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GENERAL MANAGER PROFILE: FAIRVIEW COUNTRY CLUB (FCC) GREENWICH, CT

THE GENERAL MANAGER (GM) OPPORTUNITY AT FAIRVIEW COUNTRY CLUB

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

Fairview Country Club is one of the oldest private country clubs in the metropolitan New York area, having recently celebrated its 100th anniversary. This traditional club was founded in 1904 and had several moves before finally settling in its current location on 200 beautiful acres of Connecticut countryside in 1968. The Club is situated on the ridge just above the White Plains, NY airport, which is no more than a five-minute drive, and enjoys incredible views and rolling terrain.

The GM opportunity at Fairview is an outstanding opportunity for an experienced leader who aligns with the traditional values and customs of a club the stature of FCC, and who can work to uphold these longstanding traditions which have been maintained for more than 100 years while ensuring that the Club remains relevant and progressive for the future.

The significant 220,000 square foot clubhouse accommodates the Main Dining Room, Campbell Room and Garden Room/Pool Terrace and offers privacy, elegance, and versatility for any number of catered events from weddings to Bar/Bat-Mitvahs, as well as significant outdoor deck dining, and casual snack bar fare. Many areas of the lower and main level of the clubhouse were wonderfully renovated this past year, providing enhanced casual dining adjacent to the pool, and capitalizing on the tremendous views of the incredible golf course, for which the Club is so well known.

FCC has one of the most extensive tennis facilities in the MET area with 12 tennis courts as well as a “tennis house” and they offer a wide variety of programming for all ages and abilities and additional “paddle” crowd amenities include 3 platform tennis courts for year-round enjoyment. The seasonal pool area, also recently renovated, offers younger members enhanced family recreation, and the 600-sq. ft. fitness center includes cardio equipment, treadmills, free weights, and stationary bikes.

While Donald Ross designed the Club’s first course, in its current home, the legendary architect Robert Trent Jones designed course offers a unique style and challenge between front and back nines in addition to a nicely planned driving range with adjacent short game practices areas and holes. The course is highly regarded in a competitive MET Section market of fine courses, and is highly coveted for its design and conditioning quality.

The main structure that comprises the clubhouse, which was once a hospital, features several sleeping room accommodations for members, and serves as staff housing for several of the year round and seasonal employee group to serve its membership. The ivy-laden brick structure is the centerpiece of an extraordinary property that boasts recreational and social activities for every demographic of member at Fairview.

For more information, the FAIRVIEW COUNTRY CLUB WEB SITE: www.fairviewcountryclub.org

FAIRVIEW COUNTRY CLUB BY THE NUMBERS

- At present, there are approximately 400 members in all categories
- \$25,000 Initiation fee for full membership
- \$21,930 - 2017 Annual dues for the top membership category
- \$8.5M – 2016 Gross revenues from all sources
- \$5.0M Dues revenue
- Slightly more than \$1.1M F&B revenues, with approximately 75% from ala carte dining
- 120 Employees (FTE) in-season; 80 (FTE) off-season
- Average age of members is 58
- Club operates as a 501(c)(7)

GENERAL MANAGER POSITION OVERVIEW

Fairview is at a unique stage in its history; the recent clubhouse enhancements have been a strong catalyst for driving renewed energy to its membership recruitment and retention efforts, and forecasts a likely strong and robust future for the Club. This will occur with a strong, energized, respectful, competent and “highly present, approachable and dynamic leader” who possesses great “executive presence” in the way in which he/she conducts business, purports himself/herself and “owns” the position. Being able to react and adjust to continued evolving demographics and the resultant expectations is a critical success factor.

The Board is highly desirous of attracting a relevant professional who “understands trends in the industry,” “can define and deliver on high standards of operation,” and who can “allow the Board to be more strategically focused” in their capacity. Having a “macro-understanding of how things work at FCC,” as well as being exceptionally “detail oriented” in all that he or she does is critical. Additionally, important beyond being the natural “face of FCC” is recognizing and developing relationships beyond the confines of the Club property---becoming involved in the local Chamber of Commerce, developing a strong and positive relationship with the Greenwich and White Plains/Westchester/Rye communities, the next-door boarding school, charitable organizations, and other key and supporting nearby businesses.

Having a clear “thought partner” with the Board, recognizing the need to provide meaningful recommendations, backed by reasoned arguments and facts, and being a “capable advisor and operational executor” on agreed upon directions, directives and mutually determined budgeted goals.

The General Manager, in essence, is the Chief Operating Officer (COO) of the Club and is expected to work in a highly collaborative manner with the Board of Directors, Committees, and Senior Staff leaders. Fairview enjoys a number of long-tenured, very capable managers who are motivated to continue to be “mentored,” but who are at the Club for as long as they have been---because they are capable, appreciated and respected by the membership and enjoy and work well with one another.

Ultimately, driving a thoughtful, well reasoned and developed strategic plan, in close collaboration with the Board and Committees will be critical as it will be forerunner to annual business planning and budgeting efforts, which the General Manager and his/her team will “own” to deliver on mutually agreed upon results.

With the recent significant reinvestment in the Club, there is a new ‘energy’ toward the future and having a General Manager who can capitalize on this momentum is of paramount interest!

Highlights of the role and necessary competencies include:

- The GM of the club operates as the Chief Operating Officer and reports to the President and the Board consisting of 17 members.

- Being a visionary and mission oriented; anticipating how the Club continues to evolve is important, as is being actively 'networked' in the industry to the point of being on the forefront of trends in clubs, and economic cycles.
- Naturally outgoing, conversant, respectful, and diplomatic, but able to say "no" when appropriate without alienating members or staff while doing so.
- Actively participating and "thought partnering" with the Board, Committees, and contributors to FCC's ongoing success.
- Proactively leading the Team of highly qualified and (many) long tenured Senior Staff with a highly transparent and uplifting style.
- Recognizing the need for the continuation of an "employer of choice" approach to attracting, retaining, and developing staff at every level within the greater FCC organization.
- Being innately understanding, empathetic, reliable, and relatable to members and staff at all levels.
- Responsive vs. reactive leadership traits

Some of the broader management and leadership functions and responsibilities of the role include:

- Coordinating and administering the Club policies as defined by Board of Directors and Executive Committee Members.
- Reviewing income and costs, taking PROACTIVE corrective action as necessary, implementing and monitoring all financials, while assuming responsibility of accuracy, timely review, and accountability for the overall adherence.
- Consulting and proactively presenting recommendations to President and Board relating to capital improvement, construction, maintenance, materials, supplies, equipment, and services.
- Managing the development of the Club strategic and annual business plans.
- Serving as the "Behavior Model" for direct reports and all levels of employees.
- Producing and presenting reasonable measurements (metrics) of performance for accomplished community goals or targeted areas of improvement in areas of safety, quality, cost, delivery and direct or indirect relations among membership, residents, and employees.
- Reviewing efforts of all marketing and membership programs created for potential and present members and residents, and offering industry thoughtful recommendations when and where needed.
- Ensuring the highest standards are consistently met for food, beverage, sports and recreation, and entertainment.
- Actively conferring with administrative personnel and reviews activity and operations to determine changes in programs, operations, or personnel.
- Leading, developing, participating, and supporting organizational efforts to achieve goals as established for Membership recruitment and retention goals, for which the GM is an active leader.
- Direct reports include Controller, Executive Chef, Course Superintendent, Golf Professional, Tennis Professional, Facilities Director, and Assistant GM

CANDIDATE QUALIFICATIONS

- A minimum of 7 years of progressive leadership/management experience, preferably in a private, member-owned country club, or leading hospitality operations outside of the club industry in a similar dynamic, large-scale operation. *Leading in a true "COO-like" model and taking "ownership," accountability and responsibility while doing so are verifiably necessary traits and experiences.* Having exceptionally strong hospitality and leadership skills, with a strong focus on overall "executive presence."
- *A track record that shows tenure at current and prior positions---PREFERABLY a history of 5+ years in current or more recent roles, with a history of positive membership and revenue growth.*
- Proven and verifiable leadership qualities with a demonstrated ability to direct, coordinate and control all aspects of a seasonally busy, full service, actively evolving country club with up to 120+ staff members seasonally, as well as an approaching \$10.0M budget and large, complex physical plant.
- Appreciation for and knowledge of golf, which is the foundation of FCC.

- Strong history of success and keen understanding of quality Food and Beverage operations, including revenue growth with caterings and outings, training, innovation and creativity, and strong service culture development.
- Working and verifiable knowledge of strong procedural programming; the ability to define and institutionalize process and procedures (SOP's) on a consistent basis throughout FCC is very important, especially as new amenities are brought on line, and existing amenities and programs are consistently evaluated and enhanced. Continued development and execution of Performance Standards and Performance Metrics is necessary.
- Technologically proficient and recognizing of best practices use of technology to improve 'high touch' service delivery to members, as well as to more effectively manage and lead operations.
- A 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.
- A true, confident, diplomatic, and competent club industry professional who recognizes the importance of accountability, and who has a strong history of success in working with member boards and committees.
- The ability to adapt and positively contribute to changing and evolving circumstances.
- As noted above, a true "thought partner" with the Board, recognizing that he/she needs to be a creative problem solver whose ability to convey ideas, suggestions, and solutions in a thoughtful, well-reasoned manner with a high level of integrity results in high levels of respect.
- An organizationally focused individual who recognizes that obsession with details and consistency of delivery at a high-level result in high member and associate satisfaction, high levels of quality and an overall outstanding member experience.

EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

- A Bachelor's Degree from a four-year university or college is highly desirable, preferably in Hospitality Management, or significant, verifiable hands on experience and training in the industry.
- From the club industry, Certified Club Manager (CCM) designation (or similar credentials or verifiable success) is necessary with further certifications being preferred as a commitment to on-going and lifelong learning and networking has been a foundation for success in the incumbent GM.

SALARY & BENEFITS

Salary is open and commensurate with qualifications and experience and befitting a club of the stature and significance of Fairview Country Club. The Club does provide an on-site home for the GM and his/her family, situated in an idyllic, rolling hills environment. Moreover, the Club is situated in Greenwich, CT, which boasts some of the finest schools and living in the country.

INSTRUCTIONS ON HOW TO APPLY

We request that you upload your resume and cover letter (in that order) to our resume service. ***Please note that you should have your documents fully prepared to be attached when prompted for them.***

Your interest in this position should be communicated as soon as possible, but no later than October 15th. Interviews are expected to take place in November.

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)

These documents should be in Word or PDF format and your letter should clearly convey why you are interested and in alignment with the position. Your letter should be addressed to Steven Lowenthal, President and the Fairview Country Club Search Committee. Additional information will be required from candidates to further assist in the evaluation of alignment and validation of competency for the role.

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 Patty Sprankle: patty@kkandw.com

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