

## **ASSISTANT GENERAL MANAGER PROFILE: BALTIMORE COUNTRY CLUB BALTIMORE, MD**

A rare opportunity exists for an exceptional candidate with a successful track record of accomplishment, leadership and high-quality operations management experience in private clubs, hotels, high-end restaurants or resorts. We are conducting a search for the Assistant General Manager (AGM) at a club which has built a reputation among the finest in the country. The successful candidate will be an integral and critical part of a high-performing team at a nationally recognized Club, one acknowledged for its innovations, quality work environment, and focus on continually 'raising the bar' for its members and staff.

The primary focus of the role is delivering an unparalleled member experience, which is of primary importance to the social fabric and culture of the Club. The ability to consistently be forward-looking in planning, innovation, organization and departmental leadership is the critical skill set required for success in this position. Also important is the ability to intuitively embrace the need to be visible and highly interactive with members and staff; leadership in this area begins and ends with approachability and accessibility.

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

### **BALTIMORE COUNTRY CLUB HISTORY AND COMMUNITY**

#### **THE AREA**

Baltimore, Maryland's largest city and economic hub, is known for its beautiful harbor, quirky and distinct neighborhoods, unique museums, and the world-renowned Johns Hopkins Hospital to the east and the University of Maryland Medical Center to the west. The city has a rich history as a working-class port town focused on steel processing, shipping, auto manufacturing and transportation. But these days Baltimore has a modern service economy led by high-tech, biotech, medicine, and tourism.

#### **THE CLUB**

Baltimore Country Club was founded on January 12, 1898 at its Roland Park Location. The Club was a success from the start, with 600 members enjoying its 150-acre facility less than five miles from downtown Baltimore. Just one year after opening, the Club gained immediate recognition in the golf world by hosting the fifth United States Open Championship, which was won by Willie Smith of Scotland.

The USGA lists Baltimore Country Club as one of the first 100 clubs established in the United States. Today the Club is some 3,300 members strong. It is widely recognized as one of the top 50 country clubs in the nation and top 100 in the world. In 2013, LINKS magazine named Baltimore Country Club as one of the 100 Most Prestigious Clubs in the World. BCC is one of only twelve clubs nationwide to operate on two campuses.

The East Course at Five Farms, designed by A. W. Tillinghast, officially opened in September of 1926 has received many honors, including making *Golfweek's* list of "America's Top 100 Classic Courses" (pre 1960) numerous times, most recently in 2016. It is also listed as the best Classic or Modern (post 1960 design) Course in the state of Maryland. A restoration project was completed in 2015 by Keith Foster, bringing the course back to Tillinghast's original 1924 design.

The Roland Park Golf Course was officially closed in 1962 when all of the property on the west side of Falls Road was sold, and the West Course at Five Farms was opened. This second course at Five Farms was redesigned in 1990 by Bob Cupp and Champions Tour member and World Golf Hall of Fame member, Tom Kite. In 2012, the course was renovated under the direction of Keith Foster. The Par 72 West Course offers members two outstanding golf courses.

In 1931, the Roland Park Clubhouse was virtually destroyed by fire. The new "in-town" Clubhouse was formally opened on April 1, 1932. The fine Federal-style detailing of the Georgian Room, the paneling and black Belgian marble of the foyer, and the rough stone and pine of the Grille remain practically unchanged to this date. The duckpin bowling lanes were built in 1932 and remain in use today. In 1964 the stately Olivier Mansion, which served as the original Five Farms Clubhouse, was demolished and replaced with a new building. Members continue to enjoy a variety of activities at the two clubhouses today.

The club's racquets program consists of tennis, paddle, pickleball and squash. With a rich tradition of hosting the Davis Cup and other professional events, their state-of-the-art tennis facility offers top-notch programs for all ages and abilities. BCC is the first club nationally to have four dedicated clay pickleball courts. Paddle tennis, arguably the most social of any racquet sport, combines tennis and squash, providing a fun, yet challenging activity for the entire family. Two international singles squash courts, and a hardball doubles court, offer everything from clinics to world-renowned tournaments for all types of squash players.

The Club's swim complex offers three swimming pools, grass lawns for lounging, a cabana, and open patios for dining. Throughout the summer, members and guests enjoy themed parties, swim lessons, swim team, and social gatherings. The pool menu includes healthy options to energize the body and a service bar for adults to enjoy.

Baltimore Country Club's fitness facilities are designed to optimize members' health and fitness goals based on individual needs. The Club's fitness and wellness professionals specialize in personal training, group fitness, rehabilitation, and massage therapy.

#### CHAMPIONSHIPS AT BALTIMORE COUNTRY CLUB

1899 United States Open (at Roland Park) - Willie Smith (315)  
1928 PGA Championship - Leo Diegel  
1932 United States Amateur - C. Ross Somerville  
1965 Walker Cup - United States vs Great Britain (Tie 11-11)  
1988 United States Women's Open - Liselotte Neumann (277)  
2007 Senior Players Championship - Loren Roberts  
2008 Senior Players Championship - D. A. Weibring  
2009 Senior Players Championship - Jay Haas

Baltimore Country Club is one of only two clubs in the world to have hosted a Men's U.S. Open, a PGA Championship, a Men's U.S. Amateur, a U.S. Walker Cup, a U.S. Women's Open, and a Champions Tour Major.

#### BALTIMORE COUNTRY CLUB BY THE NUMBERS:

- 3,300 Members in all categories
- 35,000 Rounds of golf
- \$45,000 Initiation fee
- \$20.6M Gross volume
- \$11.7M Annual dues volume
- \$6M F&B volume; 36% a la carte, 32% catering, 32% Club events
- \$10.6M Gross payroll
- 130 (FTE) out of season employees; 180 (FTE) in-season employees
- 49 Average age of members

**BALTIMORE COUNTRY CLUB WEB SITE:** [www.bcc1898.com](http://www.bcc1898.com)

## **ASSISTANT GENERAL MANAGER (AGM) POSITION OVERVIEW**

The Assistant General Manager will:

- Embrace and embody the BCC culture centered around the **CORE FOUR**:
  1. Do What is Right, Not What is Easy
  2. Empowerment Through Opportunity
  3. Build Genuine Relationships
  4. Be Extraordinaryand engage in the **C.A.R.E.** culture:  
CREATE a genuine approach to hospitality  
ACHIEVE budgeted goals  
RESPECT and dignity for all  
EXCEPTIONAL experiences at all times
- Have a strong, highly visible and respectful presence with the membership, while being an exceptional communicator, possess adroit interpersonal skills, and the maturity to instinctively understand our members and guests with a constant orientation toward service excellence. S/he must be able to communicate this expectation to a staff with diverse backgrounds and motivate them positively at all times.
- Have a strong sense of urgency and responsiveness.
- Be a person of quality and integrity.
- Be an active and dynamic recruiter of team members and someone enthusiastic about building a team and lead them to significant, positive membership interactions and outcomes.
- Be a collaborative team player willing to be “hands on” when necessary but understand when to step back and lead the team.
- Involve associates in the decision-making process of how ‘work gets done’ and create a desirable and rewarding work environment.
- Have a passion and aptitude for teaching and training, and develop and enhance training programs for all food service personnel, working, as necessary, with the managers directly responsible for those operations.
- Be a focused and objective evaluator of personnel, ensuring that standards of conduct and member service are met; this includes oversight of high standards of appearance, hospitality, service, and cleanliness of all facilities.
- Establish and consistently enhance operating standards for all personnel and objectively evaluate knowledge, understanding and execution of these standards.
- Ensure that an effective orientation and onboarding program exists in all areas of responsibility, along with continuous professional development and training.
- Ensure effective and efficient staffing and scheduling for all facilities and functions while balancing financial objectives with member satisfaction goals.
- Ensure that associates clearly understand performance expectations and that assigned tasks are reasonable, well-conceived and appropriately conveyed. Provide resources necessary to allow employees to perform their jobs effectively and create an exceptional ambience for members and guests.
- Establish and uphold expectations for dress, decorum and all other service standards and consistently monitor.
- Take personal ownership of his or her area of responsibility, with special attention to the physical plant and overall appearance of the operation, and understand the need to be consistently “member ready” in both appearance and service.

## **CANDIDATE QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty. The requirements listed above are representative of the knowledge, skill, and abilities required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Very strong F & B skills are necessary, as is an intuitively respectful style and mentoring/nurturing/developing approach to staff and team. Baltimore Country Club is a high expectation club operation with two campuses each with multiple operating outlets, events and activities occurring simultaneously; the ability to be able to manage and lead in such an environment in an organized, thoughtful manner is critically important.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

A Bachelor's degree (B.A.) in Hospitality Management or related fields is helpful, plus a minimum of 7 years of increasingly more responsible experience in a high-volume hotel, restaurant or club operation, or an equivalent combination of related education and experience.

## **SALARY AND BENEFITS**

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

**Preparing a thoughtful letter of interest and alignment, clearly articulating your "fit" with the profile and the above noted expectations and requirements is necessary.**

**Your letter should be addressed to Mr. Kent Johnson, GM/COO, of The Baltimore Country Club,** and clearly articulate why you want to be considered for this position at this stage of your career and why The Baltimore Country Club and the greater Baltimore area will likely be a "fit" to you, your family and the Club if selected.

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

**"Last Name, First Name - Resume" &**

**"Last Name, First Name - Cover Letter"**

(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.

For directions on how to upload your resume and cover letter [visit this page](#).

[Click here](#) to upload your resume and cover letter.

If you have any questions please email Holly Weiss: [holly@kkandw.com](mailto:holly@kkandw.com)

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