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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: DES MOINES GOLF AND COUNTRY CLUB WEST DES MOINES, IA

THE GENERAL MANAGER/CHIEF OPERATING OFFICER (GM/COO) OPPORTUNITY AT DES MOINES GOLF AND COUNTRY CLUB (DMGCC)

The opportunity at Des Moines Golf & Country Club is a very special one! Not only does the Club enjoy a great position in the community, it has a wide array of amenities and a waiting list and it enjoys a history of stability and tenure amongst its management team and Board.

The Club is looking for an energized, approachable and sincerely engaged leader who ultimately “owns the operation,” “provides outstanding leadership to a long tenured highly regarded team,” and “who is the ‘face’ of the Club and provides thoughtful guidance and visible support and guidance for upcoming capital projects!” The Board is “not desirous of running the club” themselves, and therefore wants a leader who is “present” and “clearly owns the role and responsibility” associated with it.

The current General Manager/COO, Jim Cutter, is scheduled to retire in May, 2020. Jim is wrapping up an illustrious 35+-year career, and he has served as their leader for the last 20 years. With "big shoes to fill," this search is being conducted to find an outstanding General Manager/COO to lead the club into the next chapter of their exciting future.

DES MOINES

Greater Des Moines, with a population of 600,000+, is a great place to live and work. It is known as one of the few places where you can truly find a great job and have time to live! With a long history of outstanding business and civic leaders, the area prides itself on having great schools, friendly communities, short commutes, affordable living and world-class amenities. *U.S. News & World Reports* ranked Des Moines as the #4 Best Place to Live, and *Forbes* ranked it as the #5 Best Place for Business and Careers. You can live in Greater Des Moines and have it all.

Cultural events and festivals in the downtown area along with one-of-a-kind shops, 800 miles of bike trails and parks, and historical gems like museums and mansions, botanical gardens, science museums, and other educational attractions are scattered all over this friendly city. Des Moines is America’s #1 minor league sports market as well.

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

DES MOINES GOLF AND COUNTRY CLUB (DMGCC)

Founded in 1897, Des Moines Golf & Country Club has a rich tradition, an active calendar and membership, and a bright future. Featuring two 18-hole golf courses and over 1500 members, including a wait list for golf membership, the Club is considered a jewel in the Midwest. The Club is well known for hosting the 1999 US Senior Open and the 2017 Solheim Cup, both considered very successful, record setting events.

Sitting on 475 acres in the growing suburb of West Des Moines, Iowa, DMGCC has fought its way through catastrophe, depression and the pains of progress to stand today on the threshold of its one-hundred and twenty-third year. The Club has been the picture of stability for the past 40 or so years and is a strong, outstanding organization, loyally supported by its largest membership in history.

The two 18-hole Pete Dye designed golf courses are the centerpiece of the Club. The first golf course opened in 1968 and the second in 1969. Considered the “Father of Modern Golf Course Architecture” Pete’s use of pot bunkers, railroad tie bulkheads and smaller greens that often-utilized false fronts were all evident in his work at this Club.

Completely renovated over four years and finished in 2016, the courses remain the only Dye designs in Iowa and one of only a few locations where Pete designed all 36 holes on one site.

Other Club amenities include:

- 57,000 square foot clubhouse
- Three dining outlets; the Iowa Grille, Candlelight Dining Room, Casual Bar
- Seasonal dining outlet; the Cabana
- 5 Meeting rooms with seating for 2 to 300 people
- A true Olympic sized swimming pool
- Zero depth pool and splash-ground
- 8 Plexi-pave surface tennis courts
 - Four domed every winter for indoor play
 - Four lighted for night play
- 4 Clay tennis courts (2 slated to become 4 pickleball courts in spring of 2020)

The Club is operating from a firm financial position and developed their current strategic plan in 2016. One of the tenets of the plan was to develop a facilities master plan to identify and plan for significant future capital projects in order to enhance Club facilities. In conjunction with BSB Design, this plan was developed in 2018, while much of 2019 has been spent prioritizing and phasing the plan. Current plans call for work on Phase I to begin in the fall of 2020. Work in this phase includes construction of a new golf pro shop, expansion of both indoor and outdoor casual dining, as well as renovation and expansion of the casual dining kitchen. It is anticipated that this phase will be upwards of a \$7,000,000 project.

MISSION STATEMENT

Des Moines Golf and Country Club is a progressive golf and country club committed to continuous improvement. We will provide exceptional quality service and facilities to our members, families and guests.

VISION STATEMENT

Des Moines Golf and Country Club is one of the premiere athletic and social clubs in the Midwest.

DES MOINES GOLF AND COUNTRY CLUB BY THE NUMBERS

- At present, there are approximately 1,504 members in all categories
- \$24,000 Initiation fee for full membership
- \$6,000 Annual dues for full membership
- Approximately \$13.4M Gross revenues from all sources
- \$5.9M Dues volume
- \$4.3M F&B volume
- 350 Employees (FTE) in-season
- The Club plays approximately 48,000 rounds of golf annually on its 36 holes
- 14 Board Members with 3-year terms
- Average age of members is 53

DES MOINES GOLF AND COUNTRY CLUB WEB SITE: www.dmgcc.org

GM/COO POSITION OVERVIEW

The GM/COO has full responsibility for all aspects of operations at Des Moines Golf and Country Club, effectively managing all resources and reporting to the Board of Directors and the President and is expected to be the embodiment of an “exceptional member-centric experience.” The GM/COO will lead the management team, many of whom have many years of tenure at the Club, be representative of modern management “best service” practices, and indirectly supervise all employees of the Club while intuitively promoting a positive, engaging and highly competent service culture in all operations.

He/she 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 strategic direction for the long-term well-being of the membership. Like many clubs, DMGCC has many new, younger members with families and the balance of tradition with relevance to today’s member needs and expectations is a critical success factor. Supporting and effectively working with many committees, who are an important part of DMGCC’s long history and success, is a necessary and important skill set.

The successful new GM/COO at DMGCC will need to have especially strong skills in “mentoring” and “holding accountable” a senior staff and group of meaningfully engaged and well-regarded employees who are looking for that type of leadership as well. The Club membership has a high regard for its staff, but recognizes that the enhanced continuance of an energized, well-trained, committed team is critical for continued success. *A sincerely engaged, personally invested, instinctual style is particularly important for one’s success.*

The GM/COO at DMGCC supervises the Director of Clubhouse Operations, Controller, Director of Events, Director of Grounds, Director of Golf, Director of Tennis, Director of Facility Engineering, Director of Aquatics, and the Executive Assistant.

It is critical that the candidate understands the local market and economy and must be comfortable and competent being an integral and proactive part of developing relationships that lead to membership interest, retention and/or business opportunities, and is effective in orienting new members so their initial experience with DMGCC results in constant use of the Club.

The new GM/COO should have demonstrated experience of successfully and innovatively dealing with the deepening labor shortage in today’s marketplace by positioning the club as an employer of choice and having an ability to maintain a fully staffed organization.

Additionally, the new GM/COO must be a professional and highly respectful in his/her personal style, demeanor and presence, and someone who recognizes and is comfortable interacting with all demographics of members, staff and other constituents who contribute to the success of the Club; name recognition is a basic foundation of such success and this attribute is a critical component of the top executive; ideally someone who exemplifies what members call, “Iowa Nice!” He/she must be able to clearly and intuitively “walk the talk,” exemplifying how to perpetuate a true premier “Member Experience” and “driving excellence” that is commensurate with one of the top family-oriented country clubs in the Midwest. Assisting the Board to reaffirm the “clarity of vision” for the Club and its future is also very important, as is working to “clearly define the levels of excellence desired in each area of the operation,” and ensuring that they are consistently executed.

It is also critically important for the GM/COO to have especially strong and verifiable financial skills and acumen, and to be able to communicate very effectively, both verbally and in writing as the primary communicator of important Club information. *Attention to detail and having necessary and appropriate follow-up skills are very important personal characteristics, especially important with every element of DMGCC’s amenities as there will soon be significant reinvestment in a number of Club amenities.*

INITIAL PRIORITIES OF THE NEW GM/COO

- Listen and observe, a lot, while “learning and assessing” the operation;
- Get to know members and staff as quickly as possible, engaging them in an intuitively sincere and enthusiastic manner;
- Work closely with the Board, Committees, and senior management staff to ensure a full and complete understanding of DMGCC, its history, culture, and traditions before making any significant changes;
- Focus on the Food and Beverage operation, which is busy and ever evolving, recognizing that it is the ‘heart’ of the DMGCC experience, and the consistent delivery and execution of a positive, well-regarded product is a critical success factor;
- Understand the financial model, its history of operational results and the need for adherence by all departments and managers, and clearly understand how DMGCC formulates its financial projections;
- Immerse yourself in the capital project planning effort, both those that are approved and the ones that are still in the planning stages, to ensure execution and logistical design and successful operational opening

DESIRED CANDIDATE QUALIFICATIONS

- Significant progressive management experience in a well-regarded private club or similar hospitality environment, preferably with at least five years in a top executive role. The Club will also consider well-regarded and mentored Assistant General Managers with strong and verifiable experience in leading a dynamic, progressive, “family-centric” club environment with significant recreational and social activities and amenities.
- The GM/COO should be a natural leader who is able to attract and develop a strong team surrounding him/her.
- Especially strong overall communications skills in both verbal and written form, as well as in listening. Further to this attribute is the ability to communicate in multiple media forms, and to recognize when and how such communication is most effective and presented.
- Must be a visionary and mission oriented; anticipating how the Club continues to evolve is important, as is being actively ‘networked’ in the industry to the point of being on the forefront of trends in clubs. He/She should be able to project and steer the club in appropriate and relevant directions for the benefit of the membership.
- Possessive of solid and verifiable successes in F & B operations, including the proven ability to inspire, train, and set standards; is creative and innovative, and generally regarded as having overseen a top tier F & B operation, as well as excellent working knowledge of all other key recreational, programming and activity amenities and their relevancy in the industry.
- A visible, hard-working leader that brings ideas to the table and who can express those ideas thoughtfully and easily to team members.
- The new GM/COO should be motivated and energetic and able to project that enthusiasm to management and staff; someone that is not afraid and provides an open line of communication and who supports his/her department heads, while also advocating for their success. He/She should be a masterful “conductor” when it comes to creating and executing a seamless and harmonious experience across all aspects of DMGCC.
- Especially strong financial acumen, budgeting, and presentation skills, along with an intuitive “ROI” mindset, being able to effectively communicate the vision behind the numbers.
- A true appreciation of golf, its history and how to deliver an exceptional “experience” to members and guests.
- A verifiable history of success in working in a volunteer, member owned organization, appreciating the need to gain consensus and “buy-in” to well-conceived, majority interest objectives benefiting the long-term well-being of the organization. Having proven and demonstrable success in a strong committee culture is necessary.
- A history of “mentoring” others to both develop their skills and to benefit the organization.

The Club is strongly interested in the best candidates, regardless of where they currently live, so long as they are a “good fit for a wonderful mid-western club and community.” The key attributes, as outlined above, include the proven ability to continue to elevate services, programming, and execution of a well-defined “mission.”

The role of GM/COO at Des Moines Golf and Country Club should be attractive to those qualified candidates seeking a stable, long-term commitment in a community with outstanding schools and quality of life. For the right individual with passion, enthusiasm, and consistently enhanced skill sets, DMGCC can be a “pinnacle of one’s career!”

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor’s Degree from a four-year university or college, preferably in Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience will be fairly considered.
- Certified Club Manager (CCM) designation preferred.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience befitting a club the stature and significance of Des Moines Golf and Country Club. The club, along with the typical CMAA benefits, offers an excellent benefit and bonus 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 with the above noted expectations and requirements is necessary. Your letter should be **addressed to Gregg Carlson, Search Chairman,** and clearly articulate why you want to be considered for this position at this stage of your career and why DMGCC and the Des Moines area will be beneficial to both you and the Club if selected.

Expressions of interest in this manner should be conveyed to our Firm no later than Wednesday, February 12, 2020. Interviews will occur in late February with the successfully selected candidate starting no later than April 15, 2020.

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.

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

If you have any questions, please email Holly Weiss at: holly@kkandw.com

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