

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: MEDINAH COUNTRY CLUB MEDINAH, IL**

### **GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT MEDINAH COUNTRY CLUB**

The General Manager/Chief Operating Officer (GM/COO) role at Medinah Country Club (Medinah) is a rare opportunity to lead one of the most revered golf experiences and club operations in the world. The ideal candidate will possess exceptional leadership skills and strong financial acumen, with an ability to engage members and employees at the highest level. He or she should have a keen understanding and respect for history, unrivaled traditions, and the love of the game, in addition to having the strong capability of moving the club forward while maintaining the warm and inviting culture of excellence that is unique to Medinah. As the GM/COO, he or she will be an integral part of a culminating time in Medinah's history; Course Three will reopen in the summer of 2024, and the club will be embarking on a centennial celebration of the highest magnitude in 2025, and the club will be hosting the Presidents Cup in 2026.

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

### **MEDINAH COUNTRY CLUB**

Medinah has a storied history of hosting major tournaments including US Opens, PGA Championships, and the Ryder Cup. For members and guests, Medinah has a tradition of incomparable golf, and a legacy of families coming together through the generations which contribute to making Medinah a Platinum Club. Medinah is privileged to be Among the esteemed list of clubs who are also honored with a recognition by both the Platinum Clubs of America and Platinum Clubs of the World.

Medinah spans over 600 acres and offers three world-renowned golf courses and the highest quality facilities and family-oriented amenities to both its members and honored guests. Other amenities offered are the 110,000-square foot clubhouse with multiple dining venues, banquet facilities and bars, a family swimming pool, and a skeet and trap shooting lodge. Completed in 2018 is a Golf Learning Center with three practice bays and simulators, two instruction bays, and a social gathering center. Also, the club's Racquet Center has 4 platform tennis courts, 4 Har-Tru clay courts, and a warming hut for social gatherings.

The goal of the founders of Medinah was to build the best country club in North America. The storied history of the club centers around this commitment to excellence, a commitment enduring almost 100 years. In the early 1920s, the club's founders, a group of Shriners from Chicago's Medinah Temple, sought to create a country retreat. Tom Bendelow, a world-renowned Scottish course architect, was retained to design the original three golf courses.

In September 1925, the Shriners enjoyed their first round of golf at Medinah on Course One. In recent years, Rees Jones redesigned Course Three, Tom Doak redesigned Course One, and Bendelow's Course Two was restored by Rees Jones in 2017. Course Three is undergoing a complete redesign by Geoff Ogilvy with OCM Golf. The members are anxiously awaiting its reopening in the summer of 2024, one year before the club's centennial.

Today, Medinah is recognized as having the best golf courses in Chicago and as one of the finest private family golf and country clubs in the US and internationally. Medinah boasts a diverse, warm, inviting, lively, and active membership - on the golf course and beyond.

### **MISSION STATEMENT**

"Medinah Country Club commits to offering a world-class golf experience and the highest quality, family-oriented, private club amenities to its members and honored guests on a fiscally responsible basis."

## **NOTABLE EVENTS**

- Presidents Cup 2026, BMW Championship (2019), Ryder Cup (2012), PGA Championship (1999, 2006), U.S. Open (1949, 1975, 1990), U.S. Senior Open (1988), Three Western Opens (1939, 1962, 1966).

## **MEDINAH COUNTRY CLUB BY THE NUMBERS**

- \$100,000 Initiation fee
- \$15,956 Annual dues (including capital dues)
- Approximately \$28M Gross volume
- Approximately \$10.5M Dues volume
- Approximately \$6.6M F&B volume
- Approximately 55,000 Rounds of Golf, up significantly since the start of COVID
- Approximately 575 Golf (Regular) Members; 168 Associate golf members and 345 in all other categories
- Approximately 393 Employees (FTE) in-season; 195 off-season
- 54 – Average age of members
- 41 – Average age of new members

**MEDINAH COUNTRY CLUB WEB SITE:** [www.medinahcc.org](http://www.medinahcc.org)

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

The General Manager/Chief Operating Officer provides visible, engaged, and authentic leadership and a positive, respectful, and energized image for Medinah Country Club and its amenities. He/She leads with the ultimate goal to provide members and guests with exceptional service in all club facilities, creative and quality dining, championship golf course conditions and playing experiences, outstanding racquet sports, aquatics, trap and skeet shooting, and other recreational amenities, while also working closely with the Board of Directors and committees to perpetuate strong and consistent governing and leadership practices.

The new GM/COO at Medinah will be following a tradition of highly regarded and nationally recognized predecessors and will continue to assure the smooth, efficient daily operation of the club to provide the members and guests with the environment for which the club is renowned in a highly respectful, visible, and engaging manner, recognizing his/her positive impact on the senior team and associates by doing so.

Imperative to his or her success is the GM/COO's ability to equally engage members of all generations, ensuring the highest levels of member satisfaction. Being visibly present throughout the operation and possessing an intuitive sense to see and be seen is a key aspect of this role. Innovative programming and a vision for the future direction of the club while respecting long-standing traditions and heritage is also critical.

He/She will oversee all aspects of the operation and ensure that all facilities are upheld and maintained at a pristine level. He/She should take the appropriate amount of time to listen, learn, observe, and absorb all of the systems and processes that are in place, and provide stability in leadership to maintain appropriate levels of success while making improvements over time.

Golf has been the foundation of Medinah since its inception, and Championship Golf has been a key focus. The new GM/COO must both appreciate golf's place in Medinah's lore and focus while also understanding its place in the club's heritage and traditions. All three courses offer a unique golf experience and are maintained to provide world-class conditions to members and guests.

The GM/COO will ensure that the tenured leadership team is engaged and empowered to run their respective departments.

They will also have clearly defined goals and objectives while being held accountable to achieve the desired results. In turn, the GM/COO will ensure that the standards set in place cascade down throughout the organization, respecting the tenure and value of the team members in place and creating buy-in for all.

The GM/COO coordinates with the President, as appropriate, on department head compensation, benefits, performance appraisal, disciplinary, and other significant personnel actions, ensuring that Medinah is competitive with its key comparable club set. The GM/COO conducts interviews and assesses applicants' key positions and exercises final hiring approval for all senior team members and other 'high touch' positions.

Importantly, the GM/COO ensures that appropriate and necessary commitment is in place for the training, mentoring, and further development of all senior team members, department heads, and other personnel, recognizing that top-tier delivery and consistency of the member experience at Medinah is paramount to meeting its ultimate 'brand' mission.

The GM/COO is responsible for maintaining a positive and inspiring working environment throughout the club and must be a naturally approachable, interactive, and authentic leader who personifies the culture of Medinah by the way he/she conducts him/herself. The GM/COO needs to be sincerely engaged in member and staff interactions in all areas of Medinah's operations, recognizing the need to be an ambassador of the club.

The GM/COO is ultimately responsible for the approval of contracts, and overall expense management as well as revenue generation to deliver on the 'brand' goals of Medinah, through close coordination with the Board of Directors, and is clearly in charge of all operational decision-making and outcomes at the club. He/ She is also responsible for partnering with the board to ensure that adequate capital planning and funds are allocated and managed accordingly.

The GM/COO assumes primary responsibility for all club administration, community relations, and national and international ambassadorship, representing Medinah to key golf and other industry-related groups. This latter activity is of particular importance to Medinah, as its preeminent role in golf is a critical success factor for the club, especially as it relates to positive relationships with the PGA TOUR, PGA of America, and USGA, among many others.

Ultimately, the GM/COO is expected to attend and actively 'partner' in all meetings with the Board of Directors and those committees to which he/she is designated an ex-officio member or is desired as a participant. He/She should possess an acute level of self-awareness, high emotional intelligence, and diplomacy in all interactions. A very comprehensive governance structure and processes have been developed over time and are presently in place to help guide the direction and roles of the GM/COO, board, and committee members. He/She must earn and build the trust of the board and committee members to maintain the present standards to ensure overall partnership and effectiveness. Finally, the GM/COO role at Medinah is NOT a caretaker role, but rather one where he/she is expected to be the true business leader of this operation and needs to be appropriately assertive as an "expert" in his/her areas of oversight and accountability, providing well-reasoned recommendations and "own" the role.

## **CANDIDATE QUALIFICATIONS**

- A minimum of 10 years of progressive experience as General Manager in a hospitality environment, preferably a member-owned club, with a leadership role relative to management across a diverse range of amenities.
- Involvement with member-driven, family golf and country clubs with top reputations is most attractive.
- Proven leadership qualities with demonstrated ability that would allow one to believe that he/she can effectively direct, coordinate, and control all facets of a full-service, high-volume private club with approximately a \$28M operating budget and approximately 1,000 members.
- Exceptionally strong communication skills, both written and verbal, with the distinct ability to function effectively before a wide variety of groups and forums. Communication with members and personal visibility are extremely important aspects of the General Manager/Chief Operating Officers' responsibilities.
- Ideally, a personal interest in golf and a solid understanding of the game and its history and traditions would be an asset, due to its long-standing and future involvement in championship golf events. Having experience in significant golf tournaments and/or championship is a plus.
- An overriding sense of quality consciousness that pervades every part of the club's operations, both within and outside the clubhouse. This includes most importantly a well-selected, competently trained, high-quality, courteous, and efficient staff who are empowered to deliver and create an atmosphere of service excellence with clear expectations. The need is for an accomplished team builder, as well as a passionate charismatic, and dynamic leader who has the innate ability to hold people accountable for their performance.

- Knowledge and ability to attract, recruit, retain, and develop high-performing team members. Ensures that proper feedback mechanisms and performance management systems are in place.
- Strong prior experience in coordinating and overseeing major club improvement projects, especially as they relate to construction and renovation. It is likely that several significant capital projects, in addition to a large annual capital expenditure program, will occur.
- A strong network of contacts within the golf and hospitality industry for networking and data collection, compensation comparison, and various other benchmark disciplines.
- A self-aware leader with a high EQ and gravitas; a true diplomat in all interactions with members and team members.
- A committed doer with high-energy and staying power who, through personal example, encourages others to get things done. Possesses an elevated work ethic and instinctively knows when to be seen.
- Able to effectively use the board as a sounding body and raise issues with the board of a policy nature, presenting alternatives as well as advantages and disadvantages. An enthusiastic supporter of board decisions, as well as a confident thought partner in regard to the strategic direction and vision of the club.
- Capable of initiative and resourcefulness in directing the activities of a large, full-service, family-oriented country club; able to present a consummately professional image to the staff, membership, and the general public.

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

- Ideally, a bachelor's degree is preferred with a focus on Hospitality Management. In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM, CCE, MCM, or PGA are encouraged 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 offers an excellent bonus and benefits package including association membership.

#### **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 Bill Kuehn, President and Search Chairman** and clearly articulate your alignment with this role, why you want to be considered for this position at this stage of your career, and why Medinah Country Club and the Chicago, IL 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 Friday, May 5, 2023. Candidate selections will occur in mid-May with first Interviews expected in late 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 and send your resume and letter in the following manner:

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

**“Last Name, First Name - Cover Letter – Medinah”**

(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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