

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: OAKLAND HILLS COUNTRY CLUB BLOOMFIELD HILLS, MI

GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT OAKLAND HILLS COUNTRY CLUB

The General Manager/Chief Operating Officer (GM/COO) role at Oakland Hills Country Club (Oakland Hills) is a rare opportunity to lead one of the most revered golf experiences and club operations in the world. The new GM/COO will preside over the opening of the new \$100M+ iconic clubhouse, grounds, and agronomy facility. The new GM/COO will be on board in time to take a lead role in completing the club's brand strategy initiative as well as launching operations for the grand opening of the Club in the first quarter of 2026. The ideal candidate will possess exceptional leadership skills and strong financial acumen, with an ability to engage members and employees at the highest level. He or she should have a keen understanding and respect for history, unrivaled traditions, and the love of the game, in addition to having the strong capability of moving the club forward while maintaining the warm and inviting culture of excellence that is unique to Oakland Hills.

OAKLAND HILLS COUNTRY CLUB

Founded in 1916, Oakland Hills Country Club has and will continue to play a significant role in the history of golf in the United States. It is referred to as a "cathedral of golf," honoring its prestigious status in the golfing world. This nickname highlights its rich history, challenging course design, and legacy of hosting major championships. Located in Bloomfield Township, Michigan, Oakland Hills has been a revered venue since its South Course opened in 1918, designed by the legendary Donald Ross. Over the decades, the South Course has played host to 17 Major Championships including: six U.S. Opens; two U.S. Senior Opens; U.S. Women's Amateur; two U.S. Men's Amateurs; Western Open; the Carling World Open; the 35th Ryder Cup in 2004; and three PGA Championships--including the 90th PGA Championship in 2008. Some of the greatest players ever to play the game including Arnold Palmer, Jack Nicklaus, Gary Player, and Ben Hogan have competed and won on the famed South Course, also known as "The Monster". Walter Hagen, five-time PGA Champion, was the club's first head professional. Most recently, the Club hosted the 2024 U.S. Junior Amateur Golf Championship. The membership is proud of the heritage of their club and considers themselves stewards of a national golf treasure.

Oakland Hills Country Club has also earned a reputation as a vibrant family club, drawing loyal members to participate at every level. Its junior programs are full and engage both youth and parents. Last year Junior Golf had 300 participants, Aquatics 200 swimmers, and Racquet Sports over 150 participants on the courts. The tennis facility offers five premium Har-Tru playing surfaces, complete with an irrigation system to minimize dust during the dry summer months. From late spring through early fall, the four outdoor Paddle Courts are utilized for Pickleball play. Ensuring year-round activity, the four Platform Tennis courts with metal decking are heated and provide a premium playing surface throughout all winter conditions. The adjacent Paddle Hut provides ample space for players to gather out of the elements. All club amenities are programmed to create strong bonds of friendship among members as a hallmark of club culture.

The new Clubhouse will set a high standard of excellence for serving members in a luxurious setting reminiscent of the original classic clubhouse designed with an eye for beauty inside to its expansive surrounding terraces. Everything about the clubhouse honors the club's golfing heritage with the welcoming warmth and comfort of timeless and gracious hospitality. Large picture windows will flood the space with natural light, showcasing panoramic views of the iconic South Course. The balcony, perched above the South #1/#10 tee box, will serve as an ideal spot for capturing keepsake photographs. Accommodating up to 300 seated guests (250 for weddings), the ballroom can also be subdivided into three smaller sections, each with its own independent entrance. luxury private events. Located on the upper floor, the expansive 4,415-square-foot Grand Ballroom features 14-foot ceilings and elegant fireplaces anchoring each end of the room. From a la carte dining to elegant private events, the clubhouse will be a center of activity for members year-round.

MISSION STATEMENT

Oakland Hills is one of the pre-eminent golf and country clubs in the United States. Formed not only for the love of the game, but out of an understanding, appreciation, and respect for the traditions, rules, and honorable nature embodied within it. The Club fosters an atmosphere of harmony, decorum, inclusion, and friendship consistent with the game of golf and traditions that imbue member and employee pride. Consistent, high-quality services are rendered by a capable and gracious staff who are treated with respect and appreciation.

VISION STATEMENT

Oakland Hills Country Club provides two outstanding championship courses and a legendary golf experience. The Club is responsive to today's lifestyles by providing a broad range of engaging social activities and recreational programs that promote friendship and create lifelong memories for our member families. We are dedicated to maintaining and enhancing the legacy established by our founders for hosting state, national, and international championships.

CORE VALUES

Our core values are what shape the vision, support the mission, and reflect what the Club members value. Our Club's core values are Integrity, Respect, Tradition, Sportsmanship, Pride in the Club, and Giving Back.

OAKLAND HILLS COUNTRY CLUB BY THE NUMBERS

- \$125,000 Initiation fee
- \$18,120 Annual dues
- Approximately \$17M Gross volume (pre-fire)
- Approximately \$9.6M Dues volume
- Approximately \$4.7M F&B volume in 2019
- Approximately 17,000 Rounds of Golf on the South Course
- Approximately 20,000 Rounds of Golf on the North Course
- Approximately 912 Members in all categories
- Approximately 265 Employees (FTE) in-season; 70 off-season
- 11 Committees, 9 Board Members with 3-year terms
- 57 – Average age of members
- Club uses Jonas Club Management for Accounting and POS

OAKLAND HILLS COUNTRY CLUB WEB SITE: www.oaklandhillsc.com

GENERAL MANAGER/CHIEF OPERATING OFFICER ROLE OVERVIEW

The General Manager/Chief Operating Officer provides visible, engaged, and authentic leadership and a positive, respectful, and energized image for Oakland Hills Country Club and its amenities. He/She leads with the goal of providing members and guests with exceptional service in all club facilities, creative and quality dining, championship golf course conditions and playing experiences, outstanding racquet sports, aquatics, and other recreational amenities. The GM/COO will work closely with the Board of Directors and committees to perpetuate strong and consistent governing and leadership practices.

The new GM/COO at Oakland Hills will assure the smooth, efficient daily operation of the club to provide the members and guests with the environment for which the club is renowned in a highly respectful, visible, and engaging manner, recognizing his/her positive impact on the senior team and associates by doing so.

Imperative to his or her success is the GM/COO's ability to equally engage members of all generations, ensuring the highest levels of member satisfaction. Being visibly present throughout the operation and possessing an intuitive sense to see and be seen is a key aspect of this role. Innovative programming and a vision for the future direction of the club while respecting long-standing traditions and heritage is also critical.

He/She will oversee all aspects of the operation and ensure that all facilities are upheld and maintained at a pristine level. He/She should take the appropriate amount of time to listen, learn, observe, and absorb all the traditions, systems, and processes that are in place. With the opening of the new facilities, the GM/COO will be responsible for ensuring that standards of excellence are supported and trained with clearly documented processes and procedures and lived daily to support a culture of excellence both for members and for staff.

Golf has been the foundation of Oakland Hills since its inception, and Championship Golf has been a key focus. The new GM/COO must both appreciate golf's place in Oakland Hills's lore and focus while also understanding its place in the club's heritage and traditions. Both courses offer a unique golf experience and are maintained to provide world-class conditions to members and guests.

The GM/COO will ensure that the tenured leadership team is engaged and empowered to run their respective departments. New team members are to be onboarded with great attention to detail with the intent of imparting the ethos of the Club to any new addition to the team.

They will also have clearly defined goals and objectives while being held accountable to achieve the desired results. In turn, the GM/COO will ensure that the standards set in place cascade down throughout the organization, respecting the tenure and value of the team members in place and creating buy-in for all.

The GM/COO coordinates with the President, as appropriate, on department head compensation, benefits, performance appraisal, disciplinary, and other significant personnel actions, ensuring that Oakland Hills is competitive with its key comparable club set. The GM/COO conducts interviews and assesses applicants' key positions and exercises final hiring approval for all senior team members and other 'high touch' positions.

Importantly, the GM/COO ensures that appropriate and necessary commitment is in place for the training, mentoring, and further development of all senior team members, department heads, and other personnel, recognizing that top-tier delivery and consistency of the member experience at Oakland Hills is paramount to meeting its ultimate 'brand' mission.

The GM/COO is responsible for maintaining a positive and inspiring working environment throughout the club and must be a naturally approachable, interactive, and authentic leader who personifies the culture of Oakland Hills by the way he/she conducts him/herself. The GM/COO needs to be sincerely engaged in member and staff interactions in all areas of Oakland Hills's operations, recognizing the need to be an ambassador of the club.

The GM/COO is ultimately responsible for the approval of contracts, and overall expense management as well as revenue generation to deliver on the 'brand' goals of Oakland Hills, through close coordination with the Board of Directors, and is clearly in charge of all operational decision-making and outcomes at the club. He/ She is also responsible for partnering with the board to ensure that adequate capital planning and funds are allocated and managed accordingly.

The GM/COO assumes primary responsibility for all club administration, community relations, and national and international ambassadorship, representing Oakland Hills to key golf and other industry-related groups. This latter activity is of particular importance to Oakland Hills, as its preeminent role in golf is a critical success factor for the club, especially as it relates to positive relationships with the PGA TOUR, PGA of America, and USGA, among many others.

Ultimately, the GM/COO is expected to attend and actively 'partner' in all meetings with the Board of Directors and those committees to which he/she is designated an ex-officio member or is desired as a participant. He/She should possess an acute level of self-awareness, high emotional intelligence, and diplomacy in all interactions. A very comprehensive governance structure and processes have been developed over time and are presently in place to help guide the direction and roles of the GM/COO, board, and committee members. He/She must earn and build the trust of the board and committee members to maintain the present standards to ensure overall partnership and effectiveness. Finally, the GM/COO role at Oakland Hills is NOT a caretaker role, but rather one where he/she is expected to be the true business leader of this operation and needs to be appropriately assertive as an "expert" in his/her areas of oversight and accountability, providing well-reasoned recommendations and "own" the role.

CANDIDATE QUALIFICATIONS

- A minimum of 10 years of progressive experience as General Manager in a hospitality environment, preferably a member-owned club, with a leadership role relative to management across a diverse range of amenities.
- Involvement with member-driven, family golf, and country clubs with top reputations is most attractive.
- Proven leadership qualities with demonstrated ability that would allow one to believe that he/she can effectively direct, coordinate, and control all facets of a full-service, high-volume private club expected to grow to an operating revenue of \$25M and more over time.
- Exceptionally strong communication skills, both written and verbal, with the distinct ability to function effectively before a wide variety of groups and forums. Communication with members and personal visibility are extremely important aspects of the General Manager/Chief Operating Officers' responsibilities.
- Ideally, a personal interest in golf and a solid understanding of the game and its history and traditions would be an asset, due to its long-standing and future involvement in championship golf events. Having experience in significant golf tournaments and/or championships is a plus.
- An overriding sense of quality consciousness that pervades every part of the club's operations, both within and outside the clubhouse. This includes most importantly a well-selected, competently trained, high-quality, courteous, and efficient staff who are empowered to deliver and create an atmosphere of service excellence with clear expectations. The need is for an accomplished team builder, as well as a passionate charismatic, and dynamic leader who has the innate ability to hold people accountable for their performance.
- Knowledge and ability to attract, recruit, retain, and develop high-performing team members. Ensures that proper feedback mechanisms and performance management systems are in place.
- Strong prior experience in coordinating and overseeing major club improvement projects, especially as they relate to construction and renovation. It is likely that several significant capital projects, in addition to a large annual capital expenditure program, will occur.
- A strong network of contacts within the golf and hospitality industry for networking and data collection, compensation comparison, and various other benchmark disciplines.
- A self-aware leader with a high EQ and gravitas; a true diplomat in all interactions with members and team members.
- A committed doer with high energy and staying power who, through personal example, encourages others to get things done. Possesses an elevated work ethic and instinctively knows when to be seen.
- Able to effectively use the board as a sounding body and raise issues with the board of a policy nature, presenting alternatives as well as advantages and disadvantages. An enthusiastic supporter of board decisions, as well as a confident thought partner in regard to the strategic direction and vision of the club.
- Capable of initiative and resourcefulness in directing the activities of a large, full-service, family-oriented country club; able to present a consummately professional image to the staff, membership, and the general public.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- Ideally, a bachelor's degree is preferred with a focus on Hospitality Management. In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM, CCE, MCM, or PGA are encouraged but not required.

EMPLOYMENT ELIGIBILITY VERIFICATION

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

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefits package including association membership.

INSTRUCTIONS ON HOW TO APPLY

Please upload your resume and cover letter in the order listed using the link below. When prompted for them during the online application process, you should have your documents fully prepared to attach. Please be sure your image is not on your resume or cover letter; it should be used on your LinkedIn Profile.

Prepare a thoughtful cover letter addressed to Dino Kostopoulos, President and Search Chairman, and clearly articulate your alignment with this role, why you want to be considered for this position at this stage of your career, and

why Oakland Hills Country Club and the Bloomfield, MI 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 Wednesday, April 9, 2025. Candidate selections will occur in late April, with the first Interviews expected in early May and the second interviews a short time later. The new candidate should assume his/her role as soon as reasonable notice is given to a current employer following selection.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – Oakland Hills”

(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 Holly Weiss: holly@kkandw.com.

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