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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: LOOKAWAY GOLF CLUB BUCKINGHAM, PA

GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT LOOKAWAY GOLF CLUB

The General Manager/Chief Operating Officer (GM/COO) role at Lookaway Golf Club is an exceptional opportunity for a hospitality leader who has a strong appreciation for golf, its history, and the importance of it to the membership at Lookaway. Working with an engaged Board, a motivated group of Department Heads and a very supportive membership, the new GM/COO will be stepping into a role with tremendous potential to further elevate an already very special place!

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

ABOUT LOOKAWAY GOLF CLUB

Lookaway Golf Club (LGC), founded in 1999, boasts quite a history. The property itself dates to 1713, when it was deeded by William Penn (Deed #1 in Buckingham Township, Pa.) to Thomas Watson, of Yorkshire, England. The building that serves as the Lookaway clubhouse was built sometime around 1752 and is believed to be the oldest building used as a clubhouse in the United States.

Over the course of the next 170 years the property changed hands several times. In 1923, Theodore W. Sterling purchased an active dairy farm, known then as Paxon Farm. Mr. Sterling renamed the farm Lookaway and was well known to locals as a source for providing fresh milk. That milk was provided in bottles sporting a logo comprised of the entwined initials of the farm's owner, Mr. Sterling. The logo remains as the symbol of Lookaway Golf Club where the first rounds of golf were played in May of 1999.

Lookaway Golf Club offers pure golf in a rural setting, designed by internationally respected architect Rees Jones. The Club is a collection of golfers that strive for excellence and look for a challenge. It provides golfers of all levels such an experience.

The championship course, acclaimed by Golf Digest magazine as one of the top ranked course in Pennsylvania, encompasses 230 acres and is defined by seclusion, tranquility, and a dedication to golf. Members enjoy exclusive access to the Club's Indoor Golf Training Facility with two bays offering the latest technology in golf simulation, lessons, practice, club fittings and the ability to virtually golf the Lookaway course, as well as several other well-known golf courses!

The Lookaway Culinary Team proudly operates a scratch kitchen, frequently using locally sourced items for a farm to fork dining experience. Their seasonal menus are designed with an emphasis on healthy selections and member preferences and diners delight in the Chef's presentation of contemporary comfort foods.

The Club also owns several cottages and buildings and the Club is developing a campus master plan and undertaking a number of key amenity capital additions and improvements in the near future. The rural landscapes are especially beautiful and frame many of the holes around the course, which is known for its quality conditions.

LOOKAWAY GOLF CLUB BY THE NUMBERS:

- The Club has a full Partner membership category of 229 (and a waiting list!)
- \$65,000 equity share price
- Annual dues for a Partner are \$13,190 for individuals and \$14,850 for families

- Annual F&B Minimum - \$900
- Approximately 14,000 rounds of golf annually
- Gross Revenues of approximately \$5.5M
- Annual Dues Revenue of approximately \$3.4M
- F&B Volume – approximately \$1.0M with most of that from ala carte dining
- Employees: Full-time Annual – 34, In-Season - 57
- Average age of membership – 64 and trending younger
- There are a total of 10 Board Members, each serving one-year terms
- There are standing committees consisting of: Marketing, Membership, Golf, Facilities, Greens, Finance, House, and Bylaws
- The Club uses Clubselect for its accounting and POS
- Capital projects approved or being considered at present include a new Golf Training Center on the range, improvements to the indoor Training Center, paving of cart paths and a master plan update of the course with Rees Jones

LOOKAWAY GOLF CLUB WEBSITE: www.lookawaygolf.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The General Manager/Chief Operating Officer is responsible for working with the Board to set and support the mission and vision of Lookaway Golf Club. This leader has operational management authority over the daily operations of the Club, as well as establishing short- and long-term organizational goals, objectives, plans, and policies subject to approval of the Board of Directors (Board) of Lookaway Golf Club.

The GM/COO is responsible for establishing operational processes and setting a cultural tone among staff members to ensure a consistently exceptional level of hospitality and execution across all interactions with members and guests. Given the role's high level of visibility with the Club's main constituencies, which include members, guests, local organizations, and the Board, the GM/COO must be able to perform at a high executive and leadership capacity and possess a naturally engaging and interactive style.

The position requires varying degrees of experience, while placing a large emphasis on individual character traits. Key characteristics for success will include strong integrity and character grounded in a foundation of quiet confidence, *accountability*, and poise; essentially possessing a natural "gravitas." The ability to cultivate a consistently positive, upbeat, *respectful*, *diverse*, *inclusive*, and team-oriented *workplace* is critical. The successful candidate will bring the ability to identify and hire talent, mentor, and lead a team "by example", with an eye toward congeniality and enthusiasm. Exceptional interpersonal skills marked by excellent judgment, diplomatic tact and thoughtful communication are essential.

The GM/COO must also possess a keen financial acumen with the ability to maintain the Club's strong operating performance, along with balancing strategic capital investments into its amenities, programming, and services. Innovation and creativity with a "continuous-improvement management" philosophy is a desired cornerstone for the Club's operation and a critical success factor for the future. The successful candidate will possess a sincere passion for excellence and a dedication to providing an exceptional and natural welcoming environment for its members, families, and guests, along with possessing a true appreciation for golf.

The GM/COO has all club department heads reporting to him/her, including the Head Golf Professional, Golf Course Superintendent, Controller, Clubhouse Manager, F & B Director, Director of Facilities, Membership Director, HR Director and Executive Chef.

CORE RESPONSIBILITIES AND EXPECTATIONS

- Collaborate with the Board of Directors, Committee Chairs, and Department Heads to fulfill the Club's defined Mission and Vision, to which he/she is expected to help evaluate for relevancy and reasonableness to consistently deliver.

- Develop operating procedures and oversee the work of all staff members to deliver a consistent, exceptional member experience for all Club activities and services including golf events, dining, programs, and social functions.
- Manage and execute each department's operations to align with the Club's operational and capital budgets.
- Work with Department Heads to assure that all operations are run at the highest level of professionalism with effective collaboration, communication, member satisfaction and accountabilities set forth in annual club budgeting process, of which each Department Head is actively involved in developing and "owning".
- Work with Greens Superintendent to ensure that the golf course, the Clubs #1 asset, and priority, is always in a condition that represents the standards and expectations of a top golf club.
- Cultivate a team of managers and staff members with an overarching commitment to excellence in all aspects of service, advocating strongly for their success, collaboration with another and for the consistent application of standards, processes, and procedures.
- Coordinate the execution of the Club's long-range and annual plans in conjunction with the Board.
- Secure, protect, and enhance the Club's physical assets, facilities, and equipment requirements.
- Understand and ensure compliance with Federal, State and Local regulations regarding Club operations, employment, lodging, and the serving of food and alcohol.

NECESSARY SKILLS, EXPERIENCE AND PERSONAL ATTRIBUTES

- A great communicator with an equally charismatic personality who enjoys interaction with members and for whom leadership comes naturally as well as the ability to mentor and delegate.
- A humble, servant leader with strong personal integrity that acts as the "glue" at the Club and fosters introductions of members and guests, willing to "do what it takes" with solid and consistent follow-up and a creative problem solver that leads by example.
- Strong F&B experience and knowledge along with the willingness to innovative with new ideas and concepts in all areas of the Club.
- Strong financial acumen in addition to being well-rounded in all areas of management and operational oversight from entry-level to top roles, including HR and training experiences.
- A motivated, "big thinker" who is at the forefront of technology and modern relevance yet possessing finely tuned soft skills that allow for a sincere, very personal touch when appropriate.
- Ability to deal with adversity and to confront opportunities head-on, when necessary, whether it a member or team member issue, but always in a diplomatic, calm, and appropriate manner.
- An understanding of the LGC culture and the willingness to build on it, balancing tradition, and relevance.
- A good listener who is reflective and interacts well with the membership and his/her team, taking initiative and who can easily anticipate priorities, as well as a competent and thoughtful writer as the primary written communicator from the Club.
- Someone with member-owned club experience who functions effectively in the boardroom, is exceptionally well organized and prepared to offer thoughtful recommendations and suggestions, based on data and an understanding of the governing principles and model at Lookaway.
- A visionary in the golf world with professional experience in the golf operations side as well as an appreciation for and an understanding of golf traditions and the willingness to reinstitute those at Lookaway where appropriate. Someone who realizes the importance of the team having an equally well-rounded understanding of and an appreciation for the game of golf, which is at the forefront at Lookaway, as well as being naturally passionate about creating operational excellence and extraordinary and consistent member experiences.
- A strong behind the scenes leader in addition to being highly visible to members and guests; one who sets realistic goals, measures execution, and follows up on results with staff. A keen ability to delegate and generate natural camaraderie amongst the team and the membership.
- Ideally, having had experience with capital projects from conception to design/build and planning for opening.

CANDIDATE QUALIFICATIONS

- A minimum of 5-7 years of progressive leadership/management experience in an active, golf-oriented, private, member-owned club or a leading hospitality-driven organization.

- Experience managing golf, green and house operations; ideally a PGA or club management professional who has overall operational skills and experience and who demonstrates a keen understanding of how to orchestrate the many touch points to success.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Hospitality Management or Golf Management.
- From the club industry, Certified Club Manager (CCM) designation is desirable but not necessary, as well as appropriate certifications from the PGA if from that background.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club, along with the typical senior staff benefits, offers an excellent 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. Please be sure your image is not present on your resume or cover letter; that should be used in your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Mr. Jim Collins, President and the LGC Search Committee 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 Lookaway Golf Club and the Buckingham, PA 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 August 24, 2021. Candidate selections will occur early September, with first Interviews expected late September and second interviews early October and the new GM/COO assuming his/her role before the new year.

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter - Lookaway Golf Club"

(These documents MUST be in Word or PDF format)

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

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