

## CANDIDATE PROFILE

General Manager  
Westwood Country Club  
Rocky River, OH

[www.westwoodcountryclub.org](http://www.westwoodcountryclub.org)

Video Profile Feature



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## Organizational Overview

The Westwood Country Club Company was incorporated in February 1914 as a member-owned, private country club.

The original golf course property was completely redesigned by Charles Hugh Alison, one of the foremost golf course architects of the day and a partner of the prestigious international firm, McKenzie, Colt, & Alison. The course was finished in June 1926 and used for the first time in the State Tournament of that year. Many of golf's greatest names have enjoyed playing Westwood over the years including legends Bobby Jones and Arnold Palmer, who holds the professional course record of sixty-four.

Westwood Country Club's new state-of-the-art clubhouse opened in 2009 and features modern amenities in a luxurious, colonial revival style building. The golf course showcases the natural beauty of the property with acres of expertly manicured fairways and greens, along with beautiful natural stone bridges and water features that complement the scenic and challenging design. Members enjoy all the Club's amenities including the Olympic-size swimming pool, kiddie pool, clay tennis courts, fitness center, massive lounge patio, banquet facility, gazebo veranda, dining options, and all the fantastic events for those of all ages. What began as a dream among a handful of golfers more than 110 years ago is today considered one of the finest country clubs in northeast Ohio.

The Club property is 155 acres located in Rocky River on the west side of Cleveland, Ohio. Membership has approved current improvement plans underway at the Club including renovation of the Golf Pro Shop, Half-Way House, Tennis Shop and adding pickleball and paddle tennis courts. The Board of Directors is comprised of nine elected directors, with three directors elected each year. One director serves as President for a one-year term. Board elections are held annually, occurring in September. There is an Executive Committee consisting of the President, Vice President and at least one other Board member. The Board meets monthly to discuss the Club's business.

The committees consist of members who volunteer their time to communicate the memberships' concerns and interests to the Board of Directors. Each committee includes one Board member. Members are encouraged to speak with the committees, offering suggestions and/or constructive criticism in any area of the administration of Westwood. The committees meet monthly and provide reports and requested action items to the Board.

The General Manager and his designees serve as management liaison to the following Committees: Finance, House, Tennis, Golf, Green, Handicap, Pool, Membership & Social.

### **Westwood Country Club by the Numbers:**

- 693 Members
- Annual Revenue: \$8.3 Million
- Number of Associates: 240 in season, 65 out of season
- Food & Beverage Revenue: \$2.9 million annual
- 18-holes of golf, par 71 with practice facilities
- 20,000 rounds played annually

[Please control click here for a short video.](#)

## **Position Summary**

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The General Manager will report to the Club's President, Executive Committee and the Board of Directors and will be responsible for the organization's day-to-day operations and continually work towards the long-range growth and stability of the organization. The General Manager will direct and oversee the day-to-day operations of the Club, monitoring the quality of its staff, services, and amenities to ensure member satisfaction. The General Manager will exercise all duties customarily associated with such a position, including implementing a sound fiscal policy, disciplined budgeting, effective training and staff management and solid operating practices. He or she is expected to provide meaningful input and perspective to the Board and its committees regarding key issues, the competitive environment, club-industry trends, and evolving organizational needs. The Club enjoys a sound and financial position. There are 693 total members.

The General Manager will have unwavering adherence to the very highest standards of ethics, business practices, and the pursuit of service excellence.

Direct reports include Assistant General Manager, Membership and Marketing Director, Executive Chef, Controller, Human Resources Director, Director of Golf, Director of Tennis, Pool Director, Golf Course Superintendent, and Facilities Manager.

Specifically, the General Manager will:

- Serve as a catalyst and partner with the Board of Directors to develop and implement a Strategic Plan.
- Manage maintenance and construction projects from concept to conclusion in accordance with Club policy.
- Implement the directives and long-term goals of the Board of Directors.

- Possess the ability to inspire others to perform to the full scope of their positions-setting clear goals and expectations, coaching to provide exceptional member-service with enthusiasm, with an eye toward continuous improvement.
- Create and maintain a desirable work environment in which management and staff are well-qualified, trained, and motivated to provide the highest quality service and an environment where positive behaviors are reinforced and rewarded.
- Ensure the F&B Department is well-equipped to deliver high-quality food and beverage offerings, priced appropriately, assuring that service standards are at the highest level through training, coaching and continuous feedback...all with the goal of providing members and their guests a first-class country club dining experience.
- Oversee the activities, goals, and long-term objectives of the Greens Superintendent to ensure the course is maintained to the best possible standards, with capital resources appropriately designated to provide for long-term sustainability, playability, and maintenance of the course.
- Manage the Director of Golf to direct staff to provide a top-notch country club experience for members and guests, including a well-managed, financially sound, and appropriately stocked Pro Shop, a courteous and efficient bagroom/starter staff, and a member-friendly and competent teaching staff.
- Work with the Tennis Director to develop a Racquet Program that provides an attractive year-round experience for members.
- Enhance the Club's relationship, communications, and responsiveness to current members, and to effectively reach out to prospective members. Partner with the Membership Director to attract new members and retain existing members.
- Set and manage a balanced Operating Budget for approval by the Board prior to the beginning of the fiscal year. Continuously monitor and scrutinize the use of operating funds, the pricing of amenities and the pace of raising expenses, holding departmental heads accountable for the income and expenses relative to their departmental goals and objective.
- Set and manage a Capital Budget that appropriately prepares the Club for needed replacements, renovations, and repairs, ensuring that the Club assets, facilities, and equipment are always maintained in prime condition.
- Be technologically proficient, helping the Club to further advance its communications with members.
- Bring industry standards and understanding of innovation and best practices for Board members and staff.

## Tasks/Duties/Responsibilities

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### Member Responsiveness

- Be a confident, enthusiastic, and diplomatic spokesperson for the Club, fostering a climate of hospitality for all members and guests. Be visible, approachable, and available to both members and staff, engaged in all aspects of the Club.
- Ensure that relevant, up-to-date systems of communication technologies are being implemented for members and staff with the goal of enhancing operational efficiency, security, and the overall member experience.
- Be present and visible, interacting with members daily, actively soliciting member opinions and input on the Club's facilities and services to promote the Club. Visibility and accessibility to members are paramount. Respond to member complaints in a timely fashion and report significant issues to the President.

- Be knowledgeable of methods gaining member feedback (survey, comment card) techniques to focus the Club on continuous improvement of services and the member experience.
- Be the Club's industry leader bringing recommendations of industry leading standards to the Board and Department Heads on a regular, on-going basis. Participates in local and national industry groups such as CMAA.
- Coordinate the work and output of the Club's departments to engender efficiency and eliminate conflict thereby providing an enjoyable experience for the members and staff.

### **Financial Management, Controls and Administration**

- Develop the Club's annual operating and capital budgets in coordination with the Treasurer, the Controller and all Department Heads.
- Operate the Club within the approved budget.
- Monitor the financial performance of each department to ensure that controls are in place, variances are accurately explained, and emerging cost, margin, usage, and participation trends identified.
- Establish and monitor Club compliance with all purchasing policies and procedures.
- Work with the Membership and Social Committee to have in place, on a continual basis, an effective membership recruitment program.
- Program and assure that certain Club employees are trained in membership recruitment and retention techniques and possess the necessary personality and sales skills to ensure that new members are recruited to meet the Club's goals.

### **Staff Administration**

- Emphasize a "member-first" culture that encourages member engagement and maximizes the use of the Club's facilities.
- Maintain a working environment that promotes exceptional service delivery and fosters supportive relationships among employees, managers, and the membership.
- Be a team-builder, develop professional staff and create a succession action plan for critical roles.
- Mentor, train, and develop key staff to perform at the highest level possible.
- Ensure that strategic goals and operating objectives-developed in conjunction with the Board are defined, communicated, understood by staff, implemented, and evaluated on a continuous basis.
- Set standards for recruitment, hiring, training, supervision, and the timely evaluation of the entire Club staff, with the active input and administration of direct reports.
- Administer compensation/benefits to direct reports within the constraints of the annual budget.
- Maintain disaster and emergency plans and systems and ensure that Club employees are trained and rehearsed in correct disaster and emergency procedures, including lifesaving procedures.

### **Operations Operations**

- Staff and maintain appropriate systems to facilitate the day-to-day administration of the organization as an efficiently operating "high-end" Club.
- Set quality and cost standards for all Club departments.
- Ensure that the Club operates in accordance with applicable local, state, and federal laws.

### **Strategic Planning and Marketing**

- Monitor developing industry trends and incorporate best practices into operations.
- Partner with the Board of Directors to develop the Club's Strategic Plan

- Achieve Emerald Board Room designation and strive to achieve Platinum level Designation.
- Create and recommend innovative programs, initiatives, and marketing/sales programs to generate new memberships, and to retain existing members.
- Develop and administer an evolving marketing plan in conjunction with the Membership Committee to increase the membership over the next several years.

The General Manager is responsible for promoting the Club and the community and for disseminating hospitality, friendliness and goodwill among all members and guests.

## Requirements

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A Bachelor's degree in Hospitality or a similar degree from an accredited University/College is required. Must have equivalent experience at the senior management level of all aspects of organization practices and operations is required.

- A minimum of three to five years of related experience in a private club of comparable size and complexity with a proven track record of strong people and communication orientation.
- Familiar with golf and grounds maintenance, fitness centers, racquet facilities, swimming pools, strong food and beverage knowledge, and other such amenities.
- A CCM certification is desirable and CCE certification is a further plus.
- Experience with private club capital improvement projects.
- Demonstrated long- and short-term planning programs.
- Working knowledge of Human Resource issues.
- Excellent communication skills required including writing, speaking, and making presentations.
- Strong working knowledge of club accounting systems. The Club uses Jonas's accounting system.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and must have an excellent credit record.
- Embraces a willingness to embrace change and celebrate results.

## Member Expectation

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- Realizes operational excellence
- Focused on enhancing the Member experience
- Embodies a talent mindset
- Leads from the front
- Promotes Westwood CC as the "place you want to be"
- Sets direction
- Exuberates learning agility

## Competitive Compensation & Benefits

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Westwood Country Club will offer an attractive and competitive compensation and benefits package to include:


- A base salary and performance bonus potential.
- Professional dues and education expenses with an emphasis on continuing education.
- 401k and Long-Term Disability.
- Standard club executive benefits include Health Insurance.

**Professionals who meet or exceed the established criteria are encouraged to send a current resume and cover letter addressed to Mr. Walter Avdey, Club President to:**



**Ned Welc**  
PRINCIPAL

 [ned@gsiexecutivesearch.com](mailto:ned@gsiexecutivesearch.com)

 440-796-7922

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