

# Candidate Profile

## General Manager

Baton Rouge Country Club  
Baton Rouge, LA  
[www.batonrougecc.org](http://www.batonrougecc.org)



## Organization

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The Baton Rouge Country Club is a unique, truly private social institution, designed to provide its members, their families and guests a personal, unparalleled country club experience. The club provides the highest quality of service and the finest experience in golf, tennis, fitness, aquatics, dining, and social interaction. The goal is to improve the experience each time a member comes to the club by fulfilling individual desires and exceeding expectations.

Baton Rouge Country Club is a family club whose members, families and guests enjoy the finest of amenities, beautifully maintained and appointed facilities, and attentive personal service from all team members of the club.

The beloved golf course began in 1916 as a nine-hole layout designed by Bernard "Scotty" Robson and was expanded to 18 holes in 1928 by famed Scottish architect Thomas Bendalow. The course was renovated to modern standards in 2007 under renowned architect Rees Jones and PGA professional and club member, David Toms. More recently, drainage on the course was improved and cart paths were replaced. From the "tips", the course plays just over 7000 yards.

The historic clubhouse has been expanded and improved over the decades and features three primary member dining rooms, and outdoor patio for family and adult dining. The Oak Terrace room and its circular bar are the center of social activities for a very active and supportive membership.

The club features 7 Hydrogrid tennis courts and two Pickleball courts. These amenities are adjacent to the new, state of the art 22,000 square foot Fitness Center, complete with locker rooms, massage therapy, concierge service, café, pilates and multiple workout rooms.

Members and guests enjoy a 25 meter competition pool with two one meter diving boards, aqua slide, splash pad, and a large, active swim team.

Baton Rouge Country Club by the numbers:

- 1067 total members, with a waiting list. 625 of the members are stockholders.
- Gross annual revenue of 16.2 million, with \$887k being initiation fees
- Annual Food & Beverage sales of \$4.5 million, the majority being member dining
- Annual golf rounds of 22,000.
- \$17 million in capital projects have just been concluded in the last 40 months from the club's capital master plan. A strategic plan for future projects is in place and it is a living document

## Position Overview

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The General Manager will report to the club's President and the 13-member Board of Governors. The General Manager is also directly involved with the Executive Committee and will be responsible for the organization's day-to-day operations and long-range growth and stability, including monitoring the quality of its staff, services, and amenities to ensure member satisfaction. The General Manager exercises 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 will have unwavering adherence to the very highest standards of ethics, businesslike practices, and the pursuit of service excellence. He/she will always inspire and maintain a culture of professional respect for club members and guests, club employees, and club vendors.

Direct reports include Comptroller & Membership Director, Head Golf Professional, Director of Agronomy, Executive Chef, Food & Beverage Director, Pool Manager, Fitness Center Director, Head Tennis Professional, Assistant General Manager, and Executive Assistant/Marketing Manager. This role requires an instinctive, sincerely engaged and highly visible, hands-on leader.

Specifically, the General Manager 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.
- Direct the Golf Pro to lead 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/staff, and a member-friendly and competent teaching staff.
- With the Head Tennis Professional oversee a racquets program to provide a private country club experience for members - a courteous and efficient staff, immaculately well-maintained Pickleball & tennis courts, and facilities.
- Oversee the Fitness Director to provide first class personal training, popular fitness classes and a well-managed, financially sound, and appropriately stocked Pro Shop.
- Enhance the Club's relationship, communications, and responsiveness to current members, and to effectively reach out to prospective members. Partner with Membership Chair & Membership and Marketing Director to attract new members as needed. Enhance the member communication program to drive participation in club amenities and improve member satisfaction.
- Set and manage a balanced Operating Budget for Board approval 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 that the Club assets, facilities, and equipment are always maintained in prime condition and is forward looking for major capital expenditures.
- Be technologically proficient, helping the Club to further advance its operations and communications with members.
- Bring industry standards and understanding of best practices for Board members and staff.
- Encourage and support continuing education experiences for managers and staff to foster professional growth.

Role of the General Manager by the By-Laws:

The General Manager shall be responsible for the proper management of all aspects of the Club's activities to ensure maximum membership satisfaction; a sound financial operation compatible with the best interests of Members and their guests and Club employees; the maintenance and improvement of the quality of the Club's services; and the security and protection of the Club's assets and facilities. The General Manager shall report to and serves at the pleasure of, the Board of Governors and shall administer all procedures and policies established by the Board of Governors.

His/her duties shall include the following:

- He/She shall provide the overall administration of the Club pursuant to the policies adopted by the Board of Governors and within the general provisions of the bylaws, house rules, etc.
- He/She shall be responsible for the hiring, terminating and supervision of all Club personnel. He shall be responsible for establishing specific personnel policies, hourly wages, compensation benefit programs, job descriptions and personnel procedures in coordination with standing committees and broad guidance and general approval of the Board, and consistent with the rules and bylaws.
- He/She shall coordinate the various activities of the Club and shall achieve the appropriate cooperation and coordination of the various operations and departments of the Club.
- He/She shall communicate with Club Members, Committees, the Board of Governors and staff members as necessary to accomplish the goals and objectives of the Club.
- He shall attend meetings of the Board of Governors and the various committees with respect to which he shall be designated an ex-officio member. The relationship between the General Manager and the various committees shall be as directed by the Board.
- Although the General Manager may delegate some of his/her authority to the golf course superintendent, sports professionals and Assistant Manager, he shall remain responsible for all operations of the Club.
- The General Manager shall use sound fiscal methods in order to achieve the budget objective approved by the Board of Governors in the annual operating budget. He/She shall prepare the annual budget in conjunction with appropriate standing committees and shall present the budget for review and approval by the Board of Governors.
- He/She shall discharge such duties as may be assigned to him by the Board of Governors or the President.
- Commensurate with his/her responsibilities and duties, the General Manager shall have authority to manage and administer the Club and its operations in conformity with policies and procedures established by the Board of Governors, the Club's bylaws, house rules, etc. In general, he shall have authority for personnel and technical administration of all areas of the Club's operations. The General Manager shall employ and terminate salaried employees and independent contractors provided, however, with respect to the employment and/or termination of the Golf Professional, Tennis Professional and Greens Superintendent, such employment and termination shall be subject to the prior coordination with concerned committees and to the approval of the Board of Governors

## Responsibilities

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### **Member Responsiveness**

- Be a confident and 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 that relevant, up-to-date systems of communication technologies are being implemented for members and for staff with a goal of enhancing operational efficiency, security, and member service.
- Interact with members daily, actively soliciting member opinions and 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.
- Be the club's industry leader bringing recommendations of industry leading standards to the Board of Governors, the Director of Finance, and Department Heads on a regular, on-going basis. Participates in local & national industry groups such as CMAA.

#### **Financial Management and Controls**

- Develop the club's annual operating and capital budgets, in coordination with the Finance Chair, the Comptroller, and all Department Heads.
- Operate the club within the boundaries of approved budgets. Use accounting system executive dashboard to help guide decisions.
- Monitor the monthly financial performance of each department to ensure that 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. Report monthly results to the Board.
- Establish and monitor Club compliance with all purchasing policies and procedures.

#### **Staff Administration**

- Continue to support and mentor the existing tenured staff, as well as new staff as they are added to the team.
- 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 that strategic goals and operating objectives-developed in conjunction with the Board-are defined, communicated, understood by staff, implemented, and 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 that 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.
- Supervise the club's membership survey process, review results, and suggest improvements.
- Create and recommend new programs, initiatives, and marketing/sales programs to generate new memberships and to retain existing members.
- Develop and administer an evolving business marketing plan in conjunction with the Membership Committee to help retain and grow the membership as needed.
- Be the primary communicator of information at the club and provide both verbal and written skills of exceptional quality.

#### **Requirements**

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- The General Manager 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.
- He/She will also have a track record of effective relationship and partnering skills with the club's Board of Directors.
- A minimum of seven years as a General Manager or 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
  - Vision and strategic planning
  - Member service, retention, and growth
- 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.
- Wine knowledge and certifications a plus.
- 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 send cover letter addressed to Mr. Steve Carville, President, and a current and accurate resume to:

Ned Welch  
 Search Principal  
 GSI Executive Search  
 Ned@gsiexecutivesearch.com  
 440-796-7922

GSI Executive Search, Inc.