

the globe

Success Through
Worldwide Connection

Newsletter of the Association of College and University Clubs

July 2004

Inside This Issue:

*Strategic Planning:
Incorporating Safety in
Your Plan* 1

*The Leadership Legacy
(First in a series)* 2-3

Dr. Seuss Dinner 4

Naturally Sweet 6-7

Award Winners 8

Strategic Planning: Incorporating Safety in Your Plan

By Alan Achatz, CCM, CHE



The concept of strategic planning comes to us through the military. We can consider the process as a way considering various situations that have not occurred and determining the preparations and actions necessary in case they do!

What also helps in developing a plan is to think of how easy it is to be a Monday morning quarterback – You know everything that happened and can readily determine what should have been done. In my estimation, it is similar to being a Senate sub-committee member whose job it is to determine who is at fault! We all know that we can not predict the future, yet there are some steps we can take to reduce our exposure. First, we have to determine what events may occur at our clubs?

For purposes of this article, let's make the following assumptions applicable for most college/university clubs: the club is housed in an older building that is most likely located in a downtown area, with an aged membership and limited parking. Amenities include dining facilities, pool, exercise area, squash courts and overnight accommodations. Other considerations may include finding and retaining competent staff. So what contingencies does one have to plan for?

(continued on page 5)

A note from ACUC Headquarters

With the summer in full swing in the states, it is hard to imagine that we already have our sites set on our upcoming ACUC conference in New Orleans, LA in February 2005. Preliminary planning includes a full day of ACUC education complete with idea fair and roundtable sessions. Admission to CMAA's Opening Speaker and Exposition will also be included in the conference rate. As in 2004, ACUC will hold their conference prior to the start of CMAA's Annual Conference to allow ACUC members to take advantage of the additional professional development opportunities. CMAA will continue to extend a discounted rate to ACUC members who would also like to participate in CMAA's conference following ACUC activities. Additional Conference information will be mailed to ACUC delegates in the coming months.

ACUC Web site
www.acuclubs.org

ACUC Board of Directors

President

William P. Rothballer, CCM
University Club of Louisville
University of Louisville
Box 1389
Louisville, KY 40201-1389
Phone: (502) 852-6996
Fax: (502) 852-0163
e-mail: bill.rothballer@louisville.edu

Vice President

Thomas J. Mignano
Ida & Cecil Green Faculty Club
University of California/San Diego
9500 Gilman Dr
P.O. Box #0121
La Jolla, CA 92093-0121
Phone: (858) 534-0876
Fax: (858) 534-5719
e-mail: tmignano@ucsd.edu

Treasurer

Mark C. Tiernan
University Club/University Catering
University of Missouri
107 Reynolds Alumni Center
Columbia, MO 65211
Phone: (573) 882-9481
Fax: (573) 884-7831
e-mail: tiernanm@missouri.edu

Secretary

George Teves
The University Club at Queen's
Queen's University
168 Stuart St.
Kingston, ON K7L 2V8
CANADA
Phone: (613) 533-2846
Fax: (613) 533-6814
e-mail: gt6@post.queensu.ca

Past President

Jeffrey White
The Faculty Club
The Ohio State University
181 South Oval Drive
Columbus, OH 43210
Phone: (614) 292-2262
Fax: (614) 292-1144
e-mail: white.440@osu.edu

Membership Director

Elizabeth Latoszewski, CCM
8288 Lawrence Hwy.
Vermontville, MI 49096
Phone: (517) 726-1423
Fax: (517) 726-0990
e-mail: latosz2@msu.edu

The Leadership Legacy

Will *your* leadership leave a legacy?

What tools will help your team reach their full potential?

First in the series: The Leadership Legacy—Lead, Inspire and Make a Difference

By Ron Yudd

Associate turnover, recruiting, retention, training, service excellence, caring attitudes, developing future managers and leaders—just a short list of the concerns and worries in the life of a general manager today. All of these challenges can be grouped under one theme—leadership. This is the real challenge for the general manager today. He/she, in order to truly develop service excellence, must pass on and develop real world leadership skills in the young people within their organization. The day-to-day operational concerns and worries are only overcome by insuring that leadership is nurtured at all levels of the organization.

What does this "nurturing of leadership skills" really mean? Where does leadership come into play when the entrees for the wedding reception are not plated and the mother of the bride is looking for you? Yes—it is about organization, timing, solid communication and special event planning skills but it is also much more—it's about passing these skills and others on to those that make up your team. It's about giving to your team before you can expect something in return.

The first step in this process is to understand what real leaders are. Before you can pass on leadership skills to others you must be fully versed in them yourself. Leaders are:

1. Value Driven -They Lead by Living Their Values
2. Service Based-They Work from A Position of Service to Others
3. Problem Solvers-They Knock Down Roadblocks for Others
4. Selfless-They Deflect Praise from Themselves by Showering Praise on Others
5. Communicators-They Communicate their Vision At Every Opportunity

This is the first checklist to measure how you are doing as a leader within your organization. Understanding this foundation of leadership will help to begin the process of helping your team reach their full potential and ensure your legacy of leadership is in place.

Let's explore each of the leadership legacy qualities. Value Driven means that the actions one takes are based on the values and beliefs that they profess. They act and react in a way that is true to what they believe in and what they feel is the right thing to do or the right way to behave. There are several simple examples—being on time if you expect others to be on time, wearing the hat when you are helping in the kitchen when you expect others to follow the policy, or providing members and guests with service excellence, if you expect your staff to do the same. If the leader believes that these are important he /she lives them each day while leading the organization.

Service Based means that the effective leader is always in service to others within the organization. He/she acts as a tool giver so others can, not just get the job done, but exceed their own expectations. Making sure that others have the tools to get the job done is a mark of the "service based" leader. Are there enough B+B plates, iced tea-spoons, linen and detailed information about an event available to the team? What knowledge can be passed on to help the team learn how to do things better or easier? The service based leader is always asking the question how can I be of service to my team or how can I help them improve their performance?

(continued on page 3)

The Leadership Legacy

(continued from page 2)

The leader as Problem Solver is a simple concept. This leader is always looking for the roadblocks that are getting in the way of the success of their people. They thrive on "eating roadblocks for breakfast". They invest their time in talking with their team members to find out where the glitches or potential glitches are lurking. They seek problems out and destroy them. They fully enjoy the challenges and victories of problem solving. They base their daily success on the number of problems that were solved and the number of roadblocks that were overcome.

Selfless leaders deflect praise away from themselves by ensuring that others receive it. Envision your departing guest that raves about a particular dessert that was part of your buffet that evening. The selfless leader makes sure that the guest knows that the dessert was really the creation of the young up and coming pastry chef and that their comments will be personally passed on to her. The personal praise for the selfless leader comes in knowing that he/she provided the motivation and maybe the culinary direction for this young pastry chef to be able to succeed and blow away the guests.

Leaders as Communicators use every opportunity to talk about their vision of the operation. These leaders are the "reminders" to the staff as to exactly what service excellence and a caring environment mean. They are able to take their vision of what the Club is all about and express in practical, clear and concise language. They also have a consistent message. The vision, let's say "service excellence" means the same today as it will tomorrow. Everyone in the organization knows where this type of leader stands. Her message is clear, consistent and always part of the day-to-day operation.

These five basic qualities or "tools" of a successful leader must be firmly in place before your work team can begin to reach their full potential. These characteristics must be part of your leadership skills inventory before you can begin to teach and nurture them in your key players. Look at them again and ask yourself how you are doing in each one. Note where you are strongest and where you need to do some self-reflection.

It is interesting to note that successful businesses and successful leaders possess these qualities and work very hard at instilling them in others within the organization. This is where the concept of legacy comes in. Your leadership legacy is what you potentially leave behind in the members of your team. Have they become selfless problem solvers that live their values day-to-day in the work they perform? The best run organizations have these types of people using these types tools at all levels! When we find organizations like this it is also interesting to note that turnover is low, service excellence is high and the staff and members are the happiest. Interesting----everything we want as a general manager!

Next in the series: *The Leadership Legacy Foundation-The Three C's of Leadership*

Inquiring minds want to know...

What's going on in your region and at your club?

Submit pictures, articles, etc. to

acuc@acuclubs.org

Regional Directors

Region I: Asia, Australia, Europe and Canada

Leanne Pepper

Faculty Club
University of Toronto
41 Willcocks St.
Toronto, ON M5S 1C7 CANADA
Phone: (416) 978-6399
FAX: (416) 971-2062
e-mail: leanne.pepper@utoronto.ca

Region II: Northeast U.S.

Cem Baraz

Johns Hopkins Club
Johns Hopkins University
34th & Charles St.
Baltimore, MD 21218-2698
Phone: (410) 235-3435
Fax: (410) 467-0816
e-mail: cembaraz@jhu.edu

Region III: Southeast U.S.

Alex Hopkins

University Club/University Catering
University of Missouri
107 Reynolds Alumni Center
Columbia, MO 65211
Phone: (573) 882-2586
Fax: (573) 884-7831
e-mail: hopkinsat@missouri.edu

Region IV: North/Central U.S.

Richard A. Bruner, CCM

University Club of MSU
Michigan State University
3435 Forest Rd.
Box 27157
Lansing, MI 48909-7157
Phone: (517) 353-5111
Fax: (517) 353-1991
e-mail: bruner@msu.edu

Region V: Western U.S. and Mexico

Frank Stillisano, CCM

Faculty Club
Texas A & M University
Rudder Tower - 11th Floor
College Station, TX 77843
Phone: (979) 845-2582
Fax: (979) 862-1531
e-mail: fstillisano@mail.vpa.tamu.edu

Notes from Green Faculty Club - UC San Diego:

We are in the midst of a capital campaign to help raise 3.6 million for a much needed expansion and renovation of our 16 year old Club. We have 2.8 million so far and are hopeful that additional funds will be available by early 2005. Our business has remained strong through the first half of 2004 in spite of some very significant budget cuts campus and statewide. The second half has many opportunities with the opening of a world class conference center/ hotel with 3 restaurants less than 1/2 mile away.



We have had great fun with our special event programs this year celebrating the centennials of Dr. Seuss, James Joyce (Bloomsday) and Nobel Laureate Pablo Neruda. Special dinners were presented and nearly 500 people joined us for these "once every 100 years" celebrations. Menus are available at our website <http://facclub.ucsd.edu/>

If any one is traveling to Southern California please plan to visit our Club. And if you know of club members that will be visiting, please let me know and we will take extra care. All the best and hope to see everyone in New Orleans.

~Tom Mignano



Strategic Planning: Incorporating Safety in Your Plan

(continued from page 1)

POTENTIAL NATURAL OR MAN-MADE EMERGENCIES

Geographical considerations may include: earthquakes, tornadoes, hurricanes, snow storms, ice storms, floods, mud slides...

Then consider power failures, terrorist/hostage/bomb threats, civil disturbances such as strikes, pickets and/or demonstrations, fires, chemical spills...

EXTERNAL FACTORS

Although location can play a part in your success, it can also be your undoing. Do you have a major highway or railroad in proximity? Have you ever considered the hazardous items that these transportation specialists may be carrying past your front (or back) door?

Are you hosting an event where the guest speaker may be considered controversial? And thereby creating external strife.

INTERNAL FACTORS - WORK PRACTICES AND POLICIES

A review of the worker's compensation log for your operation will list the injuries / illnesses that have occurred.

Another thought is to discuss near misses. - Accidents that did not occur yet almost did.

Hazard Communication Standard – Are your Material Safety Data Sheet books up to date with sheets for all items in the book? Have you done your annual employee training? Do you know what chemicals should not be combined?

Blood Borne Pathogen policy – Are you doing the required annual training and instructing your staff how to deal with bodily fluids?

Lockout / Tagout policy – Do you know the requirements for this often neglected policy that impacts your club?

Personal Protective Equipment – Are you supplying your employees with all the equipment they need to do the tasks to which they are undertaking?

WHAT SHOULD YOU DO?

Conduct a facility assessment and consider the worst case situations for all internal and external eventualities.

Consider all likely scenarios and include the responsible person (with their current phone number) to assist in each specific incidence.

Determine which hospitals and/or emergency care facilities are best suited to handle all eventualities.

Develop an emergency evacuation plan including primary and secondary egress routes.

Consider who will be the emergency coordinator? Who is the club spokesman? Who is in charge of roll call procedures? Shut down of equipment/utilities?

Have you considered how to evacuate handicapped guests/employees?

What will you do for those whom English is a second language?

PRACTICE, PRACTICE, and PRACTICE SOME MORE

For quite a few of the above scenarios, you must consider getting the members, guests and staff safely out of the building.

Until you intentionally pull your fire alarm, you do not know what your staff and possibly guests will do. Will they just stand there doing their own thing or will they get out of the building? Where are the staff's roll call areas? Did you get everyone out? Do you have a way of ascertaining everyone is out? Can everyone hear the horn/alarm?

Most of these questions can only be answered if you do a drill.

"Well," you say, "the members will get mad if we do a drill and inconvenience them." I personally think your Board will pat you on the back for taking this proactive approach.

Or maybe, you should just consider what that Monday morning quarterback will ask you after one of those things

Alan E. Achatz, CCM, CHE is a former club manager who now assists clubs and CMAA chapters with OSHA education programs and OSHA policy development. Additionally, he is an instructor of the NRA Education Foundation ServSafe® Essentials course. He may be reached at www.akaachatz.com

Naturally Sweet

Dr. Sandy Kapoor is a nationally recognized expert in the fields of cuisine, nutrition, food science and education. Here she answers a question that she has often been asked and may be on the minds of some of your members.

Question: As a diabetic, I obviously have to be careful about my sugar intake; however, can I still enjoy desserts without using sugar substitutes?

Answer: Fortunately, for most people with diabetes, it's okay to eat sugar in moderation. Just like starch sugar is a carbohydrate, and both sugar and starch can raise blood glucose levels. It's the amount of carbohydrate, not the source that matters. This one of the reasons I prefer to sweeten the more than 150 delicious desserts in my cookbook with only natural sugars, no artificial sweeteners.

My favorite sweetening agent for delicious desserts is naturally sweet fruit—fresh, frozen, canned or dried— and fruit purees, spreads, juices, or juice concentrates, alone or in combination with other sweetening agents. For example, fresh, ripe peach slices are drizzled with warm raspberry spread and arranged attractively on an oat bran crust to create a stunning but light dessert tart while apple juice concentrate adds a charming fruity sweetness to a fragrant East-meets-West five-spice cornmeal muffin.

Molasses, maple syrup, honey and brown sugar are not significantly more nutritious than granulated sugar, yet they serve as sweetening agents in many of the delicious desserts because of their rich or light, creamy flavor, full body, ability to hold moisture or yield a smoother texture. Additionally, honey has a milder effect on blood sugar than other carbohydrates because the sugar it contains is one-third to one-half fructose, which is absorbed without triggering insulin.

Another method employed to reduce the sugar is to enhance the sweet-

ness with a sprinkle of spice or a splash of flavor extract. For example, adding a dash of vanilla extract brightens the fruity flavor of fat-free strawberry cream cheese before spreading it on oven-crisped tortilla. Decorating the top with fresh summer fruit completes this east-to-make and colorful dessert pizza. Aromatic cinnamon, cloves, cardamom, allspice and red peppers flakes spice up juicy pineapple cubes in a sweet marinade.

I also recommend that sweet frostings or syrups on desserts such as cakes, bars, soft cookies and pancakes be eliminated, reduced or replaced with a fruit sauce or spread, sliced fruit or a scoop of reduced-sugar and reduced-fat frozen yogurt or ice cream. To further maximize their sweet flavor, desserts—including baked goods, cooked fruit desserts,

puddings, custards and flan—can be served warm or at room temperature rather than chilled. For example, whole wheat raisin drop biscuits lightly sweetened with ripe banana puree and brown sugar are heavenly right out of the oven perfumed with the sweet scent of cinnamon. Even frozen desserts will taste sweeter if severed slightly softened rather than frozen hard. It is no wonder young children stir their ice cream before they eat it



Dr. Sandy Kapoor

Sandy Kapoor, PhD, RD, FADA

Professor, The Collins School of Hospitality Management, California State Polytechnic University, Pomona uses only natural sugars as sweeteners in the more than 150 delicious dessert recipe in her book, *Delicious Desserts When You Have Diabetes*.

For additional information, contact Sandy Kapoor at (909) 869-4286 or skapoor@csupomona.edu

Notes from ACUC Headquarters

ACUC Dues – 2004 Dues paying members should expect to receive a packet of recruitment brochures and ACUC membership cards for club members in the coming weeks. Additional resources can be ordered through ACUC Headquarters or on our website at www.acu-clubs.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>

Whole Wheat Cinnamon Raisin Drop Biscuits

Yield: 20 biscuits

1 cup whole wheat
pastry flour or whole wheat flour
3/4 cup + 2 tbsp all-purpose flour
1/2 cup firmly packed light brown sugar
1 tbsp baking powder
1 tbsp ground cinnamon
1/4 tsp baking soda
1/4 tsp salt
3 tbsp stick margarine, chilled
2/3 cup firmly packed raisins
1 cup pureed very ripe banana (2 medium or
1 large)
2 large egg whites
1/2 cup unsifted powdered sugar
2 tsp (or as needed) fat-free milk

NUTRITIONAL FACTS

Serving size: 1 biscuit
Calories: 118 (14% from fat)
Fat: 2 g (.4 g sat, .8 g mono, .6 g poly)
Protein: 2.1 g and 7%
Carbohydrate: 24.3 g and 79%
Fiber: 1.5 g
Cholesterol: 0 mg
Iron: .9 mg
Sodium: 108.7 mg
Calcium: 16.7 mg
Diabetic exchanges: 1/2 starch; 1/2 other car-
bohydrate; 1/2 fruit; 1/2 fat

Because these lightly sweetened crisp-crustured yet tender biscuits require no kneading or rolling, they are easy to make. Fragrant with cinnamon and a hint of banana, they are heavenly warm out of the oven, drizzled with powdered sugar frosting. Use as a healthier alternative to the traditional cinnamon roll.

Preheat over to 400 degrees F. Coat two baking sheets with butter-flavored vegetable oil cooking spray. Combine flours, brown sugar, baking powder, cinnamon, baking soda, and salt in medium bowl. Mix until blended. Cut margarine into dry ingredients with a pastry blender or two knives until mixture resembles coarse crumbs. Mix in raisins. Combine banana and egg whites in a small bowl. Mix until well blended. Mix liquid ingredients into dry ingredients until just moist soft dough forms.

Drop 20 biscuits by teaspoonfuls onto prepared baking sheets. Bake until golden or about 12 minutes. Combine powdered sugar and milk in small bowl. Beat until smooth and or frosting consistency. Frost biscuits warm out of the oven and serve immediately.

Adapted from *Delicious Desserts When You Have Diabetes*, by Sandy Kappor.



Questions or concerns about your **ACUC membership**? Contact Erin Herzog at (703) 299-2630 or via e-mail at erin.herzog@acuclubs.org.

2004 ACUC Award Winners

At ACUC's 27th Annual Conference in Anaheim, Leanne Pepper of the University of Toronto Faculty Club presented two idea fair entries to the ACUC conference attendees. With overwhelming support Leanne brought home 1st and 2nd place in the 2004 ACUC Idea Fair. Handouts from the education session can be downloaded online at <http://www.acuclubs.org/conference.html>.

1st Place
Ms. Leanne Pepper
University of Toronto Faculty Club
Topic: Protocol and Etiquette

2nd Place
Ms. Leanne Pepper
University of Toronto Faculty Club
Topic: Weight Watchers

At ACUC's 27th Conference in Anaheim, the Board of Directors reviewed and voted on the 2004 winner of the Jack Shrader Scholarship award. The Jack Shrader memorial scholarship was established in 1991 by the Association of College and University Clubs to honor the memory of Jack Shrader. Mr. Shrader was the manager of the University of Texas Faculty Club in Austin, TX for sixteen years and one of the founding members of ACUC. He was a dedicated club manager who cared greatly for his employees and encouraged their professional and personal development at all times. The 2004 Jack Shrader Award recipient is Mr. Andrew Leighton from The Carolina Club in Chapel Hill, NC. Mr. Leighton will receive a \$1500 scholarship to be used towards his professional development in the club industry. Congratulations Andrew!



Interested in applying for the 2005 scholarship award? Scholarship forms can be found online at www.acuclubs.org. The deadline for applications is *December 31, 2004*.