



## **General Manager Profile: Maryland Golf & Country Clubs Bel Air, MD**

The property where Maryland Golf and Country Clubs (MGCC) now calls home was originally owned by Baseball Hall of Famer, Lieutenant Colonel Leland "Larry" Stanford MacPhail, Sr., former head of the Cincinnati Reds, Brooklyn Dodgers and the New York Yankees. Not only was he the head of these renowned baseball clubs but he also pioneered night baseball in Cincinnati and installed lights at Ebbets Field and Yankee Stadium. In his retirement, he was the President of the National Association of Thoroughbred Breeders, while he raised horses at his farm, Glenangus, in Bel Air - the current home of the Maryland Golf and Country Clubs.

The rolling hills and beautiful countryside of MacPhail Road in Bel Air, Maryland was a dream come true for Lt. Col. MacPhail. The beginning of a challenging 18-hole golf course was taking shape. Glenangus Farms lent itself well to establishing a golf course over its many hills and streams. Colonel MacPhail worked very hard to form a private course of championship caliber.

William F. Gordon, golf course architect and collaborator with Donald Ross earlier in his career, was hired to design the course. The first nine holes were far ahead of other new courses. It needed little re-grading to set up fairways since the base was the original blue grass turf of the former land. However, the second nine needed more work and it was several months before play could begin. The first Pro Shop was the former tenant house of the MacPhail property located near the present fourth tee. When the Course was completed Colonel MacPhail sold the layout to a group of representative citizens of Harford County, retaining only a membership for himself. The club, first known as the Maryland Country Club and later The Maryland Golf and Country Club, Inc. remains a private club owned by its stockholder members.

On May 10, 1961 after having received a letter of concern from the Colonel, it was decided to change the name of Maryland Country Club, Inc. to Maryland Golf & Country Clubs. As stated in his letter, this name change would represent "a more refined name" reflecting their goal of having a "prestigious club" with a "prestigious reputation."

The original intent of the Club's organizers was to have a variety of "clubs" - hence the name Maryland Golf & Country Clubs. The early planners had intended to have a Cabana Club and a Tennis and Riding Club for members to have a variety of year-round recreation options. The members who were interested in membership in more than one "club" would be required to join the Maryland Country Club before joining additional

subsidiary clubs. The plans for these additional clubs did not come to fruition, but the name Maryland Golf & Country Clubs remained the same.

In 1962 a new modern clubhouse was beginning to take shape and a Golf Pro was hired, Paul Haviland, former assistant Pro at Pine Ridge Golf Course. Six Har-Tru tennis courts were constructed around 1964-65. These became a very popular activity and the courts were heavily used, requiring lights to be added over the years. As the club grew, additional tennis courts were built between the swimming pools and golf driving range.



In the fall of 1997 the \$3.8 million expansion of the member clubhouse began. Over 19,000 square feet of space was added to the now 40,000 square foot clubhouse. Construction was finished in the spring of 1999. The clubhouse has undergone further redecorating in recent years.

Renovations began in the fall of 2006 to the pool area for the current aquatics center. The "U" shaped pool has a huge diving area and an adjacent slide section that appeals especially to young people. There is also a wading pool and a canopied picnic area where small children can splash in safety, and dry off in the shade. The renovated aquatics center opened on Memorial Day 2007.

### **Key Particulars of the Club**

- The Club, at present, has approximately 675 members in all categories with approximately 300 of those being full Golf members.
- Gross revenues at YE fiscal 2013 totaled slightly more than \$5.2M with approximately \$2.5M being from food and beverage revenues. Of those F & B revenues, approximately 60% are from ala carte member sales and 40% from banquets.
- Full Golf dues are \$5,940 and Social dues are \$1,188 per annum.
- The Club plays approximately 25,000 rounds of golf each year.
- There are 11 Board Members, each serving three-year terms.
- The Club has several standing committees, including Greens, Golf, Tennis, Pool, Finance, House, Membership and Long Range Planning (which has not been active, but is expected to in conjunction with the new GM assuming his/her role).
- There is a monthly minimum of \$75 and a monthly capital charge ranging from \$14 to \$42, depending upon membership type.
- The Club has approximately \$4.0M in long-term debt.
- The average age of members is approximately 56 years.
- There are approximately 75 FT employees, with a large number of additional employees during the summer season when pool and aquatics are in full operations.
- Direct reports to the new General Manager include: Golf Course Superintendent, Head Golf Professional, Controller, Executive Chef, Tennis Professional, Membership Director, Restaurant Manager, Banquet Manager, and Event Sales Manager.

**Please visit the website at: [www.marylandgcc.org](http://www.marylandgcc.org)**

### **Position Overview**

Maryland Golf and Country Clubs has been led for the past several years under a multiple Department Head/Board Liaison model and is now transitioning back to a full General Manager led concept, with full Board support. Regardless, the new General Manager (GM) will need to be adept and sensitive to the transition and return to a GM led

environment, setting forth and validating with the Board priorities, goals, accountabilities and overall expectations of all contributing stakeholders in the organization.

As the Board at MGCC is transitioning the Club to this stronger form of GM organizational leadership, it is expected that focus will be on strengthening overall strategic planning, communications with members and amongst departments, improving service delivery in several high impact, member satisfaction areas, and providing the demographically evolving membership with new and creative activities and programming to further engage them to use their Club.

There is an especially strong desire by the Board at MGCC to engage a new GM who clearly understands and excels under this new form of governance and leadership at the Club, and who is sensitive to the transition process to get there. The Board is fully committed to support an engaged, capable and dynamic leader who is able to perform effectively under this 'empowered' leadership format, with the expectation that they have a clear 'partner' to the Club's future success. This is a great opportunity to 'partner' with the Board and key staff to lead in the creation or refinement of nearly all processes, procedures, standards and programs. Clearly, being able to work closely with the Board to 'vision' the future and execute to that vision in a thoughtful, focused, prioritized manner is of significant importance at MGCC. The Club has a great foundation of amenities and facilities, and there is a great opportunity of helping to shape the future and make MGCC "the" primary nucleus of member and family activity in Hartford County.

The new GM at MGCC will inherit a senior staff in operations, a combination of who are long tenured and relatively new to their roles, and who are committed to the Club and interested in elevating or furthering their 'deliverables' to the membership. The Board's desire is for a confident, visionary leader with a naturally sincere and visibly engaged style who is able to develop and lead the Club under a strong set of clearly defined roles, goals and objectives and a robust set of measurable criterion, under which he/she will be evaluated for performance.

The new GM is expected to lead the development of the strategic plan and correlated annual operating plan, capital budget, operating budget and performance monitoring and reporting program (key performance metrics). The GM is expected to develop annual performance plans with senior management team members. The new GM will need to be a strong "thought partner" with the Board, being decisive but also able to "execute the plan," while engaging the Board as appropriate partners in the growth and development of key initiatives.

Being on the 'cutting edge' of industry trends, able to positively 'challenge' and 'engage' members with new, innovative and dynamic programming and activities, and energizing the member experience in a positive manner to drive increased usage is a critical success factor!

### **Initial Priorities**

- Identifying opportunities and challenges within MGCC, and working with the Board of Directors to develop and execute a thoughtful business plan for the Club.
- Building, motivating and managing a high performing, service oriented team to meet and execute the strategic vision of the Club.
- Leading the Club and managing the budget according to best business practices, ensuring financial stability and growth of MGCC.

- Developing and communicating a strong “value” proposition, ensuring retention of existing members while also recruiting new members and strategically developing and strengthening the Club’s offerings and services, ensuring member needs are addressed.
- Creating and propagating a strong culture of employee engagement, support and development leading to a strong loyalty to the Club and its membership as well as making MGCC an “employer of choice” in the area.

## **Candidate Qualifications**

- Proven ability to effectively communicate, both in written and verbal forms, with all constituencies is critical, as is a desire for someone with a ‘service heart’ and natural appropriateness in style.
- Strong financial acumen and strong organizational/delegatory skills are hugely important, as is an exceptionally respectful manner and intuitive service-minded style.
- MGCC is a year-round operation, with a significant spring/summer season upswing where strong staff recruitment and training skills are necessary, as is the ability to provide annual innovations and creative member activities to keep things “fresh and vibrant.”
- Making the Club a ‘default’ selection of use/choice in the minds of its members is a critical objective of the new GM---member engagement, measured by increased usage, is a key performance measure.
- Strong food and beverage skills and a ‘get it done’ attitude are critical to the success of this position.
- Additionally very desirable is someone who has gone through a transition at his/her club wherein changing lifestyles, demographics and expectations have been successfully addressed and can be verified.
- Having a “ROI” type mindset on his/her recommendations, and ensuring that the senior leadership team at the Club understands their role and requirements in the execution against plan is of critical importance; they want to be held accountable, but with clearly set and memorialized goals, objectives and evaluations installed in doing so.
- Elevating the performance of the team, and the overall “experience” a member and/or guest has at the Club, primarily in clubhouse operations, is a critical success factor.
- The ideal candidate will have an understanding and appreciation for the traditions of the game of golf, as well as other traditional club recreational amenities, but who has also been involved in situations where such activities have evolved with their programming to remain robust, relevant experiences for members.
- A college degree and CCM designation are preferred.
- A history of working with Boards and Membership Committees to develop vigorous and healthy recruitment and retention programs is another essential skill set and experience.
- The Club is organized as a ‘for profit’ corporation, so more aggressive banquet sales can supplement an already healthy usage of the Club by its members.

Preferred candidates will need to be politically “savvy” with a demonstrable change management track record. The ultimately successful candidate will find a fully supportive Board standing behind them, and one that is one year into transforming from

operational decision-making 'managing' Board to a more strategic and performance evaluation focused 'governing' Board.

Clearly, the Club is seeking a consummate professional with proven superior team leadership development, consensus-building and execution skills. Preferred candidates are those with 5-7 years of verifiable management experience in a progressively upward career tracking in 'metric driven' environments with consistent, unblemished tenures; and, the Club will consider strong AGM candidates who have mentored under top senior executives, as well as those managers who come from bottom-line driven or 'for-profit' club or hospitality environments.

***This is an outstanding opportunity for someone to make a dramatic and positive impact, working closely with the Board and Senior Staff to create the 'club of the future' at MGCC. The foundation is there; vision, energy, commitment and 'staying the course' will be keys to success. The golf course is considered "one of the best" in the greater Baltimore vicinity and there is potential to grow Club revenues by better engaging members and utilizing a large physical plant.***

## **Salary & Benefits**

Open and commensurate with qualifications and experience, with a strong incentive opportunity based on reasonable metrics will be developed. The club, along with the typical CMAA benefits, offers an excellent bonus and benefit package.

## **Application**

We prefer to have you upload your resume and cover letter (in that order) to our resume service. Please note that you should have your documents fully prepared to be attached when prompted for them.

**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)**

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

If you have any questions please email Nan Fisher: [nan@kopplinandkuebler.com](mailto:nan@kopplinandkuebler.com)

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