

**GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE:
FENWAY GOLF CLUB
SCARSDALE, NY**

THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT FENWAY GOLF CLUB

Fenway Golf Club is a premier club located in the greater New York metropolitan tri-state area. This role is a tremendous opportunity for a leader to provide innovation, energy and strategic vision to an already exceptionally performing club! Fenway Golf Club has a history of stability and continuity in nearly every department and governance but recognizes that to continue to hold its pre-eminent position, it needs someone that is a collaborative “partner” with the Board and Leadership team, has a sharp club business acumen, is experienced in working with unionized properties and has an appreciation for working in a Club that takes great pride in its rich history.

Fenway Golf Club is known for providing its members with an exceptional and personalized experience; the new GM/COO will be expected to epitomize and continue to elevate this reality, being exceptionally focused on the details to support such outcomes while continuing to add innovative and creative new programs, amenities and services. Members and staff truly care about one another, and that sincere approach and intuitive style is a key and critical expectation of the new GM/COO.

This will be one of the most sought after and is one of the most desirable roles in the New York metropolitan area to come open in many years!

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

FENWAY GOLF CLUB AND COMMUNITY

Fenway’s stature as one of the pre-eminent golf clubs in Westchester County, results from the time-tested greatness of its golf course and the rich history of its golf professionals. The course was designed in 1924 by A.W. Tillinghast, one of America’s greatest golf course architects, and continues today to be one of his most highly regarded works. It is ranked as a Top 100 Classic Golf Course. Gil Hanse recently completed an update to the course and has been working with Fenway since 1997 on a Master Plan for the golf course.

One day in 1920, Max Marx brought a handful of friends to the 40-acre Scarsdale estate of Eugene Reynal, which he thought would be an ideal spot for golf. The mansion on the property, destined to become the clubhouse, was a wedding gift from Reynal to his bride. Among other amenities, it included an indoor swimming pool. The estate was called "The Orchards" in recognition of numerous apple trees on the grounds.

In addition to being the home of the annual Mittelmark Invitational, Fenway has also hosted the Met Amateur (1953), the MGA Senior Open (2000), the IKE Championship (2007) and the Met Open (1955 and 1969), the Metropolitan PGA Championship (2015) and Co-Host to the Junior PGA Championship in 2022. In September 2023, Fenway, along with Sleepy Hollow, will be co-hosting the USGA Mid-Amateur Championship.

One of the great features about playing golf at Fenway is its active caddie program, which is a key part of its lore, and one that supports an active amount of walking play.

In addition to its great golf history, Fenway Golf Club boasts significant additional amenities for its membership. The Club facilities include a large Driving Range, Chipping/ Practice area, an active tennis program featuring 6 Har Tru courts, 2 hard courts (also a recently installed swimming pool (2018), and a 90,000 square foot, multi-level clubhouse (a portion of which is the aforementioned mansion). The clubhouse contains pristine Locker Rooms, Card Rooms, Bar, Dining Rooms, Kitchen and Children’s Playroom. The Club also provides housing to a large number of seasonal staff on the second and third floors of the clubhouse.

While the vast majority of activity at Fenway occurs during the summer months, the large clubhouse supports an active event and member activities schedule including traditional events and special occasions like bar and mitzvahs, weddings and similar distinctive get-togethers.

FENWAY GOLF CLUB BY THE NUMBERS:

- Approximately 300 total memberships in all categories
- \$100,000 (under 40)/\$125,000 (40 and over) initiation fee for a full membership
- Approximately \$10.5M Gross Revenue \$5.8M Annual Dues
- \$1.1M Capital Expenditures
- \$1.7M F&B Sales
- The percentage of Ala Carte Revenue is 55% to Catering Revenue 45%
- Annual Rounds of Golf at 13,000
- There are approximately 60 FTE Employees, and an additional 35 part-time seasonal employees.
- The Board has 21 members, with 3-year terms.
- The club uses ClubEssentials for its accounting and POS systems
- There is an \$1,800 annual food minimum
- The Club is organized as a 501(c)(7), not for-profit, tax-exempt corporation
- Average age of members is 58, with many young families joining in recent years

FENWAY GOLF CLUB WEBSITE: www.fenwaygolfclub.com

GENERAL MANAGER/CHIEF OPERATING OFFICER POSITION OVERVIEW

The General Manager/Chief Operating Officer (GM/COO) assumes all operational leadership responsibilities of the club and functions as a key thought partner and executive with the Club's Board of Governors and Committees. The GM/COO at Fenway has responsibility for all day-to-day operations and departments of the Club. He/She directs and administers all aspects of the operations---the amenities, project development, staff and all programs and activities, food/beverage operations, and activities and programs to ensure consistent, outstanding service delivery to the membership and their guests. At Fenway Golf Club, this position is one that requires exceptional diplomatic graciousness and charisma along with a high degree of visibility and a strong, personalized service perspective and servant's heart, a personification that is critical for all team members to emulate. Critical to the new GM/COO's success is the intuitive sense to be "present," and to sincerely engage with every generation of family member and their guests, being highly approachable and appropriately interactive.

The ideal candidate has a great degree of "polish," an intuitive "gravitas" about himself/herself and recognizes the need to be fully engaged and fully committed to the Club in the especially busy summer and shoulder season months. Additionally, he/she must be naturally discreet and appropriate, both inside and outside of the Club, but also recognize the importance to be involved in the community as a representative of Fenway Golf Club, which is helpful to drive events and membership.

The GM/COO is responsible for the creation, implementation and consistent maintenance of all service standards and processes while providing vibrant, innovative, relevant, energized and respectful leadership for key managers and staff.

Clearly, a primary objective is for the GM/COO to be the highly visible and interactive face of the Club, and to ensure that goals, objectives and accountabilities are defined, understood, evaluated and enhanced on a continuous basis. The GM/COO will be responsible for ensuring top level products and services are delivered but maintaining fiscal responsibility and adhering to agreed upon budgets. Creating and implementing a stronger Performance Management System of goals, priorities and accountability is desired. Importantly, the "season" at Fenway is intense and requires a strong personal commitment by the GM/COO as there are typically 15 – 20 Monday outings, and full array of activities throughout the summer and a need to be an active, accessible and "present" leader during those busy times. Great opportunity to rebalance occurs in the off season.

The GM/COO must be a proactive part of the process of strategic planning, talent acquisition and retention, membership orientation and membership activities/services programming, ensuring that each of these areas of focus consider current and future membership demographics.

Additionally, he/she must recognize that all amenities at Fenway need to be commensurate with the majority of members' expectations, and that his/her primary mission is to determine and ensure quality levels are provided.

A key requirement is to be able to work proactively with the Board and Club Committees, as appropriate, to keep them focused on key goals and objectives that benefit the long-term well-being of FGC, and to ensure that significant capital projects are successfully executed, keeping all important constituencies well informed throughout. The Club is looking for the GM/COO to be proactive in identifying, researching, recommending and supporting key strategic objectives and capital projects, recognizing that it is his/her responsibility to be an active thought partner with the Board.

As with most innovative, high-performance clubs, the need to continually improve existing member services and introduce new programs and activities to enhance member satisfaction and the overall value of membership at Fenway is a critical success factor, and much of this has historically been driven by exceptionally well-done events and functions. The GM/COO must have a natural interest in being involved in the planning and execution of such events, working closely with a strong group of Senior Staff to ensure that the details of success and expectation are consistently covered. Having clear passion for the role, Fenway Golf Club and its membership, the area and the team's success is critical.

INITIAL PRIORITIES OF THE GENERAL MANAGER/CHIEF OPERATING OFFICER

- Establishing a strong, collaborative relationship with the Board and staff that is built on trust and transparency along with open communications, which includes being "present" and approachable.
- Meeting and sincerely interacting with and engaging as many members as possible. Building trust, scheduling interactive times, and following up on details. Being "present and front-facing" and involved in all operations, especially in member high usage areas/times, is very important. Determining how to ensure the Club's history of positive member experiences continue at a high level and where they may be even further enhanced.
- Spending time with and getting to know the team, their abilities and aspirations and furthering their already strong mutual respect and collaborative approach to supporting one another and the Club's overall mission while also advocating for their success. Ensuring that a strong, collaborative "esprit de corps" is in place and supported by the key departmental leaders and their supporting staff.
- Developing the Board and Committee relationship, working to create a strong bond and communication exchange of diplomatic openness. The GM/COO must be "respectfully assertive" in making his/her opinion part of the discussion to help ensure a big-picture view is always considered in policy-making and directional changes.

CANDIDATE QUALIFICATIONS

- A minimum of 7 - 10 years of verifiable, progressive leadership and management experience in an active, private member-owned club or luxury hospitality and service focused environment. NOTE: While having strong preference for those who have experience in the General Manager/Chief Operating Officer role, those current Assistant General Managers or similarly titled leaders at well-recognized clubs, with verifiable records of achievement, may be considered for this role.
- Has a familiarity of working in a large Metropolitan area either in or similar to New York, ideally in the Northeastern portion of the Country.
- Strong general management and leadership skills with verifiable strengths in team development, recruitment and training, financial planning, systems and analysis, diverse recreational amenity management, exceptional *quality food and beverage programming, exceptional member/guest service programming*, strategic planning, and project management is required.
- Exceptionally strong communication and facilitation skills, both in writing and verbally, along with the appropriate personal presence, desire and ability to interact effectively before diverse constituencies of members, staff, vendors and other people who are part of the success of FGC.
- A "strong network" of industry professionals in order to assist the Board and Committees with "visioning" the Club's future needs based on trends, demographics, etc.
- An exposure and responsibility to oversee and lead a high-quality operation in his/her previous positions--- amenities, service, history and traditions and overall club ambience. It is critical that the GM/COO embodies the level of quality and consistency that is commensurate with expectations at FGC.
- Has a verifiable record of fiscal responsibility and is able to educate and support his/her key managers to be able work within approved budget parameters.

EDUCATIONAL AND CERTIFICATION 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 FGC; demonstrating such efforts and interests on your own behalf over time is critical.

CLUB COVID REQUIREMENTS

This club does currently require staff to be fully vaccinated as a provision of employment and follows all requirements from New York State.

SALARY AND BENEFITS

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

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. 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. Marc Lisker and Mrs. Jennifer Fischer, Search Committee Co-Chairs, and clearly articulate your alignment with this role and why you want to be considered for this position at this stage of your career and why FGC and the New York metropolitan tri-state area will be beneficial to you, your family, your career, and the Club if selected.

You must apply for this role as soon as possible but no later than May 24, 2022. Candidate selections will occur in early June with first interviews expected shortly thereafter, with final interviews in late June. The new candidate should assume his/her role as soon as reasonable, ideally in late August, or early September 2022.

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter – Fenway 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

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