

the globe

Success Through Worldwide Connection



Newsletter of the Association of College and University Clubs

November 2006

Inside this Issue

President's Message 1

*2007 Conference
Information* 2

*Creating Service
Excellence* 2

Creating Themed Events . . . 6

*Welcome to ACUC's
New Managing Director* 7

*Welcome to ACUC's
New Board Member* 8

*ACUC Club Named
"Venue of the Year"* 8

*Hot Topics in Legislative
and Regulatory Affairs* 9

ACUC Web site
www.acuclubs.org

Greetings Fellow ACUC Members!



I hope this finds everyone well. It seems like not too long ago that we were in Toronto for our education workshop, and yet the holiday season is already upon us. So many great ideas and initiatives were a result of our July meetings, and I want you all to know that the ACUC board and I are working hard to keep the ball rolling on many of them. We now have a monthly conference call so as to keep each other abreast of regional and worldwide issues.

But more importantly, we want to continue to expand our communications throughout the entire organization, and we ask each of you for your assistance in doing so. Tell us about your club. What are some of your challenges and triumphs? Let us know if you have had any success with ideas gained from Conference or by reading *The Globe*. Share with us what you want to see in upcoming issues or items to be discussed at our next Conference. More effective communication is an initiative that the current board takes quite seriously. While hearing from you will help us to better reach that goal, it will also allow for a closer network within our Association, as we would love to include newsworthy stories in *The Globe* to be shared with all. So, we hope to hear from you some time in the future! Please feel free to contact me or any of the board members directly, or e-mail acuc@acuclubs.org at any time.

Until then, good luck to all of you with the upcoming busy holiday season. I hope you enjoy this edition of *The Globe* as there are two articles pertaining to service which provide some good tips to help carry you through this busy time.

Happy holidays to all!

A handwritten signature in black ink, appearing to read "Tom Mignano".

Tom Mignano
ACUC President

ACUC Board of Directors

President

Thomas Mignano

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

Vice President

Leanne Pepper

Faculty Club, University of Toronto
41 Willcocks Street
Toronto, Ont. M5S 1C7 Canada
Phone: (416) 978-6399
Fax: (416) 971-2062
e-mail: leanne.pepper@utoronto.ca

Secretary-Treasurer

Alicia Bogart

Campus Club
University of Texas/Austin
405 West 25th Street
Austin, TX 78705
Phone: (512) 471-8611
(512) 750-2654
Fax: (512) 471-5057
e-mail: abogart@mail.utexas.edu

Immediate Past President

William P. Rothballe, CCM

University Club of Louisville
Box 21389
Louisville, KY 40201-1389
Phone: (502) 852-6996
Fax: (502) 852-0163
e-mail: bill.rothballe@louisville.edu

Membership Director

Erwin Bernhart

Faculty House/Alumni Center
Williams College
968 Main Street
Williamstown, MA 01267
Phone: (413) 597-2451
Fax: (413) 597-4722
e-mail:
Erwin.Bernhart@williams.edu

2007 Conference Information



Plan to join your ACUC colleagues in Anaheim on the weekend of February 24–25, 2007, in conjunction with CMAA's 80th World Conference on Club Management and Golf Industry Show. Over the course of the weekend, ACUC members will have the opportunity to participate in a luncheon roundtable discussion; enjoy a tour, cocktails and dinner at the USC University Club; and, of course, network with peers. We look forward to a strong representation from our California and West Coast members and hope all others from across the globe will be able attend as well.

Detailed Conference information is soon to follow by mail, e-mail and in the January edition of *The Globe*. So, stay tuned for details pertaining to dates, times and hotel accommodations. And, as always, visit www.acuclubs.org for any and all of your Association needs.

We look forward to seeing you in Anaheim!

Creating Service Excellence by Ron Yudd

Service excellence? Who has time to focus on service? Club managers are busy running around trying to identify emerging concepts, creating new profit centers, scrambling for good employees and fretting over their shrinking bottom line.

On the other hand, isn't it interesting that the managers and leaders who have a focus and a real plan for delivery of service always seem to have the cutting-edge concepts, exciting new profit centers, great employees and growing bottom lines? If you take a close look at the operators who have been consistently successful and enjoy great relations with their guests, staff and the administration, you'll notice something they all have in common — their level of guest service is extraordinary! They have a real relationship with their guests, at all levels of the operation. From line person to banquet server, to catering manager to bus person, they enjoy a personable, genuine and caring relationship with their most precious asset — their members and guests!

Creating and then building a **Service Excellence** program requires patience, laser-beam focus and a willingness to live the concepts that you want to see your managers and staff deliver.

Is it worth it? You bet it is!

Service excellence is providing your guests the three things they really want. They want first to be **acknowledged**, second, they want a **hassle-free experience** and third, they want the service provider to show **genuine concern**. These three become the foundation of where to start the building process.

How do you build and then deliver on these three desires? Here are the building blocks to get you started:



(continued on page 3)

Creating Service Excellence

(continued from page 2)

Step One: Create the Environment Where Service Excellence Can Flourish

The only way to create an environment of excellence for your guests is to ensure that it exists for your employees. We often say to operators, you can't post a memo on the board that says "starting next Tuesday, we will have service excellence." To build this foundation for excellence, start by working to define and model what service excellence should really look like in your operations.

The top three things you can do to promote service excellence are:

- Identify what "excellence" really is for each person and position in the operation. The best operations have defined excellence right down to how to properly clear the table and fill the bus pan. The more detailed and visual the explanation, the better the opportunity you will have to implement excellence.
- Let staff know when you see "excellence" in their work. The next day's line-up or weekly staff meeting is the perfect time!
- Treat all your staff with the same level of excellence that you expect them to deliver to your guests.

Step Two: Implement Realistic Service Standards

One of the critical building blocks to ensuring a "hassle-free experience" for your guests is to get the entire team on the same page and working together to deliver an enjoyable experience. Easy to say, but how do we consistently deliver? Having realistic and understandable service standards is exactly how you get everyone on the same page.

Four keys for building service standards are:

- Service standards should be specific and detailed.
- They must be based on reality (i.e., super realistic). Can the standard be met even at the busiest of times?
- They should be built by the entire team. The staff that builds together will adhere to the standards together.
- They have to be "lived" by all team members, especially the leaders and managers. This is exactly how service standards become the standard!

Take Home Idea: The Concept of "One Station" — The entire house (both back and front) is seen and treated as one station. The entire staff is held accountable for the experience of the guest. Whether the guest is in the dining room, on the coffee line, at the breakfast buffet or simply walking past the bus stand, everyone understands that they're responsible for lending any assistance that ensures the guest will be taken care of.

Step Three: Focus on the Details

It's always the little things that make the difference. Managers, supervisors and team leaders should be taught to be "crazy for details." Is the seat cushion clean? Is the water glass replenished when it should be? Are we out of soup spoons on the buffet? The "little things" add up quickly in how the guest perceives service.

Regional Directors

Region I - Asia, Australia, Europe and Canada Donna Cram

The Faculty Club
University of Saskatchewan
Box 888, RPO University
Saskatoon, SK S7N 4J8
Canada
Phone: (306) 966-7774
Fax: (306) 966-7770
e-mail: Donna.Cram@usask.ca

Region II - Northeast U.S. Dennis Scott

The University Club
University of
Massachusetts/Amherst
243 Stockbridge Road
Amherst, MA 01003
Phone: (413) 545-2551
Fax: (413) 577-0196
e-mail:
dscott@mail.aux.umass.edu

Region III - Southeast U.S. Alex Hopkins, CCM

University Club, University
of Missouri
107 Reynolds Alumni Centre
Columbia, MO 65211
Phone: (573) 882-2586
Fax: (573) 884-7831
e-mail: hopkinsa@cmaa.org

Region IV - North/Central U.S. Ann C. Holt

The Campus Club
University of Minnesota
403 Coffman Memorial Union
300 Washington Ave., SE
Minneapolis, MN 55455
Phone: (612) 624-6626
Fax: (612) 624-4443
e-mail: acholt@umn.edu

Region V - Western U.S. and Mexico Ed Kasky

USC University Club
645 W. Exposition Blvd.
Los Angeles, CA 90089-1161
Phone: (213) 821-0826
Club Phone: (213) 740-2030
Fax: (213) 740-1890
e-mail: kasky@usc.edu

Member Specialist Sara Pietrzak

ACUC
1733 King St.
Alexandria, VA 22314
Phone: (703) 299-2630
Fax: (703) 684-0925
e-mail: sara.pietrzak@acuclubs.org

(continued on page 4)

Creating Service Excellence

(continued from page 3)

Take Home Idea: In each of your operating units, ask your staff to identify what they think are the “little things” that can make or break the guest’s experience. Build a “crazy for details” list from their input.

Example for Teaching: Is the butter on the B&B plate spreadable or frozen solid? It’s a little thing, but critical to the overall experience of the guest whose trying to butter his warm cornbread. Be crazy for details!

Step Four: Genuine Concern — Real vs. Robotic

Recently, in a conversation with a good friend, we shared the frustration of how to teach the concept of being genuine. It seems by its nature that being genuine is something that you are or you’re not. Those who are “themselves” and “genuine” always make the best service givers. The key, it turns out, is not teaching how to be genuine, but creating an environment where employees are comfortable enough to be themselves. Also, it helps to hire “real” people from the beginning. The lesson on finding genuine people: learn as much about the person during the interview process as you can. It’s not about if servers know *how* to serve an entrée, it’s about if they enjoy serving an entrée.

Personal vs. Mechanical — Guests can immediately detect and, more importantly, are turned off when service is robotic and mechanical. Here are three things to consider that will help enhance personal service while not sacrificing efficiency:

- Work to build more “table time” or “counter time” into your standards. Actually make an investment of having your service staff spend more time with their guests. There is a direct correlation between interaction time and guest satisfaction ... not to mention a higher check average.
- Allow staff to build their own fan club. Reward them when guests seek them out as their server. Monitor this and remember what we learned long ago — it’s less expensive to retain a guest (keep our regulars happy) than to attract new ones.
- Teach and practice acknowledgment behaviors: making eye contact, leaning in toward the guest, connecting with each member of the party, remembering names, remembering likes and dislikes, making suggestions, remembering past comments and following up on them.

Step Five: Real Measurement

It’s great to create service standards and focus on the details, but we have to measure how we’re doing to really see if we’re meeting the standard. This means really measuring — checking times, listening to how our people greet their guests, inspecting plate presentations, monitoring the levels of interaction. As you create each service standard, make sure there is a way to measure it. Remember the old adage — what gets measured, gets done!

Key to Measurement:

- Just Do It — If we don’t take the time to measure, the staff will realize that it’s not a focus and things will deteriorate from there.

Step Six: Teach Service Excellence Everyday

Each and every day, teach one element of excellence. Whether it’s part of a line up, orientation of a new associate or a discussion with your managers, that one concept of service excellence should be the focus.

One of the keys to teaching service is that it should be “hands on” and interactive. People need to see and feel what service excellence is. The “reverse role play” tactic is a successful way to do so. As part of a training session, challenge the staff to create a negative scenario of service. The object of this is for them to laugh a little and have some fun. Then, have them demo a positive service scenario. People remember what they do, not what they are shown.

Take Home Idea: Staff Creation + Staff Participation = Staff Application and Retention

Creating Service Excellence

(continued from page 4)

Step Seven: The Leader Links Service Excellence to Personal and Organizational Success

The leader's role in this process is to consistently link in the mind of those they lead that service excellence will result in their personal success and the success of the organization. This element is critical for excellence to really take hold. The growth of each player and the growth and survival of the organization must be directly linked to the level of service the team delivers. Your role is to consistently remind your team about what this means for everyone — that includes you, your staff and your guests. When staff and managers begin to see others promoted because they deliver on what the guests really want, you've arrived at excellence!

Creating and building a service excellence program is not easy — it takes time and patience as results are not seen within a week or two. As you begin to build, focus on what your guests really want — **acknowledgement, a hassle-free experience** and **genuine concern** — stay the course, laser beam on success and use the seven steps to begin to build your own service excellence plan.

Three Steps for Motivating Your Staff on Delivering Personalized Service

- **Step One:** Really define personable behavior. Site some of the very specific actions mentioned in the article. Include examples of demeanor, tableside or counter interaction and how the really super servers connect with their guests on a personal level.
- **Step Two:** As part of orientation and on-going service training, conduct role plays that demonstrate these behaviors. Have servers teach each other as part of your training sessions. For tableside servers, always link personable behavior with building gratuity.
- **Step Three:** Make sure that all levels of leadership in each operating unit demonstrate this behavior when interacting with guests. Make sure your management team is a “walking” model of the personable behavior you want your staff to deliver!

About Ron Yudd

Ron Yudd is an internationally recognized expert on profit building, leadership development and techniques to create service excellence. He is a sought-after business coach, trainer and speaker. He 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 grew up working in restaurants and held the position of director for the United States Senate Restaurants in Washington D.C. He served in the Senate for more than 21 years. This operation did more than 8 million dollars per year in sales and served more than 10,000 meals per day in 12 separate restaurant operations. His guests, associates and staff still refer to Ron as “The Senator of Service.”

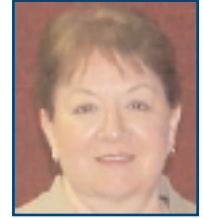
Ron now travels the United States conducting seminars and workshops in “Creating Excellence,” “No One Escapes Service,” “Leadership for the Bottom Line” and “Mentoring Today for Leaders Tomorrow.” He is also the author and producer of several best-selling audio learning tools that include the titles, *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 teenagers and 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 three outreach programs in mentoring, literacy training and hunger relief.

You can contact Ron through his Web site at www.ronyudd.com where you can also sign up for his free industry newsletter — *Points of Profit News*.

Creating Themed Events

by Patti Shock, CPCE



Why should you theme an event? Catering is more than just selling food!

Theme parties give you a chance to express your individuality and show off your creativity. Theme parties also provide a sense of fun for your members by giving them the opportunity to escape daily routines and pressures. And, themed events provide an extra layer to any party, to almost guarantee that guests will have a memorable experience.

Theme parties are events that tie in:

- Décor
- Activities
- Entertainment
- Food
- Beverage

Themed events are a great way to increase revenue and provide value to your members. Up\$elling focuses on increasing guest satisfaction as well as increasing the average check.

The majority of guests will not be able to tell you what they ate yesterday. What they do remember is creative themes, unique presentations and outstanding entertainment. You want your event to be remembered for excellence and creativity. Generally, people only remember the very good and the very bad experiences. The middle is soon forgotten. You don't want to have your events quickly forgotten or to be remembered as a boring disaster.

To help you choose an appropriate theme, first, determine who will be attending the event. What are the demographics?

- What is the age group? (Students?)
- What is the gender breakdown?
- What is the ethnic makeup?
- What is the status level? (Upper administration?)
- What is the income level?

Then, determine what the reason is for the event.

- Retirement party
- New student orientation
- International welcome reception
- Alumni event
- Foundation fund-raising event
- Graduation party

Whenever possible, create something **out-of-the-ordinary** for each event. The key to success on repeated events is CREATIVITY. Try to involve all of the senses: taste, smell, touch, sound and sight.

You can theme with color: Pretty in Pink, Paint the Town Red, Blue Velvet, Purple Haze, Yellow Rose of Texas, etc.

You can theme any movie: Star Wars, Titanic, Braveheart, Jurassic Park, etc.

You can theme any television show: Sopranos, Survivor, Amazing Race, Iron Chef, etc.

You can theme by location: New York, New York, I Left My Heart in San Francisco, Miami Vice, Viva Las Vegas, etc.

Creating Themed Events

(continued from page 6)

You can build a theme around time: 1950s Happy Days, 1960s Woodstock or Beatlemania, 1970s Disco, etc.

You can combine location and time: Paris in the 1940s, Italy in the 1500s, etc.

You can build a theme around an ethnicity: Club Havana, Never on Sunday, Roll out the Barrel, Sushi & Sumo, O Solo Mio, Passage to India, etc.

Some examples of themes with low food costs:

50s, 60s, State Fair, Carnival, Circus, Super Bowl, July 4 – *hotdogs and hamburgers grilled to order, pizza, ice cream cones*

Pioneer Party – *chuck wagon, beef stew, sourdough bread, tin plates and cups*

MASH – *chow line food*

Oktoberfest – *German beer, bratwurst, apple strudel*

Old Mexico – *taco bars, chili bars*

Some helpful Web sites for theme ideas:

BizBash: <http://www.bizbash.com>

Special Event Magazine: <http://www.specialevents.com/>

Event Solutions Magazine: <http://www.event-solutions.com/>

Other online resources:

Free online room diagram tool. Gliffy: <http://www.gliffy.com/>

Print certificates. Dyetub: <http://www.dyetub.com/>

Ticket generator. Say-it: <http://www.says-it.com/concertticket/>

Patti Shock, CPCE, is a professor and department chair in the Tourism and Convention Administration Department within the Harrah College of Hotel Administration at the University of Nevada, Las Vegas.

Welcome to ACUC's New Managing Director — Sara Pietrzak



ACUC wishes a fond farewell to Nancy Kabel who served as the Association's managing director for a number of years. Nancy recently retired from her position at CMAA and, thus, from her affiliation with ACUC as well. Her hard work, time spent and spectacular dedication to both associations definitely entitles her to nothing other than a very happy retirement. Nancy plans to do a bit of traveling in her new-found free time, and as an honorary member of the Association, we're sure to be graced with her presence at some of our clubs. ACUC's doors will always be open to her!

With Nancy's retirement comes the opportunity for ACUC to welcome a new managing director — Sara Pietrzak. Sara joined the Membership Department at CMAA in September 2006 as membership specialist. She manages registrations for many events held by CMAA such as the World Conference on Club Management and Business Management Institute courses.

Sara graduated from Radford University with a Bachelor of Science in merchandising with a minor in marketing. She lives in Alexandria, VA, although she spends most of her free time traveling throughout all of Northern Virginia, visiting family and friends.

Welcome onboard Sara!

WELCOME

Welcome to ACUC's New Board Member — Ann Holt

Ann Holt was elected Region IV Director, covering the North/Central United States at the education workshop in July. Ann has been a member of ACUC since 2002 and has been the executive director at the Campus Club of the University of Minnesota in Minneapolis, MN, for four years. Before her tenure began at the Campus Club, Ann spent 10 years as developer, owner and operator of a floating restaurant/bed and breakfast concept on the Mississippi River in Saint Paul, MN.

Ann didn't find the Campus Club by chance. She is an alumna of the University of Minnesota, having received her B.A. in 1985. Even more recently, when the club was closed for renovations and remodeling from 1999-2002, Ann and her husband were working as consultants at the time and were hired by the club to write a business and marketing plan to revitalize the operation. After the plan was complete, the president of the board was so impressed that he asked if one of the two of them would like to stay onboard to implement their recommendations. Ann took the opportunity to realize that taking on such a position at the club was a good fit for her talents and interests.

Since having written the business plan for the club, there are many recommendations that Ann has made during her time as executive director. One thing she mentions that she "will never regret" is adjusting the management structure to include a membership and marketing director at the senior staff level before the club reopened in 2003. "It was a hard sell to some of the board, but the club was in such poor shape in terms of membership, and had such a bad reputation when it closed, I felt that we needed to make significant investments in membership from the very beginning," she shared.

The club now boasts 1,475 members, with 16 board members and three standing committees, with the flexibility to form others as needed. The Campus Club occupies the entire fourth floor of the Student Union on campus. There is one large dining room that seats 200 people; a conference room that seats 90, or can be divided into three sections; an executive dining room that seats 38; three small meeting rooms that hold 10; a bar area; a reception lounge; and a seasonal terrace.

The Campus Club serves lunch Monday through Friday from 11:00 a.m. to 2:00 p.m. Most of the club's clients use the cafeteria, but full-service dining is offered if reservations are made in advance. The bar is open from 2:00 to 9:00 p.m. and has its own menu with appetizers, salads and entrées. The club also runs a brisk special events business which helps to fill the rooms throughout the day and on the weekends. Additionally, the club holds one or two "member events" each month such as theme dinners, wine tasting, etc.

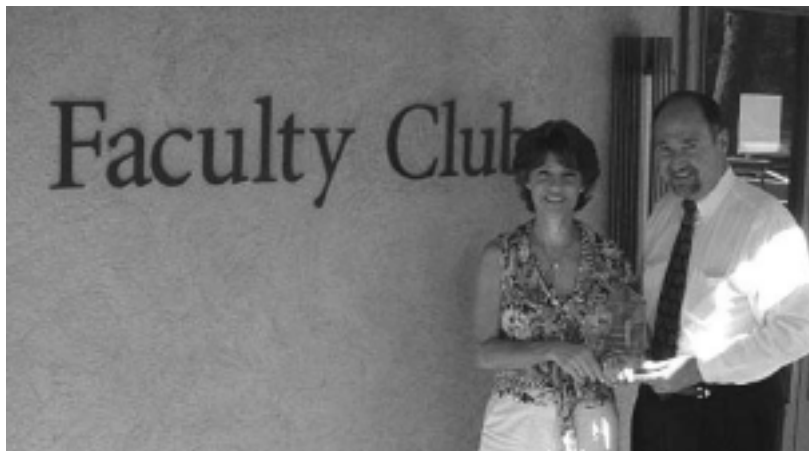
Between Ann's club expertise and her dedication to ACUC, she is a welcome new addition to the board!

ACUC Club Named "Venue of the Year"

The Ida and Cecil Green Faculty Club, managed by Tom Mignano, was named "Venue of the Year" by the MPI San Diego Chapter. The MPI organization is made up of meeting planner professionals from around the world. The Faculty Club was honored at a dinner where it was presented with an award that is now on display at the club.

This honor comes to them *before* it has finished its multi-million dollar renovation. The doors to the new expanded sections of the club open this winter, so imagine what it has in store for next year!

Congratulations Tom!



Hot Topics in Legislative and Regulatory Affairs

Minimum Wage Increases on the Rise at the State Level

Across the country, 23 states and the District of Columbia already require that employers pay more than the \$5.15 federal minimum wage. In 2006 alone, 10 state legislatures have enacted legislation mandating higher wages. California just recently passed legislation that would raise the state minimum wage to \$8 per hour.

Minimum wage increase ballot measures in six states could see the majority of U.S. states requiring higher pay than the federal minimum wage. Voters in Arizona, Colorado, Ohio, Nevada, Missouri and Montana can cast their votes for minimum wage increases. If all of these measures pass, the majority of U.S. states would require a higher minimum wage than the federal government.

Earlier this year, the U.S. House of Representatives passed a minimum wage increase as part of H.R. 5970, the Estate Tax and Extension of Tax Relief Act of 2006. The measure would have increased the minimum wage to a total of \$2.10 over the next three years to ultimately \$7.25 effective June 1, 2009. However, the U.S. Senate failed to further consider the motion.

Congress Renews H2-B Visa Extension

On September 30, 2006, Congress passed a renewal of the H2-B visa extension which was originally passed in April of 2005. This measure exempts workers from the fiscal year cap who have successfully used the H-2B visa program in the past and returned to their home countries when their work visa expired. As well, it continues the

practice of allocating half of the total annual limit to the first half of the year and the remaining half to the latter.

The annual fiscal year cap of 66,000 H-2B visas for seasonal and temporary workers was met in on April 6th of this year and prevented employers from seeking H-2B visas for seasonal workers until October 1, 2006. The original extension which including the “returning worker” provisions expired September 30, 2006, which represented the end of fiscal year 2006.

More information about the H-2B work program is available at www.uscis.gov.

Safety Can Save Money and Improve the Economy

According to a study in the September edition of the *American Journal of Industrial Medicine*, the 38 percent decline in occupational injuries from 1993 to 2002 saved the U.S. economy approximately \$31 billion.

Researchers asserted that by preventing on-the-job injuries, employers experienced reduced cost in relation to labor and fringe benefit costs. These savings then allowed employers to increase productivity by \$54 billion in output. This then impacted the economy through an increase employers' own income (\$17 billion) and, thus, a correlating increase in state and federal taxes paid.

