

# KOPPLIN KUEBLER & WALLACE

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## **DIRECTOR OF GOLF PROFILE: MONTCLAIR GOLF CLUB WEST ORANGE, NJ**

### **THE DIRECTOR OF GOLF OPPORTUNITY AT MONTCLAIR GOLF CLUB**

Montclair Golf Club is one of the oldest golf clubs in the nation and the members of Montclair take pride in the Club's position in the history of Golf in America. The Club was one of the founding members of the Metropolitan Golf Association in 1897. The historic and established property is searching for an exceptional individual to lead the club for many years into the future as the Director of Golf, following in the footsteps of just two professionals in this role in the past 40+ years!

The Director of Golf (DOG) position at MGC is a tremendous opportunity for an individual who is not only passionate about golf, but is passionate about leadership, team development, building strong relationships with members and staff, and enhancing the Montclair brand. He or she must never be complacent or satisfied with simply being "good." Over the past year, MGC leaders have developed a vision of MGC's future including capital improvements and new programs and activities that focus on ensuring MGC is both relevant and engaging for all its current and future members.

The DOG will be a key partner with the Club's new GM/COO, and his/her fellow senior staff and the member volunteers who help shape and evolve MGC which is full of history and tradition. Taking full accountability for that role and being a sincere, naturally engaging personality, the DOG must be highly competent in the critical success factor areas noted throughout this profile. *They are essential to long-term success and crucial in achieving the high member and staff satisfaction levels demanded by MGC. Ultimately growing all segments of the membership so they are further exposed to golf for increased participation, or better enjoyment of the game!*

This is truly a great opportunity for candidates who recognize the future at MGC, especially considering upcoming enhancements to the courses, the new short game area, and other overall amenities improvements designed to drive greater enjoyment and participation of members in many areas of the Club. The tenure of past professionals in this role combined with the quality of current and future amenities, quality of membership and the opportunity to "innovate and energize" the operation make this one of the most prized roles in golf in the country at present!

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

### **ABOUT MONTCLAIR GOLF CLUB**

Founded in 1893, Montclair Golf Club (Montclair or MGC) is the 13th oldest golf Club in the nation with over 125 years of rich, treasured history. Today Montclair Golf Club is enjoyed by families and guests of its diverse members who engage in a full range of sports and social activities and have great respect for the traditions and culture of the Club. Montclair Golf Club was recognized in 2009 as a Platinum Club of America and one of the top 100 Country Clubs nationally. In 2013, 2015, 2016, 2017 and 2018 MGC was awarded the prestigious Distinguished Emerald Club of the World award by the annual Distinguished Clubs of the World program conducted by *BoardRoom* magazine, one of the most respected trade publications serving private Clubs.

In the words of the great Bobby Jones, Montclair is "the longest short course I ever played." It is one of the few clubs anywhere that can claim to have hosted *both* the Men's and Women's U.S. Amateur Championships. The Montclair property includes four unique nine-hole layouts, each beginning and ending at the Clubhouse, and a practice range renovated in 2008 to include target greens. Montclair's challenging greens have helped to hone the competitive abilities of many of the area's top players. And, the course is known for the quality of its conditioning and playability.

With no times and an active caddie program (approximately 75% of its rounds are walking), Montclair has an excellent foundation for the next DOG to build upon.

The Club's facilities also include seven Har-Tru tennis courts, five platform paddle tennis courts and a swimming pool and members can enjoy lunch or dinner on the grill. In 2019, the members approved the next phase of Montclair's master plan and a \$18.5M renovation that reimagines many aspects of the already beautiful campus.

This comprehensive plan includes a newly relocated pool and paddle court complex, renovations to various courses, a new short game area, substantially upgrading the tennis courts, a new turf maintenance building, a reimagined entry way and renovations to the golf building and halfway house. When completed, Montclair Golf Club will provide members with a quality and scope of amenities rivaling or surpassing any club in the greater MET area!

#### **Mission Statement:**

"The Montclair Golf Club shall serve its members as a family oriented Private Club. The Club shall strive to be the social and recreational center for members and their families. An excellent golf facility shall be the Club's highest priority. All facilities and programs including golf, dining, swimming, and racquet sports shall be of the highest quality and supported by a team of dedicated employees striving for superior service. The Club's proud heritage and traditions shall be preserved, while recognizing the need to accommodate the changing requirements and values of the membership."

#### **MONTCLAIR GOLF CLUB BY THE NUMBERS**

- 628 members in all categories and their average age is 58
- \$24,000 Initiation fee for family membership – (\$12,000 initiation and \$12,000 certificate)
- \$22,892 - Annual dues for the family membership category (includes capital assessment, 2010 master plan assessment and 2019 master plan assessment in addition to range fee, trophy fund and food consumable)
- \$14.96 M – Gross revenues from all sources
- \$7.3M - Dues revenue
- The past season Hard Goods were approximately \$360,000, and Soft Goods sales were approximately \$575k
- The 2019 operating budget projected approximately \$1.040,000 in non-merchandise golf revenues.
- For all club operations -189 Employees (FTE) in-season/81 (FTE) off-season; Golf operations employs 16 in season with five (5) year-round. Caddies are independent contractors.
- Club operates as a 501(c)(7)

**MONTCLAIR GOLF CLUB WEB SITE:** [www.montclairgolfclub.org](http://www.montclairgolfclub.org)

#### **DIRECTOR OF GOLF POSITION OVERVIEW**

The DOG must be an exceptional leader and manager who recognizes and respects the contributions of volunteer members and staff of all levels. The DOG must be capable of both guiding and holding members and staff accountable to achieving and maintaining high standards. He or she will directly manage the Golf Operations Department and work closely with the Director of Agronomy and other Department Heads, while reporting to the GM/COO, and being an active participant on Greens and Golf Committees.

The DOG must possess a "diplomatic gene," be a strong "consensus builder" and recognize that his/her primary focus will be on creating and executing an "exceptional club member golf experience" and provide innovative and relevant programs for all constituencies within the membership. *The DOG is expected to be a strategic leader of the golf experience at Montclair and therefore a person who tightens members' connections to the game of golf because of the way he/she naturally energizes their interest and participation!*

Montclair Country Club is a busy operation, and with the 'no tee times' policy and four nines, coordination of the tee sheet and overall outside/inside seamlessness of experience is critical. Leading a team of golf professionals and service staff who emulate a positive "tone at the top" demeanor is of critical importance. The DOG at Montclair is truly the "golf ambassador" of the Club.

He or she must embody the highest levels of integrity, professionalism, diplomacy and be a highly active, engaged, and visible presence with both members and staff. He or she will be a “go to” individual who takes ownership of the operation and acts as a strong mentor and proactive catalyst for continual operational evaluation for improvement.

The DOG’s direct reports at present include: Golf Professionals, Merchandiser/Buyer, Outside Operations Supervisor, Outside Operations Staff, Starter, and caddies.

**Critical success factors for the new DOG include:**

- Ability to secure high levels of membership satisfaction, primarily through being a positive, respectful and highly interactive presence
- Desire and talent to grow the game, especially with ladies and junior programs
- Ability to create a strong identity for MGC professional staff and develop/implement an effective plan to attract, retain and develop golf staff talent
- Ability to develop and maintain, and consistently enforce, high standards of conduct, performance, and standard operating procedures. To be successful at MGC, leading with respectful but unwavering commitment to equal application of rules and standards is critical. Additionally, continually looking for new and better means of ‘managing’ all aspects of the operation---from management of the four 1<sup>st</sup> tees to the short game/range experience to on course play and more---is an expectation of the MGC GM/COO, Board and Golf Committee.
- Financially astute with fiscal operations and budget development and able to effectively guide a large-scale operation, likely to increase in overall revenues at the completion of construction
- Being consistently innovative and highly visible and ensuring the same level of engagement from the team in his or her absence; setting performance management standards and expectations and executing to them is especially important.
- Ensuring that all members within the Club look at him or her as “our” DOG; not viewed as being partial or showing favouritism to a group

There are areas within the MGC golf operations that are performing at a very high level and may need to simply continue or need only slight “polishing.” Understanding when and where to prioritize is very important.

The new DOG will be expected to inject a fresh focus and innovation into the golf program and create an enhanced culture of professionalism and service at MGC. Instituting programs that get the professional staff actively involved in working with and playing with members on a regular basis, thus enhancing their own connectivity and skills as professionals must be important in the new DOG’s prioritization of focus and overall mentoring role.

While we are looking for the “consummate golf professional” in all aspects of competencies and experiences, the successful next DOG needs to be a great “generalist;” meaning a good player, a good instructor, a good merchandiser, a good innovator, a good tournament host and marketer, but above all, a great communicator! Appropriately balancing the demands for one’s time--- leading, managing, merchandising, training, playing, etc.---primarily defaults on personal presence, relationship building and ensuring a consistent, high level delivery of the “Montclair Experience.”

*We are looking for a “special person” who embraces the golf experience and culture at Montclair, and who, by personal energy, enthusiasm, and commitment, creates support for his or her efforts.*

While all typical competencies are important, our need is for a Director of Golf who will take a proactive look at the Club’s tournament and event calendar, collaborating with the Golf Committee, GM/COO and Senior Staff to ensure that planning, coordination, and elevation of the experience for each activity occurs. Additionally, a proactive look at weekly, regularly scheduled activities and events is necessary, injecting new energy and considering potential enhancements to each. He/She must work closely with the Director of Agronomy and other key Departments in coordinating planned closures for events and scheduled maintenance, demonstrating a strong “team player” leadership role.

Ownership of the Golf Shop concession is being determined at present. Regardless, the DOG will be primarily responsible to ensure that an appropriate array of merchandise, both hard and soft goods, is available for members and that the MGC logo/brand is enhanced through quality good and proactive hospitality service in the Shop.

## CANDIDATE QUALIFICATIONS

To perform this job successfully, an individual must be able to perform each essential duty. The requirements listed above are representative of the knowledge, skills, and abilities required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

## EDUCATIONAL AND CERTIFICATION QUALIFICATIONS

Preferably, a college degree, and hold a minimum of a "Class A" card and be a registered member of the PGA. Further, a verifiable commitment to continuing education within both the PGA and potentially CMAA, as there is a strong desire in place for candidates with leadership skills beyond golf operations.

## SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The Club, along with the typical senior staff 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.

**Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary.** Your letter should be **addressed to Tom Leonard, Search Chairman and the MGC Director of Golf Search Committee**, and clearly articulate why you want to be considered for this position at this stage of your career and why MGC and the West Orange area will be beneficial to you, your family, your career, and the Club if selected.

***Your interest in this role must be communicated in the above manner no later than Thursday, December 12, 2019 and preferably sooner. Interviews are expected to occur early January, second interviews shortly thereafter so the selected candidate can lead the merchandise 'open to buy' program for season.***

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter – MONTCLAIR GC"

(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)

## Lead Search Executive:

Kurt D. Kuebler, CCM

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