

KOPPLIN KUEBLER & WALLACE

GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) PROFILE: ATHENS COUNTRY CLUB ATHENS, GA

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT ATHENS COUNTRY CLUB

With a strong history of stability and tenure in this role and with the team in general at ACC, this is a tremendous opportunity for a sincerely engaged, innovative, progressive and “present” executive who will have the full support of the Board to “lead the Club as our thought partner on strategic issues and our total operations leader with full accountability and authority.” Athens Country Club is entering a new era with a soon to be renovated clubhouse and a desire to fulfill the vision of a “Members First” approach and delivery in all it does to further elevate the personalized experience members enjoy and deserve.

Being part of a vibrant, university-based community is always exciting, and this genteel southern hospitality focused operation is ideal for an energized, creative and authentic leader who embodies and truly appreciates the history and connectivity members and staff have to the organization. Being one who has personal charisma and “gravitas” along with strong leadership skills to provide “clarity of vision”, ensure “accountabilities are in place to balance tradition with relevance” and possess a natural enthusiasm toward a “continuous evolution to excellence” in all that he/she has responsibility over is critical.

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

ABOUT ATHENS COUNTRY CLUB

Athens Country Club (ACC), located in “The Classic City” of Athens Georgia and home to The University of Georgia Bulldogs, is the quintessential southern club and has been the epitome of warmth, caring, professionalism and excellence since 1926. Throughout its history, the club's contributions to civic affairs, athletics and the cultural heritage of Athens have gained immense recognition throughout the region.

With a significant renovation project currently underway and expected to be completed near Thanksgiving, the Club will have a wide array of superb facilities to further complement its warm and welcoming membership family.

A classic 18-hole, Donald Ross-designed golf course and a 9-hole North Course satisfy all levels of golfing ability. The Club has stayed true to Ross’ design over the years and is revered because of its history. The North Course was designed by fledgling golf course designer and UGA graduate, George Cobb, who later went on to design the Par 3 Course at Augusta National.

ACC’s racquet operation is highly regarded and energized and provides twelve, lighted outdoor tennis courts encompassing three clay and nine mixed surface all with protected viewing cabanas. There is also a growing pickleball program with plans to add six dedicated courts to amenity in the future.

The well-appointed workout room offers a variety of resistance machines, free weights, elliptical trainers, treadmills, and stationary bikes. Additional fitness options include yoga and personal training. The Club also enjoys a generously-sized pool and a zero-entry baby pool plus men's and women's locker rooms and an active snack bar to round out the club amenities.

In 1992 Athens Country Club completed a new 55,000 square foot Clubhouse renovation and now 28 years later is in the throes of a significant new renovation project. Proposed renovations include new appointments to a grand ballroom with the ability to seat 350 people, casual and formal dining rooms, adult lounge, mixed grill, men's grill, and locker rooms for men and women. The renovation includes a large (completed) outdoor dining area overlooking the course. Banquet rooms are available for seminars, business meetings, wedding receptions, rehearsal dinners, and many other occasions. Athens Country Club is considered by many to be the best place to dine and entertain in Athens.

ATHENS COUNTRY CLUB BY THE NUMBERS:

- The Club enjoys an annual operating budget of over \$8.0M with dues revenues of nearly \$4.3M.
- F&B operations revenues are approaching \$2.4M annually - 56% from ala carte/44% from banquet/catering
- There are approximately 800 members in all categories
- There are approximately 36,000 rounds played annually on the Club's courses.
- Initiation fees are \$20,000, with dues of \$489.75 for full members 35+ years of age and with a monthly capital charge of \$115. Other memberships are available based on non-resident and stock deferred (non-voting) options.
- There are approximately 120 full-time year-round employees and 75 seasonal
- The average age of members is approximately 56.
- There is a total of 9 Board Members, each serving three-year terms.
- There are five standing committees: Finance, House, Greens, Golf, Membership and others as appointed by the President and Board of Governors.
- The Club is organized as a 501 (C)(7), not for profit corporation.
- The Club uses JONAS for its accounting and POS systems.

ATHENS COUNTRY CLUB WEB SITE: www.athenscountryclub.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The General Manager/Chief Operating Officer (GM/COO) shall be responsible for the proper management and execution of many aspects of the Club's activities and operations as part of a highly engaged team of professionals that are dedicated to the continuous pursuit of excellence in all that they do! Athens Country Club enjoys a significant number of long-tenured well-regarded team members who are, but the "pursuit of perfection is what we want to do every day" with the completion of these amenity improvements, so this mindset and the ability to deliver on this philosophy will be critical for the new GM/COO. We are looking for a clear leader who is "truly additive" to our organization and this key objective of a total "Members' First" delivery.

Continuous focus on incremental improvement in service, personalization of the experience and collaboration and coordination will be of great importance to one's success in this role. Unremitting refinement of concepts, execution and innovation are innate characteristics that the GM/COO will need in order to be successful. Review of traditional operating schedules, processes and simply not assuming that 'this is the way we've always done it' is the right approach for the future. We are truly looking for a Chief Operating Officer who is clearly capable and enthused about taking on this outstanding opportunity.

The General Manager/Chief Operating Officer will:

- Possess a demonstrated ability to lead others by setting a great example, being very even tempered, poised, persuasive and humble, and ideally having an appropriate sense of humor.
- Apply specific focus on consistently enhancing an already good experience for the Members and their guests; he/she must have an impeccable "eye for detail" and a natural tendency to simply "get things done!"
- Be a "Courageous Thought Partner" with the Directors and other key team members as they continue to evolve and enhance all operations, programs and activities; having enough confidence to 'hold his/her own' while possessing enough humility to "know what you don't know."
- Act as the positive, upbeat leader of the Club, who intuitively exemplifies the standards of decorum and has the experience necessary to both clarify and meet the Mission of ACC, proactively leading the team to provide first-class service and the highest quality in all that they do.
- Provide proactive leadership to all constituencies (Members, Board, Committees, Senior Staff and Team) with the ability to define key strategies, and then deliver on all initiatives for the Club.
- Assure an innovative, consistent, efficient, seamless daily operation of all Club operations, an operation where the goal is to exceed Member and guest expectations, each and every day. Install a Performance Management System (PMS) for the key leadership team, defining accountabilities, installing measurable goals and objectives, and having a formal process to monitor and communicate results.
- Be an outstanding communicator, both verbally and in writing, demonstrating a key grasp of the subject at hand, being comfortable in leadership and Member/staff presentations is paramount.

- Ensure strategic issues are identified and roadmaps are established for their development, execution and resolution.
- Successfully administer the business of ACC while meeting annual tactical, strategic, business and financial objectives; actively participate in the preparation of annual the operating and capital budgets. Work with the Board to ensure the development of annual 'master goals' with measures, time frames, accountabilities, etc., for volunteer leaders to complement staff PMS processes.
- Provide professional guidance and oversight consistent with all operating standards and policies. Will be expected to partner with Human Resources on many staff related policies and initiatives.
- Carefully oversee and execute capital projects, ensuring they are well-constructed, meeting both immediate and long-term needs, and are accomplished with appropriate controls and safeguards to meet all financial projections.
- Identify, prioritize and manage current and future business and/or opportunities.

KEY ATTRIBUTES

- **Presence:** Has the natural desire and awareness to be the visible leader of Athens Country Club for both Members and Staff. Is truly and sincerely engaging, approachable, "authentic" and has an enthusiasm "to make things better" now and in the future of the Club. Is competitive to the degree he/she wants ACC to be recognized as one of the premier leaders of one of the highest member satisfaction clubs in the country.
- **Integrity:** Consistently focused on maintaining the ACC's core values and guiding principles; works extensively on his/her trust building skills toward creating confidence within the organization; is genuine and authentic and capable of 'straight talk' communication; is the consummate ambassador for ACC in all settings; is a credible, consistent leader at all times; must always display an intense commitment to do the right thing for the right reason, regardless of the circumstance.
- **Member/Service Focused:** Is dedicated to exceeding the expectations of the Members and their guests; gets first-hand Member information and uses it for improvements in all products, programs and services; always acts with the Members in mind; establishes and maintains effective relationships with the Members and gains their trust and respect; focused leader that always displays a "service heart" to both the membership and their fellow employees. Additionally, possessive of a natural ability to articulate and execute a "Vision" for the future and cause volunteer leader contributors to see the benefit of goals and related efforts to support it.
- **Self-Awareness:** Has the keen sense of his/her personal situation and recognizes the uniqueness of living and working in a college town and must have the willingness to embrace the quality of life in a medium sized community.
- **Charisma/Gravitas:** Possesses a sound, savvy executive presence and magnetic leadership style.
- **Team Development:** Has a strong record and default to constant team mentoring and development, and can instill a 'learning culture' in each department and the overall staff culture of ACC.
- **Action Oriented:** Enjoys working hard; is action oriented and full of energy for the things he/she sees as challenging; seizes more opportunities than others, but is able to work within the framework of ACC. Recognizes that the role at ACC is "a marathon, not a sprint," and can calibrate appropriately. Has the innate ability to "roll up the sleeves" when necessary, as well as being proactive toward building support for initiatives through thoughtful "education and consensus building" efforts with necessary constituencies.
- **Decision Quality:** Makes good timely decisions based upon a mixture of analysis, wisdom, experience, common sense and judgment; most of his/her solutions and suggestions should turn out to be correct and accurate when judged over time; sought out by others for advice and solution; considered a subject matter expert in many areas and able to effectively articulate ROI expectations in his/her recommendations.
- **Servant Leadership:** Knows their role is to support the people who work for them in accomplishing their objectives and goals, as well as serving the membership at this long-standing traditional Southern club looking to evolve into a more relevant model for a robust future.
- **Execution:** Has the intellect and vision to articulate strategy as well as tactical/execution management; an executive/leader with vision and breadth as well as a capable manager; always achieves desired results; establishes clear goals, objectives and timelines for the team; holds self and team accountable; inspires a commitment to tasks and knows how to get things done; gets the whole team aligned and focused around a common vision.

- **Listening/Flexibility:** Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees. Able to manage ambiguity and multiple constituencies comfortably; capable of managing conflicting constituencies while still moving ahead and maintaining positive relationships.

EDUCATIONAL, CERTIFICATION AND OTHER QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is desirable, ideally in Hospitality Management.
- A CCM designation or similar accreditation outside of the club industry is desirable.
- Active within the Club Managers Association of America and supportive of other Senior Staff and their involvement in professional association and staff development. On-going professional development is important to ACC; demonstrating such efforts and interests on your own behalf over time is critical.
- A minimum of 7 – 10 years of progressive and verifiable leadership experience with demonstrated development and achievement of measurable goals and objectives.

SALARY AND BENEFITS

An appropriate salary, commensurate with qualifications and experience for the desired ACC experience, will be offered. The Club offers an excellent performance bonus and benefit package, along with the typical CMAA and other professional benefits.

INSTRUCTIONS ON HOW TO APPLY

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.

Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary. Your letter should be addressed to Mr. Pat Sheridan, President, and the Search Committee at Athens Country Club, and clearly articulate why you want to be considered for this position at this stage of your career and why Athens Country Club and the Athens, Georgia area will be beneficial to both you and the Club if selected.

You must apply for this role as soon as possible but no later than Friday, September 11, 2020. Interviews will occur in early October with a selection mid-October.

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter – ACC"

(These documents should 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 Sprinkle: patty@kkandw.com

Lead Search Executive:

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