

## Candidate Profile

General Manager  
Meadowbrook Country Club  
Northville, Michigan  
[www.meadowbrookcountryclub.com](http://www.meadowbrookcountryclub.com)



### Organization

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Founded in 1916, Meadowbrook Country Club ranks among southeast Michigan's finest, full service, family oriented private clubs. The club's mission is to welcome families into an engaging private club community, providing exceptional service, superior facilities, and premier golf, built upon over 100 years of camaraderie and tradition. Meadowbrook's vision is to be the premier golf and social club where family and friends choose to play, relax and connect.

Meadowbrook is in a very attractive area of northwest suburban Detroit and currently has 650 members in all categories. The membership enjoys a championship 18-hole golf course that hosted the 1955 PGA Championship originally designed by Willie Park Jr. and extensively renovated in 2016. Other amenities include four tennis courts, three swimming pools, and an expansive clubhouse with indoor and outdoor dining. Recent successfully completed capital projects include the golf course, a new halfway house, a beautiful renovation to the north end of the clubhouse, a new roof, and a complete kitchen renovation in 2017.

Meadowbrook Country Club:

- Annual Revenue \$8.3M
- Food & Beverage revenue: \$2.6M, 70% a la carte, 30% banquet/events.
- Number of staff: 150-170 in peak season.

### Position Overview

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The General Manager/Chief Operating Officer (COO) will report to the club's President and the Board of Directors and will be responsible for the organization's day-to-day operations, long range growth and stability of the organization. The incumbent will direct and oversee day-to-day operations of the club, monitoring the quality of its staff, services and amenities to ensure member satisfaction. The incumbent fulfills the role of the Chief Operating Officer, exercising all duties customarily associated with such a position, including implementing sound fiscal policy, disciplined budgeting, effective staff management and solid operating practices. He/she is expected to provide meaningful input and perspective to the Board and its committees regarding key issues, the competitive environment, club industry trends and evolving organizational needs, all to ensure the Club's long-term stability and growth.

The GM/COO will have unwavering adherence to the very highest standards of ethics, businesslike practices, a family-friendly culture, and the pursuit of service excellence.

Specifically, the General Manager/COO will:

- Possess the ability to inspire others to perform to the full scope of their positions—setting clear goals and expectations, coaching to provide exceptional member-service with enthusiasm, with an eye toward continuous improvement.
- Create and maintain a desirable work environment in which management and staff are well-qualified, trained and motivated to provide the highest quality service. An environment where positive behaviors are reinforced and rewarded.
- Ensure the F&B department is well-equipped to deliver high-quality food/beverage offerings—priced appropriately to meet annual budgets, assuring that service standards are at the highest level through training, coaching and continuous feedback—all with the goal of providing members and their guests a first-class country club dining experience.
- Oversee the activities, goals and long-term objectives of the Golf Course Superintendent to ensure the course is maintained to the best possible standards, with capital resources appropriately designated to provide for long-term sustainability, playability and maintenance of the course.
- Manage the Golf Professional to direct his staff to provide a top-notch country club experience for members—a well-managed, financially sound and appropriately stocked Pro Shop, a courteous and efficient cart/starter staff, and a member-friendly and competent teaching staff.
- Enhance the club’s internal and external communications being responsive to current members and effectively engaging prospective members.
- Set and manage a balanced Operating Budget for approval to the Board prior to the beginning of the fiscal year. Continuously monitor and scrutinize the use of operating funds, the pricing of amenities and the pace of rising costs, holding departmental heads accountable for the income and costs relative to their departmental goals and objective.
- Set and manage a Capital Budget that appropriately prepares the club for needed replacements, renovations and repairs, ensuring the Club’s assets, facilities and equipment are always maintained in prime condition.
- Be technologically proficient, helping the club to further advance its communications with and continuous feedback from members.

## Responsibilities

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### Member Responsiveness

- Be a confident, diplomatic spokesperson for the club, fostering a climate of hospitality for all members and guests. Be visible, approachable and available to both members and staff, engaged in all aspects of the Club.
- Ensure relevant communication methodologies are being implemented for members and staff with a goal of enhancing operational efficiency, security and member service.
- Interact with members daily, actively soliciting member input on the club’s facilities and services to promote the club. Visibility and accessibility to members are paramount. Respond to member complaints in a timely fashion and report significant issues to the President.
- Be knowledgeable of methods of gaining member feedback (survey, comment card) techniques to focus the club on continuous improvement of services.

## Financial Management and Controls

- Develop the club's annual operating and capital budgets, in coordination with the Finance Chair, the Controller and all Department Heads.
- Operate the club within the boundaries of approved budgets.
- Monitor the monthly financial performance of each department to ensure controls are in place, variances are accurately explained, and emerging cost, margin, usage and participation trends identified. Hold department heads accountable for meeting their annual budgets. Provide Board monthly updates on financial performance and trends.
- Establish and monitor club compliance with all purchasing policies and procedures.

## Staff Administration

- Emphasize a "member first" culture that encourages member patronage and maximizes the use of the club's facilities.
- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, and the membership.
- Be a team-builder, develop professional staff and create a succession action plan for critical roles. Mentor, train and develop key staff to perform at the highest level possible.
- Ensure strategic goals and operating objectives—developed in conjunction with the Board—are defined, communicated, and understood by staff and implementation is evaluated on a continuous basis.
- Set standards for recruitment, hiring, training, supervision and the timely evaluation of the entire club staff, with the active input and administration of direct reports.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.

## Operations

- Staff and maintain appropriate systems to facilitate the day-to-day administration of the organization as an efficiently operating "high-end" club.
- Ensure the club operates in accordance with applicable local, state and federal laws.

## Strategic Planning and Marketing

- Monitor developing industry trends and incorporate best practices into operations.
- Create and recommend new programs, initiatives, and marketing/sales programs to generate new memberships and retain existing members.
- Develop and administer an evolving business marketing plan in conjunction with the Membership Committee.

## Requirements

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The General Manager and Chief Operating Officer will be the consummate professional, well-versed in all facets of club administration. He or she will have a proven background as a leader and demonstrated accomplishments in effectively managing club operations.

- A minimum of seven years as a General Manager, Assistant General Manager in a comparable club is preferred. Candidates will have a working knowledge of all facets of private club operations with strong emphasis on:

- Staff leadership, development, and team building
  - Financial management
  - Food and beverage management
  - Golf course and golf course services management
  - Vision and strategic planning
  - Member service, retention, and growth
  - Brand marketing, membership sales
- The ability to attract, build, train, mentor and lead a talented and cohesive staff to effectively manage a diverse staff of accomplished and dedicated professionals. Food and beverage training and service skills are critical with the ability to realize tangible results.
  - A Hospitality or Business Management or related degree preferred.
  - The CCM designation preferred.
  - Experience at a member-owned club preferred.
  - Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing.

### Competitive Compensation and Benefits

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- A base salary and performance bonus potential
- Professional dues and education expenses with the emphasis on continuing education
- 401k and Long-Term Disability
- Standard club executive benefits to include health, dental, vision, and life insurance
- Relocation assistance.

Professionals who meet or exceed the established criteria are encouraged to contact: GSI Executive Search, Inc.

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