

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: GLEN RIDGE COUNTRY CLUB GLEN RIDGE, NJ**

### **THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT GLEN RIDGE COUNTRY CLUB**

The General Manager/Chief Operating Officer (GM/COO) opportunity at Glen Ridge is an exceptional one for an energized, authentic, capable leader who wants to be part of club that truly knows who it is and what it means in the lives of its membership. Glen Ridge Country Club is a true neighborhood, family-centric club that does a great job of living its mission, vision and core values:

#### **Mission Statement**

To be the Premier Family Focused Country Club in Northern New Jersey

#### **Vision Statement**

Glen Ridge Country Club will provide best-in-class experiences in a caring and inclusive atmosphere with fiscal responsibility

#### **Core Values**

Caring  
Diverse  
Family Focused  
Fiscal Responsibility  
Fun  
Inclusive  
Outstanding Service  
Unpretentious  
Value Oriented

Members use and actively support the Club and its senior management is engaged, collaborative and looking for a mentoring, committed, innovative and intuitively involved leader. While clearly looking for a dynamic, engaged and passionate leader, the past two GM/COOs, both of whom who were successful and appreciated by members and staff, were first timers in the top role and the Club will consider another 'rising star', a hospitality professional from outside the club industry as well as someone currently in the top role at his/her club. GRCC is progressive, has done a great job of reinvesting in its amenities and is enjoying an influx of new, younger members since doing so. The greater Glen Ridge/Montclair, New Jersey area is a terrific family community known for its schools, easy access to the city, and a wide array of diverse recreational and cultural activities.

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

### **ABOUT GLEN RIDGE COUNTRY CLUB AND COMMUNITY**

Established in 1894, Glen Ridge Country Club is recognized as one of New Jersey's premier private clubs. Still thriving after 125 years, the club has paired the elegance of a classic private club with a family-friendly environment that provides members a place to enjoy first-rate service, resort-style amenities, and world class cuisine while creating memories and traditions with their families and friends.

The Club boasts several new and renovated dining locations with the lower level 1894 Room serving as the Club's main dining area.

Known as a worthy contender in the local Montclair food scene the 1894 Room provides expanded outdoor covered seating on the patio, as well as a modern casual bar and a fire pit overlooking the golf course and the Manhattan skyline. Since Chef James Haberstroh joined the Club almost seven years ago, F & B volume, mostly in ala carte dining, has increased nearly 160% to approximately \$2.2M.

Drawing players of all ages and skill levels, the golf experience at GRCC is in a league of its own, being named the 2017 Club of the Year by the New Jersey PGA. With 18 holes of a Willie Park, Jr. designed course providing views of the Manhattan skyline, the Club is dedicated to expanding the game through educational programming, active junior, women's and men's programs, and hosting various State golf tournaments. Additional golf amenities include "The Bunker", a state-of-the-art indoor golf training facility and simulator, a fully stocked golf shop and a vibrant year-round operation.

The active tennis program at GRCC gives members access to 4 Har-Tru courts, 1 hard court and 4 pickleball courts with a full calendar of tournament and events for players of all levels and the Club's state-of-the-art fitness center provides cutting edge equipment in 4,500 square feet of work-out space.

The summer centerpiece provides a refreshing Olympic sized pool with full food service and Tiki bar plus poolside entertainment in the summer months and a competition swim team in June and July. The Kids Zone provides a variety of programs and activities including on-site child supervision and summer day camps.

#### **GLEN RIDGE COUNTRY CLUB BY THE NUMBERS**

- There are approximately 588 members in all categories and is essentially full
- Annual Dues – Regular member - \$11,955 at present (including spouse)
- There is a \$200/month capital charge and a \$135/month minimum charge
- 18 holes of a Willie Park, Jr. designed course supports nearly 17,948 rounds of golf YTD
- Overall gross volume is approximately \$10.0M
- Annual dues volume is approximately \$4.2M
- F&B volume is approximately \$3.1M, with approximately 72% from ala carte dining in 2021
- 85 full & part time employees, adding 65 seasonal employees in the summer months
- The Club is organized as a 501(c)(7), not for profit, tax-exempt corporation
- The average age of members is 54 years with strong trending to younger, "children-at-home" families
- There are 9 Board Members, each serving up to two three-year terms
- Committees include Finance, Strategic Planning, House-Entertainment, Green, Membership, Golf and Tournament, Pool and Racquets
- The club uses the Jonas POS and accounting systems

**GLEN RIDGE COUNTRY CLUB WEB SITE:** [www.glenridgecc.com](http://www.glenridgecc.com)

#### **GENERAL MANAGER/CHIEF OPERATING OFFICER - POSITION OVERVIEW**

Glen Ridge 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, hands-on, approachable and dynamic leader" who possesses great "personal 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 "continue to allow the Board to be more strategically focused" in their capacity. 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 leader, the Board is anxious to continue with the strong GM/COO governance model execution it has enjoyed the past several years.

Because of the size and seasonality of the operation, it is important that the new GM/COO is clearly embracing of the need to be actively involved in the operation, leading membership recruitment efforts with the Membership Committee, and being highly involved and supportive to the team as a true mentor while providing them a clear vision and holding them accountable while actively mentoring and developing their abilities. Ensuring a continued focus on elevating the professionalism of the entire team and ultimately the “Members First” focus that is part of GRCC’s culture.

Key attributes, characteristics, experiences, and style of the successful candidate include:

- Being a naturally positive, energized, aspirational and highly professional leader who understands and functions at a high level within the dynamics of an increasingly active and demographically evolving club.
- Appreciation for and knowledge of golf, tennis, fitness and other social activities, which are the foundation of Glen Ridge and ensuring consistent innovative and creativity within each activity or program. Proven team building leadership qualities are desired with demonstrated ability to plan, direct, coordinate, facilitate and manage all facets of a full-service club operation where all operations and departments report directly to him/her; defining and set standards and ensuring that they are enforced and followed.
- Having a natural and intuitive style to want to meet, know and interact with every generation of family member, recognizing and embracing the demographically and culturally diverse nature of the GRCC membership.
- Having strong talent/staff recruitment, retention, training and development skills is critically important.
- Strong communication skills, both verbally and in writing, as the GM/COO is the primary communicator of information to members and staff at GRCC.
- A strong history of success and keen understanding of quality food and beverage operations, including revenue growth, training, innovation and creativity, and strong “service culture” development.
- Actively participating and “thought partnering” with the Board, Committees, and contributors to Glen Ridge’s success, including leading the membership recruitment and retention effort.
- Being naturally outgoing, conversant, respectful, and diplomatic, but with the maturity to be able to say “no” when appropriate without alienating members or staff while doing so, as well as to effectively enforce rules and policies and ensuring the appropriate team members do as well.
- Past experience and skills in creating and implementing strategic plans; anticipating how the Club continues to evolve is key, as is being actively ‘networked’ in the industry to the point of being on the forefront of trends in clubs, especially those with increasing family focus.
- Strong financial acumen with the natural style to involve and educate/mentor the senior staff while holding them accountable to achieve their memorialized budgets, goals and objectives.
- Budgeting and financial presentation skills along with verifiable ability to drive top line revenues, especially in banquets and catering events.
- Active involvement in CMAA or similar organizations where he/she has a strong network of peers, and can stay actively abreast of the industry, trends, and opportunities for GRCC to stay relevant and proactive for its members and staff.
- ***Simply being “super likeable” and possessive of a positive and infectious enthusiasm for all things Glen Ridge!***

#### **INITIAL PRIORITIES OF THE SUCCESSFUL CANDIDATE**

With the expectation that the new GM/COO will commence his/her role in early 2021, the following priorities have been identified as recommended primary focus:

- Learn the history, processes, team and members of Glen Ridge before making any significant changes; the Club is functioning well at present with no “fires” needing to be extinguished. Rather, recognizing opportunities for development, “polishing” and quality improvement and, working closely with the Board and Senior Staff, develop plans for continuing to evolve GRCC to “the” family-oriented club of choice in the area.
- Spend time with your team, especially your senior staff, in all areas of operations, getting to know them, evaluating their abilities and aspirations, ensuring that they and their respective teams have clear expectations and accountabilities in place.
- Understand, embrace, and execute the Board’s vision and strategy with conviction, passion and energy in a manner that clearly conveys high value to the membership.

- Meet and engage with as many members as possible, “be present!” Build trust whenever and wherever possible, schedule interactive times and follow up on details. Be involved and in charge.
- Work closely with the F & B team to ensure that members’ expectations are met in the culinary and in the service-execution sides of the operation. F & B operations are of strong importance to the membership and meeting members’ expectations in this area is central, as is ensuring that service standards and consistent delivery thereof.

### **CANDIDATE QUALIFICATIONS**

- A minimum of 5 - 7 years of progressive leadership/management experience, preferably in a family-centric club operation, or a hospitality environment that places strong emphasis on standards of process and procedure and consistency of top-level service cultures. In addition to those currently in GM/COO roles, consideration will be given to AGMs, Club Managers and those from the resort/hotel hospitality world who are in quality service environments and who have been well-mentored and possess strong business skills.
- Having exceptionally strong hospitality and leadership skills, with a strong focus on overall personal presence and visible engagement in operations.
- 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.
- 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.
- An organizationally focused individual who recognizes that obsession with details and consistency of delivery at a high-level result in member and associate satisfaction, high levels of quality and an overall outstanding member experience.

### **EDUCATIONAL, CERTIFICATION AND OTHER QUALIFICATIONS**

- A Bachelor’s Degree from a four-year university or college is desirable, ideally in Hospitality Management.
- A CCM designation or similar accreditation outside of the club industry is desirable.
- Active within the Club Managers Association of America and supportive of other Senior Staff and their involvement in professional association and staff development. On-going professional development is important to GRCC; demonstrating such efforts and interests on your own behalf over time is critical.

### **CLUB COVID REQUIREMENTS**

This club does not require staff to be fully vaccinated as a provision of employment, but if not, twice per week testing is required.

### **SALARY AND BENEFITS**

An appropriate salary, commensurate with qualifications and experience for the desired GRCC experience, will be offered. The Club offers an excellent bonus and benefit package, along with the typical CMAA and other professional benefits.

### **INSTRUCTIONS ON HOW TO APPLY**

You must apply for this role as soon as possible but no later than January 10, 2022. Candidate selections will occur in December with first Interviews expected in mid to late January 2022 and second interviews a short time later. The new candidate should assume the role in Winter/early Spring 2022.

Please upload your resume and cover letter, in that order, using the link below. You should have your documents fully prepared to be attached when prompted for them during the online application process. Please be sure your image is not present on your resume or cover letter; that should be used on your LinkedIn Profile.

**Prepare a thoughtful cover letter addressed to Mr. Ed Cerasia, President, and the Search Committee at Glen Ridge Country Club** and clearly articulate why you want to be considered for this position at this stage of your career and why Glen Ridge Country Club and the Glen Ridge, NJ area will be beneficial to both you and the Club if selected.

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

**“Last Name, First Name - Resume” &**

**“Last Name, First Name - Cover Letter – GRCC”**

(These documents should be in Word or PDF format)

Note: Once you complete the application process for this search, you are not able to go back in and add additional documents.

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

If you have any questions, please email Patty Sprankle: [patty@kkandw.com](mailto:patty@kkandw.com)

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