

## CANDIDATE PROFILE

**General Manager/COO**  
Midland Country Club  
Midland, Texas

[www.midlandcc.com](http://www.midlandcc.com)



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### Organization

Midland Country Club (MCC) is a premier destination of 580 acres nestled in the heart of the vibrant community of Midland, Texas. Established in 1927, the Club boasts a rich history and a tradition of excellence in providing unparalleled experiences for members and guests.

Midland Country Club's Crown Jewel is its 7,483-yard Championship Golf Course, ranked in the Top 50 in Texas by Dallas Morning News. Situated on lush, meticulously manicured grounds spanning over 220 acres, Midland Country Club offers a picturesque setting for both golf and racquet sports enthusiasts and those seeking an exceptional social experience. The 18-hole championship golf course, designed by renowned architect Ralph Plummer, presents a challenging yet rewarding landscape for players of all levels. With its strategic bunkers, undulating fairways, and stunning views of the West Texas horizon, the course promises an unforgettable round every time. During 2015, under the guidance of Weibring Wolfard Golf Design, MCC embarked on a complete renovation of the practice facility, including a new driving range, a 9-hole short course and a state-of-the-art Learning Center. In most recent years, the Club has been the host of the 2021 Texas Amateur, 2021 NTPGA Section Championship, 2022 and 2023 NTPGA Western Championships, 2022 US Open Qualifier and the 2023 US Mid-Am Qualifier.

Since its inception nearly a century ago, Midland Country Club has been a cornerstone of the community, fostering connections and creating memories for generations of members. Steeped in tradition, the Club honors its heritage while embracing modern amenities and services to meet the evolving needs of its members.

Beyond the greens, Midland Country Club offers a wealth of amenities designed to enhance the quality of life for MCC members. From the fitness center to the inviting clubhouse, complete with elegant dining options and spaces for private events, every aspect of the Club is crafted to provide an exceptional experience. The Club's tennis courts, brand new pickleball courts, swimming pool, and various social events throughout the year ensure there's always something for everyone.

The Midland Country Club staff is upholding the legacy of exceptional service and creating

unforgettable moments for our valued members and guests. The team is committed to The Club's Mission Statement: *Midland Country Club is a traditional private country club offering a family-oriented experience, exceptional facilities, personal service, and lifelong relationships.*

## By the Numbers

- 880 total member families
- 660 full Golf Members
- 12 tennis courts including 6 lighted tennis courts
- 8 lighted pickleball courts
- 7 dining outlets: Oak Grille (family dining), Wildcatter Lounge (adults only), Wine Room (adults only), Lower Patio (family), Upper Patio (adults only), Men's Tavern (adult men only), Ladies 19th (adult ladies only)
- Swimming pool (open Memorial Day through Labor Day)
- Fitness Center (open 7 days a week)
- 20,000 annual golf rounds per year
- 17.6M gross revenues
- 4.2M F&B revenues
- 120 full-time employees
- Average membership age – 52
- Governance – 11 Board Members & 1 Ex-Officio, 5 Standing Committees (House, Racquet Sports, Golf & Greens, Finance & Membership; Sub-Committee: Youth Leadership)
- POS/Accounting System - Club Essentials
- The Club is open 6 days per week, 12 months a year

## Position Overview

The GM/COO has full responsibility and ownership over the day-to-day operations of the Midland Country Club (MCC or the Club) while leading all Club operations in pursuit of excellence consistent with brand strategy and policies established and approved by the Board of Directors. The GM/COO must deliver daily the member commitment of offering the finest in member service, and experience as well as must have a thorough knowledge and understanding of the current by laws and policies of the Club.

The GM/COO is responsible for managing the entire inventory of key assets (physical and staff), including golf, tennis, food and beverage, front-of-the-house operations, member events, maintenance, housekeeping, accounting, communications, membership, member services, security, and future Club amenities. The GM/COO must be a "hands-on" strong motivator with excellent leadership skills supported by solid ethics of honesty, integrity, trust, respect, responsibility, fairness, and caring and maintain a proactive visible presence. The GM/COO must set the highest operational quality standards with a specific daily emphasis on consistently enhancing an extraordinary lifestyle experience for MCC members and their guests.

Reporting to the Board of Directors, the GM/COO is responsible for managing and implementing the Club's annual fiscal operating budget and long-term business plans. The GM/COO will lead and be

responsible for all senior management and Club operations in attaining the agreed-upon levels of excellence consistent with desired financial results. The GM/COO must be a “hands-on” leader with a defined “coach training” leadership style when partnering and directing the executive team to establish the Club’s annual fiscal operating and capital budgets, subject to the Board of Directors’ approval. The GM/COO will coordinate and work collaboratively with the Club’s committee chairs to lead and assist with the development of member conduct standards, Club policies, rules, procedures, programs, and events. The GM/COO is the responsible leader to work with the Board of Directors in developing a strategic planning process, ensuring the future direction of the Club aligns with the goals of the membership.

The GM/COO will be the visible and present, go-to leader and face of the Club, often taking the role of “town mayor” of the Club. The GM/COO is directly responsible for handling and resolving all member correspondence, issues, or complaints within a 24- to 48-hour period. The GM/COO must be capable, when necessary, of having a direct, respectful, caring, and thoughtful discussion with members regarding member expectations and conduct. The GM/COO will deliver a Club culture of family serving family, assuring the MCC is an extension of the members’ home.

The GM/COO will be responsible for leading all employees of the MCC to ensure the highest level of service is offered to MCC members by providing them with personal, gracious, and professional service at all times.

## Responsibilities

- Implement general policies established by the Board of Directors. Direct their administration and execution.
- Plan, develop, and approve specific operational policies, programs, procedures, methods, rules, and regulations in concert with general policies approved by the Board of Directors.
- Coordinate the development of the Club’s long-range and annual (business) plans.
- Establish a culture of constant ongoing training for all staff.
- Establish metrics for all service deliverables across all departments with and through all department heads.
- Create and implement systems to monitor the service standards and the success of those standards through a member survey, member satisfaction APP, or member comment card program.
- Be the true leader of the Club.
- Have high sociability and a tendency to be outgoing, social, people-oriented, and participate with others for team success.
- Have high manageability and reliability with a strong tendency to follow policies, accept external controls, and work within the rules and procedures.
- Possess firm decisiveness by using all available information to make decisions quickly and accurately.
- Be the go-to leader at the Club for all operations, complaints, and employee issues.
- Develop, maintain, and administer a sound organizational plan. Initiate improvements as necessary and implement internship and training programs. Develop a succession plan for all the top executive positions.
- Maintain membership with the Club Managers Association of America (CMAA), and other professional associations, as needed.
- Attend CMAA workshops and meetings to keep abreast of current information and developments in the field.

- Coordinate the development of operating cash reports/reporting and capital budgets according to the applicable budget calendars. Monitor monthly budget and other financial statements. Take effective corrective action as required. Prepare a monthly forecast for the remaining months of the fiscal year. Approve vouchers before payment and prepare and make financial reports to the Board of Directors.
- Coordinate and serve as an ex-officio member of appropriate Club committees.
- Welcome new Club members. Meet and greet Club members as practical during their visits to the Club.
- Provide advice and recommendations to the President and committees about construction, alterations, maintenance, materials, supplies, equipment, and services not offered in approved plans and budgets.
- Consistently assure that the Club is operated in accordance with all applicable local, state, and federal laws.
- Oversee the care and maintenance of all the Club's physical assets and facilities. Maintain all amenities, in the highest quality and condition at all times.
- Coordinate the marketing and membership relations programs to promote the Club's services and facilities to potential and present members.
- Ensure the highest standards for food, beverage, sports, recreation, entertainment, and other Club services.
- Establish and monitor compliance with purchasing policies and procedures. Review and approve purchasing procedures and requirements.
- Review and initiate programs to provide members with a variety of popular events.
- Manage cash flow and establish controls to safeguard funds.
- Work with subordinate department heads to schedule, supervise and direct the work of all club employees, and confer with them about personnel-related matters including compensation, job changes, performance evaluation, etc.
- Attend meetings of the Club's Board of Directors and Board committees.
- Participate in selected community activities 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.
- Report all member infractions to the Board of Directors/or appropriate committee.
- Appropriately manage all aspects of the Club's activities to ensure and maintain the quality of products and services provided by the Club.
- Serve as liaison between all management staff and the Board.
- Coordinate committee activities.
- Write policy and rule directives for Board approval and approve those written by department heads that support the Club's approved policies.
- Have ultimate authority over inter-departmental matters and implement policies concerning employee-employer relations.
- Develop, maintain, and disseminate a basic management philosophy to guide all Club personnel toward optimal operating results, employee morale, and member satisfaction.
- Prepare reports and other support material for committee and Board use.
- Negotiate and recommend Board approval for contracts.
- Provide for and manage the use of the equipment, space, and materials.
- Establish and approve workloads, work methods, and performance standards.
- Maintain relations with police, fire, and other community and governmental agencies.
- Direct purchasing, receiving, storage, issuing, preparation, and control of all products, supplies, and equipment.
- Ensure proper cleanliness and sanitation of all Club facilities and environments.
- Perform competitive analyses on clubs and other businesses, providing member alternatives

- through personal observations and historical reports.
- Handle emergencies such as fires, accidents, and breaches of security or house rules promptly and in person.
  - Emphasize the health and safety of members and employees through training, inspection, and preventive enforcement.
  - Convene and preside over meetings with departmental managers.
  - Command respect by reputation or personality and have the gravitas and on-site presence (all experience and reputation has come from being at similar quality of Clubs and Resorts). Also, have a strong and easy-to-understand communication style and is fun to be around.
  - Give direction to and work closely with vendors, outside contractors, firms, and individuals providing services to the Club.
  - Direct the writing and publishing of the Club communications.
  - Perform other duties as directed by the President or Board of Directors.
  - Management of complex capital projects through Membership approval process.

## Requirements

- Ability to keep information confidential.
- Must possess an outgoing personality.
- Must maintain the highest standard in honesty and integrity.
- Must be courteous and discreet.
- Must treat others with kindness and respect.
- Ability to effectively communicate professionally to members, guests, vendors, and staff.
- Excellent supervisory skills.
- Excellent financial acumen.
- Oversee the execution of all necessary and relevant enhancements to procedures and operational strategies.
- Provide a positive, upbeat image for the Club by ensuring that members enjoy high-touch service, a quality product, and an exciting calendar of events.
- Continually keep the Club fresh, current, and innovative with programming, events, menus/culinary, service, and Club traditions.
- Continually increase member engagement, member participation, Food and Beverage, and retail sales.
- Assure that properly implemented departmental benchmarks and reports are in place.
- Ensure that compliance is constantly maintained with Club operating standards, policies, and procedures.
- Will be a thoughtful and active listener as part of a developed communication skill.
- Consistently and daily inspect what is expected and assigned. Must be proactive to execute a plan to improve, add, eliminate, and resolve issues or variances. Must be internal, action-oriented, diligent, present, and aware, creative, and proactive.

## Education & Experience

- A minimum of 7-10 years of progressive leadership/top-level general management experience in a high-quality, private member-owned club, with multi-dimensional operations, or leading

operations outside of the club industry of similar dynamic, quality, and relevant operation. The Club will consider well-mentored “rising stars” (AGMs), but only from similarly large scale, high quality recognized clubs.

- A BS or BA degree (or equivalent) from an accredited college or university, preferably in hospitality management.
- A CCM and CCE designation or similar accreditation outside of the Club industry is desirable.
- Management and leadership skills necessary for success (as demonstrated and verified record of previous success in multiple clubs or resorts).
- A high degree of culinary, golf and racquet sports operations, agronomy, new remodel and construction, executive COO ability, especially in problem-solving, creating, and decision making.
- Must have the ability to be a master communicator -- communicate with excellent oral and written skills.
- Must possess a working proficiency of computer skills and knowledge on all MCC software including MS - Exchange, Word, Excel, PowerPoint, Recipe and Cost Control software, and POS / Club Software Programs (MCC uses Club Essentials).
- Excellent human relations skills, with a talent for motivating, mentoring, and empowering their staff.
- Ability to function under pressure, set priorities, and adjust to changing conditions.
- Has a demonstrated high work ethic, patience, coach training leadership style, with a sense of responsibility for the GM/COO leadership position (as defined by the CMAA GM/COO leadership model).
- Applicant must possess a passion for providing high-quality member service and a commitment to exceeding expectations by setting operational standards, benchmarks, and daily inspection of all services.

## Competitive Compensation

- A full-time salaried position with a full benefits package
- Performance bonus
- Paid time off
- Health, Dental, and Vision Insurance per MCC Employee Benefits Package
- Salary will be commensurate with qualifications and experience

**Individuals who meet or exceed the established criteria detailed in this position profile and posting are encouraged to send both a cover letter, resume, and portfolio.**

**Note: The preferred method of contact is email. Please send your cover letter, resume, and portfolio showcasing your work in PDF format, attached via email with the subject line: General Manager/COO, Midland Country Club to the email addresses below.**



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*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 100 GM searches around the US in the last two years.*

