

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: BALTIMORE COUNTRY CLUB BALTIMORE, MD

THE GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) OPPORTUNITY AT BALTIMORE COUNTRY CLUB

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

Baltimore Country Club was founded on January 13, 1898 at its Roland Park location and is one of only twelve clubs nationwide to operate on two campuses. In 1926, the second location called Five Farms was opened with a masterpiece East Course, designed by A.W. Tillinghast. The club is listed by the USGA as one of the first 100 clubs established in the U.S. and is regularly listed in the top 50 in the nation and top 100 in the World. In 2013, *LINKS Magazine* named BCC as one of the “100 Most Prestigious Clubs in the World” and it continually honors that tradition.

In 1899, BCC had the privilege of hosting the 5th U.S. Open Championship at Roland Park and it is one of only two clubs in the world to have hosted a Men’s U.S. Open, a PGA Championship, a Men’s U.S. Amateur, a U.S. Walker Cup, a Women’s U.S. Open and a Champions Tour Major! Over the years, the Club has hosted several other championships including the 1965 Walker Cup, the 1988 U.S. Women’s Open and three Senior Players Championships from 2007 – 2009. This year BCC hosted the Big Ten Men’s Golf Championship and will host it again in 2018.

Baltimore Country Club, with its history of nearly 120 years, is a well-established Club with valued traditions. The Club’s traditions are an integral part of its history and culture, but the Club recognizes it must continue to remain relevant for its membership.

For additional information, please preview the **BALTIMORE COUNTRY CLUB WEB SITE:** www.BCC1898.com

ABOUT THE AREA

The members and staff of Baltimore Country Club will readily share with you their view of Maryland, Baltimore County and Baltimore City as being “a great state and family town!” A strong point of pride is the multi-generational nature of the members and staff, which is unique to just a few major cities in the U.S. With its strong mid-Atlantic location and easy access to D.C. and most of the major cities in the northeast as well as the eastern shore, the state and Baltimore have a great history and a thriving economy. The Club’s two campuses are in different municipalities, and very highly prized neighborhoods that continue to be sought after by younger families, which have contributed to the Club’s average age decreasing from 60 to 49 in the last 10 years.

Schools, cultural events and activities, and overall quality of life is such that many residents prefer to stay in the area, and many of the Club’s children have returned after college. The Baltimore County Chamber of Commerce states “Baltimore County is a great place to live, work and play!” To learn more about Maryland go to “Visit Maryland” at <http://www.visitmaryland.org/info/maryland-facts>.

BALTIMORE COUNTRY CLUB MISSION STATEMENT

“Baltimore Country Club is a private, family-oriented association of members committed to camaraderie, tradition and core values of dignity, courtesy, respect, and graciousness who enjoy social, golf and recreational activities provided at the highest level of service in exceptional facilities.”

And the Organizational Purpose of BCC is:

Provide exceptional services, staff, and facilities for our members

Achieve budgeted goals

Respect and dignity to all

BCC maintains magnificent clubhouse facilities on each of its campuses for its 3,200 plus members and its sports facilities include two 18-hole golf courses both located at the Five Farms campus. Also at the Five Farms campus are: 10 tennis courts, 3 swimming pools, 1 group exercise room, a fitness center, and a 45,000 sq.ft. clubhouse with multiple dining, living room and meeting spaces. The Roland Park location houses administrative offices in its 60,000 sq. ft. building as well as: 6 duckpin bowling alleys, 3 squash courts, 2 paddle tennis courts, and a fitness center, along with a beautiful ballroom and other intimate dining and meeting spaces. Both campuses offer a full range of food and beverage facilities with Roland Park typically hosting more 'functions' and ala carte in fall/winter months and Five Farms being busy during the 8 months of golf season.

The Club is in strong financial condition, serves an affluent, multi-generational membership in a gracious environment with a membership that appreciates the hugely family-oriented culture of the Club, and its professional staff. The Membership considers the Club an extension of their home where they can relax, enjoy the ambiance and amenities of the Club, and connect with their families and friends.

The long time, highly regarded GM/COO has accepted a new position at a prominent club in Florida after fourteen successful years in the role and will be leaving in mid-November. It is expected that the succeeding candidate will likely start shortly after the new year.

BALTIMORE COUNTRY CLUB BY THE NUMBERS

- At present, there are approximately 3,200 members in all categories
- \$45,000 Initiation fee for CLASS A membership
- \$4,500 Annual dues for CLASS A member category
- Approximately \$21M Gross revenues from all sources
- \$8.5M Dues volume
- Nearly \$6.0M F&B volume
- 375 Employees (FTE) in-season; 160 (FTE) off-season
- The Club plays approximately 35,000 rounds of golf annually on its 36 holes
- Average age of members is 49

GENERAL MANAGER POSITION OVERVIEW

As Chief Operating Officer of the Club, the General Manager is responsible for the proper management of all aspects of the Club's activities and relationships and supervises, coordinates, and administers the policies of the Club as defined by the Board of Governors. Additionally, he/she is also responsible for promotion of the Club and the culture of hospitality, friendliness and good will among all members and guests. Being a true "thought partner" with the Board and Committees is critical, as is the desire to be a strong "visionary" to help define and guide discussions and support toward programs, amenities, and other strategies that will allow BCC continued excellence in all it does and provides for its members and staff.

Over the years, the Club has developed an especially strong team of both Executive and support staff, with many of the senior team serving in their roles for 10+ years. The overall philosophy and staff culture is "ONE CLUB-ONE MEMBERSHIP-ONE STAFF-TWO CLUBHOUSES," with strong and consistent processes to support and further this approach and style. Consequently, the Board, Committees and membership in general appreciate and expect a very engaged, approachable, sincere, respectful, and responsible leader who has exceptional "executive presence" and is fully committed to the Club and community.

Working closely with volunteer leaders on the Board and Committees, who have consistently supported a strong GM Model organizational structure, the General Manager is a catalyst to focus on protecting the unique “culture” of the Club that upholds strong friendship and the camaraderie of its members. Additionally, clear direction and attention must be given to membership maintenance and growth and providing clearly defined goals and objectives to the Team, mentoring and supporting them, but also holding them accountable to the agreed upon objectives.

Leading one of *THE* top clubs in the country, the General Manager of Baltimore Country Club is expected to be an executive capable of effectively dealing with a wide variety of constituencies---from members to volunteer leaders to local authorities to the over 350 staff members who comprise the team at BCC.

EMPHASIZED KEY CHARACTERISTICS

A key requirement is to be able to work proactively with the Board and Club Committees, as appropriate, help them to keep focused on key goals and objectives that benefit the long-term well-being of BCC.

Outstanding communication skills are necessary for this role and to be successful at BCC. 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. Being strategic in focus and able to gain support and execute approved plans and directions, sometimes imploring the Board to make actionable decisions, albeit with a strong and natural ability to analyze and communicate the reasons behind recommendations.
- Possessing connections to help attract nationally and internationally recognized tournaments to BCC
- Being naturally outgoing, conversant, respectful, and diplomatic, but able to diplomatically say “no” when appropriate.
- Recognizing the need for the continuation of an “employer of choice” approach to attracting, retaining, and developing staff at every level within the greater BCC 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.
- Recognizing and valuing the Club’s traditions and having the ability to implement change while maintaining the Club’s most valued traditions and culture.

INITIAL PRIORITIES OF THE GENERAL MANAGER

- Learn the culture of BCC by listening (a lot), being approachable, meeting with the Board, Committees, Executive staff, members, and associates as often as possible.
- Focus on the overall strategic plan of BCC, continuing to consider the overall “vision” of the Club, the demographics of membership and, working with the Board and Committees, work to update the plan, and communicate efforts and recommendations to the membership.
- Review food and beverage operations, the balance of activities between campuses, and staff recruitment, training, and retention programs in this area and, if necessary, implement improvements to continue to move toward consistent excellence in this area.
- Immerse into the budget, the Club’s financial history and gaining full appreciation of how BCC has functioned, evolved over the years, and administers to its defined needs and goals.

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 375 staff members seasonally.
- Verifiable strength in strategic planning and working closely with boards, committees, local municipalities, and other key contributors to developing, executing, and updating strategies to success and relevancy.
- Keen understanding of quality in all aspects of the club (membership and related activities) and club operations (F & B, athletics, programming, etc.), 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 & Beverage operations, including revenue growth, training, innovation and creativity, and strong service culture development.
- Technologically proficient and recognizing best practices use of technology to improve 'high touch' service delivery to members, as well as to more effectively manage and lead operations.
- A verifiable 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 with exceptional "executive presence," 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.
- Good leadership and public relations capabilities with a proven history of bringing diverse groups to common goals through effective communications in an open and friendly style.
- Strong personal qualities of worth, confidence, integrity, credibility, energy, commitment, and humor.

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. If outside of the traditional CMAA background, having verifiable professional development that clearly provides confidence in one's ability to lead one of the top clubs in the country.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience and befitting a club of the stature and significance of Baltimore 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 October 10th. Interviews are expected to take place in mid-November.

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 the BCC 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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