

Candidate Profile

General Manager/COO
Missouri Athletic Club
St. Louis, Missouri
www.mac-stl.org



Club Background

Reports to: President and the Board of Governors

Mission

The mission of the Missouri Athletic Club is to create extraordinary experiences in all aspects of club life in the spirit of excellence, service, and tradition.

Vision

To be the foremost private club in St. Louis known for attracting exceptional people and enriching lives for generations.

History

Founded in 1903, just months ahead of the 1904 World's Fair, the Missouri Athletic Club is one of the oldest, most prestigious, and storied city/athletic clubs in the country. Located in downtown St. Louis, this institution and city landmark has grown through the years to now include a suburban clubhouse in Town and Country, Missouri. Today's 2,550 members, made up of the area's business, civic, and social leaders enjoy the finest in athletic facilities, fine and casual dining, and well-appointed overnight accommodations within the downtown clubhouse. The MAC has been nationally recognized over its history as one of the top private athletic clubs in the country and a Platinum Club of America for many years.

Facilities

The downtown clubhouse encompasses 10 floors and 210,000 square feet after being rebuilt in 1916 after a fire had destroyed the original building. Facilities and amenities include 86 overnight guest rooms and suites, an expansive fitness center with pro shop and full locker rooms, squash, handball, and racquetball courts, running track, a basketball court, indoor swimming pool, private meeting rooms, card room, library, barber shop, and business center, as well as various fine and casual dining outlets including three large rooms for banquets and parties. All facilities are inside the clubhouse and the Club also offers an adjacent parking garage for members and guests.

The "West" clubhouse, the former Town and Country Racquet Club, was purchased in 1995 and further renovated and expanded in 2004 with \$18 million in improvements for the membership. Located about 20 miles west of downtown St. Louis, the second clubhouse is 175,000 square feet and features eight indoor tennis/pickleball courts, squash/handball/racquetball courts, expansive fitness center with a pro shop and locker rooms, basketball court, an outdoor swimming pool, and six dining outlets. Major renovations have continued at the west location and downtown over the last 12 years to present day.

Both clubhouses are open year-round and host a full calendar of private events as well as full athletic programs and teams for adults and juniors in all sports.

In addition, the Missouri Athletic Club offers reciprocal privileges with seven golf and country clubs in the area and over 100 reciprocal clubs across the country and around the world. The MAC also has an active “clubs within the Club” program with approximately 20 special interest clubs for members to join.

Annual Gross Revenues are approximately \$25 million between the two locations. Annual Food and Beverage revenues approach \$8 million: 60% banquet, 40% a la carte-downtown, 80% a la carte, and 20% banquet-west. Food and Beverage revenues are also split between downtown (60%) and MAC West (40%).

Position Description

Liaison to: All of the Club’s Standing Committees and Committee Chairpersons

- Governance Committee
 - Nominating Sub-Committee
- Finance Committee
 - Pension Sub-Committee
- Audit Committee
- Membership Committee
 - Club Life Sub-Committee
- Planning Committee

Direct Reports include:

- Clubhouse Manager
- Director of Membership
- Chief Financial Officer
- Athletic Director
- Director of Operations
- Facilities Manager
- Assistant General Manager
- Director of Communications
- Director of Human Resources
- Director of Advancement

The General Manager serves in the capacity of the Chief Operating Officer of the Missouri Athletic Club, both locations, and will be the visible and accessible leader and executive manager to both the members and staff alike. The General Manager will have the capacity to consistently guide all Club operations and will carry out all policies and directives of the Club and Board of Governors. The General Manager will act as the coordinator and facilitator between all department heads and committees.

Other duties include but are not limited to:

- Drive the Club’s annual planning process system through staff, committees, and Board of Governors. Annually work in concert to set the next year’s agenda, allocate resources, activate the workflow, and be accountable for the results. The annual agenda includes operational plans and budgets, capital plans and budgets, and strategic initiatives looking three to five years into the future. A ten-year financial roadmap is to be updated annually as part of the planning process and ultimately approved by the Board of Governors.
- The oversight of the work of all department heads and managers and in turn the work of their respective staffs. In coordination with department heads, the recruitment, hiring, training, supervision, and timely evaluation of all of the Club’s staff. Compensation and benefits are to be administered consistently and must fall within the guidelines as mandated by the annual budget and Club policy. The GM/COO will directly and through department heads, emphasize a member-first service culture that ensures member patronage and maximizes the use of the Club’s facilities. The General Manager is expected to set the pace for all employees and to actively promote a positive and safe work environment where teamwork and cooperation are emphasized.
- Responsibility for the financial guidance and reporting for all Club operations in accordance with acceptable accounting procedures. Such duties will involve the formulation of the Club’s annual operating and capital budgets to be coordinated with the Finance Committee, the CFO and department heads. The GM/COO will operate the Club in accordance with the approved budgets and with the CFO report the Club’s financial condition to the Board of Governors on a monthly basis.
- The active promotion of the Club to all members and their families. The General Manager is expected

to interact with members daily, actively soliciting member opinions and input as to the Club's facilities and services. Visibility and accessibility are paramount. The General Manager will respond to member complaints in a timely fashion and report significant issues to the President. Elevating the "member experience" is a top priority for the GM/COO.

- The positive representation of the Club in the Greater St. Louis community; assisting as needed in the orientation of new members; being involved in civic groups and involved in the St. Louis athletic community is critically important in this role.
- Drive the vision and mission statements into operations and continue to partner with the Board of Governors on the strategic planning process.
- Other duties as requested by the President and Board of Governors.

Requirements

The General Manager will be the consummate professional, well versed in all facets of club administration. He or she will have a strong working knowledge with the following skills and attributes:

- A minimum of seven years as a General Manager or comparable position, in a comparable private club, resort or hotel setting. Candidates will have expertise in all facets of private club operations with strong emphasis on:
 - Membership growth and retention
 - Elevating the daily member experience
 - Financial management
 - Food and Beverage management
 - Vision and strategic planning with the Board of Governors
 - Marketing and branding experience
 - Fundraising/development experience
 - Staff team building and staff development
 - Organizational development
 - Hotel experience to help drive room revenues within the Club
- Attributes to include:
 - An outgoing and friendly personality-hands-on and member-friendly
 - Leadership skills with the ability to motivate a veteran staff and earn their respect
 - Highly energetic; a self-starter with a "hands-on" approach to management.
 - Excellent communication skills at all levels
 - A strong sense of service with proven training skills
 - Attention to detail with a sense of urgency; ability to problem-solve, courage to challenge status quo, and implement needed changes/improvements
 - A great appreciation for the history, traditions, and camaraderie of the MAC
- The ability to function in a committee-oriented environment; to respond to the ideas and energies of the Club's Standing Committees. The ability to deal with a variety of personalities.
- The ability to see the "big picture" but also to have a critical eye for detail.
- A career path marked with a logical progression of title and responsibility, stability of tenure and accomplishment.
- The reputation as an effective and visible leader; exhibiting maturity, a positive image, and disposition and superior communication and people-skills.
- The ability to attract, train, mentor, and retain a talented and cohesive staff; able to effectively manage a diverse staff of accomplished and dedicated professionals who have faithfully served the Club for many years.
- A problem solver with the proven ability to financially manage a multiple location club and multiple business club; grow revenues, and control costs-quickly and efficiently.
- A Hospitality, Business Management or related degree is preferred.
- The CCM designation is preferred.
- Impeccable and verifiable references. All candidates will be subject to a thorough background review and testing and must have an excellent credit record.

Compensation & Benefits

The Missouri Athletic Club will offer an attractive and competitive compensation and benefits package to include:

- A base salary and annual performance bonus
- Individual and family health insurance
- Participation in the Club's 401K plan
- A full CMAA package to include dues and education expenses; to be determined in each year's operating budget
- Limited Club privileges
- Relocation assistance

Professionals who meet or exceed the established criteria are encouraged to submit their resumes to GSI Executive Search:

Scott McNett, Senior Principal
scott@gsiexecutivesearch.com
314-854-1321

Ned Welc
ned@gsiexecutivesearch.com
440-796-7922

GSI Executive Search has been serving the private club industry for over twenty-five 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.