

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION PROFILE: BIRMINGHAM COUNTRY CLUB BIRMINGHAM, MI**

### **GENERAL MANAGER/CHIEF OPERATING OFFICER AT BIRMINGHAM COUNTRY CLUB**

We are leading the search for a new General Manager/Chief Operating Officer (GM/COO) at the Birmingham Country Club (BCC). This is an excellent opportunity for a qualified candidate to manage one of the premier country clubs in Michigan. The ideal candidate must have a proven track record of success in aligning staff, board, and club culture to deliver a rewarding experience for members. The GM/COO's ability to direct a team adept at mastering the fine details is a desirable and essential leadership trait. The ideal candidate must have the proven experience that validates their ability to operate successfully in the present and, at the same time, think strategically as a board partner focused on the future success of BCC.

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

### **BIRMINGHAM COUNTRY CLUB**

Birmingham Country Club, nestled in the southwest corner of the upscale community of Birmingham, Michigan celebrated its centennial in 2016. The club was founded by a small group of six men who purchased the Case farm to fulfill their grand vision. The farm was a hidden gem of 161 pristine acres of lush and beautiful landscape filled with hardwood trees, rolling hills, gentle valleys, and a winding stream running through it. The natural beauty of the property was perfect for building a charming and challenging golf course to anchor the formation of a private club.

Today, the 18-hole Championship Golf Course, originally designed by Thomas Bendelow, is the centerpiece of Birmingham Country Club. Bendelow laid out the first nine holes in 1916, and finished the final nine in 1920. The course was remodeled in 1928, and was again revamped in the 1930s, when golf course architect and five-time Indiana Amateur champion, William Diddell, redesigned it. Prior to BCC hosting the PGA in 1953, Robert Trent Jones enhanced the course, and noted course architects Bruce and Jerry Matthews improved its design again in 1963. Today the club and the course are highly prized in the Michigan club community.

In addition to golf, members enjoy an exceptional fitness center as well as racquets and swimming and a full social calendar of events. The amenities include a competitive pool and diving area, four asphalt tennis courts, two clay courts, four state-of-the-art paddle courts and the requisite cozy "warming hut." Pickleball courts are designed and awaiting construction.

Dining is a popular draw to the club with members having a choice of multiple unique dining locations. The Club Room offers outstanding a la carte dining with 80 seats. The panoramic views from the Maguire Bar is a popular gathering spot offering a full menu as does the 40 seat Founders Pub. Outside at the poolside is the active Dive Bar and the elevated High Dive Observation Deck specializing in custom pizza.

### **BIRMINGHAM COUNTRY CLUB BY THE NUMBERS**

- Initiation Fee \$55,000 for Full Golf
- Annual dues are approximately \$11,400 for Full Golf
- Approximately 19,000 partial season rounds of golf for 2022
- Approximately 600 plus Members, all categories
- Approximately \$10.5M total revenue
- Approximately \$4.162M annual dues volume

- Approximately \$3.3M in F & B revenue
- Approximately 50 full time employees with an additional 200+ seasonally
- 12 total Board members each serving four-year terms with a 2 consecutive term limit
- The Club uses Restaurant Manager for POS and TAI for Accounting
- The 100% renovation of all greens, driving range, putting green, and short game area was completed in 2021-22
- New Turf Care Center and golf cart storage area.
- At present, the Club has a \$175 monthly capital charge for golf members and a \$135 monthly capital charge for social members and a minimum quarterly charge of \$600.
- Committees - Membership & Communication, Long Range Planning, Golf, Green & Grounds, Facilities, Racquets, Social, Finance
- Average age of the membership is 50

**BIRMINGHAM COUNTRY CLUB WEB SITE:** [www.bhamcc.com](http://www.bhamcc.com)

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

The GM/COO will have full responsibility for all aspects of operations at Birmingham Country Club, effectively managing all resources and reporting to the Board of Directors through the President. He/She is expected to embody an “exceptional member-centric experience.”

The GM/COO will lead the management team, several of whom have many years of tenure at the Club, be representative of modern management ‘metric-oriented’ practices, and indirectly supervise all employees of the Club while intuitively promoting a positive, engaging, collaborative and highly competent service culture in all operations. “Building a strong and positive staff culture” is a top success factor. BCC has a large number of new, younger members with families and the further ability to balance traditions of the 100-year-old club with relevance to today’s member needs and expectations, programs and activities will be a key focus of the successful new leader.

He/She is further expected to be an interactive thought partner with the Board and Committees, working closely with both groups to collectively make decisions and set strategic direction for the long-term well-being of the membership. Volunteers have gotten more involved in operations than desirable the past few years and both they and the leadership team are looking for a “trust building,” “visionary,” “inspirational” and highly front facing, approachable and dynamic leader to be the face of Birmingham Country Club.

### **INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/CHIEF OPERATING OFFICER**

- Work closely with the Board, Committees, and senior management staff to ensure a full and complete understanding of BCC, its history, culture, and traditions. Follow up with an action plan to address areas needing improvements.
- Get to know members and staff as quickly as possible, engaging them in a naturally sincere and enthusiastic manner. Consider hosting a series of focus group sessions with members to gather their views of the Club, what it does well and what it needs to enhance.
- Focus on the Food and Beverage operation, recognizing that it is the ‘heart’ of the BCC experience, and its consistent delivery and execution of a positive, well-regarded product is a critical success factor. Work closely with the Executive Chef and FOH leadership team to ensure plans are in place along with necessary menu plans, staffing, tools and wares for success.
- Establish an immediate ‘trust’ with the Board to be able to become a true ‘thought partner’ with them, ultimately being able to guide them for actionable decisions by providing them industry validated recommendations. Establish yourself as a true “leader” throughout the club property.
- Understand the financial model, its history for implementation and need for adherence by all departments/managers, and clearly understanding how BCC makes and achieves financial projections.
- Focus on the key elements to long-term success at BCC --- membership engagement, membership recruitment/retention, and building a staff culture of positive, efficient, effective service. Additionally, a strong focus on details of operational presentation in all new member areas is critical.

- Conduct a full and complete evaluation of the organizational chart and return to the Board within 60 days a ‘State of the Club’ report with executable and soundly backed recommendations.
- Work with the Board to establish and memorialize the roles and responsibilities matrix, as well as the creation of a performance management system that identifies clear goals, objectives and accountabilities to success outcomes.
- Creation of a plan to ensure that Birmingham Country Club becomes viewed and delivers on a promise of a “Community Employer of Choice” culture, therefore being able to attract, retain and develop great team members to support the goals of a strong member service and experience culture.

Fostering a culture of teamwork throughout the workplace and the Club at large is very important to the staff and membership. Significant to this expectation is the ability to lead a team of friendly, engaging, competent, and passionate staff who are sincere about serving the Club’s members. Being a natural “mentor” and “educator” to each constituency is a key attribute to success for the new GM/COO, as is a clear “walking the talk” approach.

### **CANDIDATE QUALIFICATIONS**

A minimum of 6 - 8 years of verifiable, progressive leadership and management experience in an active, family-centric club or well-regarded, service focused, iconic hospitality environments where relationships are well-developed. Current Assistant General Manager at well-recognized clubs or hospitality sector operations, with verifiable records of achievement will be considered for this role as well.

### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor’s Degree from a four-year university or college is desired, preferably in Hospitality Management or Business Management.
- From the club industry, Certified Club Manager (CCM) designation is desirable but not required.

### **EMPLOYMENT ELIGIBILITY VERIFICATION**

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

### **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The Club, along with the typical senior staff benefits, offers an excellent bonus and benefits package.

### **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. 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 Ed Kruske, President,*** and clearly articulate your alignment with this role and why you want to be considered for this position at this stage of your career and why Birmingham Country Club and the Birmingham, MI area will be beneficial to you, your family, your career, and the Club if selected.

***You must apply for this role as soon as possible but no later than Thursday, April 20, 2023. Candidate selections will occur early May with first Interviews expected mid-May and second interviews a short time later. The new candidate should assume his/her role as soon as reasonable notice is given to a current employer following selection.***

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

**“Last Name, First Name - Resume” &**

**“Last Name, First Name - Cover Letter – Birmingham CC”**

(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 Sprankle: [patty@kkandw.com](mailto:patty@kkandw.com)

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