

the globe

**Success Through
Worldwide Connection**



Newsletter of the Association of College and University Clubs

November 2005

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ACUC Web site
www.acuclubs.org

President's Message Greetings!



I hope this edition of *The Globe* finds everyone well and looking forward to the holiday season. This time of year usually makes for booked event schedules at our clubs — including everything from festive parties to holiday planning meetings to charitable functions and philanthropic events. And while we shouldn't lose sight of the holiday cheer, in light of the natural disasters that our country (and others) has gone through, I think it is important that we take the time to appreciate what we have and share what we can ... as hospitality professionals, we understand caring and giving.

Given the vastness of the hurricane destruction, most of us have probably been affected in some way; not to mention the fact that we had a wonderfully successful Conference in New Orleans earlier this year. My thoughts go out to those of our peers, family and friends who were most directly affected by the damage. The road to recovery is a long one, but what better time than the holidays to offer up our services, donations, contributions and support?

Many of ACUC's allied associations have generated various initiatives to lend a helping hand. The Club Managers Association of America (CMAA), our closest partner, has created a Web site devoted to not only hurricane relief, but also to disaster relief as a whole. Visit its Club Disaster Communication Web page at <http://www.cmaa.org/ClubDisasterComm/> for links to charitable organizations; messages and pictures from club managers in the affected areas; job postings; and detailed specifics on what and how you can make donations to your peers in the industry.

Also, in this edition of *The Globe*, Dr. J. David Ferris shares his knowledge and insight on "Risk Assessment: Key to Disaster Planning, Response and Recovery," providing yet another resource appropriate for the times. So, read on and enjoy!

I wish everyone well and a happy and safe holiday season!

Warm regards,
Tom Mignano



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Risk Assessment: Key to Disaster Planning, Response and Recovery

By J. David Ferris, Ph.D., CPCU, ARM

The recent events triggered by Hurricanes Katrina and Rita have renewed interest in the process of disaster planning and response. It is evident that when catastrophic events occur on such a massive scale, government at every level has much to do to improve the ability to respond. However, for individual organizations, the real responsibility for creating an effective disaster and emergency response and recovery plan belongs to the organization. For more than 10 years, I have been conducting disaster and emergency response and recovery planning workshops and education programs and assisting numerous organizations in the for-profit, not-for-profit and public sectors develop their plans. Based on those experiences and the review of a number of plans, it is my firm conviction that inadequate risk assessment is the weakest link in the planning process – yet, it is the foundation on which all successful plans are built. While it isn't possible to cover all aspects of the risk assessment process that are important to developing an effective disaster plan, this article will cover some of the most important points.



By way of introduction, I want to point out that the most common denominator I have found that results in a poorly constructed disaster plan is the reluctance by senior management, including the board of directors or trustees if applicable, to commit the resources needed to get the job done. It is human nature to think of the word "resources" in terms of money, and there seems to be an inherent part of management that freezes up at the thought of spending money on a project or process that may not see an immediate return on the investment. There are two responses that I have to this issue. First, money is a relatively small piece of the resources needed to create an effective plan. Second, whatever funds are committed to the process will pale in comparison to the economic value of having a good plan in place if the organization is impacted by a serious disaster or emergency. If an organization chooses to utilize the services of an outside consultant to help develop its plan, it will certainly entail some expenditure of funds. However, the real key resources that management must commit to the process are (1) the commitment and involvement of senior management to the process and (2) the involvement of key personnel to the process.

Once senior management has made a commitment to create an effective plan and assembled a team to develop the plan, the first critical step in the process is doing a complete assessment of the risks that may expose the organization to loss as a result of a disaster or an emergency situation. As stated before, the risk assessment piece of the planning process is the foundation on which every effective disaster plan is based. To illustrate the importance of the risk assessment process, it is critical to understand just what a disaster and emergency response and recovery plan is supposed to do. The most important goal of the plan is to provide a blueprint for the organization to use to *survive* a disaster or emergency. It accomplishes this goal by providing a script for the organization to respond to the event when it happens and then the blueprint on how to recover from the impact of the event.

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Key information that the risk assessment process is designed to provide to the disaster planning team includes, but is not limited to, the following:

- *What are the assets of the organization that are at risk?* This is a much more complex question than it may seem. Most organizations have both *tangible* and *intangible* assets at risk. Tangible assets are assets that usually have a physical presence and their value can be ascertained through a physical appraisal process. An example would be the real property in the form of buildings or other physical structures owned by the organization. Another example would be the furniture, fixtures, computers or machinery and equipment it uses to carry out its functions. Intangible assets are much more difficult to quantify. They are typically things that may not exist physically but may have enormous value to the organization. This category of assets would include, but is certainly not limited to, such things as goodwill, patents, copyrights, trade secrets, proprietary formulas, proprietary software, etc. One of the most important, and frequently overlooked, assets of any organization is its personnel. Thus, a key first step in the assessment process is to do a complete and accurate inventory of all the assets of the organization and their values.
- The second task is to ask the question: *What is the impact on the organization if there is loss of use of the assets because these assets are damaged, destroyed or diminished in value?* The first part of the answer to this question is related to the loss of the financial value of the asset. The second part of the answer is to measure the impact on the organization's ability to operate as the result of the loss of the asset. For example, if the physical facilities occupied by the organization are damaged or destroyed, some of the questions that need to be addressed are (1) how does it impact the organization's revenue stream; (2) how long will it take for the organization to resume operations; and (3) how long will it take to restore the organization to where it was before the event happened?
- The third question is: *What financial resources will the organization require to respond to and recover from the event?* The answer to this fundamental question lies in taking an inventory of financial resources within the organization such as currently available operating funds, investments that can be readily converted into cash or other liquid assets, etc., and financial sources outside the organization, such as commercial insurance and lines of credit from financial institutions.

The third category of important information that must be developed in the risk assessment process is to identify and rank by potential frequency and severity the types of events that could subject the organization to a disaster or emergency situation. In general, the events can be classified as either local, that is, events that impact only the organization, i.e., a fire in a facility, or global, indicating events that have a wider geographic presence such as a hurricane, earthquake or flood. The local events also could include human events such as a serious injury or death of a worker or workers.

The fourth category of important information that is essential to help the planning team create the plan is a thorough assessment and analysis of the critical operations of the organization including the calendar of when these operations take place. Many organizations have seasonal variations in the timing and scope of their operations. A disaster or emergency that occurs at the height of an organization's most productive time in the calendar will obviously have a more profound impact on the organization than one that occurs at the low point of its season.

The final category of important information that I will touch on in this article is the importance of assessing what the impact is of outside forces on your organization and its ability to quickly and efficiently recover from a disaster or

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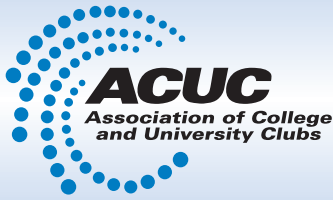
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Are You Prepared to Save a Life?

By Brian Shannon



ACUC seeks to find the best and most useful resources for its members to ensure the successful operation of their clubs. You must be prepared to handle a medical crisis, and you should not wait until a tragedy occurs to get a plan in place. Automatic external defibrillators (AEDs) can save lives and help you avoid liability issues. Read on and consider implementing an AED program at your club.



The leading cause of death in the United States is sudden cardiac arrest (SCA), also known as the “silent killer.” Several research organizations estimate that more than 400,000 deaths a year are linked to SCA. Since

most of these deaths occur outside of a hospital setting, clubs must be properly educated on how to help prevent this from happening to members or employees. While calling 911 and administering CPR is helpful, the most vital part of saving a life may be in using an automatic external defibrillator (AED). Not sure why you need an AED? Read on. If you already have an AED, read on! Your existing AED program may not be set up for optimal success or protection.

Sudden cardiac arrest is caused by the heart’s electrical impulses suddenly misfiring. One’s heartbeat becomes chaotic and rapid. The heart is unable to pump blood effectively, blood flow to the brain abruptly stops and the victim quickly loses consciousness. CPR will not restart the heart following cardiac arrest. The real scary part of all of this – death usually follows within minutes unless a normal rhythm is restored. Prompt defibrillation is the only effective way to jump-start the heart. What is defibrillation? In simple terms, it refers to shocking one’s heart rhythm back into place. While this technology was once reserved for hospital settings, it now comes in a portable version that can be easily used to save a life. This defibrillation unit is now commonly known by its acronym, AED. Many states have passed laws that mandate these devices be available in public areas. Within several years, AEDs are likely to be as common as fire extinguishers.

So you might be asking, “Why do I want to develop an AED program today?” Here are a few thoughts to consider:

- 1) AEDs help save lives. Research suggests that you can save up to 50 percent more lives with AEDs. Imagine that, one out of two people’s lives could be saved....
- 2) While there are many liability issues to consider, two concepts are gaining momentum. First, having an AED may help reduce your liability. Second, having an AED is not good enough – you need to have the proper AED

program in place to save a life. In other words, it may not be adequate just to have an AED in or on your club grounds.

- 3) SCA can happen to anyone at anytime, but the average age of death is 65. This may represent a significant percentage of your membership.
- 4) Calling 911 may or may not save a life. Ideally, defibrillation needs to occur within three minutes of onset of SCA. While EMS response times can be very good, how can you be sure that help will arrive in time? More importantly, even after the EMS team arrives on the scene, how long does it take the team to get to the patient if he/she is on hole #6 or on the fourth floor of your building?

AEDs will analyze the rhythm of the heart and will only deliver a shock if appropriate. Also, while training is strongly encouraged, these devices can be used by the general public. With a combination of audible and text prompts, AEDs can coach most kids or adults through a rescue attempt. Bottom line ... these devices are built to help people save lives. But how do you know which AED to buy? You should consider asking any AED supplier the following questions:

- 1) Is your AED fully automatic or does the user need to manually push the button to deliver a shock during sudden cardiac arrest?
- 2) How many steps are there to use your device? Can I demo the AED?
- 3) How does your device test itself? Does this test ensure that the components of your AED are present AND working? How do you know?
- 4) How long is the guarantee on your battery? How much do replacement batteries cost?
- 5) What reputable clients do you have locally and nationally that you can refer me to?

The demo is the most important part of the equation. However, the significant piece here is for YOU to demo the product. Of course, the salesperson showing it to you can make it look easy. But the salesperson will (most likely) not be present at the time of a rescue. (And, in fact, in some emergency cases, the AED may need to be used by a member or employee who has not been through a demo or

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Hot Topics in Legislative and Regulatory Affairs

California Supreme Court Rules Against Bernardo Heights CC

In August, the California State Supreme Court ruled that clubs must offer equal treatment to gay and lesbian members who currently have registered domestic partners as they do to married couples.

This case began when member, Birgit Koebke, challenged the guest policy at Bernardo Heights Country Club. Under this policy, spouses, children and grandchildren could play golf for free. However, Birgit's registered domestic partner was limited to guest play six times per year at a cost of \$70 per round.

Reversing two previous lower court decisions, the California State Supreme Court ruled that the policy of the club constitutes "impermissible marital status discrimination." Referencing the state's recently enacted "Domestic Partner Act," the main purpose of which was to create legal equality between domestic partners and spouses, the court interpreted this policy as discriminating against registered domestic partners. The court explained that registered domestic partnership is a "formalized, public and verifiable" legal status which provides businesses an easy way to differentiate them from "friends" or "significant others."

The decision could also be applied to other industries such as insurance and financial lenders.

To read the entire California State Supreme Court decision, please visit <http://www.courtinfo.ca.gov/opinions/documents/S124179.PDF>.

OSHA Posters – Available Free

Recently, the Occupational Safety and Health Agency (OSHA) has fielded numerous complaints from employers who have received "official looking" announcements and—in some cases—threatening notices from various companies requiring that employers must purchase OSHA documents from them in order to remain in compliance with OSHA rules and regulations. The most popular document being offered for sale is the OSHA workplace poster (also available in Spanish).

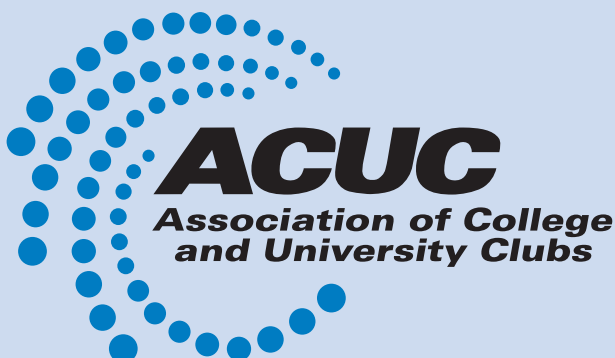
OSHA's publications and posters are available free to all public and private employers. To obtain these materials, please visit the publication page of OSHA's Web site at <http://www.osha.gov/pls/publications/pubindex.list> or contact the publications office via telephone at (202) 693-1888.

As a reminder, employers are required to continually display a poster prepared by the Department of Labor that informs employees of protections afforded under the Occupational Safety and Health Act. The poster must be displayed in a conspicuous place where employees, as well as applicants for employment, can view it.

If you have received a fraudulent solicitation, please contact the agency at 1-800-321-OSHA (6742).

Daylight Savings Time to be Extended

A provision in recently enacted energy legislation, the Energy Policy Act of 2005, will extend daylight savings time for a total of one month. It will begin three weeks earlier on the second Sunday in March and be extended by one week to the first Sunday in November. This will take effect in 2006.



Welcome to Our Newest Club!

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Risk Assessment: Key to Disaster Planning, Response and Recovery

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emergency. Certainly, it has become apparent from the recent Katrina and Rita events that the decisions and activities, or lack thereof, by the government on all levels can have a drastic impact on the ability of an organization to recover. There are many other outside forces that can impact an organization's ability to recover from a disaster or emergency. In the case of college and university clubs, your ability to recover is going to be impacted by the overall disaster plan for your affiliated university or college. Therefore, it is incumbent upon your management to have a clear understanding about how its recovery plans will impact your ability to recover.

It is not unusual for college and university clubs to be located in facilities that are not owned by their affiliated colleges or universities. If this is your particular situation, it is very important that you have a clear understanding of what your landlord's disaster plan is and how it impacts your organization. If your landlord has no clearly defined plan or your landlord will be restricted in its ability to quickly restore or rebuild facilities by zoning or building codes, you need to

know that information so you can factor it into your own plan.

To summarize, it is not possible to cover all the details of creating an effective disaster and emergency response and recovery plan in one article. However, as you can see, no effective disaster and emergency response and recovery plan can be developed without a total commitment by management to developing the plan and a thorough risk assessment process.

Dr. J. David Ferris has been licensed in the insurance business since 1964 and is licensed in more than 30 states with clients in the United States, Canada and abroad. He is president/owner of Central Risk Managers, Ltd., a risk management and insurance consulting firm he founded in 1979. CRM, Ltd. provides risk management services for a variety of clientele, including organizations, colleges and municipalities, and designs and implements self-funded insurance programs.

Are You Prepared to Save a Life?

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training.) Simply ask the vendor to let you go through the demo yourself. If you can easily make it work properly, then that device is probably appropriate for your club. If it seems challenging in any way, then consider looking at others. Remember, if it is hard to demo, imagine how hard it would be to work in a time of crisis!

Another important consideration is how many AEDs to place in your club. If you need to provide therapy to an individual within three minutes, then an AED should be within two minutes reach at any time. If you are on a golf course, that probably means around six units and, if you are in a city club with multiple floors, then you might consider one on every floor. If this seems to be aggressive, then let's consider the two issues that are probably most pressing for you. First, saving a life takes precedence over everything. If you and/or an EMS team cannot respond within a matter of minutes, the victim of SCA will likely die. The second issue, which is more complex, deals with minimizing your liability. Several court cases have been lost, or settled out of court, with large verdicts being awarded to the plaintiffs for public access areas not having AEDs. Furthermore, several other cases have found that, while the defense could prove that they had an AED, they were found to have less than satisfactory AED programs. Specifically, there was an absence of an AED protocol to follow if there was an emergency

event or the protocol was not comprehensive enough. This could mean several things. Maybe there were not enough AEDs available to properly save a life. Perhaps there were AEDs in place, but employees were not certified correctly. Or, maybe the owner of the facility did not meet specific state requirements to maximize protection under Good Samaritan laws.

Unfortunately, there are a lot of grey areas here. If you add the loss of a life on top of all of this, it becomes even more difficult to determine if there is blame to be placed at all and/or who was at fault. If you want to reduce the chance of death and potential legal ramifications happening to your club, then consider spending a couple of thousand dollars per device and purchase certified training to help protect yourself. After all, you cannot control whether an employee, member or guest has SCA at your facility, but you can control the likelihood of a positive outcome!

For more information on sudden cardiac arrest or how to obtain AEDs, accessories or training for your club, please contact Brian Shannon at bshannon@ejbworldtrade.com.

Important Membership Information

2006 ACUC Membership Dues

ACUC dues for 2006 will be mailed in November. Please note that at its summer meeting, the board of directors increased dues for the coming year to \$325.

Dues are payable 60 days after the date on which the invoice is received at the club. Please remit payment promptly in order to maintain your club's active membership status.

New Membership Certificates

New ACUC club membership certificates will be enclosed with your dues invoice.

The certificate has a new design, which makes it very suitable for framing and hanging in your club. We hope that you will like it!

2006 Hawaii Conference Program

The ACUC meeting program, held in conjunction with the 2006 World Conference on Club Management and Exposition of the Club Managers Association of America (CMAA), was put on the ACUC Web site on November 1. Please use the highlighted link on the Home page to go directly to the program. For your convenience, registration forms may be printed to expedite your registration process.

There is no fee for ACUC's one day meeting, and once again, ACUC members who are non-CMAA members will

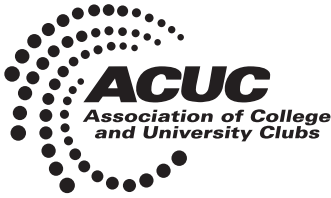
receive a discounted registration fee. For hotel and travel information, please contact WorldTek Travel at (800) 832-5165 (overseas clubs, please call (203) 772-0470). Identify yourself as an ACUC member. Do not call the hotel directly; reservations are only accepted through WorldTek. Please make your housing reservations no later than January 20, 2006.

2006 CMAA Conference Registration and Request for Housing Accommodations Form

ACUC members, who are not also CMAA members, are extended a discounted registration fee to attend the CMAA World Conference and Exposition to be held in Honolulu in February 2006. Full registration is \$375 and includes all 2006 CMAA educational sessions throughout their Conference; one ticket to the Monday, February 27 Opening Evening Event; a club tour through three prestigious clubs in Honolulu; and attendance at CMAA's Opening and Closing Business Sessions at the Hawaii Convention Center. Full registration does not include the CMAA Managers' Awards Luncheon on Wednesday, March 1. Individual tickets may be purchased for companions, spouses and children under the age of 16. A CMAA registration form is included with this issue of *The Globe*, which you may download and complete and mail with check payment to CMAA. Credit card payments may be faxed to ACUC's fax number at (703) 684-0925.

Enclosed with this issue is a Request for Housing Accommodations Form. A block of rooms has been secured at the Doubletree Alana Hotel Waikiki, a short distance from both the CMAA headquarters hotel, The Hilton Hawaiian Village and the Hawaii Convention Center. Please download or photocopy and complete this form and mail or fax it to WorldTek Travel to guarantee your housing for the World Conference in Hawaii. ACUC received a special room rate of \$159 for a single or double, plus tax. The Doubletree Alana Hotel features many amenities including an on-site convenience store and news stand, room service, laundry/valet service, tour desk, business center, fitness room, pool and Padovani's Restaurant, which is open for breakfast, lunch and dinner. Be sure to book your accommodations soon; reservations must be received at WorldTek Travel by Wednesday, January 20, 2006!





Request for Housing Accommodations Form

Doubletree Alana Waikiki Hotel, Honolulu, HI

Request housing accommodations on the Web by visiting www.acuclubs.org.

Reservations must be received at WorldTek Travel by Wednesday, January 20, 2006.

Name: _____ Club: _____

Address: _____

City/State/Zip: _____ Country: _____

Business Phone: _____ Home Phone: _____

Fax: _____ e-mail: _____

Arrival: _____ Departure: _____

Sharing room with: _____

Important: Requests for accommodations are processed in order of receipt. The number of rooms at the hotel is limited. To ensure fast and proper handling of your request, you must include payment and complete all necessary information. Use a separate housing form for each room. Hotel rates are \$159 single/double, plus tax.

Special Requests (Subject to Availability):

<input type="checkbox"/> Single	<input type="checkbox"/> Double	<input type="checkbox"/> Rollaway Bed
<input type="checkbox"/> Connecting Room	<input type="checkbox"/> Non-Smoking	<input type="checkbox"/> Smoking
<input type="checkbox"/> Disabled Accessibility	<input type="checkbox"/> Other _____	

Method of Payment: Reservations will be accepted only if accompanied by one night's deposit (plus 11.42 percent city tax per night) for each room requested. Refunds will be made only when the hotel receives cancellations 72 hours prior to the scheduled day of arrival.

Enclosed check made payable to WorldTek Travel (U.S. funds) or

Credit Card: American Express Visa MasterCard Discover

Account Number: _____ Exp. Date: _____

Cardholder's Name: _____

Signature: _____

To process this housing form, please use one of the following options:

Mail: WorldTek Travel, ATTN: CMAA Convention Desk, 111 Water Street, New Haven, CT 06511
or **Fax:** (800) 868-5506

**For questions call: (800) 832-5165 or (203) 772-0470 (international callers)
and ask for the CMAA Convention desk. Identify yourself as an ACUC Conference attendee.**