

DIRECTOR OF RACQUETS PROFILE:
BALTIMORE COUNTRY CLUB
BALTIMORE, MD

THE DIRECTOR OF RACQUETS (DOR) OPPORTUNITY AT BALTIMORE COUNTRY CLUB

The Director of Racquets at the Baltimore Country Club has a unique opportunity to lead one of the top racquets facilities in the Mid Atlantic while having the opportunity to make a significant impact in program creation. If you have superior customer services skills, are a promoter with an entrepreneurial spirit, this is your career opportunity.

The organizational purpose of Baltimore Country Club (BCC) is to provide exceptional services, staff, and facilities for our members, achieve budgeted goals, and provide respect and dignity to all. BCC maintains magnificent clubhouse facilities on each of its campuses for its 3,200 plus members and its sports facilities include two 18-hole golf courses both located at the Five Farms campus. Also at the Five Farms campus are: 10 Hydro grid Har-Tru tennis courts, 3 swimming pools, a group exercise room and fitness center, and a 45,000-sq. clubhouse with multiple dining, living room and meeting spaces. At the Roland Park location are 3 squash courts, 2 paddle tennis courts, 6 duckpin bowling alleys, a fitness center and in the 60,000-sq. ft. building is a beautiful ballroom and other intimate dining and meeting spaces.

Both campuses offer a full range of food and beverage facilities with Roland Park typically hosting more 'functions' and ala carte in fall/winter months and Five Farms being busy during the 8 months of golf season. The Club is in strong financial condition, serves an affluent, multi-generational membership in a gracious environment with a membership that appreciates the hugely family-oriented culture of the Club, and its professional staff. The Membership considers the Club an extension of their home where they can relax, enjoy the ambiance and amenities of the Club and connect with their families and friends.

BALTIMORE COUNTRY CLUB AND COMMUNITY

Baltimore Country Club was founded on January 13, 1898 at its Roland Park location and is one of only twelve clubs nationwide to operate on two campuses. In 1926, the second location called Five Farms was opened with a masterpiece East Course, designed by A.W. Tillinghast. The club is listed by the USGA as one of the first 100 clubs established in the U.S. and is regularly listed in the top 50 in the nation and top 100 in the World. In 2013, LINKS Magazine named BCC as one of the "100 Most Prestigious Clubs in the World" and it continually honors that tradition.

BCC has a rich history of hosting major events. Their tradition of tennis dates back to hosting the Davis Cup and for golf, BCC had the privilege of hosting the 5th U.S. Open Championship at Roland Park and it is one of only two clubs in the world to have hosted a Men's U.S. Open, a PGA Championship, a Men's U.S. Amateur, a U.S. Walker Cup, a Women's U.S. Open and a Champions Tour Major! Over the years, the Club has hosted several other championships including the 1965 Walker Cup, the 1988 U.S. Women's Open and three Senior Players Championships from 2007 – 2009 and the Big Ten Men's Golf Championship in 2017 and 2018. Baltimore Country Club, with its history of nearly 120 years, is a well-established Club with valued traditions. The Club's traditions are an integral part of its history and culture, but the Club recognizes it must continue to remain relevant for its membership.

The members and staff of Baltimore Country Club will readily share with you their view of Maryland,

Baltimore

County and Baltimore City as being “a great state and family town!” A strong point of pride is the multi-generational nature of the members and staff, which is unique to just a few major cities in the U.S. With its strong mid-Atlantic location and easy access to D.C. and most of the major cities in the northeast as well as the eastern shore, the state and Baltimore have a great history and a thriving economy. The Club’s two campuses are in different municipalities, and very highly prized neighborhoods that continue to be sought after by younger families, which have contributed to the Club’s average age decreasing from 60 to 49 in the last 10 years.

Schools, cultural events and activities, and overall quality of life is such that many residents prefer to stay in the area, and many of the Club’s children have returned after college. The Baltimore County Chamber of Commerce states “Baltimore County is a great place to live, work and play!” To learn more about Maryland go to “Visit Maryland” at www.visitmaryland.org

BALTIMORE COUNTRY CLUB MISSION STATEMENT

“Baltimore Country Club is a private, family-oriented association of members committed to camaraderie, tradition and core values of dignity, courtesy, respect, and graciousness who enjoy social, golf and recreational activities provided at the highest level of service in exceptional facilities.”

BALTIMORE COUNTRY CLUB FACTS

- At present, there are approximately 3,200 members in all categories. 300 tennis memberships, 140 golf members who are active in tennis for a total of 440.
- \$45,000 Initiation fee for CLASS A membership
- \$4,500 Annual dues for CLASS A member category
- Approximately \$21M Gross revenues from all sources
- \$8.5M Dues volume
- Nearly \$6.0M F&B volume
- 375 Employees (FTE) in-season; 160 (FTE) off-season
- The Club plays approximately 35,000 rounds of golf annually on its 36 holes
- Tennis/Racquet Revenue: \$700,000
- Average age of members is 49

BALTIMORE COUNTRY CLUB WEB SITE: www.bcc1898.com

DIRECTOR OF RACQUETS POSITION OVERVIEW

Baltimore Country Club (BCC) is looking for a Director of Racquets (DOR) who will bring the department to the next level by expanding adult, junior, social and competitive programs to meet the ever-changing needs and demands of their membership. This includes men, women and juniors and family programs.

The DOR position is comprehensive and must ensure the successful achievement of the mission and objectives of BCC. Responsible for overall operation of the department, including the tennis and paddle, pro shop, programming and staff. The DOR is a highly visible position requiring strong presence, leadership and communication skills with both members and staff. The DOR is expected to be the leader of the program by passionately promoting the games of Tennis, Paddle and Squash. These traits must resonate through his/her team and to do so as well. BCC employs a loyal, professional and accomplished management team and

wishes to continue this tradition. The working environment of the organization is one of professionalism and respect, and the Club prides itself on the positive relationships it maintains with its staff.

Under the direction of the General Manager/COO, and in coordination with the Racquet Committee's, the DOR administers the policies, procedures and programs of BCC relating to all Racquets.

The general roles and responsibilities of the DOR will be to deliver a range of services customarily provided by a Master or Elite USPTA/PTR professional. These services will include, but are not be limited to:

- Ability to be a passionate ambassador for the games of tennis and paddle that requires the same from each member of the tennis staff.
- Assure a consistent, efficient, and seamless daily operation of Club-wide racquets operations; provide members and guests with an environment that meets the values of the Club.
- Be a strong "consensus builder," and having effective skills to reconcile differences and inspire solutions for a better operation and member experience.
- Enthusiastically encourage member participation by planning events to promote the sports and fellowship in the Club. Organize, schedule and manage tournaments, clinics, round robins, social events, and other tennis related activities to maximize members' access to and enjoyment of the racquets facilities.
- Create a comprehensive events and activities program to include social, competitive and instructional programming for all levels.
- Development and implementation of a top notch junior program that meets the demand of all junior abilities. This should be a comprehensive, creative and innovative program from grass roots to high performance. Be proficient with the "USTA 10 and Under" initiative on how to instruct children.
- Oversee departmental programs and services to meet budget objectives and exceed member satisfaction.
- Document and report to the GM/COO successful and/or unsuccessful programs to be used as a reference tool in future event and calendar planning.
- Create a teaching philosophy in line with the Club's values and traditions. Implement that philosophy throughout the racquets programs.
- Provide private and group lessons to both adults and children and oversee lessons taught by all professionals.
- Provide organizational and structural support for the league team tennis practice and play.
- Play tennis/paddle and provide instruction to members of varying skill levels to encourage skill development and relationship building. Hours will be limited to 20 hrs/week to ensure ample time for effectively administering the department.
- Coordinate instruction, competitive playing, and team opportunities for an active group of juniors.
- Own and operate a high-quality merchandise and retail operation in the Club's Tennis Shop, representing the desires and expectations of the members.
- Oversee department POS operations to ensure accurate member billing and accurate sales/activity reports.
- Attend all Senior Staff, Tennis Committee and some sub-committee meetings. Responsible for drafting the Tennis Committee agendas in coordination with the General Manager/COO and respective Committee Chair.
- Supervise all teaching professionals, pro shop staff, and seasonal interns (staff size of approximately 8).
- Manage all staff scheduling.
- Conduct regular staff meetings within the tennis department to ensure effective communications.
- Responsible for the selection, development, and coaching of all department staff.
- Prepare tennis promotional items and event results for the website, Club bulletin and e-blasts.

- Responsible for the annual budget process, monthly financial performance and weekly payroll management. The Tennis budget is approximately \$700,000.
- Work in tandem with the Club's highly regarded Tennis Maintenance Staff.
- Enforce all the Club's Rules and Regulations governing use of the facilities, equipment, dress code and sportsmanship as set forth by the Club.

The following positions report to the Director of Tennis:

- Head professional
- 4 seasonal assistant professionals
- Merchandiser/Pro shop attendant
- Shop staff

Desired Candidate Qualifications/Experience/Selection Criteria

The ideal candidate should be an engaging and polished professional with a minimum of five (5) years of experience as a Director of Racquets in an equity club setting.

A minimum of 5 years of progressive leadership/racquets management experience in (preferably) a private member-owned country club with multi-dimensional operations, or leading racquets operations outside of the club industry in a similar hospitality operation.

A head professional at an extremely successful club and racquets program will be considered.

Knowledge of squash instruction and programming is a plus.

A resume indicating progressively more responsible positions and demonstrating experience in delivering both group and individual instructional programs to players of various age groups and skill levels. Additionally, the candidate should have a proven history of high ethical standards.

EXPERIENCE

- Verifiable strength in strategic planning and working closely with boards, committees, and other key contributors to developing, executing, and updating strategies to success.
- Knowledge and experience in capital improvements in the racquets area.
- A verifiable motivator and leader who can bring out the best in others by setting clear goals and expectations, holding them accountable for outcomes, by providing consistent feedback, support and through respectful interaction and professionalism.
- Someone with a history of innovation, and a champion of new ideas and initiatives, looking to consistent improvement of member experiences and operational efficiency.
- Of equal importance are exemplary communication (both written and spoken) and interpersonal skills and the ability to work with all committees. The candidate must possess a proven ability to attract, hire, develop and lead a high performing team of professionals while setting standards of performance appropriate to perpetuating the traditions and values of Baltimore Country Club.
- The candidate will exhibit excellent organizational, technological and time management skills and have a 5.0 tennis playing competency.
- The candidate will have experience in developing and staging intra-Club and inter-Club events.
- The candidate should have considerable experience running and organizing successful women's and junior tennis programs.

The primary selection criteria to be used in evaluating a candidate will include:

- Breadth and depth of experience as a tennis professional
- Degree of experience in similar settings
- Demonstrations of technical competence
- Ability to articulate a compelling vision for the future of the Club's programs

In order to be successful, the DOR must have the following personal attributes:

- Can work well with others
- Has keen problem-solving skills
- Has a strong operational management record
- Is a mentor to others
- Is personally effective and organized
- Has the entrepreneurial spirit to create new programs and respect what currently works for their membership
- Is member focused, dedicated and delighted to meet the expectations and requirements of the members and their guests
- Possess high energy and genuine desire to interact actively with the membership on a professional and hospitable level
- Has strong time management abilities: concentrating efforts on the more important priorities; getting more done in less time than others; can attend to a broad range of activities and demands
- Enjoys public speaking
- Has personal character and charisma
- Is an industry talent leader; can assemble talented team members who work well together as a high-performance team
- Is respected by others
- Understand and lives the Baltimore Country Club culture

EDUCATION AND CERTIFICATION

The ideal candidate should have earned a college degree with USPTA/USPTR Master Professional or Elite Professional Certification. The successful candidate will possess a high level of proficiency in both playing and teaching the sport of Paddle tennis, including certification.

SALARY AND BENEFITS

The Club offers a generous compensation package including salary, commission an incentive and a benefits program that is commensurate with qualifications and experience and befitting a club of the stature and significance of Baltimore Country Club.

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 letter of interest and alignment, clearly articulating your “fit” with the profile and the above noted expectations and requirements is necessary.

Your letter should be addressed to Mr. Doug Wernecke; Director of Human Resources, 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 BCC and the Baltimore area will likely be a “fit” to you, your family and the Club if selected. Additional information may be required from candidates to further assist in the evaluation of alignment and validation of competency for the role.

Expressions of interest in this manner should be conveyed to our Firm as soon as possible and no later than May 4, 2018. Interviews will occur in mid-May with the new DOR beginning in mid-June 2018.

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter”

(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.

For directions on how to upload your resume and cover letter [visit this page](#).

If you have any questions please email Patty Sprankle: patty@kkandw.com

Lead Search Executive:

Len Simard

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