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VICE PRESIDENT OF CLUB OPERATIONS PROFILE: HENKE DEVELOPMENT GROUP ZIONSVILLE, IN

VICE PRESIDENT OF CLUB OPERATIONS AT HENKE DEVELOPMENT GROUP

Henke Development Group (HDG) is seeking an exceptional and experienced club leader to join its growing internal team. A leader who embodies a passion for hospitality is both strategic and analytical and has excellent financial and business acumen to maximize the long-term value of the club assets. This individual should also be innovative and creative, with a proven track record of maintaining strong operational management while integrating creative, value-enhancing initiatives.

Henke Development Group is a leading lifestyle developer in the Midwest, developing past projects and actively completing two high-end communities/clubs in the Indianapolis area—The Club at Chatham Hills (Westfield) and The Club at Holliday Farms (Zionsville). In addition to these clubs, HDG owns Deer Creek Golf Club, a beautiful property with a public course, with plans to develop it into an exclusive private club community, and other potential lifestyle or golf communities to come. The Development team has additional properties in various stages of planning which incorporate lifestyle and amenity-driven residential living – this role would be critical in helping to assist with envisioning and developing signature programming, training, hospitality, and more.

As Henke states, "Details matter to us." They are dedicated to creating value for the properties by paying attention to every detail—creating places where people will want to live, work, shop, dine, play, stay, and renew for generations. The company culture is rooted in a family-oriented, down-to-earth, humble, respectful, and hard-working team that prides itself on innovation. This newly created role provides an exciting opportunity for experienced leaders to work with autonomy, backed by a supportive development and ownership group. The team values strategic collaboration while respecting the day-to-day operations of its club facilities.

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

ABOUT HENKE DEVELOPMENT GROUP:

Chatham Hills

Located in Westfield, Indiana, just on the north side of Indianapolis, Chatham Hills is a premier private golf community in the affluent and nationally ranked Hamilton County, featuring the final masterpiece designed by legendary golf course architect Pete Dye. A gorgeous and undulating Championship Course, and a Par 3 Executive 9 Hole Course - there is something for all levels and abilities. This deeply personal project for Dye is the culmination of his extraordinary career and reflects a strong partnership with the Henke team. Set in one of the most unique and rolling landscapes, Chatham Hills offers a private club and residential lifestyle focused on exceptional member services and world-class amenities.

Chatham Hills is a multi-generational residential club community featuring homes from \$800's - \$6M+. Since its completion in 2016, Henke has reinvested millions of dollars in course and clubhouse improvements. Currently, the Championship Course, Driving Range, and Short Game Practice facilities are undergoing \$2.2 million in enhancements, including bunker liners, range expansion, and reconfiguration of the short game area. Completion is anticipated in early 2025.

At the heart of Chatham Hills is a stunning 65,000-square-foot clubhouse offering a variety of amenities, including fitness facilities, an indoor basketball court, a four-lane bowling center, indoor and outdoor aquatics, tennis, pickleball and more - complete with an extensive trail system, close proximity to amenities and access to the Monon Trail. The property also holds historical significance, once home to original settlers from North Carolina.

Holliday Farms

Holliday Farms features two incredible courses designed by Pete Dye. Designed during the final years of his career, these courses blend the rolling terrain, rippling creeks, and brooks into a golf sanctuary. It is with great pride that Holliday Farms has emerged as a premier golf course community, fully immersed in Dye's vision.

The amenities at Holliday Farms were recently completed, with the golf course opening in 2021, a brand new clubhouse in 2023, indoor and outdoor swimming pools in 2024, and tennis and pickleball courts now underway. The Clubhouse features a simulator lounge, multiple dining venues, banquet and meeting spaces, state-of-the-art fitness facilities, childcare services, a basketball gym, and a four-lane bowling center.

Deer Creek Golf Club

Currently operating as a public golf course, Deer Creek is located just 15 minutes from the Indianapolis Airport and is part of a much larger property that features dramatic undulation, mature woods, and more - this property is intended to be re-developed into a spectacular golf and residential community.

Henke Development Group

A family-oriented company with a team of individuals, all possessing diverse experiences and backgrounds. They value high-quality developments and most importantly, creating places they would want to live, work, or play too! They devote passion and expertise to every project and welcome new opportunities. Henke Group is always seeking new and interesting developments to develop or collaborate on. They work efficiently and with honesty and integrity in all endeavors and make no distinction whether our client or partner is an individual, a family, an estate, a small business, a municipality, or a large corporation.

Henke Development Group Mission Statement

"We are committed to creating exceptional environments, fostering genuine connections, and continuously innovating to enhance the experiences of our members, clients, and the communities we serve. Our core values include family, hard work, honesty, integrity, passion, and using creativity and intention throughout. We aim to build a positive, family-oriented team dedicated to delivering world-class experiences to our members and guests every day."

HENKE DEVELOPMENT BY THE NUMBERS: Chatham Hills | Holiday Farms

- Approximate Golf Initiation Fee: \$50,000 | \$90,000
- Approximate Social Initiation Fee: \$15,000 | \$25,000
- F&B Approximate Volume: \$3.2M | \$2.3M
- Gross Annual Payroll: \$4.6M | \$3.6M
- # of Employees: FT:19/PT:125 | FT:27/PT125
- Company POS System: Foretees
- Clubs are a Profit Organization

HENKE DEVELOPMENT GROUP WEBSITE: www.henkedevelopment.com, www.chathamhills.com, www.hollidayfarmszionsville.com

VICE PRESIDENT OF CLUB OPERATIONS POSITION OVERVIEW

The VPCO will play a critically important role in developing, maintaining, and enhancing the personality, culture, and vibe of the country club properties wholly owned by Henke Development Group, for the benefit of its membership, its employees, and HDG. The development team has created and built exceptional courses, Clubhouse facilities, high-end residential communities (total assessed value exceeds \$1.5 billion) and is looking for an exceptional person who is PASSIONATE about the club industry and being a critical part of leading, growing and enhancing the beautiful club communities with expertise in hospitality and club operations, elevating the membership experience and actively managing operations and financial performance for long term stabilization. With new projects on the horizon, this role will have the opportunity to be an integral part of developing the foundation for future projects and overall club operations of the company.

The VPCO will work collaboratively with the Club Manager and department managers at all clubs to ensure hospitality standards are consistent throughout golf and operations, and equally as important that current best business practices are being followed for HDG's financial benefit. This includes analyzing all current SOP's, updating or creating new ones where needed, implementing or adjusting processes, and performance metrics, and analyzing the existing teams and roles currently serving the membership, to make sure they align with the goals of the membership and HDG. The VPCO will provide ongoing management of financial and operational reporting to ownership with reports and financial information it needs to monitor operations, understand its financial position, and plan for future needs. The VPCO will review adherence to operational goals and be available for managerial counsel on all matters. The VPCO will work closely with the Executive team of HDG to ensure that the primary goal of maximum membership satisfaction and engagement is coupled with proper operational controls and growth of the club's financial performance from year to year.

KEY CHARACTERISTICS OF THE VICE PRESIDENT OF CLUB OPERATIONS

- Passionate, Detail-oriented, Approachable, Humble, Engaging, Polished, and Strong Model to Club staff and members.
- Demonstrated reputation for “Wow-ing” people - a creative, strategizer, executor, and leader who thrives off of creating unexpected experiences.
- Creative and visionary leader who understands how to create or enhance existing high-value-driving efforts that deliver positive impacts for members, their experiences, the club's operations, and staff efficiency.
- Use of creativity to implement and execute memorable experiences - whether in advance or with little notice - for multiple club benefits.
- Create an exceptional golf and social member experience that is elevated, unique, and more consistent with an elite customer service experience.
- Have outstanding golf, food and beverage, and member services aptitude and experience and know how to deliver in these areas at a high level.
- Have excellent communication skills with an analytical mind, able to develop performance objectives that are easily stated, and understood, and result in making overall member satisfaction a top priority.
- Be able to implement 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, and the key financial metrics that are agreed upon.
- Detailed understanding of financial reports, general accounting, depreciation, and management of Balance Sheet and operational reporting
 - Experience ensuring tax and legal compliance with any relevant laws and regulations
 - Experience overseeing capital assets, improvements, and maintenance of facilities. Attention to applicable employment laws, incentive programs on a local and state level, training grants, and other opportunities that the Clubs could take advantage of to further enhance the club.
- Proven ability in all aspects of team and professional management of staff, growth, and development programs
- Be a shining example of the HDG “family-oriented leadership model” where mentoring and caring for all staff members at all clubs are a major priority, along with helping their personal career development.
- Experience growing and introducing new programs including junior programming to increase community engagement.

VICE PRESIDENT OF CLUB OPERATIONS INITIAL RESPONSIBILITIES

- Actively analyze the financial management at clubs and work with teams to implement any changes (cash flow, budgets, capital planning, best practices, inventory, compliance, processes) as well as areas that may benefit both facilities (i.e. staffing, shared purchases, vendors, buying, technology, and systems, etc.)
- Develop and enhance staff's ability to make more advanced and ongoing data-driven decisions (utilizing reports, data, member activity, communication, and accountability standards) as well as equipping management with additional data-driven tools for evaluating performance, strategic planning, daily operations, and member experiences.
- Implement consistent efforts to capture member activity, interests, preferences, and other customization to facilitate effective personalized communication and marketing efforts.

- Improve average time and dollar spend per member by analyzing engagement and identifying opportunities.
- Analyze and identify any needs for organizational chart changes for better consistency between clubs and have a sense of proper economies of scale that have not been taken advantage of in the past.
- Build a comprehensive training program for staff across facilities that help encourage career development, promoting from within to other areas as well as other clubs - member experience, greeting, cross-department training, staff roles, and members.

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 or similar hospitality operation known for high service standards. Henke Development Group will consider both current VP of Operations and “rising stars” with the necessary potential, but who are currently in exceptional club environments having similar responsibilities.
- Must understand high-end luxury lifestyle living and how that is key to a club’s value and ongoing success.
- Strong financial, management, and marketing experience is valuable for this position.
- Strong foundation of club industry knowledge, benchmarks, performance metrics, and the like.
- Being part of starting up a new property or considerable construction of new facilities is an added benefit in the experience arena.
- Strong interpersonal and communication skills - strong written and verbal, process-driven, and goal-oriented.
- Good judgment and sound decision-making skills. Resolves problems promptly, as confirmed in reference checking and interviewing.
- Detail-oriented with the ability to exercise good time management skills, and the ability to instill such proficiencies in others with whom they will be working if selected.
- Comfortable working with and innovating, implementing, and utilizing technology to make data-driven decisions and increase efficiency or productivity.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor’s degree in golf operations, hospitality management, or business with a PGA background and/or hospitality experience with a focus on high-end luxury.
- In lieu of the degree, substantial private club or hospitality experience will be considered.
- Industry certifications such as CCM, CCE, CAM, or PGA are encouraged but not required.

SALARY AND BENEFITS

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

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 the **Henke Development Group search committee/Attn: Clint Cushman**. Clearly articulate your alignment with this role, your demonstrated ability to execute, why you want to be considered for this position at this stage of your career, and why HDG and the Hamilton County/ Zionsville, Indiana area will benefit you, your family, your career, and the Clubs if selected.

You must apply for this role as soon as possible but no later than Monday, November 11th, 2024. Candidate selections will occur later in November, with the first Interviews expected in early December and the second interviews a short time later. The new candidate should assume his/her role in mid-January 2025.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter - Henke”

(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: bethany@kkandw.com

Lead Search Executive:

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