



## Candidate Profile

### General Manager/COO

Irondequoit Country Club  
Pittsford, NY (Greater Rochester)  
<http://www.irondequoitcc.org>

#### Organization

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##### The Club

Founded in 1916 in the heart of suburban Pittsford, NY, Irondequoit Country Club (ICC) is one of the premier golf clubs in the Rochester, NY area, just minutes away from downtown Rochester. The Club is steeped in rich history and tradition with updated amenities including more than \$7M in capital improvements over the last eight years.

From the renowned and challenging golf course designed by the distinguished Scottish golf course architect, Donald Ross, to the extensively remodeled clubhouse and surrounding patio and pool entrance. Irondequoit provides a place for our members to relax and enjoy a full range of sporting and social activities in an atmosphere of understated elegance. The Club is committed to providing a relaxed and personalized program of activities and events proudly catering to a diverse membership including long-standing founding members, individuals, couples as well as families with children young and old.

Today, in addition to the acclaimed golf course, Irondequoit Country Club has four tennis courts, a swimming pool, fitness center, newly installed stone fire pit and maintenance facilities as well as two platform tennis courts with a renovated warming hut. The Club is ever evolving from its early roots providing its members premier dining options in a family-friendly atmosphere. The Club is also well known as an unparalleled banquet/event venue centrally located in the historic East Avenue corridor.

Irondequoit Country Club is distinctively known for the care with which it treats its management and staff. The Club strives to identify, hire, and develop the best leaders in the industry in every area of club operations who are committed to providing professional and memorable service to our members. The club has many long-tenured staff who are dedicated and professional. The Golf Course Superintendent and many others have been employed for over 25 years. The Golf Professional is nationally recognized for golf instruction and the club has seen a revival in golf instructional programs for all skills and ages of players.

Irondequoit has an operating budget of \$4.3M with annual dues of \$1.6M. Food and Beverage sales are approximately \$2M, with a robust catering department. The club enjoys a member roster of nearly 300 members with the average age of 58. There are approximately 49 full-time equivalent employees with a seasonal summer staff of 120.

The club is membership owned and governed by a Board which consists of 12 members. The club fully endorses CMAA's GM/COO concept.

## Position Description

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The General Manager will demonstrate the executive skills and leadership strength to identify and execute club industry best practices while leading and uniting a respected and tenured senior management team. He or she must be a polished, visible and accessible leader to both the membership and staff while guiding all club operations and providing strong leadership. The General Manager will have the capacity to supervise all club operations while pro-actively keeping in mind the vision of the Board of Directors and expectations of the membership. The ideal candidate will understand the importance to act as the leader, mentor, and liaison between the senior management team and committees.

Serving as the primary representative of ICC to the membership, staff and the community, the GM/COO must have a natural, warm, engaging approach with current members while having the ability to act like a consummate sales professional in the introduction to and recruitment of prospective members. Gaining the confidence of the membership and staff through thoughtful, candid and considerate interaction is of primary importance, as well as ensuring that an appropriate talent acquisition, retention, orientation, training and evaluation program is in place.

The General Manager will have the necessary management skill to quickly evaluate, develop and execute planned adjustments to current club operations. This assessment includes a review of all operating practices with the focus on providing relevant programming to engage the membership with the overriding goal of improvement of the member experience. The GM/COO will be responsible and accountable to develop, monitor and manage the Annual operating plan and budget. Of primary importance will be ensuring sound financial management of the Club as well as high levels of membership and associate satisfaction ensuring that member communication and services are continually evaluated and enhanced. As previously mentioned a long-tenured, loyal and devoted staff is the foundation of the ICC service culture.

At ICC, the General Manager/COO will have full operational responsibility for the Club reporting to the Club President and the Board of Directors. The General Manager will become a partner with the Board/Committee Chairs and will be expected to provide leadership when developing new policies or programs. The General Manager will lead, direct and hold accountable all department managers to mutually agreed goals consistent with the club's operating plan and vision. The General Manager will have proficiency in reviewing and interpreting financial results and will have proven competency in club business administrative functions.

Irondequoit Club is seeking a proven leader whose executive presence will guide the club with an immediate focus on operations resulting in the continuation of ongoing improvement in member services. The critical role of the General Manager/COO is to provide cohesive and collaborative leadership to the tenured staff allowing the Board to avoid the short-term focus of the day to day operations which is defined as the staff's responsibility.

## Position Responsibilities

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The General Manager/COO will have unwavering adherence to the very highest standards of ethics, best club business practices, and the pursuit of Platinum level service excellence.

Some Key points ...The General Manager/COO will

- Have the ability to inspire the senior management team to perform to the full scope of their professional positions—setting clear goals and expectations, coaching to provide exceptional member-service with enthusiasm and an eye toward continuous improvement.

- Emphasize a “Member First” culture that encourages member engagement and maximizes the use of the club’s facilities for all demographics.
- 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.
- Assure that clubwide service standards are at the highest level through training, coaching and continuous feedback—all with the goal of providing members and their guests with a Platinum Level or an Emerald Club experience.
- Lead ICC’s membership recruitment and retention efforts. It is critical the GM/COO understand the local market and economy.
- Ensure the F&B management team is well-equipped to deliver high-quality food and beverage offerings—priced appropriately to meet budgets.
- 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.
- Oversee the Head Golf Professional ensuring his staff provides a world-class golf experience for members—a well-managed, financially sound and appropriately stocked Golf Shop, a courteous and efficient cart/starter staff, and a member-friendly and competent teaching staff.
- Oversee the tennis, fitness and swimming programs that will attract and engage all club demographics while maintaining safety.
- Prepare, execute, and manage the capital and operational budget with transparency while working with the established goals set by the Treasurer and approved by the Board. Continuously monitor and scrutinize with the collaboration of the Controller the use of operating funds, the pricing of amenities, and the pace of rising costs, holding departmental heads accountable for the income and expenses relative to their departmental goals and objective.
- Be technologically proficient, helping ICC to advance its member communication program and ensuring club messaging is appropriately distributed. To employ the newest technology and data development in club operations that will enhance the member experience.
- Act as a strategic and visionary partner to the Board, recognizing the importance of keeping ICC in the forefront of club excellence with a keen understanding of current and future trends, demographics and the ability to set goals and objectives that will ensure the Club’s current and future success.

## Requirements

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The General Manager/COO 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 leading club operations.

- A minimum of five years as a General Manager or seven years of career progression as an Assistant General Manager in a comparable Platinum level club. Candidates will have proven expertise and knowledge of all facets of private club operations with strong emphasis on:
  - Staff leadership, development, communication, team building and HR administration
  - Financial management and analytical acumen
  - Food and beverage management, wine programs and current culinary trends
  - Turf Management
  - An understanding of the tradition and culture of Championship level golf
  - Golf/Tennis/Paddle Tennis/Pool Operations
  - Family-focused activities, traditional and non-traditional club events
  - Vision and strategic planning, proven partnership with the Board
  - Development of a strong Member Service Culture that is executable by all employees
  - Effective Membership retention and proven new member growth programs.

- The GM/COO will make purchases and project decisions that are in keeping with the traditions and aesthetics of Irondequoit Country Club and its brand
- The ability to attract, build, train, mentor and lead a talented and cohesive group of accomplished and dedicated professionals.
- Food and beverage training and service skills are critical to the ability to realize tangible results.
- A Hospitality or Business Management or related degree preferred.
- The CCM designation preferred.
- Impeccable and verifiable references are a must. All final candidates will be subject to a formal background check that include DMV, Civil/State/Federal jurisdictions, Education verification, Social Security trace, Sex Offender listing and Credit Check.

### 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
- Standard club executive benefits to include health, dental, vision, and life insurance per club policy
- Relocation assistance

Professionals who meet or exceed the established criteria are encouraged to send a club specific cover letter and resume both in WORD format. Please save your resume by last name, first name.

GSI Executive Search, Inc. [www.gsiexecutivesearch.com](http://www.gsiexecutivesearch.com)

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