

# KOPPLIN KUEBLER & WALLACE

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## **GENERAL MANAGER/CHIEF OPERATING OFFICER PROFILE: THE YALE CLUB OF NEW YORK CITY NEW YORK, NY**

### **THE GENERAL MANAGER/CHIEF OPERATING OFFICER OPPORTUNITY AT THE YALE CLUB OF NEW YORK CITY**

The Yale Club was founded in 1897 on a shared common history, with the goal of allowing graduates the ability to continue the friendships they formed at Yale. Over its 116-year history, it has grown into the organization that members enjoy today; it is a club in the most cherished sense of the word. Located in the heart of Manhattan, The Yale Club of New York City is a haven of camaraderie and impeccable service, where guests experience old-fashioned warmth and tradition along with modern technology and amenities. Ensuring consistently positive member and staff experiences while staying relevant to a future pipeline of members is of utmost importance.

We are leading the search for a new General Manager/Chief Operating Officer - this is an extraordinary opportunity to guide this historic club. Preferred candidates will be professionals who understand how to develop initiatives and solutions relevant in the club and hospitality world, lead technology transformation and ensure best practices, while maintaining the deep shared 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, hotel/accommodations experience and union relations knowledge. This is the perfect opportunity for a polished professional who is the epitomizes and appreciates Yale University's values, diversity, inclusion, and all the history it embodies.

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

### **THE YALE CLUB OF NEW YORK CITY**

The Yale Club of New York City has members from around the world. Its membership continues to evolve and reflect the values, traditions, and above all, love for the University. Its membership is restricted almost entirely to alumni and faculty of Yale University. Three other, smaller clubs also are in residence at the Yale Club: the Dartmouth Club, the Virginia Club, and the Delta Kappa Epsilon Club. Members of these other clubs have the same access to the clubhouse and its facilities as members of the Yale Club itself.

The Club sits at 50 Vanderbilt Avenue, in the heart of midtown and literally steps away from Grand Central Station. The Clubhouse was designed by James Gamble Rogers and hailed for its dignified neoclassical design. Upon opening its doors in 1915, the building became the largest Clubhouse in the world and continues to be the largest college clubhouse in existence today. The 22-story clubhouse offers a rich history of ambience and civility, as well as an array of modern amenities enhanced by the recently completed \$40 million capital investment program. With 138 guest rooms, three restaurants and bars and a rooftop terrace venue, a Fitness and Squash Center consisting of three international squash courts, cardio machines, a weight room, a variety of fitness classes and a plunge pool, a 40,000-volume full-service library, and an exceptionally active programming and events schedule, hosting nearly 300-member activities each year, the Club is home to over 11,000 members, approximately 2,500 of whom live in the City.

The Yale Club is recognized annually as a Platinum Club of America and is proud to offer exceptional amenities and services, while providing the unique space celebrated for its warmth, timelessness, and understated elegance. The Yale Club strives to be relevant to today's modern club member needs and desires and has added value for their family-focused members by providing activities, programming, and facilities that the entire family can enjoy.

Members have access to more than 100 reciprocal clubs around the world, one of the most vibrant and expansive reciprocal programs of any club in the country.

*“The Yale Club of New York City is a home away from home for alumni and their families.”*

#### **THE YALE CLUB BY THE NUMBERS:**

- Gross volume – approximately \$42.6M
- Membership fees and dues revenue – approximately \$13.6M
- F&B volume – approximately \$14.6M; 36% a la carte 64% catering and events
- Rooms (accommodations) volume – approximately \$11.3M
- # of Employees (FTE) 167 in season; 123 out of season, plus on call employees
- 22 Council (Board) Members serving three-year terms; 13 Committees including House, Activities, Athletics, Membership and Marketing, Library, Audit, Finance, University, Young Members, Human Resources, and Art Sub-Committee
- Members: 11,000+; Associate, International, Non-Resident, Resident & Suburban
- Annual Dues for a Resident Member - \$552.50/quarter; each of the other classes of membership are typically a percentage below this amount

**YALE CLUB WEBSITE:** [www.yaleclubnyc.org](http://www.yaleclubnyc.org)

#### **GENERAL MANAGER/CHIEF OPERATING OFFICER 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 all aspects of the Club's activities consistent with the policies and objectives. This is done in accordance with the rules and regulations established by the President and Council of the Club (its Board), with his/her input, and within an annual budget authorized for Club operation. The GM/COO is also responsible for cooperating with and assisting officers of the Club and chair representatives of the various committees with their functions 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 connection to the University and its values, while balancing that unique feel with the practical concerns of the business side of operations---F & B, rooms, programming, member services and amenities, HR, staff development, union requirements, etc.

While a large, diverse, and multi-faceted operation, The Yale Club requires a respectful, professional, detail-oriented leader who has the unique ability to seem to be everywhere, whether a member function, behind the scenes with staff, Council or Committee meetings, or involved in union negotiations. It takes a high energy, organized, calm and composed individual with highly developed business and personal skills to successfully manage the Club. The Yale Club is a “home away from home” for its members and the goal is that everything it provides should be performed in commensurate quality to the standards of education at the University. Ultimately, the goal is to “be the best in class” in everything The Yale Club offers!

#### **ESSENTIAL DUTIES, RESPONSIBILITIES AND COMPETENCIES OR STYLE NEEDS**

The new GM/COO is expected to provide or possess the following:

Leadership:

- A natural gravitas and engaging style, with a sincere desire to build relationships with members, staff and others who contribute to the overall well-being and success of YC. Someone who clearly “inspires” others in all that he/she does by the way in which they conduct themselves in an always appropriate manner.
- The ability to interact with and lead in an active member participatory environment, recognizing that the continuity of success to reach mutually determined goals and objectives for YC rests primarily in his/her leadership efforts.

- A strong attention to the details of success and the ability to articulate and memorialize standards expected of each contributing constituency within the YC organization.
- Keen and relevant understanding of modern social and club related trends that shape current and future recruitment and retention of members and staff, implementing or ensuring that YC is viewed as a proactive leader in innovations, engagement and satisfaction levels of members and staff.
- Embracing and appreciative of the history of Yale University and The Yale Club, able to preserve the unique atmosphere of the Club while still seeing ways to modernize and move forward.
- An especially strong financial acuity to ensure that balancing the above noted trends and issues are performed within a financial metric to maintain membership and engagement levels.
- Ability to fully engage in the continuous evolution of quality member and staff experiences; someone who can recognize what success looks like, how to implement and review SOPs, and how to motivate others to engage in a similar capacity on the journey to success. A thoughtful 'tone at the top' leader.
- Ability to develop and implement a plan to raise the awareness and stature of YC through consistent delivery of positive experience, recognition of innovative and quality programming, and through representation of the Club through its leaders in the industry.

#### Operations:

- Takes personal ownership of operations, being especially aware of the significant physical plant and overall presentation of the operation, including the need to be consistently "member ready and focused" in both appearance and service.
- Plans, develops, and administers operational procedures in concert with the Club's policies and strategic direction. Reviews staff policies with Council Members and/or appropriate committee(s).
- Develops and maintains a sound organizational plan, including proactive leadership to ensure that key staff positions and quality of personnel are in place and supportive of the big picture goals for YC.
- Provides advice and recommendations to the President, the Council Members and Committees regarding construction, alterations, maintenance, equipment, services, and any other items not approved in the annual budgets or plans.

#### Financial Management:

- Works with the President and Council Members to develop the Club's strategic direction and initiatives.
- Coordinates the development of the annual operating and capital budgets for Council approval. Monitors monthly financial statements and takes proactive corrective action as needed.
- In conjunction with key departmental Directors, ensures that YC meets its fiduciary responsibilities while conducting its business functions.
- Review and digest near term and future capital projects, needs and expectations, ensuring near-term expenditures are appropriate and well-conceived.

#### Personnel Management:

- Is actively involved in the furthering a member centric service culture: setting standards, processes, and ongoing training while providing leadership for managers and staff at YC and ensuring the staff culture is equally as positive, supported and sees the same level of personal attention and engagement.
- Ensures that a vibrant performance management system is in place and followed. Establishes a strong culture of attention to details, consistency of quality execution, positive and supportive staff engagement, and sets very clear accountabilities supported by measurable goals and objectives.
- Working knowledge of union contracts and negotiations, and more importantly having created work environments that are known for their positive culture.

#### Communications:

- The GM/COO must be an exceptional communicator, have adroit interpersonal skills and instinctively know how to make members, guests and staff feel that they are treated in a gracious, professional, and sincere manner. Further, he or she must be able to communicate these expectations to staff with diverse backgrounds and promote buy-in, so they understand and execute to those expectations.

- Must possess strong working knowledge of technology, electronic communications, and social media to be utilized in such areas such as mobile applications, member newsletters, social media, and electronic updates, and have a proactive and curious nature to continue to evaluate potential new technologies to leverage high tech to improve high touch.
- Participates in outside activities or meetings, approved by the Board of Council Members, that are deemed appropriate to enhance the image of the Club and broaden the scope of the Club's operation in the community.

### **KEY AREAS OF INITIAL FOCUS**

- In collaboration with appropriate team and Council/Committee members, ensuring that the overall financials, reports, and processes are in place and followed.
- Building employee morale and engagement, primarily by being exceptionally proactive in engagement throughout the operation, learning names, spending time to know and understand the team and issues, learning the procedures and ebb and flow of business.
- Focus on the organizational chart, determining if appropriate for near future success and filling open key positions.
- Evaluate the overall member service experience and how it dovetails with employee morale, 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, diversity of thoughts and communicate to the Council a measurable plan for 180, 365- and two-year success milestones and goal posts.
- Review and respond to the recent member survey, determining and memorializing appropriate goals, accountabilities, measures of success and timelines for accomplishment.
- Review the overall F & B operation, its consistency of execution and overall standards for success.
- 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.

### **CANDIDATE QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty. The requirements listed above are representative of the knowledge, skill, and abilities required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

### **EDUCATIONAL AND CERTIFICATION QUALIFICATIONS**

- A BS or BA degree (or equivalent) from an accredited college or university, preferably in business or hospitality management is required.
- Minimum of five (5) years' experience in a similar role, preferably in a high-end member-based facility, hotel, resort or similar member organization and previous private club experience and knowledge of their culture a plus.
- A CCM and CCE designation or similar accreditation outside of the club industry is desirable.

### **SALARY AND BENEFITS**

Salary is open and commensurate with qualifications and experience. The Club, along with the typical executive staff 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.

**Preparing a thoughtful letter of interest and alignment with the above noted expectations and requirements is necessary.** Your letter should be **addressed to Mr. Neil Hohmann and Ms. Yoshiko Inuoe, Co-Chairs of the Search Committee**, and clearly articulate why you want to be considered for this position at this stage of your career and why The Yale Club and New York City will be beneficial to you, your family, your career, and the Club if selected.

***Your interest in this role must be communicated in the above manner no later than December 1, 2019 and preferably sooner. Interviews are expected to occur in early January with the process completed later that month and the new GM/COO assuming his/her role in a reasonable amount of time thereafter.***

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

“Last Name, First Name - Resume” &

“Last Name, First Name - Cover Letter – YALE CLUB”

(These documents MUST 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](mailto:patty@kkandw.com)

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