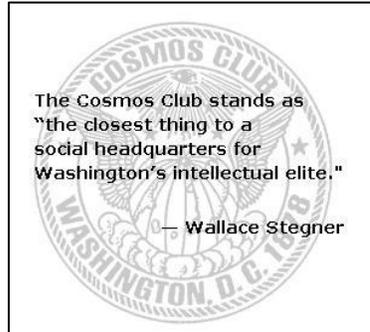


# KOPPLIN & KUEBLER

*"The Most Trusted Names in Private Club Executive Placement"*



## COSMOS CLUB

Washington, D.C.

**General Manager (GM) Search**

### The Club

Located in the heart of Washington, DC, the Cosmos Club is a haven of refined elegance and impeccable service, where guests experience old-fashioned warmth and tradition along with modern technology and amenities. The Cosmos Club is a private social club, incorporated in Washington, D.C. in 1878 by men distinguished in science, literature and the arts. In June 1988 the Club voted to welcome women as members. Since its founding, the Club has elected as members individuals in virtually every profession that has anything to do with scholarship, creative genius or intellectual distinction.

Among its members, over the years, have been three Presidents, two Vice Presidents, a dozen Supreme Court justices, 32 Nobel Prize winners, 56 Pulitzer Prize winners and 45 recipients of the Presidential Medal of Freedom.

The Club has a full panoply of programs for every member interest. Cultural programs include evening lectures, Noon Forums, musical concerts, book and author dinners. A well-stocked library offers members a quiet haven. Among the social activities are movie nights, seasonal dinner dances and other special dinners. There are sightseeing and travel, chess and bridge tournaments and "clubs within clubs" for members with special interests — Cosmotographers, wine lovers or computer enthusiasts, for example.

Members can entertain guests at the Club for meals and most Club programs, and may arrange for guests to use bedrooms, fifty of such that are distributed throughout the original Townsend mansion that serves as the clubhouse, and in the connected Hillyer House. The elegant French Renaissance structure, set amid multiple garden and patio areas, is notable for its splendid walls of

Indiana limestone. Within the ornate iron-grated doors are spacious dining rooms, convenient meeting places, comfortable lounges, cocktail room and bar. Especially notable is the baroque Warne Lounge on the second floor. Initially built as a ballroom, it is used by the Club today for musical concerts, receptions, dances and other important events. The Powell Room on ground level is used for lectures, for special events such as wine tastings, luncheons and dinners for large groups, new member dinners, and for the Club's Anniversary celebrations and annual meeting.

A distinguishing feature of the Club is the great deal of effort spent by members in managing its affairs. More than 20 standing and special committees are appointed each year, involving some 350 members. Committee service provides a stimulating opportunity to benefit the Club and is often the route to elective office.

Another of the many unique features and strengths of the Club is its Cosmos Club Foundation, begun in 1998. Its largest activity is a program of small research grants for graduate students enrolled in selected universities in the Washington, D.C. area. Foundation trustees receive 200 or more applications each autumn and rank them based on merit and the likelihood of significant research results. The process is very selective; only about 10% of the proposals submitted are funded, and they are of such high quality that the results of the research are likely to be widely recognized. Recipients are designated 'Cosmos Scholars'. The program thus has a two-fold public benefit—graduate-student assistance and increase in knowledge, and reflects the Club members' interest to advance science, literature, and the arts and humanities through awards and grants for charitable and educational purposes.

### **Club Facts**

- The Club enjoys a total membership base of approximately 3,089 members in Full, Junior, Senior and Emeritus categories.
- The Club is governed by a Board of Management, comprised of a President, Vice President, Secretary and Treasurer, along with nine other elected Board Members and the retiring President. Additionally, the House Committee of the Club serves as an intermediary and operating arm between the Board and the General Manager.
- Overall gross revenues of the Cosmos Club are approximately \$13.0M, with food revenues of nearly \$3.6M, beverage volume of approximately \$930,000.
- Of the approximately \$4.5M in F & B volume, ala carte dining is about 50% of the mix, with catering and member functions representing approximately 40% and 10% of the remaining mix, respectively. Food cost runs around 33% of gross sales.
- There are approximately 120 FTE employees at the Club.
- Direct reports, under the existing organizational chart, include the Controller, Director of HR, Director of F & B and Assistant General Manager, with an array of next level managers and supervisors reporting to each of them.
- The Cosmos Club is organized as a 501C7, not for profit organization.
- Over 120,000 covers are served each year at the Club
- The Club has 50 sleeping rooms available for members and guests.

## **The Role**

The General Manager oversees all aspects of the Club's operating and capital budgeting, as well as operations. He/She is a primary conduit for communications between the Board of Management, House Committee, standing Committees, staff and membership. An active and invested Board and Committee system looks to the General Manager to be an equally engaged partner who will provide outstanding and professional leadership and management competencies, and present thoughtful, insightful and pro-active strategies for short and long term operational success. Having sound financial acumen is a foundational competency of the new GM.

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 club 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 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 Cosmos Club is of utmost importance; this is not a role for a general manager with a default for the administrative side of the business (which is certainly of keen importance as well).

The General Manager 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.

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 Focus**

- Reviewing the overall organizational structure (staff) of the Club, evaluating the team, its standard operating processes, and determining/recommending to the Board appropriate long term solutions to meet targeted improvements.
- Evaluating the Food and Beverage operation to determine its strengths and weaknesses in meeting majority member expectations; designing a plan for enhancements as identified in

the review process.

- Working with the Board to create a sound strategic plan process which, among other critical issues, identifies long term strategies for communications success.
- 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.

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Candidates with experience in a similar club environment, serving in the role of General Manager, or those with exceptional experience in an AGM capacity will be considered, but only in the latter case with verification of mentoring under a consistently well-regarded and exceptional General Manager and at a club with an outstanding reputation.

Compensation: The club will offer a competitive compensation plan, along with standard benefits and perks.

### **INTEREST AND INQUIRIES**

If interested, please email your resume and a thoughtful cover letter, in Word or PDF format, detailing your alignment with the above outlined qualifications (*IMPORTANT: save and send your resume and letter in the following manner --- Last Name, First Name Resume and Last Name, First Name Cover Letter*) to:

**Nan Fisher**

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