

KOPPLIN KUEBLER & WALLACE

THE MOST TRUSTED NAME IN EXECUTIVE SEARCH AND CONSULTING

GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: THE UNION CLUB OF CLEVELAND CLEVELAND, OH

GENERAL MANAGER/CHIEF OPERATING OFFICER AT THE UNION CLUB OF CLEVELAND

We are leading the search for a new General Manager/Chief Operating Officer at the Union Club of Cleveland. This is an extraordinary opportunity for an inspirational leader to guide this historic club. The ideal candidate must be able to lead with a compelling vision and have a track record for effective execution. Creating a vibrant and growing club, attractive to a new generation of members, is a strategic objective.

The ideal candidate must possess the ability to partner with the Board to create a compelling vision for the future that builds off the Club's central Cleveland location, its architecturally significant building, and the extraordinary potential for property development. This is a job for a candidate with the energy and desire to ensure the future for this historic club as it celebrates its 150th Anniversary in 2022. Attention to detail and the ability to continue to enhance the club's excellent reputation in food quality and service is a must. Making an immediate contribution to the member experience is an objective as the new GM/COO will lead the development of a calendar of programs that are desirable and relevant to members while attracting others to aspire to join.

Club members are world travelers and desire their club to be excellent in all facets of the operation. This high bar requires an understanding of how to prioritize and implement world-class initiatives relevant to the Union Club of Cleveland. Today's fast changing environment requires the ideal candidate to lead a technology transformation, and ensure best practices are implemented, while maintaining the deep shared traditions of the club. Ideal candidates will have an in-depth knowledge of food and service operations, programming, hotel/accommodations, and strategic planning experience.

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

THE UNION CLUB OF CLEVELAND

The Union Club of Cleveland (UCC, Union Club), incorporated in 1872, is one of the oldest social organizations in Cleveland, Ohio. A group of civic-minded citizens got together to form the Union Club for the purpose of having a place "for reading, for discussing the topics of the day, for entertaining and for promoting physical training and education."

Having occupied its current location since 1905, the UCC has long been recognized as a social and cultural force in the Cleveland community, a magnet that attracted civic-minded leaders who helped shape the city and the country. During its long history, the club has had five United States Presidents as members — Grant, Hayes, Garfield, McKinley and Taft — among many other distinguished politicians and civic leaders.

The organization's current 85,000-square-foot home now features such amenities as overnight guest rooms, meeting spaces, dining areas, a ballroom, and a fitness center. With an eye to the future, the club purchased the lot next door, space that currently is being used for parking.

The Union Club has been recognized as a *Distinguished Emerald Club of the World* by Boardroom magazine. It has also been accepted into the elite category of *Platinum Clubs of America*.

The Union Club offers members special events planning and catering with an elegant surrounding, exquisite dining, and personalized service. Food and beverage operations led by Certified Master Chef Arnaud Berthelier offers options that range from casual fare to fine cuisine and morning coffee to evening cocktails. The three restaurants at the Union Club offer an exciting, ever-changing array of menu selections focusing on traditional specialties and innovative contemporary cuisine using the finest, freshest components secured from local and international purveyors.

The Main Dining Room is located on the first floor of the clubhouse overlooking Euclid Avenue. The Grille Room is also located on the first floor of the club adjacent to the Bar. Outdoor dining is open from May through September. The Bar is open for lunch Monday through Friday, and in the evenings, it offers a bar-fare menu with appetizers and dinner options as well as a la carte dinner menu.

The Union Club Foundation is a 501(c)(3) public charity dedicated to the development of the community's interest in the arts, to the collection, maintenance, preservation, and display of fine arts, and to the preservation of historic buildings, such as the Union Club.

The Union Club remains strong during these extraordinary times. Membership levels are healthy, and members actively and enthusiastically participate in the club's increasingly full slate of diverse programs and services. Membership in the Union Club is by invitation. Members enjoy reciprocal privileges at more than 140 prestigious private clubs worldwide.

Mission Statement

In keeping with its long and distinguished history, the Union Club will forever be Greater Cleveland's premier city club where business, civic, social and philanthropic leaders meet in friendship and shared purpose, striving for the betterment of themselves, their organizations, and the citizens of the region.

The Union Club endeavors to provide unrivaled facilities, stimulating programs, and impeccable service consistent with its traditional emphasis on gracious hospitality and timeless elegance.

THE UNION CLUB OF CLEVELAND BY THE NUMBERS

- Approximate number of members: 1173
- Gross Volume approximately \$6.3M
- Annual Dues Volume approximately \$2.8M
- F&B Volume approximately \$2.95M - 55% a la carte/35% catering
- 12 Board Members with varying terms
- Committees include Finance & Audit, Membership, Admissions, House, Nominating, Technology
- Initiation Fee: \$2,000
- Annual Dues: \$5,076
- Capital Charge: \$885/year
- Average Age of members is 57

THE UNION CLUB OF CLEVELAND WEB SITE: www.theunionclub.org

GENERAL MANAGER/CHIEF OPERATING OFFICER – POSITION OVERVIEW

The Union Club of Cleveland 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.

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, 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 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 GM/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 city club. Visibility and sincere engagement with members and guests of the Club is of utmost importance; this is not a role for a leader with a default for the administrative side of the business.

The GM/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, vendors, city officials and others with whom the Club relies upon 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 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/CHIEF OPERATING OFFICER

- Possess keen insights into human nature, and the discernment necessary to preserve foundational traditions while smoothly leading needed change.
- Ability to understand and identify with the essence of the club, embrace its values, and lead it to success as a distinct and historic institution of the city of Cleveland.
- 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.

- 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 role in private member-owned city club of like stature is preferred but not required and we will consider qualified candidates with experience in other areas of the hospitality industry. *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.

CLUB COVID REQUIREMENTS

This club does not require staff to be fully vaccinated as a provision of employment.

SALARY AND BENEFITS

Salary is open and commensurate with qualifications and experience. The club offers an excellent bonus and benefit package along with the typical CMAA 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 in your LinkedIn Profile.

Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary. Your letter should be addressed to Mr. Paul Rupert, President, and The Union Club of Cleveland 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 Cleveland and the Greater Cleveland 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 May 11, 2022. Candidate selections will occur mid-May with first interviews expected early June and second interviews a short time later. The new candidate should assume his/her role in mid-August 2022.

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

"Last Name, First Name - Resume" &

"Last Name, First Name - Cover Letter - UC Cleveland"

(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

Lead Search Executives:

Thomas B. Wallace III, CCM, CCE, ECM

Partner, KOPPLIN KUEBLER & WALLACE
412-670-2021 (Cell) – Strongsville, OH
tom@kkandw.com

J.G. Ted Gillary, CCM, CCE, ECM, CMAA Fellow
Search & Consulting Executive
313-220-6140 (Cell)
ted@kkandw.com