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GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: DALLAS NATIONAL GOLF CLUB DALLAS, TX

The General Manager/Chief Operating Officer Opportunity at Dallas National Golf Club

Dallas National Golf Club is seeking a unique individual to become their new General Manager/Chief Operating Officer. Dallas National is a Fazio-designed, high-end, Member-owned, golf-only facility which was rated Number 71 on *Golf Digest's* most recent Top 100 list and has repeatedly been ranked as the number one course in Texas the past 15 years. This is an amazing opportunity to be part of an award-winning and nationally-recognized club in the country's fastest growing major metropolitan market.

The new General Manager/Chief Operating Officer should be the ultimate professional in all aspects and will be responsible for continuing and enhancing the extremely high culture and service standards of the Club. Anticipating and exceeding the expectations of both the Club's Members and guests is a steadfast requirement for success. The new General Manager/Chief Operating Officer must ensure that the overall goals of the Club are being met with a collaborative and proactive leadership style.

[Click here to view a flipbook about Dallas National.](#)

About Dallas National Golf Club

The mission of Dallas National Golf Club is to provide a nationally ranked, premier golf club offering a superior experience with best-in-class services in a respectful but relaxed environment, from the time members and guests enter the grounds until they leave. This experience will be supported and achieved through the dedicated leadership of the Board, a diverse and active membership, the associates' passion for service excellence, and the club's commitment to continuous improvement to the golf course and facilities.

Dallas National is a property like few others in the country. Set on over 400 acres, with undulating fairways, rolling hills and scenic views, members and guests forget that they are in close proximity to one of the nation's top business centers. Dallas National has a layout capable of hosting a major championship and offers its distinguished Members the ultimate golf experience. Dallas National has 325 Local and 75 National individual Men and Women Members. Dallas National's uniqueness and quest for excellence separate it from other high-end clubs. There are no distractions such as busy roadways or residential developments in this golf-only environment.

Tom Fazio boasts fifteen course designs in *Golf Digest's* Top 100, tying for the most among living architects, and has overseen renovations of perennial leaders Augusta National, Pine Valley, Oakmont, Winged Foot and Merion. Dallas National was created in a similar mold. Fazio calls it "the best piece of land left in America close to a major city." Mr. Fazio's feelings about Dallas National are clear: "If Dallas National were the only course I ever designed, I feel I would have had a great career."

Every detail was created for the golf purist: A recently renovated and updated 130-yard wide practice range with tees on both ends with Zoysia and Bermuda hitting areas, twelve bunkered target greens, one wedge green and a chipping/putting green; the first private golf club in the world with TrackMan Range technology across the entire primary portion of the practice range; a short-game practice area with five bent grass target greens secluded in a grove of towering trees; four distinct putting areas with both Bentgrass and Bermuda putting surfaces; a 20,000 square foot clubhouse which has recently undergone a substantial renovation; an active and vibrant professional caddie program; no residential development on property; and a new state of the art Performance and Instruction Center with four hitting bays, a fitness center and member lounge. There is a reason many of the top PGA professionals have chosen Dallas National as their home course.

From the Texas tees, Dallas National can play as tough as any course, measuring 7,404 yards. However, Fazio was careful to ensure playability for Members. With five sets of tees, the course offers unique challenges to players of varying levels.

Course Features

7,400-plus yards; Crenshaw/L-93 Bentgrass greens; three large plateaus, with 160-foot elevation changes; eight bridges; 12 holes atop or on the edge of plateaus; holes 9-14 cut through limestone canyons; two streams running through the canyons; views of downtown Dallas, and Las Colinas.

Awards

Ranked #1 in Texas by *Golf Digest's* Top 100 Courses (2007, 2009, 2011, 2013, 2014, 2015), #1 in *Dallas Morning News* (2019), top 65 in U.S. in *Golf Digest's* Top 100 Courses (2007- 2020), top 40 in *Golf Week's* Top 100 Modern Courses (2010 - 2020)

Please visit the website at: www.dallasnationalgolfclub.com

DALLAS NATIONAL GOLF CLUB BY THE NUMBERS:

- Approximately 400 members with a profile of a successful person who is passionate about golf and the quality of their club experience.
- Approximately 19,000 rounds of golf annually with no tee times
- \$195,000 Initiation fee
- 7 Board members with the following Committees: Greens and Grounds, Golf and Events, Finance, Membership, House and Service and Strategic Planning.
- 55 years of age is the average age of the membership

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION DESCRIPTION

The General Manager/Chief Operating Officer (GM/COO) is responsible for helping set and support the mission and vision of Dallas National Golf Club (DNGC). This executive has operational management authority over the daily operations of the club, as well as establishing short- and long-term organizational goals, objectives, plans, and policies subject to approval of the Board of Directors (Board) of Dallas National Golf Club. The General Manager/Chief Operating Officer represents and serves the membership of Dallas National Golf Club.

He/she is responsible for the financial and operational stability of the club and other internal and external activities. Duties include direction setting, management of staff and all workforce issues as directed by the Board of Dallas National Golf Club, including the focus on maintaining quality facilities, safety, services, and programs throughout all social and recreational offerings.

The GM/COO is responsible for ensuring that the organization follows all state and federal regulations governing the operation of private clubs. The GM/COO is expected to operate the Club as a first-class organization relative to all stakeholders, including the Board, the current membership, and the employees. In addition, she/he is the Board's liaison to the staff of the Club and, as such, allows the Board to focus on longer-term strategic issues and avoid short-term operational issues, which are the staff's responsibility.

The GM/COO will work closely with the Chairman of the Board to develop the Board agenda and to make certain that the Board has the appropriate reports and financial information it needs to monitor club operations, to understand its financial position, and plan for future club needs. The GM/COO will provide administrative and financial direction, will review adherence to operational goals, and the GM/COO will be available for managerial counsel on all matters. The GM/COO will work closely with the Board and the various department heads to ensure that the primary goal; a high level of membership satisfaction among the many constituencies is achieved.

The GM/COO helps the Board arrive at a consensus about important matters by providing pertinent information and interacts with the Board to investigate more efficient operating procedures and new club activities. He/she will also complete all responsibilities and duties as prescribed in the club bylaws and will perform other duties as directed by the Board.

The GM/COO will play a critically important role in maintaining and enhancing the spirit and culture of the Club, its membership, and its employees. He/she will be a visible, warm and welcoming person who will be personally involved in the front of the house; both in terms of setting the tone and the training of employees and in being personally present at events, both big and small. The GM/COO must understand and enhance the intangibles that make DNGC a unique environment in the world of private, member-owned golf clubs.

The GM/COO has all club department heads reporting to him/her, including the Director of Golf, Golf Course Superintendent, CFO, Clubhouse Manager, and Head Chef. The GM/COO will assume or delegate these duties and responsibilities if the department head is absent or disabled.

To be successful, the General Manager/Chief Operating Officer must:

- Must understand, appreciate and be additive to the DNGC culture.
- Must be an ambassador to the club membership, get to know as many members on a personal level as possible, and set the tone for the member experience consistent with the board's expectations and other top clubs nationally.
- Must promote the club publicly and represent the club positively within his sphere of influence.
- Must Partner with the Director of Golf, enhance the Dallas National member experience. The Dallas National experience is the key to Dallas National's past success and will be the key to future success. While all the tasks listed below are important, they are all ultimately judged through the lens of the member experience.
- Must possess strong financial acumen and exceptional administrative skills, including a clear understanding and development of KPIs for the organization, and able to articulate their meaning and trending analysis. Ability to create and oversee a system identifying key ratios to track (payroll, net F & B, etc.) as well as valuable 'dashboards' for oversight and enhancement of operations.
- Must be analytical in nature and skill set that translates into performance objectives that are easily articulated, understood, and turned into backing for making overall member satisfaction a top priority for the organization.
- Must help create value and for those that draw resources from the Club and help to prioritize allocation of resources.
- Must be able develop and install a performance management system, ensuring that standards of conduct and member engagement are met; this includes oversight of high standards of appearance, hospitality, service, and cleanliness of all facilities, as well as the key financial metrics that are agreed upon.
- Must instill a high-performance culture throughout the Club by involving associates in the decision-making process of how 'work gets done' and help to further an already desirable and rewarding work environment.
- Must have an enthusiasm and aptitude for teaching and training, developing, and enhancing orientation and training programs for all Club personnel, working, as necessary, with the managers directly responsible for those operations.
- Must ensure effective and efficient staffing and scheduling for all facilities and non-golf functions while balancing financial objectives with member and guest satisfaction goals.
- Must have strong administrative skills and proven ability to recognize and articulate the needs of Dallas National to maintain a healthy financial position in the future through analytical rigor and data accumulation for enhanced decision-making.
- Must be adroit at developing relationships, being a respectful and diplomatic, but candid "thought partner" with the Board and Committee members, while also being personable and outgoing.
- Must excel working with the Course Superintendent, the Board and the Greens and Grounds Committee to maintain and enhance the golf course and facilities.

CANDIDATE QUALIFICATIONS

- A minimum of 5-7 years of progressive leadership/management experience having a consistently upward tracking leadership experience in a contemporary business model club or similar hospitality operation known for

high service standards. The club will consider both current GM/COOs, as well as those "rising stars" with the necessary potential, but who are currently in exceptional club environments as an Assistant General Manager/Chief Operating Officer, Club Manager, or having similar responsibilities.

- A team builder who has a history of attracting, developing and retaining a high-performance staff, and ensuring that they consistently meet well-defined service standards.
- A natural leader who brings out the very best in those around him/her by setting clear goals and expectations, providing consistent feedback and support, and who is respectful and professional in all interpersonal dealings.
- An intuitive, personable style resulting in a sincere and visibly engaged presence with members, guests and staff.
- Strong interpersonal and communication skills, both written and verbal, with the proven ability to make effective presentations of information and recommendations.
- Good judgment and sound decision-making skills, resolving problems in a timely manner, as confirmed in reference checking and interviewing.
- Detail oriented with the ability to exercise good time management skills, as well as the ability to instill such proficiencies in others with whom he/she will be working with if selected.
- Ability and history to function as the administrative link between departments.
- Experience in planning and administering training and professional development programs for himself/herself and club personnel.
- Experience in developing/implementing long-range (strategic) and annual (business) plans, operating reports, forecasts, and budgets, with a strong understanding of hospitality and service balanced against financial efficiencies.
- Able to monitor safety conditions and employees' conformance with safety procedures; updates emergency plans and procedures and assures that effective training for these programs is conducted in all departments.
- An individual with strong ethics and professional integrity.
- A personable individual with a sense of humor and style that is commensurately appropriate with the culture and expectations of a relaxed but respectful membership group and team of associates. A creative innovator of new or improved member events and activities who is further able to effectively convey those ideas to others for support, and work with the senior management team and club leaders to ensure successful execution of these events and activities.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Hospitality Management.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications preferred but not required, preferred designations: CCM, CCE, CMC, PGA

SALARY:

Salary is open and commensurate with qualifications and experience. The club, along with the typical CMAA benefits, offers an excellent bonus and benefit 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.

Preparing a thoughtful cover letter, clearly articulating your alignment and "fit" with the above noted expectations is required. Your letter should be addressed to Mr. Jim Mutrie, Chairman of the Board Dallas National Golf Club and clearly articulate why you want to be considered for this position at this stage of your career and why Dallas National Golf Club and the Dallas area will be beneficial to you, your family, your career, and the Club if selected.

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

"Last Name, First Name Resume" &

"Last Name, First Name Cover Letter Dallas National Golf Club"

(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.

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

If you have any questions, please email Nan Fisher: nan@kkandw.com

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