

KOPPLIN KUEBLER & WALLACE

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: ST. ANDREWS COUNTRY CLUB BOCA RATON, FL

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT ST. ANDREWS COUNTRY CLUB

The General Manager/Chief Operating Officer role at St. Andrews Country Club is a tremendous opportunity to join and lead one of the top clubs in the crowded Palm Beach County, Florida market. Long recognized as one of the most significantly amenitized club communities in the area, St. Andrews is looking for an innovative, energized, front facing leader to work with the Board to create a master campus plan to ensure the Club continues to be relevant to the next generation of members, and maintains its position as one of the top clubs for member experiences, amenities, and services.

The Club has enjoyed a large influx of new, younger members in the past two years and is in the midst of renovations of one of its two courses, along with planning for other amenity enhancements. Operations are functioning well with a group of mostly tenured professionals leading their respective departments.

This is a role for the top club leaders in the country, with the Club looking for a strong, capable, well-networked, diplomatic, and motivated leader who will help to provide visionary and active guidance to the voluntary leaders of the Club, evolving to more of a 'CEO-like' role.

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

ABOUT ST. ANDREWS COUNTRY CLUB AND COMMUNITY

Developed in the 1980's, St. Andrews Country Club is viewed as an exceptional residential club community with a legacy of fine living, an active social and recreational calendar, and a group of members and staff committed to excellence.

Club amenities are highlighted by a 125,000 sq. ft. clubhouse featuring an active culinary program, known for its fresh, inventive cuisine and a highly regarded Executive Chef and front house team. Café Blue, the Gallery and Lakeside are three of the multiple dining venues available to members. Large men's and ladies' cardrooms are active with an additional array of social activities with guest speakers, book talks, cooking classes and other planned events. The kids at St. Andrews have their own space as well with two indoor Rec Rooms featuring gaming systems, billiards, air hockey and computers.

St. Andrews offers 36 holes of championship golf, including an Arnold Palmer Signature course and a second course currently under renovation with Kipp Schulties. Golf operations also include a state-of-the-art Golf Performance Center with personalized instruction and training. Racquet sports include 14 clay courts including a red clay European court, a stadium court, two pickleball courts (soon to be four additional), all led by former #6 world ranked Aaron Krickstein. Other recreational amenities include a 10,500 sq. ft. health and wellness center with free weights, TRX, Technogym equipment, and a wide array of cardio selections from treadmills, ellipticals, rowers, skiers and bikes! There are over 50 weekly complimentary classes in aerobics, spinning, Pilates and other activities as well.

In the past few years, the Club built a freestanding Spa and Salon with a wide selection of treatments that can change daily. Separate men's and ladies' locker rooms are equipped with lounge areas with calming water features, showers, a sauna, a steam room, and hot tubs. The Spa & Salon boasts seven treatment rooms, including a salt therapy room, six pedicure and manicure chairs, four hairstylist chairs, two hair color processing stations, and a private salon suite for special events.

ST. ANDREWS COUNTRY CLUB BY THE NUMBERS:

- The Club has over 700 full golf members with nearly all of them in the Full Golf category (other categories are no longer available)
- The initiation fee is \$200,000
- Mandatory dues/fees are \$34,525 annually (not including POA)
- Annual F&B Minimum - \$2400
- Gross revenues of the Club from all sources are approximately \$36.0M
- Dues revenue are approximately \$26.0M
- There are typically between 50,000 and 60,000 annual rounds of golf (higher during COVID)
- F&B Volume – approximately \$6.0M
- Employees: Approximately 250 FTYR with another 100+ seasonal, with most of them being H2B or J1
- There are 11 Board members each serving three-year terms
- The Club uses NORTHSTAR for its accounting and POS
- The Club is organized as a 501(c)(7)

ST. ANDREWS COUNTRY CLUB WEB SITE: www.standrewscc.com

ST. ANDREWS COUNTRY CLUB GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The Board desires a General Manager/Chief Operating Officer (GM/COO) who essentially serves as the Chief Executive of the Club, to work very closely with the Board of Directors and Committees. The GM/COO will be looked upon as the face of St. Andrews Country Club (SACC) and is a primary visionary to ensure the club consistently executes at an exceptionally high level of personalized service with relevant amenities and programming. This GM/COO will be coming into a Club that is enjoyed a large influx of new resident members during the pandemic, preferring a club with all the amenities of the larger club communities in Palm Beach County, delivered in a smaller, more personalized environment. Continuing to be innovative, and further elevating this comfortably elegant lifestyle environment is a priority for the new GM/COO.

Significant to the new GM/COO's success is the ability to understand the unique nature, likely through current or previous first-hand experience, of residential community clubs. Certainly, a key to his/her success is putting members first and recognizing that the foundation of success is 'walking the walk' and being highly engaging and approachable in his/her natural style. Members in this community are highly active users of their Club, being an accessible and a strategic leader who believes in creating a thriving culture for the management team and inspiring the overall group of associates is necessary.

Possessing excellent business skills, strong financial acuity and armed with a strong ability to create clear accountabilities, articulate expectations and ensure that performance management systems are in place and followed throughout the organization is important. This includes having good delegation skills, being a strong talent recruiter, developer and mentor is important, as is understanding efficient and effective use of resources and funding. Reviewing and implementing performance management accountabilities is an expectation.

Clearly and as noted, outstanding communication skills, especially the demonstrated ability to listen and diplomatically respond is essential to success at SACC. The Club has been recognized with many accolades in many areas, and a high level of execution to outcomes is critical to continue.

Key attributes, characteristics, experiences, and style of the successful new leader include:

- Actively participating and partnering with the Board and Committees, using the Senior Leadership Team to contribute their expertise and skills. Ultimately, the goal is to allow members to be members, enjoying their time and volunteer contributions and not making operating decisions but being policy makers and strategic partners. The GM/COO is expected to be an interactive "thought partner" with the Board and Committees, working closely with both groups as they collectively make decisions and set "vision and strategic direction" for the long-term well-being of the membership, including and importantly the evolving demographics of it.
- Having a history of participation in the creation, development, and execution of long range, strategic and master plans is highly desirable. The Club will be embarking on significant work in each of these areas and the GM/COO will be an integral 'driver' to building consensus, support and execution of plans and outcomes.

- The GM/COO must be a “hands on,” “present” and interactive leader who directly monitors the operation and mentors the staff throughout each day; someone who recognizes and embodies the details necessary for consistency and high levels of satisfaction in all operations and amenities. Someone who can set clearly defined goals and objectives, hold people accountable for results in a performance management system without being viewed as a micromanager while doing so.
- Possessing a deep knowledge in active club operations, with especially strong F & B skills.
- A track record of results in governance/leadership partnership with active Member Boards and Committees; someone who appreciates his/her senior leadership team, is respectful of their knowledge, skills, and ability to contribute to the well-being of SACC, and to whom he/she turns for input and recommendation. Clearly, the ability to build and maintain an inclusive culture within all constituencies is important.
- Possessive of a strong record of recruiting, retaining, and helping departmental leaders to continuously develop themselves and their respective staffs in a desire to create a culture of continuous evolution to excellence in execution and delivery.
- Being a “risk taker” where and when appropriate is desirable, as is being a thoughtful leader of “change;” status quo is not a desired direction and focus!
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say no when appropriate without alienating members or staff while doing so, but also having the common sense to know when and how to manage within guidelines and supporting the Team to do so as well. Being respectfully confident and connected to the membership and team is critical.
- A person who must be “confident yet humble and an astute listener with a bias for action.” He or she must also have the ability to engage in a meaningful fashion with both the members and the employees to execute on day-to-day operations and ensure the long-term strategy is attained and is actively involved in creating it.
- Active involvement in CMAA or similar organizations where he/she has a strong network of peers, and can stay actively abreast of the industry, trends, and opportunities for SACC to stay relevant and proactive for its members and staff. Further, recognizing the benefit of ‘brand’ and being identified by Distinguished Clubs, Healthiest Clubs, Platinum Clubs and other industry sources for outstanding performance and quality is important.

KEY PRIORITIES FOR SUCCESSFUL TRANSITIONING

The following priorities have been identified as recommended primary focus:

- Work to ensure a smooth and successful transition. St. Andrews functions at a high level at present; a successful outcome will include understanding and embracing the Club’s “culture,” and quickly developing relationships with members and staff. Work closely and engage significantly with the Club’s key and mostly long tenured senior directors, all of whom are viewed as high achieving and quality contributors to St. Andrew’s success.
- Be “present” and positively approachable where needed to develop strong member and staff trust and confidence; approachability, follow up, and candid, respectful interactions are key. Being engaged and part of every operating department is critical, as is becoming the “face of St. Andrews!”
- Develop the President, Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness. Ensure that well-intended member volunteer involvement is appropriate and in support of the Club’s goals.
- Work with the Board and Senior Leadership Team to solidify the Club’s overall “vision”, and the pillars of success in achieving and maintaining that vision. This will likely include the creation of a strategic and master plan for the organization and evaluating the overall organizational structure of both staff and volunteer roles.
- Immerse into the Club’s financial and business plans to fully understand the Club’s history and model for success.
- Work closely with the F & B team to ensure that an appropriate foundation of success is in place in this department, both in the culinary and service execution sides of the operation. F & B operations are of great importance to the membership, and meeting members’ expectations in this area is a critical success factor.
- Immerse into the Club’s strategic plans and understand its history of amenities development, ensuring that any on-going or planned projects are completed with good success.
- Establishment of a strong and collaborative relationship with the POA, recognizing that essentially all members of the Club are POA members as well.

CANDIDATE QUALIFICATIONS

Ideally, a minimum of 8 - 10 years of progressive leadership/top level general management experience in (preferably) a private member-owned residential country club with significant, multi-dimensional operations, or leading resort/hospitality operations outside of the club industry in a similar dynamic, progressive and relevant operation. Leading in a strong GM/COO model and taking ownership, accountability and responsibility while doing so are verifiably necessary traits and experiences.

The Club will consider candidates from outside the club industry who possess verifiable relationship building, success metrics orientation and understanding of volunteer board and committee dynamics with the ability to effectively lead in this type of operation.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A BS or BA degree (or equivalent) from an accredited college or university, preferably in business or hospitality management.
- A CCM and CCE designation or similar accreditation outside of the club industry is desirable.

CLUB COVID REQUIREMENTS

At present, the Club does not require staff to be fully vaccinated as a provision of employment.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club offers an excellent bonus and benefit package including CMAA 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 the SACC GM/COO Search Committee and clearly articulate why you want to be considered for this position at this stage of your career and why SACC and the Boca Raton 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 Monday, June 20, 2022. Candidate selections will occur in early July with first interviews later that month. Ideally, the new GM/COO will commence his/her role by September 2022.***

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – St. Andrews”

(These documents MUST 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

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