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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: THE COUNTRY CLUB OF ROCHESTER ROCHESTER, NY**

### **THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT THE COUNTRY CLUB OF ROCHESTER**

The GM/COO opportunity at the Country Club of Rochester is one that allows a modern, innovative and front facing, naturally interactive manager to lead a club that has done a great job of navigating to a modern era, family-centric club that enjoys a full array of amenities to complement its highly regarded Donald Ross designed golf course.

The new GM/COO will come into a club with strong member support, active programs and activities, and a full membership. Engaging with members and staff, getting to learn the operation and environment, continuing the evolving process to excellence in all that is provided and working with the Board on the strategic vision for the future, are key objectives for the new leader.

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

### **AN OVERVIEW THE COUNTRY CLUB OF ROCHESTER AND GREATER ROCHESTER AREA**

Founded in 1895, The Country Club of Rochester (CCR) is one of the oldest golf clubs in America. Its award-winning golf course was designed by Donald Ross, the pre-eminent golf course architect of his time, and a Master Plan restoration was completed in 2004 by Golf Course Architect, Gil Hanse. The Club hosted the first USGA US Women's Open Championship in 1953, the US Women's Amateur Championship in 1962 and the US Women's Open Championship again in 1973. The Club also hosted the American Junior Golf Association Rolex Girls Junior Championship in 2014 and 2016.

Today, CCR remains a vibrant part of over 570 member families in the Rochester area and enjoys recognition as a top 75 Platinum Clubs of America® by Club Leaders Forum and a Distinguished Club by *BoardRoom Magazine*. Widely considered "the finest country club experience for families in the Rochester, NY area," members are extremely proud of the Club, its tradition and history, which includes an extremely well-conditioned course, no tee times, and an outstanding junior golf program. The Club has expanded its racquets facilities to feature four hard tennis courts, three brand-new Har-Tru clay tennis courts, two pickleball courts, three paddle courts, a warming hut and a newly renovated racquets building. The Club is well known for its annual Fireworks Celebration, Pig Roast, Invitation Golf Tournament, and overall fine dining experience. Friday night happy hours are a wonderful gathering time for members and friends. Service traditions at CCR include a tremendous focus on a staff that "greet you by name" each time you walk through the doors.

In May 2016, CCR opened Thistle Hall and Thistle Grill, which includes a seven days per week casual dining operation, a state-of-the-art fitness center, golf simulator, active youth room and reimagined pool complex. The addition of this amenity took an already family-centric club and propelled it into the center of many members lives. Other sports activities at CCR feature tennis, ice skating, platform tennis, and cross-country skiing, making it a vibrant year-round operation for members and their families.

Rochester is in Western New York, on the southern shore of Great Lake Ontario and just northwest of the world-renowned Finger Lakes wine region. Rochester is at the center of a larger metropolitan area of more than one million residents, which encompasses and extends beyond Monroe County and includes Genesee County, Livingston County, Ontario County, Orleans County and Wayne County. Visitors comment that Rochester has the architecture, diversity, education, arts and culture, nightlife, restaurants, recreation, and sports of a much larger city, but the easiness, affordability, accessibility, community, and hospitality of a small town.

Recently, Rochester was named one of the country's most philanthropic cities. Recognized as America's first "Boom Town," Rochester rose to prominence as the site of many flour mills located on the Genesee River, then as a major manufacturing hub. Headquarters to nationally renowned companies such as Paychex and Wegmans Food Markets, Rochester is also an international center of higher education medical and technological development. The region is known for many acclaimed universities, and several of them (notably the University of Rochester and the Rochester Institute of Technology) are nationally renowned for their research programs. *US News and World Report* recently ranked Rochester as one of New York's best places to live in 2021-2022. Rochester, New York features a unique blend of history and innovation. Many of the homes and commercial buildings in downtown Rochester are original, dating back a century or more, while others are undergoing renovations to become modern lofts and workspaces. Former home to pioneers and independent thinkers like Susan B. Anthony, Frederick Douglass and George Eastman, Rochester has worked hard to preserve and honor its landmarks.

#### **THE COUNTRY CLUB OF ROCHESTER BY THE NUMBER AND CLUB FACTS**

- Approximately 395 Golf Members, 100 House Members and 75 in all other categories
- The Golf Member initiation fee is currently \$55,000, and dues for a Golf Member are currently \$8,911 annually.
- The Club's operating budget is approximately \$8.0M, with approximately \$2.0M in Food and Beverage Sales.
- Annual Dues revenues total slightly more than \$3.9M.
- CCR is formed as a 501(C) 7 'not for profit' corporation.
- Approximately 17,000 rounds of golf are played annually and there are no tee times.
- There are approximately 140 full-time and part-time employees.
- There are 12 members on the Board of Stewards, each serving a 3-year term, with officers each serving two years.
- Standing Committees include Audit, Executive, Communications, Finance, Golf, Governance, Green, House, Long-Range Planning, Membership, Memorial Fund, Performance & Compensation, Standards of Service and Sports. The GM/COO is an ex-officio member of each standing committee.
- The Club does not have a minimum food spending charge but does have a \$50 per month Capital Reserve Fund charge.
- The Club uses ClubEssential for POS and ClubEssentials Office for its accounting system.
- Earlier this year, the Club overwhelmingly approved a \$3M capital improvement project, that includes replacing the Grounds Maintenance Building; Golf Course enhancements; expanding our racquets complex; and new Indoor/Outdoor Furniture, Awning and a Firepit. Members have been assessed \$5,000 (Golf Members) for this project, which is expected to be completed in spring of 2022.
- The Club strongly believes in and supports the GM/COO model of management. Direct reports to the GM/COO include Assistant General Manager, Head Golf Professional, Executive Chef, Director of Grounds, Director of Finance, Human Resources, Communications, Membership, Food & Beverage Director and Athletic Director.
- The Club has an extensive national and international reciprocal program that the membership enjoys.
- The Club has four overnight rooms in the Clubhouse for visiting guests.
- Over the past few years, the club has enjoyed an influx of young, active member families.

**THE COUNTRY CLUB OF ROCHESTER WEB SITE:** [www.ccrochester.org](http://www.ccrochester.org)

#### **GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION DESCRIPTION**

The Country Club of Rochester (CCR) operates under a true General Manager/Chief Operating Officer (GM/COO) organizational structure, with the GM/COO responsible for the daily operation of the Club. The GM/COO reports to the Club President and is ultimately responsible to the Board of Directors and is clearly expected to lead and manage each operating department and their associated functions. In addition, the GM/COO will provide passionate, innovative, and relevant leadership for key programs and events at the Club, balancing the changing and younger trending demographics of CCR with its longer tenured members and the Club's history and traditions. As a principal objective, the GM/COO, in concert with the Board of Stewards and assigned committees, will balance member interests and industry trends with business objectives for the Club, recognizing the prevailing goal of delivering extraordinary member experiences.

The Club expects the GM/COO to provide *'thought partnership'* with the Board regarding competitive trends and likely impacts to CCR, along with "root cause analysis" measured recommendations to further the Club's role and relevance in members' lives. This individual will represent CCR in several internal and external constituencies (members, staff, guests, vendors, community, etc.) and it is imperative that s/he is focused on maintaining the necessary and appropriate professional "face" and infrastructure, standard operating procedures, and leadership within the organization to meet the challenges of maintaining the Club's preeminent position in the club industry and local Rochester community.

In addition to coordinating all the management functions of the entire team of department heads and associates, the GM/COO will lead in the preparation of the annual operating and capital budgets, for which s/he will ultimately be accountable and responsible to execute. The GM/COO will present plans and recommendations to the Board for approval and will ultimately "own" the strategic and tactical aspects of implementing key strategic and long-range capital enhancement and design initiatives.

Respect for the heritage and traditions of CCR are most important. The Club has a significant culture that values its members and staff and is focused on a top executive with the commitment to excellence and creating exceptional experiences for members of CCR. Having a strong sense of golf history and tradition is important, as is a natural desire to "continue to raise the bar," "be on a continual learning curve" and be "focused on a constant evolution to excellence" in all service areas. Having a naturally proactive hospitality style is important.

The ideal and outstanding candidate for this opportunity:

- Provides quality leadership and a positive upbeat image for CCR and its amenities. Leads with the ultimate goal of providing members and guests with premier service in dining, championship golf conditions and playing experiences, outstanding fitness, tennis, aquatics and other recreational amenities and an exciting, innovative, and creative calendar of club events.
- Assures the smooth, efficient daily operation of the Club to provide the members and guests with the environment for which the Club is renowned. He/She does so in a highly respectful, engaging, non-pretentious and involved manner, recognizing his/her positive impact on the senior staff and associates by doing so.
- Oversees a top-flight food and beverage operation, with appealing menus, properly priced, and featuring exemplary service. Outstanding food and beverage operations are critically important to support the cornerstone of CCR's great heritage and reputation in golf, recreational and social activities.
- Ensures a top-flight group of senior staff is in place to lead their respective departments under a clearly defined set of goals and objectives, each of whom and are held accountable to achieve these agreed-upon targets.
- Coordinates with the Board (as appropriate) department head compensation, benefits, performance appraisal, disciplinary and other significant personnel actions, ensuring that CCR is competitive to its key comparable club set.
- Ensures that appropriate and necessary commitment is in place for the training and further development of all department heads and other personnel, recognizing that top tier delivery and consistency of the member experience at CCR is paramount to meetings its ultimate mission.
- Recognizes that s/he is the epitome of "walking the talk," and acts in all capacities as a true leader and "example" in member, staff, and interpersonal dealings.
- Develops and maintains an ongoing dialogue and rapport with CCR members through individual recognition, communication, the Thistle newsletter and follow through. Is personally involved and sincerely 'engaged' in front of house matters in all areas of CCR operations, recognizing the need to be an active and positive 'face' and ambassador of the Club.
- Assumes primary responsibility for all Club administration, community relations and national club community ambassadorship, representing CCR to key golf and other industry related groups.
- Is ultimately responsible for the general care, maintenance and upkeep of the physical plant and facilities, to ensure that appropriate funds are available for said upkeep. Recognizes that CCR's standards of care for its assets should be at the highest levels possible and should always represent the Club and its 'brand' image.
- Provides day-to-day supervision of capital projects that are approved and ultimately underway.
- Attends and actively 'partners' in all meetings of the Board of Stewards and those committees to which he/she is designated an ex-officio member or is desired as a participant.

## CANDIDATE QUALIFICATIONS

- A minimum of 2 - 5 years of experience as General Manager or Assistant General Manager in a quality private country club, ideally with a leadership role across diverse array of amenities (e.g., golf, tennis, aquatics, fitness, etc.), as well as food & beverage and significant family programming. Candidates from quality environs of hospitality outside of the club industry will be considered, but only with demonstrated understanding and experience in building successful relationships vs. managing transactions.
- An especially strong set of professional credentials in all significant operational and strategic/short- and long-term planning competencies, as well as a keen understanding of club KPIs of importance.
- Sound overall financial management and administrative skills with particular strengths in the internal controls, financial controls, general accounting, budgeting, management information and critical success path planning areas.
- Personal interest in golf, and a deep understanding of golf and its history and traditions is of particular interest at CCR.
- Experience relative to fitness offerings, programming and activities.
- Exceptionally strong communication skills, both in writing and speaking, with the distinct ability to function effectively before a wide variety of groups and forums. Communication with members and personal visibility are highly important parts of the GM/COO's responsibilities.
- Prior experience in coordinating and overseeing major club improvement projects, especially as these relate to construction and renovation.
- A network of people for contact within the golf and hospitality industry for networking in a wide range of data collection and various other disciplines.
- A take-charge person with exceptional passion for CCR. Highly visible to the membership and staff alike, approachable, mature, and well-rounded as a manager and leader. A problem solver, who can effectively administer the affairs of CCR and represent it to its various constituencies.
- Able to effectively use the Board of Stewards as a sounding body and raise issues with the Board of a policy nature, presenting alternatives as well as advantages and disadvantages.
- Able to perpetuate a cohesive, successful management team, which functions well on behalf of the membership as well as with mutual respect for each other.
- Decisive, a good delegator, but one who also follows up as necessary on what is delegated.

#### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- Preferably, a college graduate with a bachelor's degree in Hospitality Management and appropriate industry credentials of achievement and/or on-going professional development.

#### **CLUB COVID REQUIREMENTS**

This club does not require staff to be fully vaccinated as a provision of employment and does follow all federal and state mandates.

#### **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The club, along with the typical CMAA benefits, offers an excellent bonus and benefit package.

#### **INSTRUCTIONS ON HOW TO APPLY**

You must apply for this role as soon as possible but no later than December 10, 2021, preferably sooner. Candidate selections will occur in late December with first Interviews expected in early January 2022 and second interviews a short time later. The new candidate should assume the role in Winter/early Spring 2022.

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. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

**Prepare a thoughtful cover letter addressed to Mr. John Bartolotta, President and The Country Club of Rochester Search Committee** and clearly articulate why you want to be considered for this position at this stage of your career and why Country Club of Rochester and the Rochester, NY area will be beneficial to you, your family, your career, and the Club if selected.

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

“Last Name, First Name - Resume”

“Last Name, First Name - Cover Letter – CCR”

(These documents MUST 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.

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

If you have any questions, please email Patty Sprankle: [patty@kkandw.com](mailto:patty@kkandw.com)

**Lead Search Executive:**

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