

Candidate Profile

General Manager/COO

Short Hills Club
Short Hills, New Jersey
www.shorthillsclub.org



Organization

Short Hills Club is a private, family-oriented club committed to membership satisfaction through its outstanding facilities and quality service. Situated on 15 beautifully wooded acres overlooking South Pond in the heart of Short Hills. Short Hills is an affluent community in the New York metropolitan area that is convenient to NYC by train. Established in 1875, Short Hills Club enjoys a legacy that is rich in tradition with a warm and relaxed formality. The Club is the second oldest tennis club in the United States and a Founding Club of the International Tennis Hall of Fame and is recognized for its active and prominent racquets programs and events.

A premier family club in the area distinguished by its friendly and welcoming atmosphere, the Club's Mission is to provide exceptional experiences for generations of families by combining the uniqueness of the picturesque property with excellent dining, racquets and swimming programs and recreational, social and cultural activities. The Club recently completed a significant renovation of its primary dining facility and bar, replaced the tennis courts, and made numerous other upgrades to its clubhouse. A full position description along with financial information will be shared during the search process.

Amenities Overview

- 25,225 sq. ft. Main Clubhouse
- Two Guest Rooms
- 7 Har Tru Tennis Courts
- Two International Squash Courts
- Five Platform Tennis Courts
- Full Racquets Pro Shop and Pro Staff
- Men's & Women's Locker Rooms
- Boys' & Girls' Locker Rooms
- Great Room with Recreational Games & Bar Service
- Modern Pool Complex with Pool & Baby Pool
- Fitness Equipment (limited)
- Junior & Adult Programs/Lessons: Tennis, Paddle, Squash and Swimming
- Children's Camp
- Adult Clinics/Lessons
- Robust calendar of social events including annually recurring events as well as one-time special offerings
- Cultural and Sporting Outings

Operation and Facilities

SHC operates year-round with the Club office open Monday through Friday and dining service available Wednesday through Sunday with the exception of the snack bar in the summer months which is open 7 days.

The Club offers members a range of formal and informal dining options including the recently renovated Lake Room overlooking South Pond and adjacent Club Bar. The Pine Room offers an intimate environment for smaller groups. The Great Room is frequently used for events and casual dining while the traditional Grill Room is used for dining and a variety of small and medium-sized events. During the warmer months, dining expands to the Club's beautiful outdoor terraces overlooking the Pond and the pool. Club events, private parties, and sponsored events can use any combination of these spaces and accommodate small groups and events up to 225.

Position Summary

The General Manager will be responsible for managing all operations of the Short Hills Club consistent with the policies established by the Board of Governors and the by-laws and rules of the Club. This will include leading the preparation of the annual operating and capital budgets and the incorporation of membership goals and projected dues, which will be subject to the oversight and approval of the Finance Committee and Board.

The General Manager is expected to coordinate all management functions of the Club and work in concert with committee chairs to assist them and provide guidance with development of policies, programs, and events. The General Manager will collaborate with the President, the Board, and/or committee chairs as appropriate on matters of significance to the Club. He or she will act as a pro-active leader being charged with developing plans to implement and execute across all components of the Club and its operations. The General Manager will continue to grow the Club's proud tradition of family hospitality while ensuring the culture is executed by the staff to deliver a Platinum level club experience.

THE IDEAL CANDIDATE WILL:

- Develop a mutually beneficial partnership with the Board, where a culture of one common agenda is achieved through a collaborative working relationship.
- Demonstrate excellent skills in recruiting, training, and mentoring while developing a high-quality year-round staff.
- Build a positive, upbeat employment environment with a high degree of communication where staff can produce and thrive while being appreciated for their contributions. At the same time, hold staff accountable at the highest level.
- Demonstrate a high degree of initiative and resourcefulness in directing the activities of a private club and able to present a consummately professional image to the staff, the membership, and the general public.
- Exhibit a strong ability to plan strategically, set priorities effectively and delegate effectively with appropriate follow-through, follow-up and oversight.
- Encourage feedback, suggestions and overall requests of the members. He or She will be able to diplomatically enforce club rules and policies.
- A tenacious individual who gets things done with drive and staying power that, through personal example, encourages others to get things done. Committed, with a high and visible work ethic. Has a reasonable sense of urgency around operating the Club.
- Demonstrate outstanding interpersonal skills who is dynamic, charismatic, unpretentious and has high personal, professional, moral and ethical standards.
- Understand that he or she is the "face of the Club" in the community.

Responsibilities

MEMBER SERVICES

- Provide quality leadership and a positive image for the Club, facilities and amenities to the membership. Ensure that members receive premier service and treatment in all Club undertakings.
- Lead a first-class, diverse dining and culinary program, strong and established racquets and swimming programs both with active junior components designed to provide a Platinum level member experience. Lead or assist appropriate committees in the development and promotion of creative and popular events.
- Plan his or her work schedule to maximize visibility and accessibility to members and their guests.
- Ensure smooth, efficient daily operation of the Club to provide members and guests with the environment for which the Club is renowned.
- Address, document and resolve member complaints and suggestions tactfully and in a timely manner, while keeping the President informed of critical information.
- Provide pro-active leadership and administrative support for all membership plans, events, and activities.
- Act as the focal point for communications among the various staff and committees to ensure that the Club pursues a unified membership enhancement strategy.
- Drive the enhancement of the Club's racquets programs to ensure programming remains relevant leading to a revitalization of the racquet culture of the Club.

EMPLOYEE RELATIONS

- Coordinate with the President or direct reports on matters of compensation, recruitment, benefits, performance evaluation, disciplinary and other significant personnel issues. Provide input on the organization to ensure an efficient structure and optimum staffing levels.

- Provide oversight for the active onboarding, training, and development of personnel. Create a deeply committed service culture of ongoing mentorship, training and learning to promote cohesiveness and effective teamwork.
- Maintain a high-level of visibility among the staff, providing an executive yet approachable and personable presence. Ensure that collaboration and teamwork are emphasized rather than a siloed approach.
- Provide leadership and guidance to all HR functions while maintaining compliance with state and federal regulations.

FINANCIAL MANAGEMENT

- Collaborate and lead key committees with the Controller and department heads to prepare the annual operating, capital, and dues budgets and forecasts. After Board approval, manage, control and report on all operations and projects to attain the desired results.
- Responsible for the approval and oversight of service contracts, accounts payable, and all labor cost payouts, maintaining them, with the appropriate officers and committee chairs, within the parameters of the budgets.
- Maintain high-functioning management information systems including robust reports and metrics.

MEMBERSHIP MARKETING/COMMUNICATIONS

- Assist the Membership Committee in developing member referral, recruitment, usage, and retention goals and programs.
- Develop and lead a membership orientation program leading to an understanding of club culture and operational policies for all new members.
- Act as the focal point for communications among the various staff, members and committees to ensure that the Club pursues a unified membership enhancement strategy.
- Develop a communication program using industry best practices to keep the members informed with the goal of enhancing member engagement.
- Keep the Officers, Board and appropriate committee chairs informed of all significant matters and problems.

CLUB MANAGEMENT

- Provide a hands-on visible presence and operational leadership throughout all club departments.
- Become an adept user of club management technology (preferably Jonas Club Management system) as well as website publishing or member communication tools, while bringing new technology to the operation.
- Lead the planning of all Club activities. Ensure the successful implementation of Club plans and programs.
- Responsible for the development and implementation of club operational policy with oversight and collaboration of the appropriate board chair or officers. The Club's expectation is that all recommended policy changes are based upon industry best practices, trends and shifting member expectations and usage.
- While responsible for the general care, maintenance, and upkeep of the physical plant and facilities, the General Manager will provide leadership and recommendations for ongoing capital improvements ensuring the Club will remain relevant for generations to come.
- Participate in appropriate Club Managers Association of America (CMAA) seminars and conferences, and other industry events as approved, to enhance his/her value to the Club and its membership.

CAPITAL PROJECT MANAGEMENT

- Provide leadership and administrative support for all capital projects, including construction and renovation.
- Act as a focal point for communication pursuant to all capital projects, aligning information for the various committees, Board and membership.
- When appropriate, manage contractors and subcontractors in conformance with agreed-upon contracts, timeliness and various measures of performance.

Requirements

The General Manager will be the consummate professional; well versed in all facets of club administration. He or she will have the following skills and attributes.

- A minimum of 3-5 years of progressively more responsible club management positions leading up to a General Manager position either with a club of similar size, scope of services, and culture as the Short Hills Club or have held previous positions at clubs with a comparable profile.
- Certified Club Manager (CCM) status is preferred.
- A professional career “track record” of achievement and employment stability.
- A clarity of vision - what should the club experience be like? What should it not be? Ability to shape that vision even when others may not be able to see or understand it.
- A passion to learn, not only about the Short Hills Club, but to be a student of the club and hospitality business, industry trends and best practices.
- An ability to quickly analyze and make situational assessments and respond to and/or communicate solutions or directives to a range of members and staff in a timely and appropriate manner.
- Sensitivity to people, especially in dealing with members, staff, neighborhood/community representatives, city authorities and agencies.
- A passion and knowledge of the dining experience with a record of overseeing excellent food programming and influencing improvement and member usage to dining programs at other clubs.
- Experience in maintaining relationships with local government/city agencies and law enforcement to effectively manage issues and regulations which may include building and fire codes, Health and Human services and security.
- Experience in long-range planning and capital project facilitation, coordinating the Club's operations while ongoing construction may occur.
- Proven leadership qualities with demonstrated ability to direct, train, evaluate and coordinate staff, and manage all facets of a private club.
- A sharp eye for detail in the overall management of the operation, especially in the food service, housekeeping and maintenance areas.
- An overriding sense of quality awareness relating to every part of Club operations and staffing of high quality, courteous, and efficient staff.
- A record of success in the selection, development, training and motivation of an accomplished, service-oriented staff. An excellent recruiter and developer of talent.
- Sound and current knowledge of human resources practices, including wage and hour laws, employment and discharge, ERISA, Equal Employment, OSHA and the full range of employment benefits.
- Strong written and verbal communication skills. Communication with members and personal visibility are highly important parts of the General Manager's responsibilities.
- Strong organizational skills and overall financial management and administrative skills, with particular strengths in the internal controls, financial controls, budgeting and forecasting, management reporting and planning areas.
- Ability to “manage up” effectively to the Board, knowing what is appropriate to communicate and what is “below the line.” Candidate should have an engaged nature in the Boardroom and be able to navigate meetings efficiently and effectively.
- Sense of urgency and skill in handling multiple responsibilities in a timely and time effective manner as well as oversee multiple club events at the same time seamlessly.
- Experience and track record in booking and coordinating successful private events with club members.
- Strong marketing skills with a record of accomplishment in achieving increased usage of Club facilities by the membership and in growing and retaining members.
- A warm, engaging personality with a sense of humor, sophistication and the ability to work effectively at all levels of the organization.
- A strong understanding of a Club's physical plant and maintenance requirements both for the short and long term.

Compensation and Benefits

The Club offers an attractive and competitive compensation and benefits package to include

- Salary commensurate with experience
- Health care and benefits package
- CMAA educational allowance
- Paid time off and holidays

Professionals who meet or exceed the established criteria are encouraged to contact:

GSI Executive Search, Inc - www.gsiexecutivesearch.com

Dan Farrell, CCM - lead partner

dan@gsiexecutivesearch.com

518.852.0986

or other team members

Scott McNett

scott@gsiexecutivesearch.com

314.854.1321

Ned Welc, CCM, CCE

ned@gsiexecutivesearch.com

440.796.7922.

Sharlyn Moore, Ph.D.

sharlyn@gsiexecutivesearch.com

540.323.3388