



**CLUB
MANAGERS
ASSOCIATION
OF AMERICA**

Outlook

News From the Club Managers Association of America

October 2011

Featured Speakers at World Conference

The Club Managers Association of America's World Conference is renowned for its professional development opportunities featuring world-class education sessions and distinguished speakers. Attendees find the classes to be pertinent, stimulating and, most importantly, topically relevant to their clubs. This year, CMAA's 85th World Conference and Club Business Expo, held February 24-28, 2012, in New Orleans, LA, will bring the same value and first-rate content to you. More than 45 percent of presenters at Conference will be first-time speakers, keeping topics up to date and timely. There are also more than 70 education sessions, meaning that managers can study a variety of topics at their convenience. The education sessions are also an excellent way for those pursuing their Certified Club Manager (CCM) and other designations to earn up to 22.5 CMI Education Credits.

In New Orleans, CMAA will present internationally acclaimed and contemporary presenters including featured speakers Archie Manning, famed All-American Quarterback and New Orleanian and Joseph Michelli, whose book *Prescription for Excellence* has been on *The New York Times Best Seller* list among others.



Archie Manning may be most known for athletic achievements, especially his draft history and New Orleans Saints passing records. Besides these feats, Manning has been decorated for his charitable spirit and has received numerous awards including the Byron "Whizzer" White Humanitarian Award, the Davey O'Brien Foundation Legends Award and the Cal Ripken Foundation Aspire Award. His dedication to his hometown after Hurricane Katrina awarded him the National Pathfinder Award. Manning's charitable work includes the Special Olympics, the Salvation Army and the New Orleans Area Boy Scout Committee. He and his wife live in New Orleans and his three sons, Cooper, Peyton and Eli, are well-known for their numerous accomplishments. Currently, he specializes in public relations and consulting. Manning's session will be held Sunday, February 26, 2012, from 8:00 a.m. to 9:30 a.m.

and focuses on leadership. With such a broad range of experience and success, it is sure to be a stand-out session. This session is presented in partnership with E-Z-GO, a CMAA Platinum Advantage Partner.



Joseph Michelli is a famed speaker, organizational consultant and author who focuses on the healthy work environment and the total customer experience. Besides *Prescription for Excellence*, his books *The Starbucks Experience*, *The New Gold Standard* and *When Fish Fly*, co-authored with the owner of the Pike Place Fish Market in Seattle, WA, have also achieved best seller status. Michelli, recently named by

Focus as "one of the top five customer service influencers to track in 2011," has a new book titled *The Zappos Experience*, arriving in stores in October. His expertise in connecting with leaders and frontline workers and showing them how to develop and grow is just one of the reasons to attend this session. Michelli will speak on Monday, February 27, 2012, from 8:00 a.m. to 9:30 a.m., focusing on leadership. This session is presented in partnership with Jonas, a CMAA Gold Advantage Partner.

Conference can be a busy time and with such an array of educational opportunities, save the date of these two highly anticipated featured speaker sessions. For more information, please visit the [CMAA Conference website](#) to download the World Conference and Club Business Expo Brochure. Be sure to watch your mailbox for the Conference Education Brochure, coming this fall. If you have any questions, please contact [David McCabe](#), Senior Director of Education, at (703) 739-9500.

INSIDE



President's Message	page 2
Association Calendar	page 3
Professional Development	page 4
Wine Society	page 5
Membership	page 6
Corporate Advantage Partners	page 7
Sales and Services	page 8
Premier Club Services®	page 9

Mission Statement

The Club

Managers

Association

of America

Advances

the Profession

of Club

Management

by Fulfilling

the Educational

and Related

Needs of

Its

Members.



President's Message

So Far, So Good

It truly does feel like just yesterday that I accepted my position as President for this amazing organization. It has been a great year and I am so pleased with all that the Association has accomplished. I am confident that the groundwork we are laying will ultimately strengthen the Association and ensure that it continues to be the resource for our members for years to come. At this point in the year, it seems appropriate for an update on CMAA's largest initiative in 2011.

Last fall, CMAA officially announced the creation of the Risk Management Department and, over the past year, many of you have inquired as to why we have expanded into this area. As we discovered through CMAA surveys, CMAA-member managed clubs as a whole pay \$1.5 billion in insurance premiums annually. We are big business for the insurance industry and yet most clubs were being treated as individual small businesses. There was no recognition of how clubs are well-managed enterprises run by professionals.

The purpose of the Risk Management department, led by insurance industry veteran Jeff Magoon, is to highlight the value in our industry to the large insurance carriers and help provide the best coverage and values to our individual members for their club facilities. This program allows individual clubs to reap the financial economies of scale of being part of this industry and not a singular business entity.

Risk management offerings are available to every member of CMAA and can assist them in reducing premium expense while expanding coverage. To view the complete complement of offerings, please review the newly published Risk Management brochure available [online](#). This site is available to all CMAA members, their insurance brokers and other club staff to review. This resource will be updated regularly as new product, and service offerings are added.

As an "insurance insider," Jeff is able to ensure that the policies endorsed through this program provide adequate coverage and do not have exclusions that will endanger the livelihood of a club when a disaster strikes. He also serves as a valuable resource to assist clubs in managing risk in their daily operations. The Risk Management department can provide all of CMAA members with programs and services tailored for our industry and helps sustain our mission to fulfill the related needs of our members. You can call Jeff to discuss your individual insurance program and obtain his advice on how your club can be better insured at a more reasonable cost.

Another initiative begun this past year is one to expand our membership and connect with the individuals in our industry who can benefit from our professional development and resources. We have addressed the barriers of membership which have been noted by our chapter leaders who are on the forefront of recruitment.

We are addressing these issues through a number of new initiatives. Most impressive is the new Step Membership. Under this new national dues structure, new/rejoining members pay \$500 for the first year of dues, \$650 for the second year and, ultimately, step up to the prevailing rate in year three. I encourage you to review the other beneficial membership updates at the [membership webpage](#).

Your National Board and I are looking forward to continuing our work to further help this great organization to grow and prosper.



Kevin Carroll, CCM, CCE

Kevin Carroll, CCM, CCE
CMAA President

Association Calendar

OCTOBER 2011

3 2012 Warren L. Arseneaux Honorary
Scholarship entry deadline
Contact: Marisa Reilly/CMAA
(703) 739-9500

9-13 **BMI I (FULL)**
Georgia State, Atlanta, GA
Contact: Joe Patrick/CMAA
(703) 739-9500

9-15 2011 IWS Wine Workshop
Madrid, SPAIN
Contact: Kathi Driggs/CMAA
(703) 739-9500

13-18 **BMI International**
St Andrews, SCOTLAND
Contact: Joe Patrick/CMAA
(703) 739-9500

23-27 **BMI V (FULL)**
UNLV, Las Vegas, NV
Contact: Joe Patrick/CMAA
(703) 739-9500

NOVEMBER 2011

1 **Willmoore H. Kendall Scholarship due to
Chapter for nomination**
Contact: Nichole Rhodes/CF
(703) 739-9500

3-6 **National Student Education Conference**
Greater Chicago Chapter, Chicago, IL
Contact: Kate Wilkens/CMAA
(703) 739-9500

13-17 **Certification Review Course**
Georgia State, Atlanta, GA
Contact: Sharon Means/CMAA
(703) 739-9500

14 **CCM Exam – Local Proctored ***
Contact: Sharon Means/CMAA
(703) 739-9500

18 **CCM Exam**
Georgia State, Atlanta, GA
Contact: Sharon Means/CMAA
(703) 739-9500

DECEMBER 2011

1 **Willmoore H. Kendall Scholarship due to
The Club Foundation**
Contact: Nichole Rhodes/CF
(703) 739-9500

JANUARY 2012

14-19 **BMI II**
Cal-Poly, Pomona, CA
Contact: Joe Patrick/CMAA
(703) 739-9500

FEBRUARY 2012

5-9 **Certification Review Course**
Georgia State, Atlanta, GA
Contact: Joe Patrick/CMAA
(703) 739-9500

6 **CCM Exam – Local Proctored ***
Contact: Sharon Means/CMAA
(703) 739-9500

10 **CCM Exam**
Georgia State, Atlanta, GA
Contact: Sharon Means/CMAA
(703) 739-9500

24-28 **World Conference and Club Business Expo**
New Orleans, LA
(703) 739-9500

MARCH 2012

18-22 **BMI I**
Georgia State, Atlanta, GA
Contact: Joe Patrick/CMAA
(703) 739-9500

25-29 **BMI IV**
Cornell, Ithaca, NY
Contact: Joe Patrick/CMAA
(703) 739-9500

APRIL 2012

1-5 **BMI III**
Michigan State, Lansing, MI
Contact: Joe Patrick/CMAA
(703) 739-9500

* Managers can arrange to have an exam proctored
at a local college or university.



CMAA's Association Calendar
is available online at www.cmaa.org/calendar.

A Preview of the 2012 Pre-Conference Workshops

It may be hard to believe, but the 2012 World Conference is right around the corner. The CMAA Education Department is excited about the slate of Pre-Conference Workshops that are scheduled to take place in New Orleans in February. Each Pre-Conference Workshop will be worth six CMI credits and will count towards the number of workshops one needs to become eligible for the CCM exam.

The workshops will start with the ever-popular “The Bicycle Chautauqua ‘Does’ New Orleans: Riding, Reflecting and Pursuing the CCM Mission” led by Gregg Patterson from The Beach Club and Randy Delaney, CCM, from Pensacola Country Club on February 22-24, 2012. This three-day bike ride through the Louisiana countryside will provide attendees a chance to network and bond with their industry peers and to reflect on club management issues in a physically stimulating social setting. The Chautauqua will be celebrating its 10th anniversary in 2012. Just ask any of the previous Chautauqua riders and they will be sure to tell you that it is a rewarding experience. This workshop is limited to 30 attendees. The bicycle Chautauqua will start at a hotel north of New Orleans and will, using “hub and spokes tactics” (that is – leaving from and returning to the same hotel each day), head into the Louisiana countryside for three days of riding and reflecting. Clubs will be visited during the rides and a club will be used each evening, whenever possible, for the debrief, cocktails and dinner. Bicycles can be rented at a “pre-approved” bicycle shop near the Chautauqua hotel if the riders choose not to bring their own. All dinners and accommodations will be paid for separately by each rider. The seminars and debriefs will be free.

Four workshops will take place on Friday, February 24. Dick Kopplin and Kurt Kuebler, CCM, will offer their workshop titled “Private Club Executive Leadership at a Higher Level.” This program is a follow-up to their highly attended and highly rated workshop that they presented in Orlando in 2011. Attendees will discover what successful leaders both within and outside the club industry are doing to guide their organizations to success. This program will not be a repeat of the program offered in Orlando, but instead, will offer new examples of successful leadership today.

Gregg Patterson and Andrea Curthoys, both from The Beach Club, will lead a workshop titled “Creating the Family Friendly Club in Detail.” Based on the successful Pre-

Conference Workshop at the 2011 Conference in Orlando, this all-new program will go into detail on topics such as year-round programs; summer camp; the legal and insurance issues surrounding family friendly programs; annual and event-specific budgeting; and marketing practices for the development of an expanded schedule of “Family Friendly.”

The CMAA International Wine Society will also be presenting their annual Wine Workshop on February 24. White House Chef for former Presidents Bill Clinton and George W. Bush, Walter Scheib, known as “The American Chef,” will be presenting his unique perspectives on American cuisine and a patriotic look at what makes dining and wine experiences at clubs stand out using fresh local products and American themes. Chef Scheib will also share his experience as the Executive Chef at the White House.

Joining Chef Scheib in this workshop will be Pat Dodd, the Director of Education for the E.J. Gallo Winery. Both Scheib and Dodd will lead participants through new world and old world wines, demonstrating how these products can be integrated into an American-themed menu. Attendees will

taste both food and wines in this workshop experience. Ideas to take home and put into immediate use at the club will be abundant. This workshop will feature lunch and a tasting plate designed by Chef Scheib as well as 14 different wines. The price of this workshop includes lunch for all participants.

Southern Yacht Club will be the site of the 2012 Yacht Club Managers Symposium. The format will be one of stimulating round-table discussions focusing on current issues facing yacht clubs today. This workshop is open to all General Managers/COOs and mid-level managers of any type of club. The symposium will be organized and facilitated by Ronald Banaszak, CCM, CCE, and the panel discussion will be facilitated by Thomas Gilbertson, CCM, ensuring a lively and spirited debate of the topics. This will be the fourth year of the club operations survey, which will be administered and presented by Dennis Conneally, CCM, CCE. Participants will need to submit their completed surveys by January 10, 2012, in order to have their data included in the presentation and to receive a copy of the survey results. With four years of data available, changes and trends from the previous years will be visible and open for discussion.



A Preview of the 2012 Pre-Conference Workshops

Lunch, a cocktail reception and motor coach transportation to and from the New Orleans Marriott are included with the price of this workshop.

For the first time ever, CMAA will be offering a free At-Conference workshop on the last day of Conference, February 28. This workshop will only be available to those Conference attendees with a Full or Education-Only registration package. Participants will be required to register for this workshop since tickets are required for entry into the workshop. The workshop will be available to the first 100 qualified registrants. Since the amount of credits for this workshop is equal to the amount of credits that are available on this day, workshop attendees will not miss out on any opportunities to earn credits. The lunch break for this program will coincide with the Managers' Award Luncheon.

The free workshop is titled "Influence and the Art of Persuasion" and will be presented by Rick Kirschner, Ph.D. Have you ever wondered why bad ideas win out over better ones? Ever accepted 'the inevitable,' because you couldn't change someone's mind? Ever wished there was a way to

play a bigger part in the way the future turns out? Isn't it time to use your influence to change your world? If you've got the desire to become a more powerful communicator; if you're tired of watching while less qualified or unworthy others get their way or get in yours; if you're ready to raise your game and improve your ability to shape events and relationships, then this workshop is for you.

All CMAA members should have recently received an e-mail with a link to the [electronic version of the 2012 Conference Brochure](#). All members will also be receiving the 2012 Conference Education Brochure in the mail shortly which will list the full slate of education sessions to be offered in New Orleans. The Education Department is proud to announce that once again, more than 45 percent of the presenters at Conference will be new. The Education Department is excited about the entire educational program that has been planned for New Orleans. If you have any questions regarding the 2012 Conference educational sessions, please contact [David McCabe](#), Senior Director of Education, at (703) 739-9500.

Congratulations to CCMs, CCEs and Honor Society Members

The Education Department and the Certification Committee would like to congratulate the following managers for recently earning their Certified Club Manager (CCM) Designation, Honor Society Membership and Certified Chief Executive (CCE) Designation:

CCM Designation:

Eric J. Dietz, CCM
Lynn Stebbins, CCM



Honor Society:

Roy K. Kaner, CCM, CCE
MacDonald A. Niven, CCM



CCE Designation:

James D. Cutter, CCM, CCE
Robert J. Green, Jr., CCM, CCE
Roy K. Kaner, CCM, CCE
Edward J. Ronan, CCM, CCE
Vincent J.C. Tracy, CCM, CCE
Clint Wood, CCM, CCE



Wine Society

Ready, Set, Start Collecting

The Wine Society's Silent and Live Auctions are annual events to benefit The Club Foundation, which in turn allocates funds to educational programs for club managers.

These auctions, held at the World Conference and Club Business Expo, have been successful, lively and lucrative in the past and your donations will ensure that this year's auctions are the best ever.

Has your chapter begun collecting its donation for the Wine Society's Silent and Live Auctions? It is never too early to get started.

The auctions, of course, cannot be a success without the support of CMAA members. We look forward to your donations and participation in these exciting events.

Start donating now to support your industry's future. For more information on how to donate, please visit the [Wine Society's website](#) or contact [Sarah Gisriel](#) at (703) 739-9500.



Club of the Future Student Chapter Award Program

As club trends are ever-changing and club members' needs evolve, managers are challenged to stay a step ahead. Club culture has continuously transformed over the years. We want students to imagine themselves as club members in five, ten, 15 years and beyond and express what they think their needs will be. Students should also imagine themselves as managers and ask how can managers anticipate those needs and fulfill them to keep their members coming back?

Student chapters should take this opportunity to showcase their creativity and foresight. Be innovative. This is a student chapter award program and individual entries will not be accepted. Students are encouraged to work together with an advisory board composed of a faculty advisor, club managers and anyone else who will be able to provide support. Modeled after the Idea Fair, students should use idea boards to help express their visions for the future of the club industry.

The five new categories for 2012 include Staff Training, Sustainability, Food and Beverage, Event Planning and Membership Retention. The winner of each category will present their idea at the 2012 World Conference in New Orleans, LA, during a 90-minute manager education session. The session will take place on Sunday, February 26, 2012, from 5:15 p.m. – 6:45 p.m. Every entry MUST be accompanied by a ten minute Power Point presentation. Students who prepared the winning entries will be responsible for the presentation. After each of the five presentations, ten minutes will be provided for questions and answers.

The entry form for the 2012 Club of the Future Student Award Program can be found [here](#).

For questions regarding the Club of the Future and other student programs, contact [Kate Wilkens](#), manager, Student Development at (703) 739-9500.

2011 National Student Education Conference in the Windy City

Join us for the Eighth Annual National Student Education Conference, November 3-6, 2011, hosted by the Greater Chicago Chapter in Chicago, IL. This conference, geared specifically toward students, covers a variety of topics as they pertain to club management. It promises to be a weekend filled with unique educational, practical and networking opportunities.

For more information and to register, visit www.cmaa.org/nsec.aspx.

Follow NSEC 2011 on Facebook, Twitter and LinkedIn. If you have questions, please contact [Kate Wilkens](#) at (703) 739-9500.

Don't Forget to Renew Your Membership for 2012

CMAA's 2011 membership year ends on October 31, which is right around the corner. Have you renewed your membership for the 2012 membership year? If not, there's no time to waste. Renew your membership now so you don't incur any late fees.

You can expedite your renewal process by renewing [online](#). Have your membership number and credit card ready and you will be renewed in a matter of seconds. New this year: you will have the option to pay your dues either in full or you can opt into an eight month payment plan.

Thank you and we look forward to another exciting year ahead!

Are You Unemployed?

If you are currently not employed at a club, but would like to stay on as a member for the upcoming year, you might be eligible for CMAA's Continuation status. Please contact the Chapter/Member Services Department at (703) 739-9500 for further details. It should be noted that this membership category is not automatically assumed. The request for a change to this status must come directly from the member.

Are you Eligible to be in CMAA's 25 Year Club?

Have you been in a management position at your club for 25 or more consecutive years? If so, we first would like to commend you on the dedication and hard work that you have committed to the industry. And secondly, we would like to extend our invitation for you to become a member of CMAA's 25 Year Club.

Membership in the 25 Year Club is open to "any member of CMAA who shall have been the manager of the same bona fide club for 25 consecutive years." Managers are invited to become members upon receipt of statements of eligibility from their clubs. There are no dues or admission fees and the purpose of the club is to promote special relations among its members.

With nearly 50 current members, we look forward to welcoming even more inductees! New members to the 25 Year Club are recognized at each World Conference. If you meet the eligibility requirements, please contact [Erica Buschner](#) for further information at (703) 739-9500.

Corporate Advantage Partners

Partner Profile: E-Z-GO

The Club Managers Association of America's Corporate Advantage Partner (CAP) program, a partnership by CMAA, The Club Foundation and fifteen corporations fundamental to the industry, provides vital support for the Association and for its many educational opportunities and connects the companies and professionals who are most dedicated to the club management profession and professional development. In order to help our members understand the CAP program better, *Outlook* will feature a Partner Profile, giving an overview of our individual partners, their significance to the club management industry and to CMAA members.

Company Overview

E-Z-GO, a Textron Company, is a leading manufacturer of light-transportation vehicles including golf cars, utility vehicles, personnel carriers and recreational vehicles.

E-Z-GO is the preferred golf car fleet provider for many of the world's most revered golf courses, clubs and resorts and is an industry leader in electric-vehicle technology, evidenced by the innovative, AC Drive system used in the RXV golf car.

Founded in 1954 in Augusta, GA, E-Z-GO became part of Textron Inc. in 1960. This global, multi-industry company leverages its global network of aircraft, defense, industrial and finance businesses to provide customers with innovative solutions and services.



A Textron Company



Today, E-Z-GO still believes that it exists to build vehicles and services that exceed the expectations of the customer. It is the drive to sustain and improve that position that is E-Z-GO's "Excellence in Motion."

Industry Impact

E-Z-GO has been dedicated to the golf industry for more than 56 years and understands the importance of manufacturing vehicles that can handle the demands of the course and exceed customer expectations. E-Z-GO recognizes the important contributions the club manager makes to the successful management and operation of golf facilities and in 2006 demonstrated its commitment to the Club Managers Association of America by becoming the first Corporate Advantage Partner at the Platinum level. The growth and enrichment of the industry is dependent upon the professional development of club managers, promotion of the golf industry and maximizing the golfing experience for the continued health of the sport.

What We Can Offer Chapters

E-Z-GO is renowned for its business and operational excellence, receiving the coveted Shingo Prize for operational Excellence in 2009 and is often approached to provide benchmarking tours and share its expertise in Lean business processes. As a result, E-Z-GO has seasoned professionals who could advise clubs on operational efficiency opportunities for their golf facilities, and a strong maintenance and service education program that could be utilized for the professional development of club staff.



Welcome and thank you to our Corporate Advantage Partners...

whose support enhances the quality education and programming offered to CMAA members

PLATINUM



GOLD



SILVER



BRONZE



"The Most Trusted Names in Private Club Executive Placement"

Please extend your thanks, appreciation and support to our Corporate Partners!

Improve Your Club's Food and Beverage Service With Bookmart Resources

The summer season has passed and the holidays are fast approaching; it is a perfect time to focus your efforts on improving your food and beverage services. What makes a club distinct and brings back members time after time is excellent dining service. It is so important for your club to maintain a competitive advantage over new and exciting dining options in the region. If your club wants to stand out from the rest, make service your top priority.

Quality service in the dining room is central to the service reputation of the overall club. This fall, don't forget to maintain high standards of service in your food and beverage operations. Bookmart is proud to offer two unique resources aimed at improving your club food and beverage service, *Unlocking the Secrets of Exceptional Club Food Service* and *Leadership Lessons From a Chef*.

Unlocking the Secrets of Exceptional Club Food Service: What Your Members Really Want is a one-of-a-kind set of resources developed by CMAA, produced specifically for the club industry. The *Unlocking the Secrets* resources are composed of three distinct offerings intended to address all areas of club food service. The *Club Server Training DVD*, filmed at clubs and reviewed by club managers and food and beverage directors, was designed to illustrate exception-

al club service that can be reproduced at your club. The *Instructor's Guide* offers management the opportunity to present this material and engage the wait staff in a learning environment to encourage interaction and participation among the wait staff. The *Training Manual*, designed for the wait staff, is meant to serve as a reference manual to the *Instructor's Guide* and is also customizable to allow your wait staff to tailor their manuals to your club's specifications. The *Training Manual* also features individual and group learning activities to mold professional and courteous servers.

Another resource that can really make a difference towards your food and beverage presentation is Charles Carroll's *Leadership Lessons from a Chef: Finding Time to be Great*. This book offers readers a sensible and organized approach to developing an effective, competent and professional kitchen staff. This book is about creating excellence in your kitchen, paying attention to the details that make a difference and cultivating an attitude for success within your food and beverage operations. The practical tools in this book can be used immediately to motivate and develop an effective team environment in your kitchen. *Leadership Lessons from a Chef* is straightforward and ready to use,

(continued on page 9)

Bookmart Order Form

All orders must be prepaid. Prices subject to change.

Call (703) 739-9500
Monday-Friday, 9:00 a.m. – 5:00 p.m., ET

Complete your order by mail to: **CMAA**
1733 King Street, Alexandria, VA 22314
Or by fax: **(703) 739-0124**
Or online: www.cmaa.org/bookmart

STOCK #	DESCRIPTION	PRICE	QUANTITY	TOTAL
#		\$		\$.
#		\$. .
#		\$. .
#		\$. .

Name: _____
 Club Name: _____
 Street: _____
 City/State/ZIP: _____
 Telephone: _____
 E-mail: _____
 Charge to my: Visa MasterCard American Express
 Account #: _____ Expiration Date: _____
 Signature: _____
 Billing ZIP Code: _____
 My check, made payable to CMAA, is enclosed. Amount US \$ _____

Subtotal	\$.
Five percent VA Tax	\$.
6.25 percent OH Tax	\$.
Shipping and Handling Charges	\$.
TOTAL to Enclose with Order (Code 10/11)	\$.

Shipping & Handling Rates

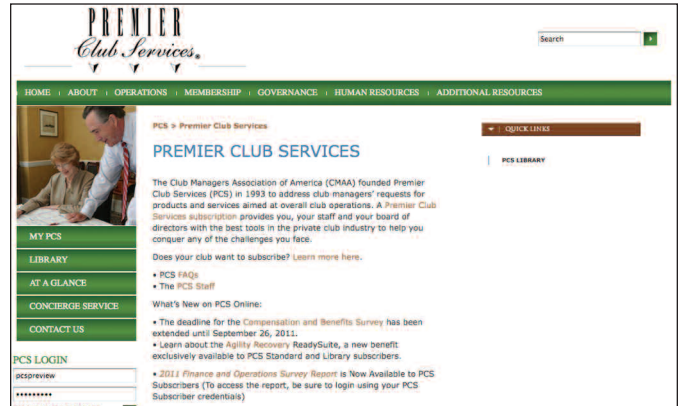
USA: Add \$8 for orders up to \$65. For orders exceeding \$66, add twelve percent of subtotal before tax.

INTERNATIONAL SHIPPING:
 For rates and options, call (703) 739-9500 or send an e-mail to marketplace@member.cmaa.org.

PCS At A Glance: What is All the Buzz About?

Did you know... Premier Club Services (PCS) has a great resource provided to your entire club staff and board on a monthly basis? *At A Glance* is the all-inclusive, monthly electronic communication benefiting all areas of club operations. Specifically, *At A Glance* features club-specific content on how the club manager, staff and board of directors can use PCS in everyday club operations. Each month, *At A Glance* highlights timely club-specific information related to PCS resources. Furthermore, the communication includes featured articles relating to frequently asked questions, staff training tips, board and committee benefits, industry profiles, data and more. *At A Glance* helps your club staff and board get the most out of your club's PCS subscription.

At A Glance, in conjunction with the user-friendly PCS website, serves to provide your club with PCS resources at the click of a button. The information available to your board and staff enhances their knowledge of club operations and results in more effective and efficient decision-making – benefiting the club and ultimately the club manager. Learn all about the *At A Glance* eCommunication through [PCS Online](#) or contact the PCS staff for information on how Premier Club Services can benefit your club.



Sales and Services

Improve Your Club's Food and Beverage Service With Bookmart Resources

(continued from page 8)

with real-life models to directly illustrate how the idea has been put into action.

Improving your food and beverage service will have an impact on the overall perception of your club. Now is the time to take another look at your food and beverage operations and get the most out of it. Utilize Bookmart resources to go above and beyond with your dining experience.



Unlocking the Secrets Instructor's Guide, #2095
CMAA Members: \$65, Non-Members: \$25



Unlocking the Secrets Training Manual, #2096
CMAA Members: \$20, Non-Members: \$25

Set of 10 Training Manuals
(Buy 9 get one free), #2098
CMAA Members: \$180, Non-Members: \$225



Unlocking the Secrets DVD, #3042
CMAA Members: \$300, Non-Members: \$350



Leadership Lessons from a Chef, #3068
CMAA Members: \$28, Non-Members: \$38

