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## **GENERAL MANAGER/COO PROFILE: UNION CLUB OF THE CITY OF NEW YORK NEW YORK, NY**

### **GENERAL MANAGER/COO (GM/COO) AT THE UNION CLUB OF THE CITY OF NEW YORK (UCNY)**

Founded in 1836, the Union Club is the second oldest urban social club in the country. It has often been referred to as the "Mother of Clubs" because it was from the Union Club and its membership that many other private clubs in New York and elsewhere have sprung. Over the last 179 years, the purposes of the Union Club have not changed. As one author writing about New York clubs explained in 1873, the Union Club's sole operating rule is "ease and comfort within the limits of courtesy."

Since 1933, the sixth location is the current site of the Union Club in the Upper East Side at Park and 69<sup>th</sup> Street, a convenient walking distance to Central Park and just steps away from beautiful tree lined Park Avenue. The Club is uniquely rich in history and grandeur and has evolved in many ways since its original founding but remains a men's club that exists for the leisure and enjoyment of its members.

### **UNION CLUB OF THE CITY OF NEW YORK (UCNY)**

A library was part of the raison d'être of the Union Club at its inception in 1836 and was embodied in the first article of the club's original constitution. Located centrally in the clubhouse, the library is also central to the cultural life of the club. Speakers appear frequently on a wide variety of topics.

Of the many architectural points of interest in the clubhouse of the Union Club, the Billiard Room is one of the most striking. Members and visitors alike seeing it for the first time know that they are looking at a picturesque tableau of a former age. The tables date to 1896 and are in perfect playing condition, having been maintained and recently restored to bring out the rare brown oak grains of their cabinets and the rosewood of the rails surrounding the traditional green felt playing surfaces. In addition to billiard tournaments, the Club offers other organized activities in backgammon, bridge, music related programs and outside golf and shooting activities.

Squash at UCNY requires traditional all white attire. A Pro Shop, Baskets and Wall lockers are available to members and their guests. Located on the Fifth Mezzanine (5M) are the fitness facilities which include new Technogym cardiovascular equipment, health and wellness programs, personal training, classes, massage services and consulting.

Dining options for members at UCNY include The Main Dining Room and The East Room. The South Room is filled with comfortable couches, chandeliers, six floor-to-ceiling windows, and a uniquely adorned marbled fireplace for cocktails. The West Foyer/Rotunda area on the first floor is a marbled space that greets guests and can be used as a cocktail area as well. The West Room on the first floor is the main ballroom with high ceilings, crystal chandeliers, state-of-the art lighting and sound system and can accommodate up to 200 people for dining.

Available for members, their guests, and reciprocal club members, UCNY has 21 bedrooms in total. 16 bedrooms are located on the fourth floor and an additional five bedrooms are located on the third floor mezzanine (3M) level adjacent to the Library. Other in-house services include a barbershop, valet, limousine services, theatre ticket procurement, humidior, an outdoor terrace and a wine cellar.

## **UNION CLUB OF THE CITY OF NEW YORK BY THE NUMBERS**

- 5 Squash Courts
- 22,000 volumes in the library
- Gross Volume \$13.2M
- Annual Dues Volume \$6.6M
- F&B Volume \$4M; 47% a la carte 29% catering
- # of Employees (FTE) 75
- 24 Board Members with 3-year terms; 15 Committees
- Members: 1,508; Regular, Non-Resident, & Widow
- Initiation Fee: \$14,000
- Annual Dues: \$7,680
- Average Age of members is 53

**UNION CLUB OF THE CITY OF NEW YORK WEB SITE:** [www.theunionclub.com](http://www.theunionclub.com)

### **GENERAL MANAGER/COO – POSITION OVERVIEW**

The General Manager/Chief Operating Officer (GM/COO) manages all aspects of Club operations to ensure maximum membership satisfaction and is responsible for the efficient and effective management of the Club's activities consistent with its policies and objectives. This is done in accordance with the rules and regulations established by the Board, and within an annual budget authorized for Club operations. The GM/COO is also responsible for cooperating with and assisting officers of the Club and committee chairs as described by the bylaws and policies. Being adept and effective in leading and navigating to success in an active non-profit council (board) and committee environment is critical.

The GM/COO must have the ability to understand and embrace the unique culture of the Club based on its values, while balancing the business side of operations---F & B, rooms, programming, member services and amenities, HR, staff development, union requirements, etc.

He/she must possess strong operational and financial skills with proficiency in technology, organizational metrics and accountabilities, as well as sincere member engagement to drive overall club member participation and satisfaction. Critical to this role are a strong understanding of union contracts and negotiations, operational financials, proven success with revenue growth, cost management and the ability to define and consistently execute a quality food and dining operation. Additionally, of critical importance is the ability to set standards of excellence for staff, operational efficiency, and asset maintenance and be the leader in ethical, passionate and professional behavior and modeling. "Tone at the Top" in setting a clear example to all staff constituencies is of utmost importance.

The General Manager/COO must have strong communications and people skills, with a commitment to excellence on all levels and the ability to convey and encourage a strong service culture throughout this iconic and unique city club. Visibility and sincere engagement with members and guests of the Union Club of the City of New York is of utmost importance; this is not a role for a general manager with a default for the administrative side of the business.

The General Manager/COO will enforce club rules in a professional and supremely diplomatic manner with the support of the Board, know the difference in having a "light touch or a strong hand" when doing so, and must have a strong record of 'results' in his/her current and past positions. Additionally, he/she must have the intellectual "firepower and emotional intelligence" to respectfully, diplomatically and effectively engage with a wide range of constituencies---boards, committees, members, senior staff, line staff, union representatives, vendors, city officials and others with whom the Club relies for its overall success.

Clearly understanding excellent service and exceptional standards of quality, combined with an eye for detail in all areas of service, decor and housekeeping is critical, as is ensuring that all members of senior management and

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staff recognize these key drivers to success as well.

Preferred candidates will be private club or related hospitality industry professionals who understand how to develop initiatives and solutions relevant in the club world, technology trends and best practices, balanced with maintaining the elegant and desired traditions of one of the most distinctive clubs in the country. Ideal candidates will have an in-depth knowledge of food and service operations and dining programming. Also ideal is experience with sleeping room accommodations, maintenance of historic structures and working in a multicultural environment.

### **INITIAL PRIORITIES OF THE NEW GENERAL MANAGER/COO**

- Simply, work diligently to develop the trust and confidence of key contributors by being thoughtful, candid, proactive, available, approachable and by listening and respectfully responding.
- Review of the staff hiring and 'on-boarding' process to ensure that the attraction, retention and continual development of staff members is robust, vibrant and relevant to today's Club service expectations.
- In collaboration with appropriate staff and Board/Committee members, ensuring that the overall financials, reports, and processes are in place and followed. The Club is desirous of providing a simplified overview of its KPIs and key metrics and knowledge and input in this effort is important.
- Continuing employee engagement, primarily by being exceptionally proactive in engagement throughout the operation, learning names, spending time to know and understand the team members, learning the procedures and ebb and flow of business. The senior staff of the Union Club are generally long tenured, well-regarded and capable; a new GM/COO with a nurturing, respective, mentoring style is expected and most important to continue the standards for others to emulate.
- Evaluate the overall member service experience and how it dovetails with employee performance, the accountabilities and responsibilities of key departmental leaders and furthering the plan for continuous improvement.
- Meet with key volunteer leaders, observe, listen, and learn expectations.
- Review the overall F & B operation, its consistency of execution and overall standards for success.

### **CANDIDATE QUALIFICATIONS**

A minimum of 4-8 years of progressive leadership/management experience, preferably in a General Manager/COO role in private member-owned city club of like stature is preferred.

*True 'rising stars' from the club industry who have been verifiably well-mentored and who possess outstanding relationship skills will also be considered.*

### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A Bachelor's Degree from a four-year university or college, preferably in Hospitality Management is preferred.
- In lieu of the degree, substantial private club or hospitality experience will be fairly considered.
- Certified Club Manager (CCM) designation preferred.

### **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience befitting a club the stature and significance of Union Club of the City of New York. The club, along with the typical CMAA 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.

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**Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary. Your letter should be addressed to Mr. Sumner Anderson, Search Chairman and Union Club of the City of New York Search Committee**, and clearly articulate why you want to be considered for this position at this stage of your career and why the Union Club of the City of New York and the Greater New York area will be beneficial to both you and the Club if selected.

***You must apply for this role as soon as possible but no later than April 1, 2020. Candidate selections will occur early April with first Interviews expected in mid-April 2020 and second interviews a short time later. The new candidate should assume his/her role in mid-May 2020.***

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter, Union Club of the City of New York”

(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 Holly Weiss: [holly@kkandw.com](mailto:holly@kkandw.com)

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