

## Candidate Profile

General Manager  
Astoria Golf and Country Club  
Warrenton, OR  
[www.astoriagolf.com](http://www.astoriagolf.com)



### Organization Overview

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Set along the north coast of Oregon, and 85 miles from Portland, the Astoria Golf & Country Club was founded in 1923. The Club prides itself on being the gathering spot for members seeking camaraderie with people from all backgrounds and livelihoods. It truly has a feeling of belonging within the boundaries of the Club. Astoria Golf & Country Club was built on land purchased in part from a cranberry company. The most prominent features of the course property are the dunes that traverse parallel to the adjacent coastline. The current course design lays out north and south directions between the dunes, following the natural terrain shaped over the ages by sand, wind, and sea.

Combining elements of both links and parkland-style golf, the course features a varied configuration, with four holes laid out between the bottom of the two largest dunes on the property and other holes routed in a manner that takes full advantage of the rolling terrain of the Clatsop Plains. Two holes require a water carry from the back tees over lakes that border both the East and West boundaries of the property. Course conditions are excellent year-round, but playing conditions vary frequently due to the marine weather patterns typical of the North Coast. Those who have golfed on the Emerald Isle may notice, while playing Astoria's "dune" holes, subtle resemblances to Ballybunion and Royal Portrush, two of Ireland's best golf courses. Legend has it that Tom Doak, one of golf's top course architects and author of the book, *The Confidential Guide to Golf Courses*, played AGCC and remarked after his round that "if it weren't for the cart path, the third hole would be considered one of the greatest golf holes in the world." Doak designed Oregon's Pacific Dunes, ranked as a top public golf course in the US. The golf course is one of the golf gems of the Pacific Northwest - a course you could play for the rest of your life and never tire of the unique design. For almost 100 years, Club members and guests have enjoyed the Northern Oregon Coast's most renowned field of dreams.

Approaching the Club's centennial anniversary, the course has been enjoyed by some of the greatest names in golf, including Arnold Palmer, Gary Player, Sam Snead, Tom Watson, Greg Norman, Fred Couples, Curtis Strange, Chi Chi Rodriguez, Fuzzy Zoeller, and Peter Jacobsen, whom all played Astoria during the 1986 Oregon Coast Pro-Am as part of the Fred Meyer Challenge. The Oregon Coast Invitational (OCI) holds its 112<sup>th</sup> edition in 2023, as the oldest and largest match-play events in the Country, bringing members and guests together for weeklong festivities.

There are several highly regarded golf clubs in Northern Oregon, but when Astoria is mentioned, people's eyes light up and the word "magical" is frequently used to describe the course. There is something extraordinary about the setting that is hard to explain, but it is apparent that the course and the Club are revered by many. It also boasts at being the only private country club on the Oregon Coast.

The clubhouse consists of a full-service bar and dining room with a view showcasing the stunning golf course, a formal ballroom characterized by its dramatic recessed ceiling, ornate chandeliers, and fireplace. The ballroom flows out to the patio with a retractable awning, fireplace, and a place for members and guests to relax. AGCC is one of the few facilities in Clatsop County capable of hosting large private events, and the Club's Boardroom is equipped for internet hybrid meetings with a view of the 9<sup>th</sup> fairway. The Club also offers full-service men's and

women's locker rooms and operates 12 months a year, Tuesday through Sunday. Mondays are available for members and sponsored golf outings.

## Position Overview

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Currently, the Club has been managed by a 4-tier department head structure, where key department managers report to their assigned committee chair and the Board of Directors. The Club manager oversees all functions inside the clubhouse, primarily the Food and Beverage and maintenance activities.

The new role of General Manager will be responsible for overall leadership, planning and guidance of Astoria Golf & Country Club with the objective to maximize member satisfaction while maintaining a sound financial operation.

In this newly expanded role, the General Manager will serve as chief operating officer of the Club and manage all aspects of the Club including its activities and the relationships between the Club and its Board of Directors, members, guests, employees, community, government, and industry. The GM will coordinate and administer the Club's policies as defined by its Board of Directors; provide input to the Board in its strategic planning processes; develop operating policies and procedures and direct the work of all department managers while providing a mentorship environment; implement and monitor the budget, monitor the quality of the Club's products and services, and ensure maximum member and guest satisfaction; secure and protect the Club's assets, including facilities and equipment.

## Responsibilities and Essential Functions

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- Lead the vision and corporate culture of the Club.
- Lead in the implementation and administration of policies. Provide guidelines for administrative and operational planning. These actions shall include the management and administration of the Club and its operation in conformity with the policies established by the Board of Directors, AGCC By-Laws, and personnel policies.
- In conjunction with the activities of the Board of Directors, develop short and long-range plans for the Club. Establish objectives and define strategies for meeting Club goals, including annual goals for each key operation (Greens, Golf, Food & Beverage, Administration, Facility Maintenance, Membership, and others as appropriate). Develop, maintain, and administer a sound organizational plan to meet those objectives, and initiate improvements as necessary.
- Provide a monthly detailed written report of the Club's activities at each Board meeting and provide timely communication to the Board of all relevant issues or activities involving AGCC.
- Coordinate development of operating and capital budgets according to the budget calendar. Review all monthly financials and coordinate with the Head Golf Professional, Golf Course Superintendent, Chef and Dining Room, Events and Bar Managers, Facility Maintenance Director, and Club Accountant the preparation of variance analysis and commentary on the Club's financial position and recommends corrective actions as appropriate.
- Review and sign official and legal documents and contracts.
- Responsible for the hiring, training, supervision, and termination of all AGCC personnel, including areas where responsibility is delegated to department heads. Establish a basic personnel policy; initiate and monitor policies relating to personnel actions and training and professional development programs. Functions as the mentor to all staff instilling a "yes" culture attitude throughout the staff.
- Create a working relationship pattern within the Club that will maintain a high level of employee morale.
- Effectively manage direct reports and delegate authority and responsibility to managerial staff and ensure their involvement with management is continually developed so qualified successors are available when necessary. Ensure that skilled staff is adequately cross-trained to meet a dynamic environment and internal needs and establish an environment of motivation and innovation that optimizes performance. Delegate responsibility and authority to the lowest organizational level where a decision can be made effectively with full accountability.
- Oversee the care and maintenance of all the Club's physical assets and facilities, including controls to safeguard funds.
- Coordinate and serve as an ex-officio member of appropriate Club committees. Attend meetings of the Club's

Board of Directors.

- Coordinate the marketing and membership relations programs to promote the Club's services and facilities to potential and present members. Welcome new members and "meet and greet" all members as practical during their visits to the Club.
- Recommend appropriate wage and salary structures and competitive insurance programs designed to attract, retain, and motivate employees.
- Review and recommend Board approval of all capital expenditures. Provide advice and recommendations to the Board President and committees about construction, alterations, maintenance, materials, supplies, equipment, and services not provided in approved plans and/or budgets.
- Ensure that the Club structure is organizationally sound and departmental units are developed and maintained in an efficient manner.
- Keep abreast of laws, regulations, and compliance areas, which affect personnel and employment relations and the Club environment, with an emphasis on best practices for private Club policies and operations. Maintain membership with the Club Managers Association of America and other professional associations. Attend conferences, workshops, and meetings to keep abreast of current information and developments in the field. Assure that the Club is operated in accordance with all applicable local, state, and federal laws.
- Review and initiate programs to provide members with a variety of events.
- Participate in outside activities that are judged as appropriate and approved by the Board of Directors to enhance the prestige of the Club. Broaden the scope of the Club's operation by fulfilling the public obligations of the Club as a participating member of the community.
- Represent the Club to the community, with a high level of integrity and professionalism.
- Adhere to Club policies and support Board and management decisions and goals in a positive, professional manner.

## Requirements

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- Bachelor's Degree in Business, Hospitality Management, or a related discipline is preferred.
- Minimum of five years of experience operating at a senior level in a private yacht, golf, social, athletic club or other similar organization.
- Demonstrated progressive professional advancement.
- Food & Beverage management experience.
- Experience working with volunteer committees.
- Have attained or pursuing professional CMAA certification.
- A career path marked with stability and professional achievement.
- A person of exceptional character; motivated, energetic, friendly, and dedicated to the profession.
- The successful candidate will be a lifelong learner continually researching and understanding industry trends.
- Excellent verbal and written communication skills.
- Experience with capital improvement projects.
- Demonstrated long and short-term planning programs, a club professional visionary.

## Competitive Compensation and Benefits

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- Competitive compensation/salary and an annual performance bonus
- Medical, Dental, Life Insurance, and Paid Vacation
- Participation in the Club's 401(k) plan with club match
- Professional dues and expenses in accordance with the annual budget

Professionals who meet or exceed the established criteria are encouraged to contact GSI Executive Search:

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*GSI Executive Search has been serving the private club industry for over twenty years, providing a wide range of executive search and placement services. In addition to GM searches that have been performed recently, GSI consultants have done over 70 GM searches around the US in the last two years.*