

# the globe

Success Through  
Worldwide Connection

Newsletter of the Association of College and University Clubs

September 2004

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## The Answer is Yes, What is the Question?

**Bonnie J. Knutson, Ph.D.**  
**The School of Hospitality Business**  
**College of Business, Michigan State University**

Nearly a half century ago, business guru Theodore Levitt said that the purpose of business is to make and keep customers. It might seem that his admonition is just plain common sense, not some cutting edge revelation. On the other hand, growing competitiveness for members' time has forced many COOs and Boards to believe that the purpose of clubs is making money. The focus on revenues, ROIs (Return on Investment), escalating dues and assessments, cost containment, and a series of sophisticated business school jargon has drawn attention away from the real purpose of clubs: to make and keep members. No one is suggesting that revenues are not important. They are critical in an industry that lives on cash flow, like clubs. Without adequate revenues (and cash flow) a club "ain't no more." So let's give Levitt's definition a club marketing perspective: Marketing is managing your club's brand so that members recognize that your club will solve their needs better than any alternative.



Bonnie Knutson, Ph.D.

As the COO, you understand your products/services, managerial accounting, how to compute ROIs, establish cost control procedures, and manage your employees. Each of these functions is an essential support to the purpose of your club; i.e., your members. **It is marketing that focuses a club on the value of making and keeping its members.**

Therefore, you have to view marketing as a process with three major functions:

- Identifying opportunities to increase membership and get current members to spend more at the club.
- Influencing members' choices through differentiation and brand building.
- Servicing members to develop loyalty, increase frequency, and bring new members in through word-of-mouth.

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

**The ACUC web site has a new look! Log on at [www.acuclubs.org](http://www.acuclubs.org) today to view 2005 Annual Conference, survey and club profile additions. 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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## The Leadership Legacy

**Will *your* leadership leave a legacy?**

**What tools will help your team reach their full potential?**

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

**By Ron Yudd**

We explored in the first article of this series the qualities of a leadership legacy. We discovered that an effective leader must be driven by their values, grounded in service to others, work to knock down roadblocks, model selflessness and teach their vision at every opportunity. Where does the aspiring leader begin? What are the practical things that can be worked on to develop these qualities? How will these skills ensure a leadership legacy in others?



These qualities can flourish and then be nurtured in others only if the aspiring leader begins the journey with a genuine understanding of the three C's of leadership:

### **Communication-Coaching-Cheerleading**

This is where the path of the aspiring leader begins. The journey to effective leadership starts with a mastery of these three skills. When these are working at all levels of the organization one discovers a group of managers and associates that are focused on service excellence, happy to come to work, and are surrounded by members that brag about the staff's performance. Let's explore what these three C's really mean and look at some practical "take home" tools under each one.

**Communication** sounds pretty simple. It is the ability to exchange information. However, it is how effective that exchange is that determines the skill level of the communicator. Real communication means that you are effective at sharing information, not holding on to it. Is information being shared with all players on the team? Is everyone working from the same page? Keep this phrase in mind as a reminder about how important communication is – **There are no secrets in a successful business.**

Information is shared at all levels. Everyone is working from the same script. Think for a moment about a special event in your club. Think of all the information that has to be exchanged among the various teams – the set up crew, the production staff, the service team. Think for a moment if someone withheld information from the others players on that event team. Do you think you would be paged to the function room to "talk" with the member? Now think if there were no secrets-no surprises. How would that event unfold?

To work on communication skills ask yourself as the leader how effective you are at sharing information. Do you work to insure that others on the team share all the information necessary for success? Do you pretend that you are a special event planning "detective" when working with members to really find out what their needs are so you can pass them on to your team? Remember an

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# The Leadership Legacy

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effective communicator is not necessarily an eloquent speaker but a good teacher that shares with everyone.

The second C is **Coaching**. Envision for a moment your baseball coach of softball coach back in junior high or high school. Think of the qualities of that particular coach. He or she taught you the fundamentals for success on the ball field-how to position yourself at the plate or how to get ready to field a ground ball. They first made sure that you learned these critical fundamentals and then they worked to encourage you, drive you and discipline you, so you could be the very best that you could be. They helped you raise the bar of your performance, they reminded you of your commitment, and they helped you celebrate when you were successful. **It turns out that the truly effective coaches developed good people not just good athletes.** Remember all the things that make a great coach – teach fundamentals, encourage, remind, disciple and reward. Include these steps in your daily routine while working with your staff. Each day demonstrate a fundamental of guest service or pick something in the back of the house to drill the crew on. Encourage the staff to practice, remind them of the importance to the whole team's success. Discipline them by keeping them focused on the fundamental. More importantly, make sure that as a good coach you reward them for a good performance.

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

Mr. Yudd is the former Director of The United States Senate Restaurants in Washington, DC. He has served in the Senate for more than 21 years and is still referred to by his associates as "The Senator of Service". During his tenure the Senate Restaurants served over 10,000 meals per day in 12 different restaurants. Sixty percent of the six million dollars in annual sales was generated from special events and catering. Ron supervised over 200 associates in the daily mission of delivering the highest quality food along with a passion for personalized service.

He currently travels the United States conducting his two-day leadership clinic entitled "The Leadership Legacy". This sought after program guides, focuses and builds confidence for both seasoned and up and coming managers and leaders.

Mr. Yudd is the author of Successful Buffet Management, an industry textbook and in 1998 he published his audio album entitled "A Passion for Service" which is being used to teach and instill a passion for service for both managers and associates. He also offers customized keynotes, seminars and workshops.

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# The Answer is Yes, What is the Question?

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Each of these three marketing responsibilities involves a variety of marketing functions: research, positioning, packaging, differentiating, pricing, promotion, servicing, budgeting and analysis – all of which, serve the purpose of increasing member count. In other words, we can adopt the mantra of the camp song we use to sing as children: *Make new friends (members), but keep the old; one is silver and the other gold.*

To help bring this goal into focus, let me tell you a story about my mentor and his marketing teacher and mentor. My mentor was Don Smith, former director of the hospitality program at MSU, and marketing genius extraordinaire. Those of us lucky enough to be taken under his wing call him *Coach*. His mentor and marketing teacher was the unparalleled visionary, Winston Schuler of Marshall, MI. Win Schuler knew the restaurant business technically, managerially, and conceptually. He was without equal. In the opinion of many, he was the most intuitive restaurateur of the 20th century. He also had the gift of communication and was always willing to share his wisdom with others.

In 1960, Coach was getting ready to open his first restaurant in Dundee, Illinois. He called Mr. Schuler, who graciously offered to spend a few hours giving him an overview of the business of hospitality. They met and talked in the lobby of Schuler's first restaurant in Marshall. What this genius talked about was not food costs, not profits, not sales growth. Instead, he talked about *football!* For Don Smith, who happened to be leaving the coaching field after ten years, this was exciting.

The following is in Don Smith's own words:

"The three things that I will never forget about that meeting are how he viewed football coaching and business as one in the same business. First, winning (within the rules of the game) is everything. He viewed the restaurant business as competing for customers, with that competition being won (or lost) one

customer at a time, inside the restaurant (his playing field).

"The reason we were sitting in the lobby was that Schuler could accomplish the most fundamental and important task of hospitality at his restaurant – greeting every customer personally and orchestrating their evening of good food, service, and atmosphere in a memorable experience. I have never seen another host so skilled at making a customer welcome as 'Win'. His ability to sincerely concentrate on customers and, in less than two to three minutes, build a bridge of friendship is still unmatched.

"Nothing was more important than the customer when he or she entered those front doors. He didn't have to speak to that importance, write in a policy manual or drum it into his employees' heads with platitudes. He lived and modeled caring for people every moment he was at work. Time after time, he would interrupt our conversation or whatever he was doing the instant someone walked into Schuler's. He literally jumped up to greet the customer and, through actions, demonstrated how important that person[s] was to him. The customers never doubted their importance to Win Schuler. He had a marketing person's single greatest attribute – he could *listen*. It was only minutes and he knew something special about that visit and was calling customers by name (a business's greatest asset) as he seated them to explain that this dining experience was *especially* suited to their needs that day.

"Second, Schuler was a fundamentalist and a master of the details of his business. The wizard of hospitality would shift from the role of a host to the role of an organizational man by turning the customers over to his employees – a team well trained in the details of hospitable service. He was certain to win the competition for the customers. No one was going to provide a product (broad sense) as Win Schuler. He had established a system of customer satis-

fying standard procedures that exceeded their expectations.

"Third, he orchestrated the Schuler hospitality through the most productive team of caring people I have ever seen in the industry. He constantly found ways of reinforcing the behavior of hospitality in his staff. The only individuals who received more attention than a Win Schuler employee was a Win Schuler customer.

"He was a great coach. He led by example, stayed close to the customer and found beauty in a relish tray. His enthusiasm galvanized his people into a caring team. And most of all, they gave the customer what they could never get anywhere else – Win Schuler hospitality."

But how many Win Schulers or Don Smiths in the club industry are there, you might ask? How can you reproduce such personification and hospitality in your club? You can't. Hospitality is in people, not restaurants, jewelry stores, gas stations, factories, offices, or clubs. There are no great hospitality businesses, only great hospitality people!

Can you be that great hospitality person? Of course you can! Just as coach learned from Win Schuler, always remember the Platinum rule: The Answer is always "Yes"! Now, what is the question? Your bottom line will thank you.

# The Leadership Legacy

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That brings us to the third C of leadership - **Cheerleading**. Actively acknowledging the efforts that your people make is at the heart of cheerleading. **Pretend that you are a party planner for the success of your people**. Recognize them for something they don't think you saw them do. It's not about saying "great job" right on the spot, it's about coming up to them later and letting them know you saw how they handled a guest or took care of a particular situation. By going out of the way and doing it after the fact the effective leader is letting the associate know that what was observed was special. It deserved to be celebrated. Their action made a real contribution to the organization. The message of celebration is very clear – their actions are important and appreciated and

the organization will celebrate that type of performance. It's all about recognizing **their contribution** and **their performance**. Shout it loud and in front of as many people as possible. A practical way to be a good cheerleader is to simply be out in the thick of things during the prime time of service. Make a mental note of the "above and beyond" performances. File those away and then later remind the individual of what you saw and how you appreciated it. Bring several of these examples up at a line up meeting and publicly celebrate how some of the service standards were being exceeded thanks to some individual efforts. Other techniques for cheerleading include passing on praise received from members about particular individuals, taking a moment to ask who did the incredible

job at piping the butter for last night's event or bringing the entire crew out to the function room to be applauded by the guests for a job well done.

Think for a moment how effective leadership skills could flourish in an organization where information is shared, all associates are coached in the fundamentals and exceptional performance is celebrated. The path to effective leadership for all levels of the organization begins here-take the journey to leadership legacy by working on how you communicate, coach and celebrate with your team.

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*Next in the series:  
The Leadership Legacy-The 12  
Ingredients of the Leadership Recipe*

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Coverage provided underwritten by Liberty Mutual Insurance Company and its affiliates, 175 Berkeley Street, Boston, MA.

# ACUC Conference Schedule

February 25-27, 2005  
International House Hotel  
New Orleans, Louisiana

## Sunday, February 27, 2005

7:00-7:30 a.m. Continental Breakfast in the Meeting Room

## Friday, February 25, 2005

1:30-4:00 p.m. ACUC Board of Directors Meeting

5:00-7:00 p.m. ACUC Registration  
Meet and Greet Opportunity in the Cocktail Lounge (ACUC Board Members will be available)

*(Please note: continuous bus shuttles to the New Orleans Convention Center begin operating at 7:00 a.m. from the New Orleans Marriott Hotel, 555 Canal Street)*

8:00-9:30 a.m. CMAA Opening Education Speaker – Convention Center Niall Flanagan, Speaker – "Pace of the Play"

## Saturday, February 26, 2005

7:00-7:45 a.m. Continental Breakfast in the Meeting Room

7:00-8:00 a.m. ACUC Registration

8:00-9:45 a.m. Welcome/Introductions/Idea Sharing

10:00-11:30 a.m. "The S.T.A.R. Within You"  
Speaker: Kevin MacDonald

11:45 a.m. – 12:45 p.m. Luncheon

1:00-2:30 p.m. "High Performance Management in Budget-Cutting Times"  
Speaker: Debby Cannon

2:45-5:00 p.m. Idea Fair Presentations and Focused Roundtables

6:30-8:30 p.m. Opening Reception & T-Shirt Exchange

9:00-11:00 p.m. Hospitality Room Open

9:30-10:30 a.m. Visit CMAA Expo in the Convention Center and the CMAA Idea Fair, BookMart, Career Expo, Member

11:45-5:00 p.m. Services Dept. in the New Orleans Marriott

10:45-11:30 a.m. ACUC Annual Meeting — International House Hotel

11:30 a.m.-1:30 p.m. ACUC Board of Directors Meeting

6:30-9:00 p.m. Group Dinner Activity — TBA

9:00-11:00 p.m. Hospitality Room Open

\* End of Program

Note: If staying through Monday, February 28, ACUC attendees are invited to attend the CMAA Opening Business Session held from 8:00-11:00 a.m. The keynote speaker is Ronan Tynan – "Hitting the High Notes: Living Life to the Fullest"

### **CMAA Once Again Extends Discount Fees for Conference!**

CMAA has granted discount registration fees once again for ACUC members who are not members of CMAA. For those who wish to attend CMAA sessions beyond Monday, February 28, a special Full Registration fee of \$375 for delegates and additional delegates is offered. This fee covers attendance at all CMAA education sessions on Tuesday, March 1 and Wednesday, March 2 and the CMAA Closing Session with a special speaker on Thursday morning, March 3; includes one ticket for admittance to the Monday, February 28 Opening Evening Event at the New Orleans Marriott Hotel (Swamp Fest). (Note: ticket does not include the CMAA Managers' Award Luncheon on Wednesday, March 2. Additional Opening Evening Event tickets may be purchased for \$175 for adults and \$50 for children under the age of 16. The discount fees will increase after December 15, 2004. A special CMAA registration form for ACUC members will be included with the 2005 Conference Program.

## Speakers for ACUC Conference

### Saturday, February 26 — 10:00-11:30 a.m.

**Kevin MacDonald** – Founded Clarity Success Coaching in 2000, located in Delta, BC, Canada. He has been described as passionate about his work with clients and loves living on purpose to assist those he works with to elevate their lives and live to their fullest potential. MacDonald is a coach and Facilitator, a Communicator and a Storyteller. As a Coach he initiates action from within the people he touches. Kevin believes that knowing who you are is critical to your success. His business and management background, combined with his exceptional Coaching skills make him an asset in any people development initiative. He is a member of the International Coach Federation and a graduate of Teresia LaRocque Coaching and Associates Abundant Practice Program. He received his Coach training from Coach U. Before he began coaching, he spent of 20 years as a manager in the hospitality industry. His focus now as a coach is to inspire his clients and help them learn the skills in that they can use to change their lives. Kevin empowers his clients so that they can take the actions that will start to change their behavior so they begin to see the results they are wanting in life.

### Saturday, February 26 – 1:00-2:30 p.m.

#### **Debra Cannon, Ph.D., CHE**

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 supervi-

sors 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 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.**

### Sunday, February 26, 2005 — 8:00-9:30 a.m.

Niall Flanagan – "Pace of the Play" - CMAA's Opening Education Speaker. All ACUC members are invited to attend.

### Monday, February 27, 2006 — 8:00-11:00 a.m.

CMAA's Opening Business Session

**Keynote Speaker: Ronan Tynan** - "Hitting the High Notes: Living Life to the Fullest"

Tynan is a physician, a champion disabled athlete and a world-class tenor. He was selected by Mrs. Reagan to sing at the late President's funeral in Washington, D.C. this past summer.

All ACUC members are invited to attend.

**T-SHIRT SWAP - Info on page 8**

## Louisiana Swamp Fest! CMAA's Opening Event

Monday, February 28, 2005 - 7:30 p.m. – New Orleans Marriott Hotel

Let's go "Cajun crazy" at the Louisiana Swamp Fest – the 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 of Cajun Country – on the other side of the Big Easy – for a Cajun Fais Do-Do.

Forget your diet! Be sure to get a taste of 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.

Dust off your dancing shoes! This year's celebration will be more than just a toe-tapping good time as Louisiana artists perform the finest Cajun and Zydeco sounds on the Main Stage with a 100' long x 18" high painted swamp scene backdrop.

So please join us as you are transported to enjoy the mysteries of the Louisiana swamps where the haunting and voodoo spirits flit in and out. Be careful of the gators (are they real??). Pirates and other surprises abound during this fun evening!



### Inquiring minds want to know...

What's going on in your region and at your club?  
Submit pictures, articles, etc. to [acuc@acuclubs.org](mailto:acuc@acuclubs.org)

### T-SHIRT SWAP!

**Opening Welcome Reception – Saturday, February 26, 2005**  
**6:30 – 8:30 p.m. – International House Hotel**

Yes, once again, the ever-popular t-shirt exchange will take place at the Opening Welcome Reception in Anaheim. 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!