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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: ROYAL OAKS COUNTRY CLUB HOUSTON, TX

GENERAL MANAGER/CHIEF OPERATING OFFICER AT ROYAL OAKS COUNTRY CLUB

The General Manager/Chief Operating Officer (GM/COO) role at Royal Oaks Country Club (ROCC) is an opportunity to join one of the top clubs in Houston, Texas. He/she will partner with its Board of Directors to deliver a consistently premier experience daily for the membership and guests. Only minutes away from the hustle and bustle of the Houston Galleria, ROCC is a tranquil, exclusive oasis where Membership is available to both residents and non-residents of the Royal Oaks Community.

The club is looking for a strategic, energized, mature leader with experience in all aspects of a full-service family country club environment. The successful candidate will be only the 4th GM/COO in the club's 25-year history. This person will exhibit all the characteristics and skills of a true "North Star Visionary" type leader who will help take the club to a higher level of exceptional member experiences and at the same time take the initiative to direct the necessary coaching, mentorship, and development of the management team.

The new GM/COO will be responsible for leading all Club operations including the relationships between the Club and its Board of Directors, members, guests, employees, and the Royal Oaks Homeowners Association. The ideal candidate will possess exceptional leadership skills and strong financial acumen with an ability to engage members and employees at the highest level. This will be an exceptional opportunity for a seasoned leader who is comfortable and experienced in a GM/ COO role.

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

ROYAL OAKS COUNTRY CLUB AND COMMUNITY

Established in 1999, Royal Oaks Country Club is a gated club community that maintains the distinction of being the first country club built within Houston city limits in over 50 years. In 2015, ROCC became Member-Owned and since has been shaping the traditions and lifestyle to benefit the membership and future generations to come.

The ROCC golf course opened for play in 2000 when former World Number One and Masters Champion Fred Couples broke ground with Brian Curley to design and create the Fred Couples Signature Golf Course. This par 72, 7,007-yard course boasts pristine conditions with fast greens speed year-round.

Members enjoy the 42,000-square-foot Clubhouse, nestled among the towering palm trees and lush landscaping, as the hub for all social activities. The Clubhouse features the main dining room (The Bistro), patios, a conference room, and several event spaces all with expansive views of the golf course and waterfalls. From the lighted tennis and dedicated pickleball courts to the golf course and facilities, pools, wine program, wellness center, and youth activities, ROCC offers a variety of amenities for all ages and interests. The ROCC Sports Club offers a variety of programming from personal training to group exercise classes like outdoor yoga classes, and water aerobics.

In March 2024, the brand new "The Oaks," a 6,500-square-foot social gathering area opened with food and beverage venues, entertainment simulator, and Golf Performance Center with two indoor training bays and one fitting bay.

The ambiance is designed for comfort, where members can hone their golf skills and after golf, tennis, or an exercise call, unwind in a casual environment. Members can spend a relaxing afternoon on the patio, savoring their preferred cocktail or hanging out with friends and family.

ROYAL OAKS COUNTRY CLUB BY THE NUMBERS:

- 794 Members in all categories
- \$55,000 Initiation fee (equity golf)
- \$15,516 Annual dues including a capital charge of \$200/month (equity golf)
- Approximately \$15.7M Gross volume
- Approximately \$7.3M Annual dues volume
- Approximately \$3.1M Annual F&B volume
- Food Cost 42.4%
- Approximately 163 Employees (FTE) plus 21 seasonal
- Approximately 32,272 rounds of golf annually
- The Club uses Jonas for accounting and POS
- 9 Board members, each serving 3-year terms
- Committees – Nominating, Talent Management, Legal & Bylaws, Grievance, Finance, Membership, Long Range Planning with two subcommittees focused on the Golf Course Master Plan and Family-orientation, Golf & Grounds, House & Facilities, Social, Tennis & Sports Club, Wine, Employee Scholarship Fund
- The average age of the members is approximately 56 and nearly 50% have joined in the last 5 years
- Club operates as a 501c7
- Engaged Beau Welling Design in November 2023 to support a Golf Course Master Plan project with a Membership vote anticipated by December 31, 2024
- Recently approved a \$600,000 tennis court expansion project

ROYAL OAKS COUNTRY CLUB WEBSITE: www.royaloaksgolf.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The GM/COO has full responsibility for all aspects of operations at ROCC, effectively managing all resources, reporting to the Board of Directors and administratively to the President, and expected to be the embodiment of an “exceptional club experience.” The GM/COO will lead the management team, be representative of modern management ‘metric-oriented’ practices, and indirectly supervise all employees of the club while intuitively promoting a positive, engaging, and highly competent service culture in all operations.

The successful new GM/COO will need to have especially strong skills in “mentoring” and “holding accountable” a senior staff and group of meaningfully engaged employees. Manages all aspects of the club including its activities and the relationships between the club and its Board of Directors, members, guests, and employees. Coordinates and administers the club’s policies as defined by its Board of Directors. The club membership has a high regard for its staff, and the enhanced continuance of a fully engaged, energized, well-trained, committed team is critical for continued success. He/she must be a proactive visible leader in membership recruitment and retention efforts. Having mastered the art of knowing where to spend his/her time in visible areas is a must. They must quickly develop an understanding of the local market and economy, and most importantly, the Club’s “culture.”

Recognizing members by name is a critical success factor of the top executive. He/she must be able to clearly and intuitively “walk the talk,” exemplifying how to perpetuate a true top “Club Experience” commensurate with what should be one of the top family-oriented country clubs in Texas. A successful candidate will be an integral and proactive part of developing relationships that lead to membership interest, retention, and/or business opportunities, and is effective in orienting and welcoming new members.

KEY PRIORITIES OF THE GENERAL MANAGER/CHIEF OPERATING OFFICER

- Plans, develops and approves specific operational policies, programs, procedures, and methods in concert with general policies.
- Coordinates and influences the development of the club's long-range strategic plan
- Responsible for all team member recruitment, training, motivation, and retention
- Maintains membership like the CMAA, PGA of America, and other professional associations. Attends conferences and educational events to keep abreast of current information and developments in the field.
- Coordinates development of operating and capital budgets according to the budget calendar; monitors monthly and other financial statements for the club; takes effective corrective action as required
- Welcomes new club members; "meets and greets" all club members as practical during their visits to the club
- Consistently assures that the club is operated by all applicable local, state, and federal laws
- Oversees the care and maintenance of all the club's physical assets and facilities
- Coordinates the marketing and membership relations programs to promote the club's services and facilities to potential and present members
- Ensures the highest standards for F&B, sports and recreation, entertainment, and other club services
- Reviews and initiates programs to provide members with a variety of popular events
- Analyzes financial statements, manages cash flow, and establishes controls to safeguard funds. Reviews income and costs relative to goals; takes corrective action as necessary
- Works with subordinate department heads to schedule, supervise, and direct the work of all club employees
- Attends meetings of the Board of Directors, and appropriate committee meetings as needed
- Participates in outside activities that are judged as appropriate and approved by the President to enhance the prestige of the club; broadens the scope of the club's operation by fulfilling the public obligations of the club as a participating member of the community

INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/CHIEF OPERATING OFFICER

- Implements general policies established by the Board of Directors; directs their administration and execution.
- Develop, maintain, and administer a sound organizational plan, and initiate improvements as necessary
- Listen and observe, a lot, while "learning and assessing" the operation.
- Quickly bond with the current Club staff.
- Get to know members and staff as quickly as possible, engaging them sincerely and enthusiastically.
- Work closely with the Board, Committees, and senior management staff to ensure a complete understanding of Royal Oaks Country Club, its history, culture, and traditions before making any significant changes.
- Focus on the F&B operation, recognizing that it is the 'heart' of the Royal Oaks Country Club experience, and its consistent delivery and execution of a positive, well-regarded product is a critical success factor.
- Analyze the current membership offerings, caps on membership size, marketing initiatives, and recruiting tactics to get Royal Oaks on a wait list eventually to join the club and reduce member attrition/turnover.
- Understand the financial model, its history for implementation, and the need for adherence by all departments/managers, and clearly understand how Royal Oaks Country Club makes its financial projections.
- Focus on the two key elements to long-term success at Royal Oaks Country Club -- membership and employee engagement.

CANDIDATE QUALIFICATIONS

- Significant progressive management experience in a well-regarded private club (preferred) or similar hospitality environment, preferably with at least 5 years in a top executive role or Assistant General Manager role at a well-regarded, top-performing club under an experienced leader.
- Preferably, strong and verifiable experience in leading a dynamic, progressive, "family-centric" club environment with significant recreational and social activities and amenities.
- A verifiable commitment to ongoing professional development and a clear understanding of both trends and benchmarks in the club industry, as well as a strong professional "network."
- Possessive of solid and verifiable success 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.

- Strong financial acumen, and budgeting skills, along with a balanced “Experience” versus “ROI” mindset.
- 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 and bring depth to the organization.
- A fundamental nature of calmness, emotional intelligence, and strength, as well as tactfulness and diplomacy.
- Especially strong overall communication 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.
- Impeccable integrity, business ethics, and sound judgment.

The role of GM/COO at ROCC should be attractive to those qualified candidates seeking a stable, long-term commitment to a community with outstanding schools and quality of life. For the right individual with passion, enthusiasm, and consistently enhanced skill sets, Royal Oaks Country Club can be the type of opportunity that could be the “pinnacle role of one’s career”! Houston is an exceptional and progressive city, one with an outstanding family environment, excellent schools, and a quality lifestyle.

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 may be considered.
- Certified Club Manager (CCM) or PGA GM Certification designation preferred.

EMPLOYMENT ELIGIBILITY VERIFICATION

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification form upon hire.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The club, along with the typical CMAA and PGA benefits, offers an excellent bonus and benefits 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. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Royal Oaks Country Club search committee/Dennis Whalen, Board President, and clearly articulate your alignment with this role and why you want to be considered for this position at this stage of your career, and why ROCC and the Houston area will be beneficial to you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than Monday, August 19th, 2024. Candidate selections will occur late August with first Interviews expected in mid-September 2024 and second interviews a short time later. The new candidate should assume his/her role in early to mid-November 2024.

IMPORTANT: Save your resume and letter in the following manner:

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Royal Oaks”

(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 Bethany Taylor at: bethany@kkandw.com

Search Executive:

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