

# the globe

Success Through  
Worldwide Connection

Newsletter of the Association of College and University Clubs

January 2005

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## Fresh Start for Building Profits

### Kick Off the New Year with Your Own Points of Profit™ Review By Ron Yudd

As you and your team get ready to jump into the New Year and all the activities it will bring, it's the perfect time to create and conduct your very own Points of Profit™ review.

Often times because of the nature of our industry we can get so caught up in the day-to-day operations and the daily problem solving that goes along with it that we don't take the time to step back and look at things objectively and analytically.

A Points of Profit™ review involves identifying all the key points along the path of your daily business cycle that can have a positive or negative impact on your profitability. It's a step-by-step process of rooting out problems, enhancing the things your team does well and identifying profit opportunities that may exist along the path.

The following are the five major areas that we use to frame our customized 200 Points of Profit Program™ that we conduct in restaurants, foodservice operations, private clubs and hotels worldwide. The goal in this brief article is to simply provide you with a working frame to develop your own Points of Profit™ review. You can then use this frame to periodically conduct your own check-up. Each time we perform this review for our clients we try to leave them with the key understanding that they should utilize this program to manage their operations in the future.

As you go through the following five major areas think about the team member or associate in your organization that you will assign responsibility and accountability.

Another key is thinking of this as taking a physical walk through your operations. We like to recommend doing this with "childlike eyes", pretending that you are seeing it all for the very first time and you are filled with curiosities and questions. Walk the path or process from back door to guest table and then walk the path your guests follow from front door to guest table. Here are some of the points to "look" at with your "childlike" eyes as you walk your operation.

#### The Top Five Points of Profit™

##### I. Yourself and Your Team

Always start with the most important asset in your business cycle—you and your people! People, much more than systems drive profits. The level of leadership within your organization is directly related to the level of profitability. Take a look at your own development

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ACUC Web site  
[www.acuclubs.org](http://www.acuclubs.org)

Interested in showcasing your club on the front page of the site?  
Contact ACUC at [acuc@acuclubs.org](mailto:acuc@acuclubs.org) for further information.

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## About the CMAA Exposition

CMAA's 28th Annual Exposition will be held Sunday and Monday, February 27 and 28 in Hall E of the Ernest Morial Convention Center. Please wear your badge to gain admittance to the show. There is no charge to attend. Please stop by CMAA Exhibitor Registration in front of Hall E to obtain an Expo Swipe Card. You may use this card to participate in the grand prize drawing at designated locations throughout the Exhibit Hall. The grand prize consists of an exciting trip for two, including round-trip airfare and hotel!

The CMAA show has over 400 companies displaying products and services that are utilized at private clubs such as: accounting and data processing services; club planners, architects and interior design firms; banquet service accessories and equipment; beverages, spirits and beverage dispensing systems; centerpieces, table mats and linens; computers (software and hardware); cookware and serving systems; emergency medical equipment; environmental products; fitness center design and management; food, food products and foodservice distributors; furniture; indoor/outdoor cleaning equipment, supplies and services; lighting and candle ware; kitchen equipment; guest and member lodging accommodations; menus and menu accessories; paper and plastic products; restroom equipment, supplies, toiletries and amenities; silver, silver plate, restoring and detarnishing; table skirting; tableware; uniforms; vacuums and carpet sweepers; wholesale procurement services and buying groups; wines and wine equipment *and many, many more!*

Time has been allowed in the ACUC Conference schedule for ACUC attendees to visit the Expo. Take a few hours to stroll through this tremendous exposition. Your Conference portfolio will contain the *2005 Trade Show Map* in which the exhibitors are listed by company, as well as product or service. This *Map* will also feature the designated swipe card locations for the grand prize drawing. Show hours are: Sunday, February 27: 9:30 a.m. – 3:00 p.m. and on Monday, February 28: 11:00 a.m. – 3:30 p.m.

### T-SHIRT SWAP!

**Opening Welcome Reception – Saturday, February 26, 2005  
6:00 – 8: 30 p.m. – International House Hotel Teutonia Rm., 2nd Fl.,  
Main Hotel**

Yes, once again, the ever-popular t-shirt exchange will take place at the Opening Welcome Reception in New Orleans. For each delegate or companion attending, please bring one t-shirt, size XL with your college/university or club logo to exchange at this reception. If you're attending ACUC's meeting for the first time, this t-shirt exchange will be a great way for you to increase your t-shirt collection. And if you've been attending ACUC for a long time, you can add another unique t-shirt to your Conference collection.

Come and join your colleagues and meet new ones at a fun reception. ACUC is providing heavy hors d'oeuvres and a hosted bar. Enjoy your colleagues in a relaxed atmosphere!

# "CAJUN FAIS DO-DO"

**CMAA's Opening Event, Monday, February 28, 2004  
New Orleans Marriott Hotel**

Let's go Cajun crazy at the Louisiana SwampFest – an event you won't want to miss. On this night you will experience a bit of the Bayou as you are transported deep into the swamps in Cajun Country.

Leave your diet in your hotel room—the food at this event will be hard to miss! Be sure you taste the fried alligator, boudin, crab cakes with crawfish sauce, catfish po-boys, crawfish bread, cracklins and pecan candy from some of the best Chefs in Southern Louisiana.

Immediately upon entering the Ballroom you walk over an actual 24' long swamp bridge, surrounded by a 3-D swamp scene complete with water filled ponds, indigenous swamp foliage - Palmettos, Palms and Arborescences. An eerie atmosphere is created as smoke drifts from below as various animals, including 6' alligators and turtles (are they real???), accent this vignette.

Bring your dancing shoes, because we have a huge stage with Louisiana artists performing the finest Cajun and Zydeco sounds.

Adding to the list of things to explore at the SwampFest, be sure you check out the card readers while enjoying the mysteries of Louisiana swamps, hauntings and voodoo spirits. Watch out for the pirates and other special surprises!!

ACUC members who also register for the discounted Full Registration fee as non-members of CMAA's Conference, may attend this event. Individual tickets to this event will also be available for purchase up until 12:00 noon, Monday, February 28.



## Regional Directors

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## ACUC 28th Annual Conference – Schedule of Events

Please note: All ACUC Conference programs will be held in the International House Hotel on the 2nd floor of the Conference Center. ACUC activities and programs are highlighted in BLUE.

### Friday, February 25, 2005

- 1:30-4:00 p.m. ACUC Board of Directors Meeting – Conf. Ctr., 3rd Fl., Meeting Room A
- 5:00-7:00 p.m. Early Registration & Social in the Cocktail Lounge– Registration takes place in the Conference Center's 2nd floor Foyer

### Saturday, February 26, 2005

- 7:00-7:45 a.m. Continental Breakfast in the Meeting Room Room – Conf. Ctr. 2nd Fl., 2nd Floor Conference Room
- 7:00-8:00 a.m. Registration – Conference Center's 2nd floor Foyer
- 8:00-9:45 a.m. Welcome/Introductions/Idea Sharing
- 10:00-11:30 a.m. "The S.T.A.R. Within You" – Kevin MacDonald
- 11:45 a.m.-12:45 p.m. Luncheon – Conf. Center's 2nd Floor Ballroom
- 1:00-2:30 p.m. "High Performance Management in Budget-Cutting Times" - Debra Cannon, Ph.D., CHE
- 2:45-5:00 p.m. Idea Fair Presentations and Focused Roundtables
- 6:30-8:30 p.m. Opening Welcome Reception and Tee Shirt Exchange Exchange – Main Hotel, Teutonia Room, 2nd Floor

Please bring two extra-large tee shirts from your college or university to be exchanged at this reception.

- 9:00-10:00 p.m. Hospitality Room Open Teutonia Room, 2nd Floor, Main Hotel

### Sunday, February 27, 2005

- 7:00-7:30 a.m. Continental Breakfast in the meeting room – Conf. Center 2nd Fl., Conference Room NOTE: Continuous bus shuttles to the Ernest N. Morial Convention Center begin operating at 7:00 a.m. from the New Orleans Marriott Hotel, 555 Canal Street
- 8:00-9:30 a.m. ACUC Members attend CMAA Featured Education Speaker, Niall Flanagan, Ernest N. Morial Convention Center. Please refer to CMAA Conference brochure that accompanies this program for details on this event.
- 9:30-10:30 a.m. or between Visit the CMAA Exposition. Hall E, Ernest N. Morial Convention or between Center and the CMAA Member Services Pavilion, Preservation Hall, 2nd Floor, Marriott Hotel
- 11:45 a.m.-5:00 p.m. (Idea Fair exhibits, BookMart, Executive Career Services, CMAA Membership Information and Premier Club Services). Also a good opportunity to visit the International Wine Society and The Club Foundation auctions, Preservation Hall Foyer, 2nd Floor, Marriott Hotel.
- 10:45-11:30 a.m. ACUC Annual Meeting – Conference Center 2nd Floor Conference Room
- 11:30a.m.-1:30 p.m. ACUC Board of Directors Meeting - Conference Center, 3rd Fl., Meeting Room A
- 6:30-9:00 p.m. Group Dinner Outing – Muriel's on Jackson Square, New Orleans
- 9:00-11:00 p.m. Hospitality Room Open – Teutonia Room, 2nd Floor, Main Hotel

**PLEASE NOTE: If you are staying through Monday, February 28, ACUC attendees are invited to attend the CMAA Opening Business Session held from 8:00-11:00 a.m. in the Ernest N. Morial Convention Center. The Keynote Speaker is Ronan Tynan – "Hitting the High Notes: Living Life to the Fullest." Bus shuttles will operate continuously from the New Orleans Marriott Hotel, 555 Canal Street.**

## Conference Speakers

### Kevin MacDonald — Clarity Success Coaching "The S.T.A.R. Within You"

Kevin MacDonald is a coach and a former club manager. He is the past president of the Dogwood chapter of the Club Managers Association of America (CMAA) and served on the international task force on club management. Beginning in September 2003 Kevin has been retained as the coach for CMAA. He is a member of the International Coach Federation and received his coach training from Coach U and is the leader of the local Vancouver Coach U chapter. His articles can be read each month in the CMAA publications, *OUTLOOK* and *Chapter Digest*, and more information about coaching can be viewed on the CMAA Web site in the Coach's Corner. Kevin is passionate about doing what he can to encourage professionalism, confidence and the personal power of club managers and their people.

His focus now as a coach is to inspire his clients and help them learn the skills they can use to elevate their lives. Kevin empowers his clients to gain clarity about what is important, to take action toward their vision and through profound changes in behavior, attain the results they want in life.

One organization for which Kevin spoke describe him this way: "When Kevin speaks, he speaks from the heart with warmth and humor. He is a polished storyteller with an ability to deliver a message that makes a lasting impression on those in attendance. He has the ability to make each person realize the difference they can make." Kevin believes that knowing who you are is critical to your success. Kevin's business and management background, combined with his exceptional coaching skills, make him an asset in any people development initiative.

His focus as a speaker is to bring his coaching skills to presentations so that those in attendance leave inspired and in possession of tangible concepts that they can use to change their lives and with action in mind that they can take that will start to change their behavior so they begin to see the results they are wanting in life.

MacDonald's "**Star Within You**," identifies what makes a S.T.A.R.: **S**ee what is needed; **T**enacious with standards; **A**ccountable for their attitude; and **R**elentless about reaching results. Stars are people who perform a skill or exhibit a characteristic that we can look at and appreciate that it is being done at a high level. You will learn about the star qualities that you already possess, and you will be helped to recognize some of the star qualities in the people you lead with the goal of enabling you to lead an organization with starts who support you to deliver your very best.



### Debra Cannon, Ph.D., CHE "High Performance Management in Budget- Cutting Times"

Dr. Debra Cannon is the Director of the Cecil B. Day School of Hospitality in the Robinson School of Business at Georgia State University. On the faculty since 1991, Dr. Cannon's area of specialization includes human resources and quality service management. She has extensive industry experience and was the Corporate Director of Professional Development for the Ritz Carlton Hotel Company. Cannon was on the team that wrote the Ritz-Carlton's first application for the Malcolm Baldrige National Award.

Dr. Cannon is the executive editor of *Praxis — the Journal of Applied Hospitality Management* and co-author of *Training and Development for the Hospitality Industry*, published the Educational Institute of the American Hotel and Lodging Association (2002). She is also a certified Hospitality Educator and is certified by the Educational Institute to teach this program worldwide.

Dr. Cannon has conducted numerous professional development programs for the hospitality industry. She has made presentations at the national conferences of the International Council of Hotel, Restaurant and Institutional Education (CHRIE) and Club Managers Association of America (CMAA). She is the faculty coordinator and an instructor for the Business Management Institute (BMI) I at Georgia State sponsored by CMAA. She developed Club Supervisors University for present and upcoming supervisors in the club industry in conjunction with the Georgia Chapter of CMAA.

Dr. Cannon is on the Board of Directors for the Atlanta Convention and Visitors Bureau and the Georgia Hotel and Lodging Association. She is a Commissioner on the Accreditation Commission of Programs in Hospitality Administration. She is also a member of the Master Club Managers Academic Council for CMAA. Dr. Cannon is currently Director of Chapter Services for CHRIE. Her doctorate degree, from Georgia State, is in human resources development.

Dr. Cannon's presentation, "High Performance Management in Budget-Cutting Times," recognizes that almost every university club is experiencing the same budget scenario — cuts, cuts and more cuts. As budgets go down, member expectations seem to be on the increase. Faculty clubs are compared to the luxury segment of private clubs and hotels, as well as fine dining



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# Fresh Start for Building Profits

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as a leader and then what your plans are for your key people over the next year.

- Levels of Leadership in Each Profit Center-Plan for Developing Key Players
- Self Examination - Managing the Team vs. Coaching the Team
- Content of and How We Orient New Staff and/or Temporary Seasonal Staff
- Core Staff Development - Less Staff Coupled with Higher Skill Inventory
- Levels of Accountability Along the Path-Personal Responsibility
- Growing vs. Dying - Time to Nurture vs. Time to Prune

## II. Back of the House

After your people review—begin to investigate your systems. The heart of the house is where the cycle really starts. The daily business cycle starts with your purchasing decisions and follows the path from receiving, to storage to issue and then into production and service of

the products. Think about the steps a product may take along this path. Literally walk it through the process. Notice the stops it makes along the way. Who is accountable for the product at each step, is it secure, if it's a food item is it safe (time and temperature) at each stop?

One way to build your points of profit list in this area is to make a list of the stops along the way the products make and then begin to create a checklist of how you want them to be handled at each stop.

Look at this daily cycle for each one of your profit centers. Each profit center, no matter how small it may be, goes through some form of this cycle each business day. Here's a quick reference to frame your review:

- **Purchasing** - bidding process, prices, quantities, frequency of delivery
- **Receiving** - procedures and tools
- **Storage** - breaking things down, how quickly from receiving time

- **Issuing** into production - who, how much and when
- **Production and Finishing** - timing, security and accountability

## III. Front of the House

Yes—this is about service but not just "service" alone. This process takes a look at how we are interacting with the guest/client/member/customer from all perspectives. It looks at how we disseminate menu and member information, answer the phones, respond to requests, handle demanding guests (you know exactly what I mean) and interact on all levels of our organization. It studies how we greet our guests whether it's at the front desk or tableside, behind the serving line and on and on. Several key areas to zero in on as you build your list:

- Service Standards - coupled with clear expectations for performance

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Ron Yudd is an internationally recognized expert in profit analysis, leadership development and creating service excellence. He is a sought after speaker, trainer and business coach. He is often called upon to speak to industry leaders, managers and associates on both profit strategies and re-energizing their passion for service. He combines a motivating style with practical "take home" ideas.

Ron is the President of Points of Profit Leadership Inc., an organization that helps companies focus on profit enhancing strategies by effectively developing their managers into leaders.

Ron has an extensive operations background. He held the position of Director for the United States Senate Restaurants in Washington D.C. He served in the Senate for over 21 years. This operation did over 8 million dollars per year in sales and served over 10,000 meals per day in 12 separate restaurant operations. His guests, associates and staff still refer to Ron as "The Senator of Service".

He travels the United States conducting seminars and workshops in "Creating Excellence" "No One Escapes Service" "Leadership for the Bottom Line" and "Mentoring Today for Leaders Tomorrow". He is also the author and producer of several best selling audio learning tools that include the titles Passion for Service, Fifty Points of Profit, Leadership Legacy and Creating Excellence-The Steps to Build an Effective and Lasting Organization.

In 1998 Ron founded the Leadership Cares Foundation, an organization that teaches young adults "hands on" leadership skills in order to equip them with marketable skills they can use to be successful in the workplace and in their communities. The young people learn these skills by being directly involved in operating the three outreach programs in mentoring, literacy training and hunger relief.

His Leadership and Points of Profit™ workshops are very popular with CMAA chapters around the U.S. You can contact Ron and subscribe his free industry newsletter by visiting his website at [www.ronyudd.com](http://www.ronyudd.com).



# Fresh Start for Building Profits

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- Service vs. Hospitality - Mechanical vs. Personable
- Serving Each Other - levels of interdepartmental and personal service

## IV. Day to Day Operations

This area of review involves looking at the things that you do everyday. It's a review of some of the policies and procedures that may have been in effect for a long time and are taken for granted, abused or not even followed any more. Here's just a few to think about:

- Employee meal policy
- Employee uniform and sign-in sign-out policy
- Review of first half hour of every shift and the last half hour of every shift
- Cash handling policy and procedures
- Reconciliation of products consumed vs. Products sold - Center of the plate items at a minimum should be monitored each and every shift.
- Security of all products along the path-food and non-food.

## V. Opportunity Hunting

This area a lot of times can be the most fun because it involves stopping for a

moment and looking at the opportunities that may exist within the operation. It really is hunting for areas that are crying out for new products and services or looking at others that simply may need a little enhancing or additional attention. This involves the review of sales mixes, guest comments, focus groups, surveys and seeing how industry trends may be directly applied in your operating circumstances. As you prepare for your "opportunity hunting trip" here are several areas of focus:

- Sales Building Plan-all profit centers-check average enhancers.
- Menu, product and service trends-Taking full advantage.
- Meeting the needs, wants and desires of the current market.
- Brainstorming our new signature items for each profit center.

As you map out your plans for 2005 think of this simple frame as a potential road map for you to follow as you create your own profitability check-up! It is humbly offered to help stimulate your thinking about the profit opportunities that may exist for you and your team in the New Year! Make it a happy, productive and profitable one!

## Debra Cannon, Ph.D., CHE

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restaurants. Quality performance is more important than ever in maximizing member satisfaction and revenue opportunities. This session will cover realistic approaches to enhance a club's quality results. Specific topics will include: the essential leadership role in high performance clubs; developing a strong quality club culture; building on the strengths of employees; putting the best systems to work; and recognition and rewards for quality results. The session will be informal and interactive. Participants will have an opportunity to share what has worked well in their clubs regarding quality initiatives.

## Welcome to Our New January Member!

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Alumni Relations - 120 Tremont Street

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Club Representative:

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<http://www.suffolk.edu>



**ACUC Dues** — 2005 Dues notices will be mailed to ACUC clubs in the following week.

Membership dues remain the same at \$300 for Active and Associate Clubs, \$400 for our Affiliate members and \$75 for Friends of the Association. We ask that clubs make any changes regarding address and club representatives on your renewal forms so we can update our records.

Following payment, clubs should expect to receive a packet of recruitment brochures and ACUC membership cards for club members. Additional resources can be ordered through ACUC Headquarters or on our website at [www.acuclubs.org](http://www.acuclubs.org).

**Club Profiles** — All clubs in the ACUC network are encouraged to build their club profiles online to provide club members a complete synopsis of club facilities and amenities. ACUC club delegates can log on at <http://www.acuclubs.org/ClubProfile.asp> and using your user name and password, can start building your club profile today. Current club profiles can be found online at <http://www.acuclubs.org/MemberLists.asp>



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