

## **GENERAL MANAGER/COO PROFILE: UPPER MONTCLAIR COUNTRY CLUB CLIFTON, NJ**

### **THE GENERAL MANAGER/COO OPPORTUNITY AT UPPER MONTCLAIR COUNTRY CLUB**

#### **EXECUTIVE SUMMARY**

- Prestigious country club with over 115 years of rich history in Clifton, New Jersey.
- 27-hole Championship course designed by two of golf's most prominent architects, A.W. Tillinghast and Robert Trent Jones, Sr.
- Strong financial condition.
- Supportive membership.
- Seeking a GM/COO to lead the Club in fulfilling its mission of offering the highest quality golf experience and superior social and dining functions to its members.

#### **KEY ATTRIBUTES AND AREAS OF FOCUS**

The successful GM/COO will demonstrate:

- Passion for maintaining the highest levels of service for all club services and ensuring member satisfaction.
- Effective financial management skills through oversight of annual operating and capital budgets.
- The ability and desire to engage proactively with members and staff in a manner that drives high levels of engagement, excitement, and enthusiasm.
- Strong leadership and team development experience.
- Superior communication skills, exuding energy and creativity
- Uses plans and metrics to set goals, measure and report on performance, and make course corrections when needed.
- A hospitality professional who is member centric and has the ability to create an environment where the staff looks forward to coming to work every day because they are developed and respected.

#### **UPPER MONTCLAIR COUNTRY CLUB & COMMUNITY**

Upper Montclair Country Club is a premier, member-owned, private, golf and social club located in Clifton, New Jersey. Incorporated in 1917, Clifton has a small town feel but is located just ten miles west of New York City. Clifton has quaint shopping areas and eateries, most notably the Tick Tock Diner, which has appeared on food shows and in articles. Residents also enjoy the outdoors at Garrett Mountain Reservation, a large park with walking trails, basketball courts, picnic areas, and several overlooks with panoramic views of northern New Jersey and New York City.

At the turn of the 20th Century, a small group of golfers playing on a rudimentary 5-hole golf course in a Montclair meadow merged with a social organization called the "Upper Ten Club." Thus was formed the Upper Montclair Country Club in 1901. By the early 1920's, after land had been acquired in the area of the present site, the legendary A.W. Tillinghast designed an 18-hole golf course and a brand new Clubhouse started construction in 1928. The Clubhouse opened on November 9, 1929, just weeks after "Black Friday," the day the stock market crashed and signaled the beginning of the Great Depression.

In the 1950's a major golf course renovation was directed by Robert Trent Jones, Sr. which transformed the Upper Montclair Country Club into the present 27-hole Championship design. Starting with the Thunderbird Classic in 1962, Upper Montclair Country Club was the host of many professional tours through 2009. UMCC is one of only a few country clubs world-wide known to have hosted tournaments for all three Professional Golf Associations.

Most recently in 2011 the Club completed a Master Plan golf course renovation project that included installing a new state of the art drainage and irrigation system, while reshaping and restoring all of the bunkers throughout the 27 hole facility. Members of the Club enjoy excellent service and pristine golfing conditions with the flexibility of no tee times. Upper Montclair Country Club is also proud to have a teaching staff second to none.

The Clubhouse has continually been updated over the years to maintain the history and charm of the original 1926 Clubhouse, while modernizing to meet members' needs. All rooms in the Clubhouse have been renovated in the past few years, and in 2013 a major state of the art kitchen renovation was completed. Recently the Club's traditional metal lockers, many signed by the golfing legends that toured these grounds, were all replaced with new wooden lockers.

The membership just approved an \$8.5M club MP to commence in the fall of 2017. The scope includes a short game facility/area, complete renovation and expansion of the parking areas, expansion and renovation of the members bar, a la carte dining facilities, kitchen, and pro-shop. In the process, approximately 10,000 square feet of space will be added to the clubhouse. An indoor teaching facility with two booths is also part of the scope.

The exceptional dining and social events, as well as the many family activities held throughout the year, establish Upper Montclair Country Club as one of the premier golf Clubs in the area. Dining venues include the Patio, West Lounge, Travers Room, and Club Room. The elegant UMCC Clubhouse accommodates large banquet receptions and provides intimate dining in addition to offering a perfect setting for both business meetings and private dining.

The membership is the single greatest factor in shaping the history and tradition of a private club. Upper Montclair is blessed with one of the richest traditions in the area; from Jerome Travers to the members of present day, membership at Upper Montclair is truly something to take pride in.

#### UPPER MONTCLAIR MISSION STATEMENT

Upper Montclair Country Club is a historic, Member-owned golf club, dedicated to offering the highest quality golf experience, emphasizing sportsmanship and fair play at all times. Our commitment is to also offer superior social and dining functions for our Members, families, and guests.

#### CORE VALUES

- To preserve and add to the rich history of UMCC and the game of golf.
- To ensure loyalty toward our Membership as our most trusted and valuable asset.
- To continually invest in our golf course to maintain the highest standards possible.
- To maintain our practice of never requiring a tee time as well as providing players a reasonable pace of play.
- To provide a well-rounded schedule of golf events.
- To continually maintain our clubhouse and facilities in optimal condition.
- To ensure that the Board of Trustees acts in a fiscally responsible manner, with decisions always being made for the benefit of the vast majority of Members.
- To employ a courteous and professional management team and staff in order to offer Members the highest level of services.
- To ensure Committee Members make decisions which are in the best interests of the entire Membership and not for their personal interest or the interests of a small group of Members.
- To maintain our high standards of membership through a thorough admission process. To strive to exceed Member expectations in our Food & Beverage operation.
- To actively communicate important club matters to the Membership.
- To continually strive toward the goal of excellence in all aspects of UMCC membership.

#### UPPER MONTCLAIR COUNTRY CLUB BY THE NUMBERS:

- 600 members
- \$12,500 Initiation fee (current promo; regular is \$25K)
- \$10,075 Annual dues
- \$9.8M Gross volume
- \$4.27M Annual dues volume
- \$3.6M F&B volume
- \$4.75M Gross payroll
- 115 Employees in-season; 55 off-season
- 11 Board members
- 57 Average age of members

**UPPER MONTCLAIR COUNTRY CLUB WEB SITE: [www.UMCC1901.com](http://www.UMCC1901.com)**

### **GENERAL MANAGER/COO JOB DESCRIPTION**

The General Manager/COO (GM/COO) has responsibility for all day-to-day operations of Upper Montclair Country Club (UMCC). S/he directs and administers all aspects of the operations to include amenities, staff, and all programs and activities to ensure outstanding service and member and guest satisfaction.

#### **MEMBER INTERACTION**

- As the face of the UMCC, the GM/COO must embrace the community values and enjoyment of a *small town*, larger city environment where activities and relationships, both in the Club and outside of its confines, are clearly linked.
- The ability to sincerely interact and “engage” with all constituencies at UMCC is critically important, recognizing the benefits of direct communication, approachability and thoughtful collaboration with members and staff is a critical success factor of the role.
- Must be an integral and proactive part of developing relationships that lead to membership interest and usage of the Club.

#### **BE A VISIONARY**

- Must be a courageous thought partner for the Board, recognizing the importance of keeping UMCC on the cutting edge of golf club excellence by having a keen understanding of current and future trends, demographics, legislative, economic, and social issues. S/he should be decisive and set aggressive goals and objectives to ensure the Club’s current and future success.
- Must couple being current with also maintaining the Club’s degree of old world values.

#### **FINANCIAL MANAGEMENT**

- Must have sound financial management skills including the ability to oversee the preparation and management of annual operating and multi-year capital budgets supporting the strategic and tactical initiatives and expectations that s/he has established with the Board.
- Is ultimately responsible to ensure that appropriate safeguards and controls are in place for all UMCC’s primary assets (membership, staff, amenities, etc.), whether it is for physical safety purposes or for the protection and long-term financial success of the Club.

#### **STRATEGIC PLANNING**

- In partnership with the Board, the GM/COO must lead the development of a strategic plan/business road map for the current and future success of the Club.
- Must be able to identify issues, needs, goals, and objectives to help ensure the perpetuation and continued viability of the Club.

#### **MEMBER, BOARD, AND COMMITTEE RELATIONS**

- Ensure that member satisfaction is always the first priority. Provide sincere and visibly engaged leadership and interaction with all facets of the membership and their guests. Be a consistent and positive force behind the

creation and continuous enhancement of all aspects of UMCC. Must be visible and available to his/her membership. Recognize that the *Member Experience* and meeting the expectations of UMCC members is of critical importance to his/her long term success.

- Active participant at Board and Club Committee meetings to set policies and strategies to achieve the Club's goals and objectives.

#### EMPLOYEE RELATIONS

- Recognize, respect, and support the contributions of key managers and staff. Ensure that appropriately skilled and competent departmental managers are in place for all key positions and that each of them does the same in their respective areas of responsibility. Set standards of performance for all departments, and hold them accountable for maintaining these standards within UMCC, most especially in member service areas.
- Maintain an environment and overall atmosphere for management/staff that promotes and values appropriate and responsible contributions to the UMCC's success. Ensure that all staff are focused on positive, supportive relationships amongst themselves and with the membership.

#### COMMUNICATION

- Will be a primary *two way* conduit for information exchange, and must be consistent, positive, and able to *engage* in this process. S/he must be a true listener who places great importance on personal interactions with all constituencies of UMCC.
- Experience in developing a communication platform using contemporary media (website, apps, social media, etc.) is desirable.
- Is the primary verbal and written communicator of important information to members and staff, and recognizes that the ability to convey information in an articulate, well-conceived and well-written manner is of utmost importance.
- Believes in the power of proactive communication (i.e. orienting and culture setting) of members, staff, and guests to ensure the core values of the Club are being recognized and achieved.

#### CANDIDATE QUALIFICATIONS

- The ideal candidate will either be a successful, highly visible General Manager at a club known for exceptional member experiences or be viewed as a club management "up and coming superstar" with a minimum of 5 years of highly successful management in a top tier club.
- Strong general management skills with verifiable strengths in team development, financial performance, diverse recreational amenity management (golf, family activities, etc.), quality food & beverage programming, exceptional member/guest service programming, strategic planning, renovations and project management, and the ability to consistently define and achieve goals and objectives.
- Proven and verifiable leadership qualities with demonstrated ability to direct, coordinate, and control all facets of a busy, full service country club with 115 full time staff members and a \$9.8M operating/capital budget.
- A network of professionals in a wide range of functional skills and disciplines within the hospitality industry that might benefit UMCC.

#### SKILLS AND COMPETENCIES

- *A Team Builder.* A person who embodies the persona of ultimate coach and motivator, bringing out the best in others by setting clear goals and expectations, providing consistent feedback and support, and treating others with respect and professionalism.
- A confident, diplomatic, and competent professional who is a *doer* and take-charge person and who recognizes the importance of accountability. A creative problem solver who commands respect through professional interactions and integrity.
- Possessive of strong organizational skills and an obsession with details necessary to achieve high levels of quality, satisfaction, and outstanding member experiences.

- A charismatic individual *with a sense of humor* and style that is commensurate with the culture and expectations of a friendly, fun, and supportive membership and team of associates.

## **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

A college degree and the CCM designation are preferred, but these are not absolute requirements.

## **SALARY & BENEFITS**

Salary is open and commensurate with qualifications and experience. The club, along with the typical CMAA benefits, offers an excellent bonus and benefit package.

## **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.

**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](#).

[Click here](#) to upload your resume and cover letter.

If you have any questions please email Nan Fisher: [nan@kkandw.com](mailto:nan@kkandw.com)

### **Lead Search Executive:**

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