



gsi EXECUTIVESEARCH

Capabilities Overview



► History and Structure

GSI Executive Search has been serving the private club industry for over 20 years, providing a wide range of executive search and placement services. Our mission is to contribute to our clients' growth and stability and to foster the career goals of our candidates. We will always conduct our business with a high degree of integrity and ethics. GSI services clients and candidates throughout the U.S.

In 2019, GSI Executive Search was acquired by Ethos Club & Leisure, a Dallas, Texas-based real estate advisory and investment firm dedicated to club and leisure assets. Together with Ethos Alliance companies Ethos Club & Leisure and Addison Law, GSI Executive Search now offers current and future clients unprecedented single-source access to top operational consulting, human capital management, legal advisory services, and executive placement services that otherwise would only be available through separate engagements.



➤ Where Process, Integrity, and Results Intersect

We are GSI Executive Search, a highly motivated, successful and client-focused recruitment team specializing in placements for the private club and hospitality industries.

GSI can bring your club together with top professionals for relationships that stand the test of time. Our private club and hospitality credentials run deep...

- We're industry veterans with more than a century of combined executive search, club management, and association experience.
- We understand club, hospitality, and resort operations inside and out, having managed them ourselves.
- We're among our profession's most established, respected, and skilled search professionals; we've placed successful professionals at hundreds of the most prestigious clubs and organizations throughout the U.S.
- We recognize the crucial qualities that enable club professionals to succeed in their roles—we understand what you need, and we know how to achieve your goals.

As an Ethos Club & Leisure Alliance company, our unsurpassed club and hospitality industry experience, combined with total integrity and a process that proves itself time and time again, delivers the right professionals to your club at the right time.

► What makes GSI distinctly different?

Three Things:

(1) Process: We're your partners and trusted advisors. From the outset, we seek to understand the essence of your club's culture, identify its unique challenges, and consider its vision for the future. That knowledge forms the foundation of our three-phase process, which spans a comprehensive search service array. In the end, GSI searches deliver top-quality candidates in a fraction of the time of other firms.

(2) Integrity: We do not recruit our placements or other department heads, period. Doing so is a disservice to your club, its reputation, your members, your bottom line, and the professionals themselves. You shouldn't accept anything less.

(3) Results: The great majority of our placements have achieved lasting success. There is no better barometer of success than a placement that thrives over time.





► What Clubs and Hospitality Organizations Appreciate about GSI

- **Expertise and credibility:** We know the territory, and we are uniquely adept at bringing top talent and top clubs together.
- **Executive-level focus:** Our principals are involved at every stage of the recruiting process.
- **Thoughtful communication:** We design our client meetings to optimize communication and ensure that recruiting progresses at a steady pace.
- **Quick responses:** We give straightforward, executable advice.
- **Trust:** This underlies each client-principal relationship.
- **Delivery on our promises:** We deliver with no exceptions and backed by our guarantee.
- **A flexible fee schedule:** We base this on a mutually agreed timeline.

What candidates appreciate about GSI:

1. **Accountability:** We keep candidates in the loop, return calls, give advice and counsel when asked, and really care about their careers.
2. **Honesty and reliability:** We do what we say we'll do within the parameters of our timeline and process.
3. **Professionalism:** We place the right candidates in the right opportunities at the right time. We don't arrange interviews that have a low probability of success.



► What Makes GSI a Strong, Strategic Partner

- 1. Focused attention:** Our national team of principals work collaboratively and share best practices, insights, and experience to deliver placements that thrive over time. Our focus stays on you and your requirement—always.
- 2. Club and resort industry expertise:** Private clubs and hospitality organizations are our niche and our passion. GSI principals possess deep club and hospitality experience in all functions, and we maintain the broadest network of professional contacts and resources available.
- 3. Fresh approach—top-quality candidates:** We approach each search as a new assignment, rather than rotating an established cast of candidates through multiple searches.
- 4. Efficiency:** We adhere to strict timelines and keep clients updated throughout the process.
- 5. Your geography is our geography:** GSI possesses unsurpassed local knowledge in the private club and hospitality placement industry. Our team of principals across the U.S. has lived and worked in their various geographies for an average of 25 years.



(continued)

What separates GSI from other search firms:

- 6. Adherence to process from start to finish:** A strong process is a difference-maker in executive search. At GSI, we handle requirements of all sizes and scopes and utilize proven methods at all phases of each search.
- 7. People helping people:** At GSI, we pride ourselves on being hands-on, responsive, accessible, and resourceful in each client engagement.
- 8. Competitive fee structure:** We are committed to building a relationship with you and your club and working within your budgetary parameters.
- 9. A manageable workload that ensures top service:** As a GSI client, you can be assured your requirement stays at the top of our priority list from start to completion.
- 10. Guarantee on every placement:** We provide follow-up after every search to ensure the success of the placement. Your placement is an investment—we want to ensure you are satisfied.
- 11. Proven results designed to help your club thrive:** The great majority of our placements have achieved lasting success.
- 12. Highest degree of integrity, honesty, and ethics:** We do not recruit our placements or other department heads from our client clubs.



➤ GSI Work Process

Phase 1

- A visit by a member of our team with the client is the essential first step.
- We conduct on-site interviews with identified staff.
- We prepare a candidate profile setting forth the duties and responsibilities for the position and a competitive compensation package.
- We obtain approval of this profile from the search committee and/or board.
- The search for viable candidates begins as we take advantage of our extensive network of contacts in the respective industries.
- We provide regular and timely updates.

Phase 2

- We provide an initial short list of strong candidates for you to interview.
- Your search committee and/or board selects candidates to interview.
- We schedule and conduct first interviews.
- Once you have shown a preference toward two or more finalists, we conduct additional in-depth reference and background checks on each candidate prior to the scheduling of final interviews.

Phase 3

- We schedule and coordinate final interviews.
- We work with your search committee and/or board to select a finalist.
- We develop and negotiate an offer of employment to your candidate of choice.
- We assist in relocation and transition.



► The GSI Guarantee

Our professional fees on all assignments are quoted on a flat-fee basis and not as a percentage of total compensation. The amount of the fee varies with the particular position and we are very competitive in the industries we serve. Our services are rendered on an exclusively retained basis. Clients are responsible for all ancillary expenses specifically associated with the assignment, such as client and candidate travel, background checks, testing, etc. All expenses are subject to prior client approval.

GSI Executive Search provides a guarantee on all our placements. We will replace in a timely manner any of our placements that resign or are terminated prior to the guarantee date at no additional professional fee.



► Client listings

Below is a partial list of clients that GSI Executive Search and its principals have worked with in the private club, management company, community association and resort sectors.

Addison Reserve Country Club, Delray Beach, Florida

Amarillo Club, Amarillo, Texas

Ameila Island Club, Amelia Island, Florida

American Yacht Club, Rye, New York

Barrington Hills Country Club, Barrington, Illinois

Barton Hills Country Club, Ann Arbor, Michigan

Bayou Club of Houston, Houston, Texas

Bear Lakes Country Club, West Palm Beach, Florida

Beechmont Country Club, Cleveland, Ohio

Bella Vista Village, Bella Vista, Arkansas

Bellevue Country Club, Syracuse, New York

Belvedere Club, Charlevoix, Michigan

Birchwood Club (The), Highland Park, Illinois

Bloomington Country Club, Bloomington, Illinois

Boca Lago Country Club, Boca Raton, Florida

Boca West Country Club, Boca Raton, Florida

Bogey Club, St. Louis, Missouri

Boot Ranch, Fredericksburg, Texas

Boulder Ridge Country Club, Lake in the Hills, Illinois

Boyle Street Holdings, St. Louis, Missouri

Brays Island Plantation, Sheldon, South Carolina

Briar Club (The), Houston, Texas

Buffalo Club (The), Buffalo, New York

California Tennis Club, San Francisco, California

Capital City Club, Atlanta, Georgia

Carlouel Yacht Club, Clearwater Beach, Florida

Cedar Rapids Country Club, Cedar Rapids, Iowa

Charlotte City Club, Charlotte, North Carolina

Chartwell Golf and Country Club, Severna Park, Maryland

Chattooga Club, Cashiers, North Carolina

Chenal Country Club, Little Rock, Arkansas

Citrus Hills Country Club, Hernando, Florida

Clear Creek Tahoe, Lake Tahoe, Nevada

Clubs at Houston Oaks (The), Hockley, Texas

Cold Stream Country Club, Cincinnati, Ohio

Coleman Lake Club, Goodman, Wisconsin

Collier's Reserve, Naples, Florida

Colonia Country Club, Colonia, New Jersey

Columbine Country Club, Columbine Valley, Colorado

Columbus Country Club, Columbus, Georgia

Coosa Country Club, Rome, Georgia

Country Club of Birmingham (The), Birmingham, Alabama

Country Club of Lansing, Lansing, Michigan

Country Club of Mobile, Mobile, Alabama

Country Club of Orlando, Orlando, Florida

Dairymen's, Boulder Junction, Wisconsin

Daniel Island Club, Daniel Island, South Carolina

Diablo Country Club, Danville, California

Duquesne Club (The), Pittsburgh, Pennsylvania

Eau Gallie Yacht Club, Indian Harbor Beach, Florida

Ekwanok Country Club, Manchester, Vermont

Estero Country Club, Estero, Florida

Fairfield Glade Community Club, Fairfield Glade, Tennessee

Fairlawn Country Club, Akron, Ohio

Fairview Country Club, Greenwich, Connecticut

Fisher Island Club & Resort, Miami, Florida

Forest Club, Houston, Texas

Forsyth Country Club, Winston-Salem, North Carolina

Fort Orange Club, Albany, New York

Frederica Golf Club, St. Simons Island, Georgia

Gasparilla Inn & Club, Boca Grande, Florida

Georgia Club (The), Athens, Georgia

Germantown Cricket Club, Philadelphia, Pennsylvania

Gibson Island Club, Gibson Island, Maryland

Gipsy Trail Club, Carmel, New York

Glen Echo Country Club, St. Louis, Missouri

Glen View Club, Golf, Illinois

Governors Club, Tallahassee, Florida



► Client listings (Continued)

Grand Harbor Golf & Beach Club, Vero Beach, Florida

Grande Dunes, Myrtle Beach, South Carolina

Greensboro Country Club, Greensboro, North Carolina

Greystone Golf & Country Club, Birmingham, Alabama

Haig Point, Hilton Head Island, South Carolina

Heritage Club, Mason, Ohio

Heritage Pines Community, Hudson, Florida

Honors Course (The), Chattanooga, Tennessee

Hot Springs Village, Hot Springs Village, Arkansas

Hound Ears Club, Blowing Rock, North Carolina

Houston Country Club, Houston, Texas

Huntsville Golf Club, Dallas, Pennsylvania

Hyannisport Club, Hyannisport, Massachusetts

Ibis Golf & Country Club, West Palm Beach, Florida

Idle Hour Golf & Country Club, Macon, Georgia

Illini Country Club, Springfield, Illinois

Indian Hills Country Club, Tuscaloosa, Alabama

Interlachen Country Club, Winter Park, Florida

Inverness Club, Toledo, Ohio

Inwood Country Club, Inwood, New York

Irondequoit Country Club, Pittsford, New York

Isla Del Sol Country Club, St. Petersburg, Florida

Island Country Club, Marco Island, Florida

Jacksonville Golf & Country Club, Jacksonville, Florida

John's Island Club, Vero Beach, Florida

Jonathan's Landing Golf Club, Jupiter, Florida

Kahkwa Club (The), Erie, Pennsylvania

Kensington Country Club, Naples, Florida

Kent Country Club, Grand Rapids, Michigan

Key Biscayne Yacht Club, Key Biscayne, Florida

Lake Forest Country Club, Louisville, Kentucky

Lakes Country Club (The), Palm Desert, California

Lakeside Country Club, Houston, Texas

Lakewood Ranch Country Club, Bradenton, Florida

Laurel Oak Country Club, Sarasota, Florida

Leewood Golf Club, Westchester, New York

Lexington Country Club, Lexington, Kentucky

Longboat Key Club, Sarasota, Florida

Long Cove, Malakoff, Texas

Louisville Boat Club, Louisville, Kentucky

Maderas Golf Club, Poway, California

Maryland Club, Baltimore, Maryland

Mayacama Golf Club, Santa Rosa, California

Meadowbrook Country Club, Northville, Michigan

Meadowbrook Country Club, St. Louis, Missouri

Meridian Hills Country Club, Indianapolis, Indiana

Merion Cricket Club, Haverford, Pennsylvania

Metropolis Country Club, White Plains, New York

Minneapolis Club, Minneapolis, Minnesota

Miramont Country Club, Bryan/College Station, Texas

Missouri Athletic Club, St. Louis, Missouri

Montgomery Country Club, Montgomery, Alabama

Naples Heritage Golf & Country Club, Naples, Florida

Naples Yacht Club, Naples, Florida

National Arts Club, New York, New York

NCSUC, Raleigh, North Carolina

New York Institute for Special Education, New York, New York

New York Yacht Club, New York, New York

North Shore Golf Club, Menasha, Wisconsin

Northwood Club, Dallas, Texas

Oakland Hills Country Club, Bloomfield Hills, Michigan

Oaks Club (The), Osprey, Florida

Ocean Hammock Golf Club, Palm Coast, Florida

Ocean Ridge Management, Boynton Beach, Florida

Old Palm Golf Club, Palm Beach Gardens, Florida

Omaha Country Club, Omaha, Nebraska

Palma Ceia Golf & Country Club, Tampa, Florida

Palmira Golf And Country Club, Naples Florida

Peninsula Club, Cornelius, North Carolina

Petroleum Club (The), Fort Worth, Texas

Philadelphia Country Club, Gladwyn, Pennsylvania

Philadelphia Cricket Club (The), Philadelphia, Pennsylvania

Picacho Hills Country Club, Las Cruces, New Mexico

Pine Creek Sporting Club, Okeechobee, Florida

Pine Hollow Country Club, East Norwich, New York

Pine Tree Golf Club, Boynton Beach, Florida



► Client listings (Continued)

- Pittsburgh Golf Club**, Pittsburgh, Pennsylvania
Plandome Country Club, Plandome, New York
Polo Club, Boca Raton, Florida
Port Royal Club, Naples, Florida
Portland Golf Club, Portland, Oregon
Quail Creek Country Club, Naples, Florida
Racquet Club Ladue, Ladue, Missouri
Redlands Country Club, Redlands, California
Richland Country Club, Nashville, Tennessee
Ridgewood Country Club, Danbury, Connecticut
River Oaks Country Club, Houston, Texas
Riverside Golf Club, Riverside, Illinois
Riviera Club, Indianapolis, Indiana
Riviera Country Club, Coral Gables, Florida
Riviera Country Club, Pacific Palisades, California
Rolling Hills Country Club, Evansville, Indiana
Rolling Rock Club, Ligonier, Pennsylvania
Royal Palm Yacht & Country Club, Boca Raton, Florida
Saddle and Cycle Club, Chicago, Illinois
Salem Country Club, Peabody, Massachusetts
San Diego Country Club, San Diego, California
Sanctuary Golf Club (The), Captiva Island, Florida
Sangamo Club, Springfield, Illinois
Savannah Lakes, McCormick, South Carolina
Savannah Yacht Club, Savannah, Georgia
Scarsdale Golf Club, Hartsdale, New York
Sea Pines Country Club, Hilton Head, South Carolina
Sea Ranch Club, Boca Raton, Florida
Seaside Resort, Destin, Florida
Seattle Tennis Club, Seattle, Washington
Seven Oaks Country Club, Bakersfield, California
Shadow Glen Golf Club, Olathe, Kansas
Shannopin Country Club, Pittsburgh, Pennsylvania
Short Hills Club, Short Hills, New Jersey
Skaneateles Country Club, Skaneateles, New York
Spring Island Club, Okatie, South Carolina
St. Andrews Club, Delray Beach, Florida
St. Andrews Country Club, Boca Raton, Florida
St. Charles Country Club, St. Charles, Illinois
St. Charles Yacht Club, Fort Myers, Florida
St. Clair Country Club, Pittsburgh, PA
St. Petersburg Yacht Club, St. Petersburg, Florida
Sweetwater Country Club, Sugar Land, Texas
Sunset Country Club, St. Louis, Missouri
Sutter Club, Sacramento, California
Talisker Club, Park City, Utah
Tampa Yacht & Country Club, Tampa, Florida
Tara Golf & Country Club, Bradenton, Florida
Tavistock Country Club, Haddonfield, New Jersey
The Clubs at Houston Oaks, Houston, Texas
The Grove, Nashville, Tennessee
The Erie Club, Erie, Pennsylvania
The Riviera Club, Indianapolis, Indiana
Tiburon Golf & Country Club, Naples, Florida
Timuquana Country Club, Jacksonville, Florida
Topeka Country Club, Topeka, Kansas
TPC Club Network, Ponte Vedra, Florida
Union League Club (The), Chicago, Illinois
University Park Country Club, Sarasota, Florida
U.S. Professional Tennis Association
USTA-Texas Section, Austin, Texas
Vanderbilt Country Club, Naples, Florida
Vineyards (The), Naples, Florida
Waccabuc Country Club, Waccabuc, New York
Westmoor Club (The), Nantucket, Massachusetts
Westmoreland Club, Wilkes-Barre, Pennsylvania
West Side Tennis Club, Forest Hills, New York
White Beeches Golf & Country Club, Haworth, New Jersey
Williams Island Club, Aventura, Florida
Willow Creek Country Club, Sandy, Utah
Willow Point Golf & Country Club, Alexander City, Alabama
Windsor Club, Vero Beach, Florida
Woodfield Country Club, Boca Raton, Florida
Woodholme Country Club, Pikesville, Maryland
Worthington Hills Country Club, Columbus, Ohio
Wynlakes Golf & Country Club, Montgomery, Alabama



Scott McNett

Senior Principal

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Scott is a senior principal of GSI Executive Search and is based in the firm's midwest office in St. Louis. He has executed many successful placements of senior and mid-level management in private clubs, resorts, hotels, gated communities, recreational facilities, and real estate developments. He has a diverse background that covers over 30 years of experience spanning executive search, professional sports, sports marketing and management, health and tennis club operations, and community service.

Professional experience includes:

- Principal with Conley & Company, St. Louis, a national executive search firm focused on hospitality, financial services, corporate, and nonprofit senior management positions
- Vice president of John Sibbald Associates, a leading national executive search firm for the hospitality industry
- Executed over 300 senior-level assignments in the club and hospitality sector
- Owner and operator of South Hampshire Racquet Club in St. Louis, a full-service health club with fitness, tennis, and food and beverage operations
- Account executive with Kemper Sports Management in Chicago, a national sports marketing and management firm
- Managed corporate marketing assignments and sponsorships with the PGA Tour
- Graduate of Denison University, Granville, Ohio
- Master of Science in sports management from University of Massachusetts Amherst
- Past board member of the United States Tennis Association
- Current partner in Frontenac Racquet Club in St. Louis, a leading indoor tennis club in the midwest
- Previous board and committee member of private clubs in St. Louis and northern Michigan



Ned Welc CCM, CCE

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Ned Welc has been a general manager of private clubs in Ohio and Florida for many years. As a leading expert on private club mergers and acquisitions, Ned offers a full range of private club management and operational consulting services, including improving staff training and team building. In addition, he conducts a variety of seminars for club professionals on M+A, club industry trends, and operational management strategies, such as improving organizational health and management and board retreats.

Ned is an adjunct professor of the Hospitality and Event Management program at Kent State University in Kent, Ohio. Prior to his career in club management, Ned was the field announcer for the Cleveland Indians major league baseball team for eight seasons.

Professional experience includes:

- General manager/COO/CEO of outstanding private clubs, including The University Club of Akron, The Cleveland Racquet Club, Mayfield Sand Ridge Club, and Sanctuary Golf Club
- Successfully accomplished the only merger of three clubs in the country: Mayfield Country Club, Sand Ridge Golf Club, and Oakwood Club
- Served as president of the Greater Cleveland Chapter of the Club Managers Association of the America (CMAA)
- Southwest Florida regional representative to CMAA
- CMAA distinctions include Certified Club Manager, Chief Executive Officer, and Honor Society member
- Guest speaker at national CMAA conference and Greater Cleveland, National Capital Chapter, Florida Chapter, and Great Lakes Clubs Conference
- Presents seminars on club team building, organizational health, and club mergers
- Provided team-building programs for several clubs, including Fairlawn Country Club and Portage Country Club in Akron, Ohio
- Chairman, Kent State University Hospitality Advisory Board
- Received special recognition as "Friend of The Ronald McDonald House" by Ronald McDonald House of Cleveland
- Served on special events committees of the American Cancer Society and Sanibel-Captiva Cares
- Bachelor of Science degree in business, University of Akron; Master's degree, University of Cincinnati



Terry Anglin CCM, CCE, ECM

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Terry Anglin has over 40 years of experience in the private club and hospitality industry. He has served as general manager of private clubs in Tennessee and California. Most recently, Terry served as GM/COO of San Diego Yacht Club (SDYC), a world-renowned private club. Under his leadership, SDYC rose to the rank of number-two yacht club in the country and was selected as a Platinum Club of the World, as voted on by the Club Leaders Forum. Terry has served as president of the CMAA Tennessee Volunteer Chapter, two terms on the board of the CMAA Golden State Chapter, and on the Platinum Club Advisory Board for the Club Leaders Forum. He has also held the post of Host (President) of the CMAA International Wine Society and lectured at several World Conferences on Club Management. In 2016, Terry was named the recipient of the Excellence in Club Management award by McMahon Group and *Club and Resort Business*.

As a principal with GSI Executive Search, Terry focuses on placements throughout the western U.S. He is also available to consult on executive searches throughout the country. His experience in yacht clubs, golf clubs, and tennis and fitness clubs offers clients broad insight on the executive search process, as well as the essential qualities of private club leaders.

Professional experience includes:

- President, Tennessee Volunteer Chapter, Club Managers Association of America
- Board Member, two terms, California Golden State, Club Managers Association of America
- Host (President) of International Wine Society, Club Managers Association of America
- Attained Certified Club Manager and Certified Chief Executive designations from CMAA; also attained CMAA Honor Society level
- Selected as recipient of the Excellence in Club Management award by McMahon Group and Club and Resort Business
- Host and speaker at the Yacht Club Manager Symposium at the World Conference on Club Management
- Speaker at World Conference, "Wine 101" course
- Served as adjunct instructor at The University of Mississippi and Cal Poly Pomona



Richard A. Lareau CCM, CCE, ECM

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Richard A. Lareau has excelled in private club and restaurant management since 1978. As a nationally recognized and accomplished private club professional, his passion for creating and delivering the art of hospitality and consistently achieving the highest member and customer satisfaction has garnered him well-earned commendations throughout the private club and hospitality industry.

Before joining GSI Executive Search, Richard's resume of success included:

- Eleven years as club manager of Boulder Ridge Country Club in Lake in the Hills, Illinois.
- Thirteen years as GM/COO of The Briar Club in Houston, Texas.
- Four years as a club consultant with McMahon Group in St. Louis, Missouri, as the firm's operations and food and beverage specialist.
- Fourteen years with for-profit, casual-to-white-linen restaurant, bar, and catering businesses in the Chicagoland area.

As a principal with GSI Executive Search, Richard focuses on placements in Alabama, Mississippi, Louisiana, Texas, Oklahoma, and Kansas. He is passionate about partnering with club managers and boards, sharing his expertise in placing the right candidates to succeed in the challenges before them. A club's reputation is only as good as the executive team leading its strategic mission and vision. Having the experience to understand executive management's intricacies, particularly in the private club industry, is essential when selecting the best candidate for the position.

Richard's collaborative process entails working with a club's existing management team, board of directors, and member committee (when relevant), discovering service and member experience opportunities, then designing and implementing strategic management solutions through envisioning and defining success. Goals, actions, and tasks are then set to establish the club as a "Favorite Place" in every amenity area for all its members and their guests.

As a graduate of University of Wisconsin Stout with a bachelor's degree in hospitality management, he's earned the Certified Club Manager (CCM) and Certified Chief Executive (CCE) through the CMAA. Richard is also the recipient of the 2009 Mel Rex Award from the nationally acclaimed Excellence in Club Management® Awards (ECM). He was recognized as Club Manager of the Year by the CMAA Texas Lone Star Chapter in 2013 for his achievements and contributions to the private club industry. Additionally, he was recognized as Executive of the Year and given honorary membership in the Catering Executives Club of America.



Andrew Minnelli USPTA, PTR

Principal

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Andrew Minnelli is a highly respected leader within the tennis and private club industry. In his 18-plus years in the business, Andrew has effectively collaborated with private club boards, committees, members, and staff to implement award-winning and innovative racquet programs and tournaments at some of the world's most historic and iconic clubs.

In addition to his professional experiences, Andrew is a talented recruiter and mentor, challenging colleagues to grow both personally and professionally. He is a proponent of radical candor and believes in direct, honest, yet humble communication. Andrew is passionate about keeping tennis alive, specifically through empowering tomorrow's leaders in the racquet sports industry.

As a principal with GSI Executive Search based in Rancho Mirage, California, Andrew focuses on creating nationwide strategic placements between racquet sports professionals and associations, elite private clubs, semi-private clubs, resorts, and colleges. He also consults on short-term and long-range planning, management in transition, capital and operational budget management, tournament and charity event management, and staff trainings.

Professional experience includes:

- Director of Tennis, Seattle Tennis Club
- Director of Tennis Operations, The Riviera Tennis Club
- Associate Director of Tennis, Atlanta Athletic Club
- Washington State Open Tournament Director, USTA National 60s Indoor Championships
- Host of ITA Women's and Men's National Indoor, Women's All-American Tennis Championships
- Host for ATP 250 event - Atlanta Tennis Championship
- International Pop Tennis Association Board of Directors Member
- United States Professional Tennis Association (USPTA) National Executive Committee; USPTA National Marketing Task Force; USPTA National Membership Committee; USPTA National Budget and Finance Committee; USPTA Southern California Regional Vice President, Treasurer, and District Vice President; USPTA Southern Board of Directors Member and Georgia Chapter President
- Southern California Tennis Association: Red, Orange, Green Dot Junior Development Committee
- Georgia Professional Tennis Association Board of Directors Member
- Wilson Racquet Sports Advisory Staff and New Balance Tennis Ambassador
- USPTA Elite Professional, Accredited Professional Coach
- Professional Tennis Registry (PTR) Adult Development Specialist, Professional



Manny Gugliuzza CCM, CCE

Principal

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Manny Gugliuzza is a high-performing, strategic-thinking professional whose career in private club management and the hospitality industry spans over 30 years. He has served as a general manager/chief operating officer of private, high-end clubs in New Jersey and New York. His assignments include Plainfield Country Club, Montclair Golf Club, Hollywood Golf Club, Cherry Valley Country Club, and most recently, Garden City Country Club.

Manny graduated from Fairleigh Dickinson University with a B.S. in hotel/restaurant and tourism management. Highly skilled at relationship building with boards of directors, committees, and management teams, he is adept at assessing needs, devising options, and implementing solutions. He is a strong believer in ongoing training and education for staff and has held his past management teams to high standards and accountability. Manny's background includes managing many extensive capital improvement projects from concept to completion. He is passionate about the club and hospitality industry and believes that delivering exceptional and memorable member and guest experiences is paramount to the success of any club.

As a principal with GSI Executive Search, Manny focuses on placements throughout the northeast U.S. He is also available to consult on executive searches throughout the U.S. Through the years, he has developed a strong network of industry professionals. His vast experience in private country clubs and golf clubs, love of the industry, and dedication to elevating clubs to their highest potential offers clients a clear and transparent understanding of the executive search consulting process.

Professional experience includes:

- President, New Jersey Club Managers Association, Club Management Association of America
- Attained the Certified Club Manager designation in 1992 at age 26, making him the youngest CCM in the country at that time; earned the Certified Chief Executive designation in 2012 and became a member of the CMAA Honor Society in 2010
- Served on multiple CMAA national committees including Certification, Club Premier Services and Nominating
- Served as host manager for the 2014 USGA Senior Women's Amateur Championship at the prestigious Hollywood Golf Club; also served as host manager for multiple MGA, NJSGA, and LIGA state opens and tournaments held at Plainfield Country Club, Montclair Golf Club, and Garden City Country Club
- Experience includes leading three Platinum Clubs of America, which all attained status during his tenure
- Guest speaker on club/hospitality management at Fairleigh Dickinson University (FDU); instrumental in forming the original charter for the student chapter at FDU



J. Mark Black CGCS

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With over 40 years in the golf course and landscape management industry, J. Mark Black brings a wealth of knowledge and hands-on expertise to his role as a GSI Executive Search associate specializing in golf course superintendent searches.

Mark is recognized by industry peers for his ability to locate and organize highly motivated, trained, and self-directed teams to provide consistent playing conditions and superior landscape maintenance.

In his former role as director of golf courses and grounds for Quail West Golf and Country Club in Naples, Florida, Mark was responsible for managing two 18-hole golf courses and all clubhouse and HOA grounds maintenance, with a staff of 65 employees. Additionally, Mark was responsible for the installation and maintenance of 90,000 flowers annually.

As director of golf courses and grounds at Bonita Bay Club in Bonita Springs, Mark was responsible for management of the construction, grow-in, and maintenance of five 18-hole golf courses and two clubhouse grounds, and a staff in excess of 125 employees.

As an associate with GSI Executive Search based in Florida, Mark helps to identify and place exceptional golf course superintendents at private clubs throughout the U.S. Mark received his Associate of Science Degree in golf course operations and Associate of Arts Degree in general studies at Lake City Community College. He is a GCSAA Certified Golf Course Superintendent (CGCS).

Professional experience includes:

- Planted first complete set of Ultra-Dwarf Bermudagrass greens in Florida (1996)
- Prepared and hosted amateur and professional golf events including Florida State Amateur (2); Florida State Junior Amateur (1); PGA Section Championship (2); U.S. Open Qualifier (2); and PGA Champions Tour ACE Classic (2)
- First multi-course club in Florida (Bonita Bay Club) and seventh in nation to complete all requirements for Audubon for Golf Courses Certification
- Oversaw two courses designed by Tom Fazio constructed to Audubon Signature Specifications while director of golf course maintenance at Bonita Bay Club



Shawn Emerson

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Shawn Emerson has been in the golf course industry for 40 years. Twenty-five of those years were spent at Desert Mountain Golf Club in Scottsdale, Arizona, as the director of agronomy, where Shawn presided over seven golf courses, leading them to achieve the Renovation of the Year (2005) award from *Golf Course News* magazine, and an Honorable Mention for Development (2019) award from *Golf Inc.* magazine. In addition to Shawn's management over golf courses, he has also taken care of all aspects of club landscaping, tennis, and pickle court construction/maintenance, and was part of building a world-renowned performance center. He is known for his innovative approach, using technology such as sensors, drones, operation software, and procurement management.

Shawn has managed multi-cultural work environments by hiring employees via student visas, H2B visas, and Catholic Relief Services, creating a unified team working towards a common goal. He has placed over 50 golf course superintendents and 75 assistant superintendents who have moved on to other opportunities in the golf course industry. Shawn has collaborated closely with many experts in the industry during his career, including architects, scientists, university professors, manufacturers, as well as many small business owners. As a second-generation golf course superintendent, Shawn has many business contacts that span several generations and is well regarded within the industry. Over the years, Shawn has been featured in multiple magazines, been a guest on many blogs, and has served on an advisory committee that helps reshape the golf industry for the future. He is renowned not only for his expertise but also for his management skills, his ability to look outside the box, and his down-to-earth personality.

Professional experience includes:

- PGA West Resort in Palm Springs, California (2 Courses)
- Golf Course Superintendent at Coronado Country Club in El Paso, Texas (18 Holes)
- Construction of six golf courses
- Led renovation of four golf courses
- Groomed golf tournaments for major tournaments including nine Senior PGA major tournaments, six Arizona State Opens, four Arizona State Amateurs, six Southwest Amateurs, one PGA Senior Club Championship, and one USGA Senior Women's Amateur
- Inductee into the Arizona Hall of Fame in 2017
- Winner of the Anuvia Legends Award (2020)
- Lectured at many GCSAA conferences and has spoken on many university campuses
- Bachelor of Science degree in agronomy from The University of Arizona



Robert Jones

President

Bob Jones is a founding principal of Ethos Club & Leisure and has been one of the most influential forces in the private club and real estate community development industry for more than 30 years. He has a proven track record for innovation, strategic planning, real estate development and design, and implementation of programs and initiatives that have raised the bar for private golf, recreational clubs, and real estate community developments throughout the country.

Bob had a successful 20-year career leading Desert Mountain, which is generally recognized as one of the premiere private clubs and communities in the nation. During his tenure Bob developed over \$82 million in club amenities and \$230 million in real estate development, while leading 679 employees operating over nine clubhouses and six golf courses on 11,000 acres. Desert Mountain consistently produced annual revenues over \$68 million, while achieving a constant 97% membership overall satisfaction index level. During that time, Bob also advised on multiple other club and community projects owned by Crescent Real Estate and Morgan Stanley, including The Woodlands, Pronghorn, Canyon Ranch, Sonoma Mission Inn & Spa, Old Greenwood, The Bridges at Rancho Santa Fe Club and Community, and The Club at Las Campanas. Prior to Desert Mountain, Bob successfully led Northwood Country Club in Dallas, Texas, and Dallas Athletic Club in Dallas, Texas.

Bob has earned a number of distinctions in the club industry, including Certified Club Manager, CMAA Honor Society, and CMAA Certified Chief Executive, and has served as president of the CMAA Texas Lone Star Chapter. He has lectured frequently on club and hospitality topics throughout the country. Bob earned a Bachelor of Science degree in restaurant and hotel management with honors from Florida International University and an A.A.S. degree in restaurant management from Del Mar College, Corpus Christi, Texas.



Jay Salem

Chief Operating Officer

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Jay Salem brings over 40 years of senior management experience to GSI Executive Search. He spent 28 years in the information technology sector working with EDS Corporation, where he served multiple roles in the operations area, as well as managing global human resource delivery. During his time at EDS, he served as director of recruiting for EDS U.S., serving 80,000 employees with a staff of over 100 in-house recruiters. He also was division president for the Financial and Insurance Group, supporting account activities for all commercial insurance business, including life, health, and property and casualty. In 1990, he became managing director of global HR delivery for the \$20 billion company. In that role, Jay led a staff of 850 human resources employees worldwide, supporting 150,000 EDS employees. In 2002, he became senior vice president of the EDS Credit Union where he was responsible for day-to-day operations, and led the spinoff of the credit union into its own entity in preparation for the sale of EDS to Hewlett Packard.

After retiring from EDS, Jay formed Salem Consulting to provide human capital services to for-profit and nonprofit sectors. As a consultant, he assisted numerous clients in various aspects of HR, including staffing, compensation, benefits, payroll, employee relations, state and federal compliance, acquisitions and transitions, and organizational structure.

Currently Jay serves a dual role as chief operating officer of GSI Executive Search, as well as principal and director of the Human Capital Practice for its parent company, Ethos Club & Leisure, LLC. In this capacity, he provides HR administration and compliance services to the private club and real estate development community.

Jay is a member of Society of Human Resource Management (SHRM). He received a Bachelor of Science degree in chemistry from NC State University and a Bachelor of Science degree in pharmacy from The University of North Carolina.



Dallas Addison
Managing Director

Dallas Addison is a founding principal of Ethos Club & Leisure and a shareholder of Addison Law, with extensive experience in golf, hospitality, and recreational real estate projects. Dallas has provided advice and counsel regarding the acquisition, sale, development, management, financing, and operation of golf, hospitality, and recreational real estate projects throughout the country. This experience includes the negotiation, structuring, and preparation of purchase and sale agreements, development agreements, joint venture agreements, financing documentation, management agreements, and membership documentation, along with the documentation required for planned community and other real estate projects, including fractional ownership. The national magazine, *The BoardRoom*, has named Addison Law as “Law Firm of the Year” in the golf industry for the past 19 years. In a survey and peer study conducted by *Golf Inc.*, a national publication, Addison Law was named the most experienced and recommended law firm nationwide for golf course owners, developers, and private club boards.

Prior to joining Addison Law, Dallas was an attorney with the international law firm Jones Day, where he worked on numerous commercial real estate transactions, mergers and acquisitions, and capital formation transactions, including private placements, debt offerings, and initial public offerings.

Through affiliated entities, Dallas has been a principal in the creation and operation of several conservation-and-recreation-oriented communities and concepts. These projects include Cross Pines Ranch and Bosque Canyon Ranch, both conservation-based sporting ranches located near Dallas, Texas. He has also worked on similar projects on the Big Island of Hawaii and near Kalispell, Montana, above Flathead Lake.

Dallas received his law degree, cum laude, from Southern Methodist University Dedman School of Law, where he served on the Southern Methodist University Law Review Association and was a founding member of *NAFTA: Law Review of the Americas*. He also received a Plan II honors degree from The University of Texas at Austin. Dallas is a member of the Recreational Development Council of the Urban Land Institute and is a member of the State Bar of Texas (Real Property and Entertainment and Sports Law sections), and the Business Council for the Arts. He has lectured and moderated frequently on golf and hospitality topics throughout the United States.



Randolph D. Addison

Director

Randy Addison has represented parties involved in the ownership, operation, and development of equity and nonequity private clubs, public golf facilities, resort projects, and residential/golf course development for over 38 years. Randy, founding member of Addison Law and founding principal of Ethos Club & Leisure, has been involved in acquisition, development, and operational matters in more than 1,500 private and public golf, club, and resort projects throughout the United States and numerous foreign countries, including Desert Mountain Club, Cordillera Clubs, Amelia Island Equity Club, The Bridges at Rancho Santa Fe, Pinehurst Resort and Country Club, Firestone Country Club, The Homestead, Mission Hills Country Club, Barton Creek Resort, Dallas National Golf Club, and The Vaquero Club. Randy's experience includes the acquisition of existing facilities, equity conversions, turnovers, and the development and structuring of the private clubs, public facilities, and resort facilities. These projects include extensive due diligence programs designated for golf, club, or resort facilities which address organizational matters, membership matters, club documentation, and the various agreements between third parties, developers, and the club or the resort owner.

Randy has represented golf course owners, club owners, resort owners, residential developers, not-for-profit member-owned clubs, and club managers from the initial creation and development of the facility through the various operational issues, including development issues, membership programs, member issues, real estate issues, water, sewer, and effluent agreements, licenses, and other areas. In addition, Randy has structured equity conversion programs to sell club facilities to its members and represented members in the acquisition of club facilities, as well as the sale of club and resort facilities to third parties. Addison Law has been named "Law Firm of the Year" in the golf industry by the national publication, *The BoardRoom*, each of the last 19 years.

Through affiliated entities, Randy has been a principal in the creation and operation of several conservation-and-recreation-oriented communities and concepts. These projects include Cross Pines Ranch and Bosque Canyon Ranch, both conservation-based sporting ranches located near Dallas, Texas. He has also worked on similar projects on the Big Island of Hawaii and near Kalispell, Montana, above Flathead Lake.

Randy has been a speaker and lecturer at numerous educational seminars and continuing education programs for developers, club and resort owners, club managers, and attorneys. The programs include presentations at the International Hospitality Conference, Annual Meeting of the American Bar Association, golf expos, recreational developers seminars, *Golf Inc.* Expositions, Club Managers Association of America, Texas Lone Star Chapter of the CMAA, the ALI-ABA Resort/Club Seminar, golf course development seminars, and various regional seminars. Randy has been recognized and admitted as a Fellow of the American Bar Foundation, limited to the top one percent of the lawyers in the ABA.

Randy received his undergraduate degree from The University of Texas at Austin and law degree from The University of Texas School of Law. He has been admitted to practice in the federal courts of the Northern Texas District Court, and is a member of the Corporate and Real Estate sections of the State Bar of Texas and American Bar Association, and the Select Hospitality Committee of the American Bar Association.