



General Manager/COO Profile: Richland Country Club Nashville, Tennessee

Executive Summary

- Historic Southern country club located in rapidly growing Nashville market.
- Jack Nicklaus signature golf course – Top 5 in Tennessee.
- Strong financial condition.
- Seeking a General Manager to take Richland Country Club from “Good to Great” – helping lead the club in fulfilling its vision of being THE middle Tennessee country club with a complete offering of services to its members.

Key Attributes and Areas of Focus

The successful General Manager/COO will demonstrate:

- Effective financial management skills through oversight of annual operating and capital budgets.
- Continual visibility to members and staff as the face of the club.
- Attentiveness to member services and satisfaction
- Strong leadership and strategic planning experience
- Superior communication skills, exuding energy and creativity

The Market

The Nashville region—a great place to live—economic vitality with incredible quality of life. Currently recognized among the most dynamic, competitive and admired metropolitan areas in America featuring:

- Famous Southern hospitality.
- Abundant leisure activities.
- Temperate climate.
- Cosmopolitan vibe.
- Home to nearly 20 colleges/universities for talent-skilled labor development.
- Vibrant business community noted for its leadership in the music/entertainment, healthcare, advance manufacturing-automotive, distribution/trade and corporate services industries.
- Thriving entrepreneurial business environment with strong job growth in technology.
- Top tourism and music/entertainment destination.

Richland Country Club Vision Statement

Richland Country Club strives to be Tennessee's premier golf and country club, maximizing member and guest satisfaction, reflecting a determined commitment of a dynamic and innovative Board of Directors, and Staff, and capitalizing on the prestigious image of a Jack Nicklaus Signature Golf Course.

Since 1990, the Nashville region has grown by more than 65 percent to more than 770,000 people, added 328,000 jobs and more than 800 new companies and experienced over 150 percent per capita growth. A low cost of living with a creative culture and well-educated population linked with an economic momentum provide the Nashville region with a set of competitive strengths that few cities can match.

The Club

Located 10 miles south of downtown Nashville, The club is nestled on 170 acres of rolling hills on the historic Granny White Pike. Richland Country club is steeped in the history, elegance and grace of Tennessee. The club is located on part of the core battlefield of the closing cavalry action from the 1864 Battle of Nashville.

Richland has a rich tradition of southern hospitality and of premier club facilities blended together in a beautiful setting and surrounded by its Jack Nicklaus signature golf course. Richland is the members' home away from home -- a place to connect, relax, and enjoy the simple pleasures of life.

Richland Country Club was formed in 1901. The golf club bought the old Nashville Golf and Country Club's clubhouse and land, and they enlisted golf course architect Donald Ross to design an 18-hole golf course.

Golfers at the Richland Country Club today are playing the Jack Nicklaus Signature Golf Course which opened in 1988 in its new and present location and consistently ranks as one of the top 5 courses in the state. The 18-hole championship course is 6,825 yards skillfully crafted into the Club's hilly terrain with zoysia fairways and bent grass greens. The par 72 layout has five sets of tees to challenge every level of ability. It has hosted many USGA, State and AJGA championships. There is also a practice facility with a putting green, driving range, and chipping greens.

The Club offers opportunities for new and experienced players alike, including individual and group lessons, junior golf programs, Ladies Golf Association activities, seasonal golf tournaments, and custom club fitting. The program's focus is to make each golf experience truly enjoyable for members, their families, and their guests.

The tennis facility consists of a spacious clubhouse with locker rooms, a lounge area with a big screen TV and comfortable seating, a refreshment area, and a fully stocked pro shop. The outdoor area includes six soft courts (2 Hydrogrid Courts and 4 Har Tru with overhead irrigation) and two hard courts in a natural setting. All courts are lighted for evening play. There is abundant seating for watching play or relaxing after a match.

Richland has a fitness center, massage suite, and childcare availability. During the summer months, members relax at the pool and enjoy poolside dining service from the Pool Grille.



The Richland Country Club has a reputation for outstanding dining and offers a variety of dining venues for members and their guests. Regular dining events include the Themed Dinner Buffets, Thursday Night Steak Special, Breakfast Buffet, Sunday Brunch, and Pasta Night.

Members enjoy fine upscale dining in the 1901 Room. The Nicklaus Room is named after Richland's Golf Course Designer, Jack Nicklaus. Each table is beautifully set, and the view of the course is spectacular.

The Waxo Green Grille is named after Dudley "Waxo" Green, a longtime member of Richland who reported on the Nashville golf scene for six decades as a sports writer for the Nashville Banner. The Grille has breathtaking views of the golf course and rolling hills. The Club has one or two other rooms to accommodate private parties and special events from intimate gatherings to as large as 250 people in the Richland Ballroom.

The Club has an operating budget of just under \$9M, of which food & beverage revenue accounts for nearly \$3M, dues approximately \$4.5M, and golf revenues of nearly \$1M. Later this year the Board will present to the membership multi-year capital program that will likely include upgrades of clubhouse entrance, fitness center, pool, outside dining, day care and golf maintenance facilities. These projects are projected to total more than \$5M.

Richland Country Club is enjoyed by over 560 Golf Members, 100 Emeritus/Non-resident members and over 290 Social Members. Initiation fees for Golf Members are \$40,000 with dues of \$472 per month (plus capital charge of \$95 and house charge of \$65). Initiation fees for Social Members are \$10,000 with dues of \$297 per month (plus capital charge of \$80 and house charge of \$60). The club is very sound financial condition - by the end of 2015 the club will have no long term debt and over \$2.5M in reserves. Richland is governed by a nine person Board. Each director serves a three year term.

For more information about Richland Country Club visit: www.richlandcc.com

Position Description

The General Manager (GM/COO) has responsibility for all day-to-day operations of Richland Country Club (RCC). S/he directs and administers all aspects of the operations to include amenities, staff, and all programs and activities to ensure outstanding service and member and guest satisfaction.

The role of GM/COO at RCC, as the face of the Club, requires a strong embrace of community values and enjoyment of a *small town*, larger city environment where activities and relationships, both in the Club and outside of its confines, are clearly linked.

Richland Country Club by the Numbers

- 1,100 Max memberships
- \$9M Gross volume
- \$4.5M Annual Dues volume
- \$2.9M F&B volume
- \$40K Golf initiation fee; \$10K Social
- \$5,664 Golf annual dues; \$3,564 Social
- \$4.5M Gross payroll
- 175 Employees (FT&PT) in season; 140 Employees (FT&PT) in off season
- 22K rounds of golf per year
- 9 Board members

Be a VISIONARY

- Must be a courageous thought partner for the Board, recognizing the importance of keeping RCC on the cutting edge of country club excellence by having a keen understanding of current and future trends, demographics, legislative, economic, and social issues. S/he should be decisive and set aggressive goals and objectives to ensure the Club's current and future success.

Financial Management

- Must have sound financial management skills including the ability to oversee the preparation and management of annual operating and multi-year capital budgets supporting the strategic and tactical initiatives and expectations that s/he has established with the Board.
- Is ultimately responsible to ensure that appropriate safeguards and controls are in place for all RCC's primary assets (membership, staff, amenities, etc.), whether it is for physical safety purposes or for the protection and long-term financial success of the Club.

Member Retention & Recruitment

- Must lead RCC's membership recruitment and retention efforts. It is very critical that s/he understands the local market and economy. The candidate has to be comfortable and competent being an integral and proactive part of developing relationships that lead to membership interest and/or business opportunities and is effective in orienting new members so that their initial experience with RCC results in constant use of the Club.
- Is a catalyst for identifying new programs/services and enhancing current ones for members and their guests to increase club usage, member satisfaction and member retention.

Strategic Planning

- In partnership with the Board, the GM/COO must lead the development of a strategic plan/business road map for the current and future success of the Club.
- Must be able to identify issues, needs, goals and objectives to help ensure the perpetuation and continued viability of the Club.

Member, Board and Committee Relations

- Ensure that member satisfaction is always the first priority. Provide sincere and visibly engaged leadership and interaction with all facets of the membership and their guests. Be a consistent and positive force behind the creation and continuous

enhancement of all aspects of RCC. Must be visible and available to his/her membership. Recognize that the *Member Experience* and meeting the expectations of RCC members is of critical importance to his/her long term success.

- Active participant at Board and Club Committee meetings to set policies and strategies to achieve the Club's goals and objectives.

Employee Relations

- Recognize, respect, and support the contributions of key managers and staff. Ensure that appropriately skilled and competent departmental managers are in place for all key positions and that each of them does the same in their respective areas of responsibility. Set standards of performance for all departments, and hold them accountable for maintaining these standards within RCC, most especially in member service areas.
- Maintain an environment and overall atmosphere for management/staff that promotes and values appropriate and responsible contributions to the RCC's success. Ensure that all staff are focused on positive, supportive relationships amongst themselves and with the membership.

Communication

- Will be a primary *two way* conduit for information exchange, and must be consistent, positive, and able to *engage* in this process. S/he must be a true listener who places great importance on personal interactions with all constituencies of RCC.
- Experience in developing communication platform using contemporary media (website, apps, social media etc....) desirable.
- Is the primary verbal and written communicator of important information to members and staff, and recognizes that the ability to convey information in an articulate, well-conceived and well-written manner is of utmost importance.
- Believes in the power of proactive communication (i.e. orienting and culture setting) of members, staff, and guests to ensure the core values of the Club are being recognized and achieved.

Candidate Qualifications

- A minimum of 7 - 10 years of progressive leadership/management experience in an active, family-oriented, private, member-owned club environment.
- Preferably a college graduate with Certified Club Manager (CCM) designation.
- Strong general management skills with verifiable strengths in team development, financial performance, diverse recreational amenity management (golf, tennis, fitness, aquatics, family activities, etc.), quality food & beverage programming, exceptional member/guest service programming, strategic planning, renovations and project management, and the ability to consistently define and achieve goals and objectives.
- Proven and verifiable leadership qualities with demonstrated ability to direct, coordinate, and control all facets of a busy, full service country club with 150-175 full time staff members and a nearly \$10M operating/capital budget.
- Strong prior experience in coordinating and overseeing major club improvement projects, especially as these relate to construction and renovation projects in both the physical plant and on the golf course, similar in size and scope to which RCC is about to undertake.

- A network of professionals in a wide range of functional skills and disciplines within the hospitality industry that might benefit RCC.

Skills and Competencies

- A *Team Builder*. A person who embodies the persona of ultimate coach and motivator, bringing out the best in others by setting clear goals and expectations, providing consistent feedback and support, and treating others with respect and professionalism.
- A confident, diplomatic, and competent professional who is a *doer* and take-charge person and who recognizes the importance of accountability. A creative problem solver who commands respect through professional interactions and integrity.
- Possessive of strong organizational skills and an obsession with details necessary to achieve high levels of quality, satisfaction, and outstanding member experiences.
- A charismatic individual *with a sense of humor* and style that is commensurate with the culture and expectations of a friendly, fun, and supportive membership and team of associates.

Application

We prefer to have 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.

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)

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 [here](#).

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

If you have any questions please email Nan Fisher: nan@kopplinandkuebler.com



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