maintenance, and cosmetic appearance of the facility.

BOARD OF GOVERNORS & COMMITTEE RELATIONS

- Implements provisions of the constitution, by-laws, policies, and operating procedures as established and directed by the Board of Governors. Suggests revisions where needed.
- Participant at Board and Club Committee meetings to set policies and strategies to achieve the Club's goals and objectives.

- Provide ongoing support and assistance, including the preparation of special reports for the Board of Governors as directed by the President. Provide information and recommendations to the President and Board regarding issues not addressed in currently approved plans and budgets.
- Cooperates with the Board and advises and furthers the goals of the club as specified in its organizational structure.

EMPLOYEE RELATIONS

- Further develop Human Resource Guidelines for all AGC employees in order to assure consistency across the Club's entire operations.
- Maintain an environment and overall atmosphere for management/staff that promotes and values appropriate and responsible contributions to the AGC's success. Ensure that all staff are focused on positive, supportive relationships amongst themselves and with the Membership.
- Ensure that appropriately skilled and competent departmental managers are in place for all key positions and that each of them does the same in their respective areas of responsibility.
- Set standards of performance for all departments, and hold them accountable for maintaining these standards within AGC, most especially in Member service areas, but also in all back of house and employee areas as well.
- Recognize and respect the team and their contributions, and needs to be a strong advocate for the tools and environment they have in order to provide positive, consistent Member experiences.
- Initiates employment programs and recruitment efforts that result in AGC being viewed as a premier place to work.
- Interview and appraise all applicants for key positions. Act as a resource to the club professionals in their hiring.
- Provides for the training and further development of all department heads and other personnel.

CANDIDATE QUALIFICATIONS

- A minimum of 5-7 years of progressive leadership/management experience having a consistently upward tracking leadership experience in a contemporary business model club or similar hospitality operation known for high service standards. *The club will consider both current GMs, as well as those "rising stars" with the necessary potential, but who are currently in exceptional club environments as an Assistant General Manager, Club Manager, or having similar responsibilities.*
- Strong general management skills with verifiable strengths in team development, financial performance, diverse recreational amenity management (golf, tennis, fitness, aquatics, family activities, etc.), quality food & beverage programming, exceptional Member/guest service programming, strategic planning, renovations and project management, and the ability to consistently define and achieve goals and objectives.
- Proven and verifiable leadership qualities with demonstrated ability to direct, coordinate, and control all facets of a busy, full service country club with 75 full time staff Members and a nearly \$11M operating budget.
- Strong prior experience in coordinating and overseeing major club improvement projects, especially as these relate to construction and renovation projects

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is preferred.
- Certified Club Manager (CCM) designation preferred.

SALARY & BENEFITS

Salary is commensurate with qualifications and experience. The compensation package will include salary, vacation, health and benefits package, relocation allowance, reimbursement of industry advancement training, and CMAA Annual Conference.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter (in that order) using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process.

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)

Note: Once you complete the application process 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 Nan Fisher: nan@kkandw.com

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