Chartwell Golf & Country Club, Severna Park, MD
General Manager/Chief Operating Officer (GM/COO)
Candidate Search Profile

About Chartwell Golf & Country Club

Founded in 1961, Chartwell Golf and Country Club is one of the finest country clubs in the Mid-Atlantic region. There is a very real sense of relaxed refinement, gracious style and unpretentious heritage that permeates the Club. Chartwell is truly a family oriented club, set in a wonderful community and area that provides a superior lifestyle for its residents.

Among its many amenities, Chartwell features a two story, Colonial style clubhouse as the centerpiece to a campus-like setting of supporting facilities. The key amenity is the well-maintained Edmund Ault golf course, where members of all ages and ability levels enjoy competitive and social golf. There are seven Har-Tru tennis courts, three of which are lighted for night play. Three courts are covered in colder season months to provide vibrant, year round play.

A large, Olympic sized pool is near the clubhouse and is an active center during the summer for family activities, swim team and other outdoor events.

The clubhouse features a separate entrance to accommodate large banquet functions, and has a number of smaller rooms to provide space for parties, business meetings and other types of gatherings. There are large outdoor patio spaces for pre-function and alfresco dining, all of which surround the members’ ala carte dining room and a large, active bar/lounge area.

Finally, there are a number of ‘clubs within the club’ at Chartwell....wine dinner, duplicate bridge, book clubs and many other activities keep the social calendar, and overall operation, active and vibrant throughout the year!

The Club is governed by a nine member Board of Directors, and supported by a number of standing Committees, who are advisory to the Board and Management Team. At present, there are approximately 650 total members, with over 400 in the Full Golf category. Initiation fees for Full Golf are $25,000, with Dues and Capital Contribution of $587 per month. Gross revenues of the Club are over $7.5M. The Club enjoys Food Sales of over $1,827,000 annually, with an active catering/banquet business, and over $605,000 in Beverage Sales.

There are over 105 Full Time Equivalent Employees in the height of season. There were over 23,000 rounds of golf played last year. The Club is organized as a 501 (c) (7), not for profit entity as determined by the Internal Revenue Code, but is subject to tax on unrelated business income as defined by that Code. There was no tax liability for the past two years.

Please visit the website at: www.chartwellgcc.com
General Manager/Chief Operating Officer (GM/COO) Position Overview

Chief Operating Officer (GM/COO) has responsibility for all day-to-day operations of the Chartwell Golf & Country Club (CGCC) as well as working closely with the Board of Directors and Club Committees on strategic and long range plans for the continued enhancement of the Club. He/She directs and administers all aspects of the operations—the amenities, staff and all programs and activities including each operating entity relating to golf, tennis, pool, food/beverage operations, activities and programs to ensure outstanding service delivery to its membership and all other interrelated constituencies. The GM/COO is responsible for the creation and implementation of all service standards and processes while providing consistent, energized and “Lead by Example” style leadership for key managers and staff at the CGCC. A primary objective is for the GM/COO to be the ‘face’ and ambassador of the Club, and to ensure that CGCC’s goals and objectives are defined, understood, evaluated and enhanced on a continuous basis, to meet the expectations of the membership as defined by the Board of Directors in partnership with the GM/COO. Representing Chartwell Golf & Country Club in the greater Severna Park/Baltimore community is an important part of the role.

It is intended that the GM/COO provides continuity for the Club and exhibits strong executive leadership to all areas of the operation, including to the Board and Committees, who govern and advise, respectively. The expectation is that the integrity of the GM/COO is foremost, and that he/she will provide reflective and visionary leadership and overall ‘partnership’ to the Board of Directors and other constituencies, recognizing and proactively anticipating trends and relevant impacts to CGCC. The successful candidate will have a “consensus building” style and will ensure that CGCC is consistently striving to provide ‘Platinum-level’ service and programs to meet its defined goals and objectives.

The GM/COO is fully responsible and accountable (with the support of the Board and/or Committee Chairs) to consider and effectively deal with all matters of significance or potential significance to the Club.

The critical need and desire for the person in this position is to essentially ‘partner’ with the Board of Directors and various Committees of the Club to determine the “road map to reaching the Club’s goals and objectives,” and to find a regular and on-going means of measuring and evaluating its success in doing so. This may, at times, require a willingness to ‘push for changes and improvements,’ but to do so in a respectful, well-articulated and supported manner. Being comfortable and intuitive in his/her style of engagement, the GM/COO will need to be visible and approachable with each key constituency within the greater Chartwell organization.

Chartwell Golf & Country Club has an excellent reputation for quality services, amenities and programming, and in order for the new GM/COO to be successful, he/she will need to continue to enhance each of these areas with the help of a qualified and mostly long tenured team of department managers, while at the same time evaluating their relevance and contributions to the overall success of CGCC.

Chartwell Golf & Country Club Candidate Specifications
Candidates should have:

- A **minimum of 7 years of progressive leadership experience**, preferably in a general manager capacity in an active, family focused, private member-owned club environment, or a similar hospitality/resort environment and with a clear and articulated knowledge of the dynamics of non-profit board and committee governance.

- A career track that demonstrates a record of position tenure and commitment to previous employers, without position terminations (except for verifiable economic reasons), and with verifiable success in leading in today’s ever-changing club industry/environment.

- Strong general management skills with verifiable strengths in team development, financial performance, marketing, diverse recreational amenity management (golf, tennis, aquatics, family activities and others are critical), quality food and beverage programming, exceptional member/guest service programming, membership marketing, personnel recruitment and team building, strategic planning, project management, and most importantly the ability to consistently define and achieve goals and objectives.

- Ideally, someone with broad experience and a keen interest in and an enthusiasm for creating and operating innovative family friendly activities and facilities to drive new member recruitment and tenured member retention.

- Have a proven and verifiable record of growing revenues and effectively managing expenses to ensure a strong financial model, especially in the past few years of significant economic challenges in the club industry as a whole. As part of this record, a candidate’s record of building consensus and support from the Board, Committees and Membership will be critical.

- Exceptionally strong communication and facilitation skills, both in writing and verbally, with the appropriate personal presence, desire and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of CGCC. Communication with members and staff, and ‘engaged’ personal visibility is of immense importance at CGCC and must be a verifiable competency exhibited in current and past roles.

- Business, creative and entrepreneurial sense for the overall evaluation of programs and services provided at CGCC. Additionally, having the ability to recognize and measure the quality and type of service that the majority of members (or future majority of members) expect, and which will continue to enhance the value of membership at the Club.

**Traits, Skills and Competencies**

**A candidate must:**

- Be a “Team Builder”. A person who embodies the persona of ultimate coach and motivator; someone who brings out the very best in those around him/her by setting clear goals and expectations, providing consistent feedback and support, and who is respectful and professional in all interpersonal dealings. Perhaps the key description
would be that of a “Master Mentor” and developer of talent within the CGCC organization.

- Be a confident, diplomatic and competent professional who is a ‘doer’ and take-charge person and who also recognizes the importance of accountability. A creative problem solver who commands respect because of the way he/she interacts with others and lives up to his/her word, and who has a willingness to push for changes and improvements to keep the Club relevant and successful in the future.

- Be a person of impeccable character who recognizes that he/she represents CGCC not only within the Club, but also within the greater community.

- Be flexible and fluid, able to act nimbly and assertively when necessary, but adaptable as appropriate; not always one to have his/her own way.

- A ‘nurturer’ by nature; possessive of a natural, positive nature. “Genuine” in their style and nature.

- Able to be “firm, but fair,” and not one to “play favorites.”

- Be a person who understands and effectively functions in a non-profit, volunteer Board and Committee environment. Someone who is a strong consensus builder and facilitator, and who embodies the behavior and skills one needs to be successful in this type of governance model. Someone with strong and proven unification and “healing” skills (relating to significant key leadership changes in the past year).

- Have strong organizational skills, and an obsession with covering the details necessary to consistently achieve high levels of quality, satisfaction and outstanding member experiences.

- Have a strong commitment to and proven record of consistent focus on personal professional development. Continuing education, as reflected in one’s resume of accomplishments, is important.

- If having a family, be clear that they are fully in support of living in the greater Severna Park, MD area.

- Have a verifiable career, unblemished by inappropriate behavior of any sort that would be potentially detrimental or embarrassing to the membership of CGCC.

- Preferably, be a college graduate, with Certified Club Manager (CCM) designation, and a strong supporter of lifelong learning and professional development for himself/herself.

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

**Inquiries:**

Interested candidates should submit resumes and a thoughtful, detailed cover letter outlining one’s alignment with the above noted qualifications and expectations for the position. Those documents should be saved and emailed in Word or PDF format (save as “Last Name, First Name Resume” and “Last Name, First Name Cover Letter” respectively) to:
Nan Fisher at: nan@kopplinandkuebler.com

Lead Partner on this retained search:

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