BEST PRACTICES FOR GUEST VISITS

Guidelines that provide recruitment support for faculty candidates who bring a guest to campus

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Introduction

Recent research at Michigan Tech suggests that when a guest accompanies a faculty candidate to their on-campus interview, the candidate is much more likely to accept an offer. When the guest is able to see the Houghton area and Michigan Tech for themselves, they have more information to help them make a decision about moving to the area. When a couple decides together to accept a position, satisfaction increases and the likelihood for retention is increased.

The provost supports the opportunity for faculty candidates to bring a guest to campus in an effort to increase acceptance of offers, help couples make informed decisions and to increase satisfaction and retention. All tenure-track faculty candidates should be given the opportunity to bring a guest.

It is important not only to invite a guest to campus, but to make sure that their visit is a good experience for them. Providing a well-planned, customized itinerary, while allowing sufficient time for free time and exploring on their own will demonstrate our interest in the guest’s time while in Houghton.

Most searches consist of three external candidates. Preparing an itinerary for each is important; however, only one candidate is likely to be given an offer. For this reason, you want to plan a welcoming visit for all guests, but not tailor an itinerary so specifically that you create unnecessary work. Avoid planning special meetings for one guest but not others. Make every effort to have all guests treated equally.

Each college is unique, as are the departments within. This document will provide you with ideas and information to help you plan a welcoming itinerary for the guest. The final product is yours to create.

Note: When candidates bring a guest, they are the guest of the hiring department. It is important for the hiring department to provide the guest with a great experience. This guide will help you navigate this process.

Guest versus Partner

The guest is often, but not limited to the candidate’s spouse or partner. The term “guest” is used to avoid unintentionally excluding candidates who do not have a partner. If a candidate wants to bring a guest who is not their partner, such as a sibling, it is allowed. An itinerary does not need to be prepared for a guest who would not relocate to Houghton if the candidate is offered a position.

The Job Announcement

Some candidates may be surprised by an offer to bring a guest. By seeding this idea in your job announcement, your candidates will have time to consider an invitation in advance. A statement such as this can be used:

*Candidates who are selected for on-campus interviews will be offered the opportunity to bring a guest with them for their visit.*

It is important to remember, if one candidate is offered the opportunity, all candidates in the same search must also be offered the opportunity.
Initial Contact with the Candidate and Guest
Once the finalists who will be offered on-campus interviews are identified, they are contacted to schedule their visit. This is done by the department chair or his/her designee.

At this time an offer is made to the candidate to bring a guest. Appendix A includes sample language of how to talk to candidates about bringing a guest.

Arranging for the Campus and Community Welcome meeting
The names and email addresses of the candidates who will be interviewed on campus are forwarded to Renee Ozanich in Human Resources. From there, a Campus and Community Welcome will be planned for the candidate and their guest.

More details about the Campus and Community Welcome are in section 5b: Recruitment Support Meeting.
Planning a Guest Visit

1. **Hotel Accommodations**
   Consider using a downtown hotel. It is assumed that the candidate and guest will share the same room. A downtown hotel may alleviate some transportation issues for the guest. If they have free time, we want them to be able to walk to campus or to shops and restaurants.

2. **Guest Itinerary Planning**
   A separate itinerary is prepared for the visiting guest. Any format that works well for your unit can be used. Start a draft itinerary that takes into consideration information that would be of interest to any guest visiting the Houghton area (male or female). Do not include the candidate’s name or unit for which they are interviewing. Appendix D includes sample itinerary, which can be edited for your use. There is an itinerary for both one-day and two-day visits.

3. **Assign Guest Contact**
   A specific person should be assigned as the guest’s contact during their visit, usually the departmental coordinator, who can answer questions, and knows what is going on regarding the candidate’s interview schedule. Add this information to the guest’s itinerary.

4. **Office of Partner Engagement**
   A meeting with the Office of Partner Engagement should be scheduled for early on the first full day of the visit. An informal meeting downtown for breakfast at 8:30 a.m. is a good way to start the guest’s introduction to the community. During that time, Shannon Vairo will discuss the guest’s itinerary, explain that this is an exploration visit for the guest. All information remains confidential and there is no report back or discussion with anyone on the search committee.

   If the guest asks about a specific interest, and it can be arranged, Shannon will work with the departmental coordinator to add it to the guest’s itinerary. Examples might include:
   - A tour of an on-campus greenhouse
   - A meeting regarding volunteer work at the Humane Society
   - A tour of a local health care facility

   Some guests have very specific needs regarding an academic career at Michigan Tech. In these cases, the Office of Partner Engagement explains the resources available and the process that is required to obtain a tenure-track or non-tenure-track position at Michigan Tech. These guests are encouraged to discuss their needs with the candidate’s dean or chair when they feel comfortable doing so. Early interaction allows Michigan Tech more time to determine a solution. **It is vital to express to all candidates and guests that we (Michigan Tech) do not promise employment for guests/partners, nor do we create positions for guests/partners. We will however do our very best to assist you in finding employment in the local area, whether that be Michigan Tech or not. Some guests have friends or colleagues that work on campus. It is okay for them to use their free time to meet with others.**
5. Activities and Suggestions for the Guest’s Itinerary
   a. Partner Engagement Meeting
   b. Recruitment Support Meeting
      This two-hour meeting is usually scheduled from 3:00-5:00 p.m. on the first day of the on-campus interview, and it is held at the Lakeshore Center. It is referred to as a Campus and Community Welcome meeting on the candidate’s and the guest’s itineraries.

      The candidate and their guest will be sent a survey prior to their visit. The survey asks questions about specific information they may want to know about the community and campus, such as child care, schools, recreation, arts and culture or a benefits overview. A personalized meeting will be scheduled where information about their interest will be shared by subject-matter experts.

      **Note:** Because a benefits overview is available during the Campus and Community Welcome meeting, it is not necessary to schedule this separately on the candidate’s interview schedule.

      Internal candidates must be treated like other candidates therefore, the survey is sent to them too. Appendix H is an example of the survey questions.

   c. Community Activities
      i. Campus Tour (schedule with admissions)
      ii. Chamber of Commerce visits (schedule with the Chamber)
      iii. Neighborhood tour with realtor*

      *When added to the guest’s itinerary, it is not necessary to include it on the candidate’s agenda. By adding a neighborhood tour to the guest’s itinerary, it frees up time on the candidate’s schedule, allowing them to focus on their interview, the primary reason for their visit. **Note:** If your unit routinely schedules a neighborhood tour for the candidate with a realtor, you may add this to the guest’s itinerary too. They can attend this together.

6. Transportation
   Consideration of the guest’s travel around town is important. Therefore it is helpful to have campus or downtown activities grouped together for ease of transportation. During the guest’s first meeting with Partner Engagement, Shannon Vairo will provide information about taxis, walking distances, Lyft, and shuttle bus services.

7. Meals
   Guests should not be invited to meals with the candidate. Feedback suggests that candidates who do not bring a guest may be perceived to have the advantage of more interview time, due to the increased time during meals for professional discussions. Conversations, when a guest is present, tend to be more social in nature. All candidates must be treated equally.
If there is someone from your department who wants to meet and host the guest for a meal, that option is available. This can be anyone who would like to have a social meal with a guest. The guest should never be put in a situation where they feel they are being evaluated (positively or negatively) for their “fit” in Houghton. See Appendix G regarding discussions during meals. Otherwise, adding Lunch (Dinner) on your own is acceptable and may be appreciated. Remind guests to retain receipts for reimbursement purposes.

8. Free Time
Open time on a guest’s itinerary is OK. They are not here for an interview; they are here for a relaxing look at our campus and community. They may want to explore the waterfront or shops downtown. If you wish to provide the guest with pamphlets, such as the mineral museum or the public library, please provide them to Shannon Vairo prior to her meeting with the guest.

9. Paying for Guest Travel
Partial support for the additional expense of a guest’s travel is available. The first $500 of guest travel will be covered by the Office of Partner Engagement. Further consideration may be given for guests traveling internationally. Guests are advised to save their receipts and submit them with the candidates at the end of the visit.

10. Children
Guests are welcome to bring children at their own expense. An exception could be made at the chair’s discretion. If a child does accompany the candidate and guest, we have arranged for limited child care in the past. We want to be welcoming so we will handle requests on a case-by-case basis.

11. Special Consideration
The candidate’s interview and the guest’s visit should be separated as much as possible. The intent is for the candidate to focus on their interview and the guest to spend their time learning about our area and gathering information.
APPENDIX A - INVITATION TO BRING A GUEST TO CAMPUS  
DURING FACULTY CANDIDATE INTERVIEW

When to make the offer for guest travel:
When the department chair or his/her designee invites the candidate to come to campus for an interview, they may not ask discriminatory questions about the candidate’s guest status. A candidate may be offered the opportunity to bring a guest, if there is someone they wish to accompany them.

It is important to make sure that the candidate is comfortable talking with you and that they understand that you are on their side. You are interested in the best outcome for them and for Michigan Tech.

Sample offer:

We are pleased to inform you that you have been selected for an on-campus interview for our open faculty position. The faculty were impressed with your application packet and phone interview. We would like to invite you and a guest to campus, at our expense, for a two-day visit. Open interview dates are xxx.

Reminders:
Avoiding asking it as a question. Do not ask, “Is there someone that you want to bring?” Make it an offer and let them respond. If they decline the offer, but you sense that they were caught off guard or feel they need to discuss it with their partner, you could give them an offer to contact you with their reply.

“If you need some time to think about it, I understand. Please follow up in a day or two to let us know if you will be bringing a guest or traveling alone.”

An offer should not use the word spouse or partner. The offer is intended for spouses or partners; however, the offer could be interpreted differently. To avoid discrimination, if they say they want to bring their brother, friend, or grandmother, etc., we will allow that. There is value in having someone who is close to them see the Houghton area.

If you are interviewing more than one candidate, they must all be given the same offer. You cannot offer guest travel to one candidate, but not another.

Approved for implementation January 15, 2020:
Revision: January 27, 2022
APPENDIX B: GUEST VISIT CHECKLIST

___ Candidate is invited to bring a guest to campus.

___ Send candidate’s name and email address to Recruitment Support Team
   (Madeline Mercado Voelker mmercado@mtu.edu & Renee Ozanich rozanich@mtu.edu)

___ Identify the person from your unit who will act as guest’s contact.

___ Start guest’s itinerary. If you need help, contact Shannon Vairo ssvairo@mtu.edu

___ Include a partner engagement meeting as first item on the guest’s itinerary. Usually 8:30 a.m.
   on the first day. Coordinate with Shannon Vairo ssvairo@mtu.edu

___ Include Campus & Community Welcome meeting usually from 3:00-5:00 p.m. on first full
   day. Coordinate with Recruitment Support Team.

___ Schedule campus tour (Erik Crowley, Assistant Director of Campus Visit Experience, 487-2622,
   elcrowle@mtu.edu). See Appendix E for Campus Tour Information.

___ Schedule community and neighborhood tour with realtor of your choice.

___ Schedule visit to the Chamber of Commerce (Tara Arens, Chamber Manager, 482-5240).

___ Communicate with Shannon Vairo when itinerary is complete. She will contact the guest
   to provide them with their itinerary and confirm the first meeting. Appendix C for sample email
   that is used to contact the guest.

___ If someone will be hosting the guest for a meal, send an email to them with the Host Guidelines
   for Meals with Guests, Appendix G.

___ Request reimbursement from Partner Engagement for the first $500 of expenses.

___ Provide a copy to Shannon Vairo in the Office of Partner Engagement.

___ When a candidate is offered a position, notify Shannon Vairo.

January 27, 2022
APPENDIX C: SAMPLE EMAIL INTRODUCTION TO GUEST

Good afternoon <guest’s name>,

I look forward to your upcoming guest visit to Houghton and Michigan Tech. <Name of person in host department> has prepared an itinerary for your visit and I have attached it to this email. I hope that it will be a good introduction for you and useful information about our area.

Meeting with me is your first item on <Wednesday> morning. I will meet you for breakfast at 8:30 a.m. on the 7th floor of the hotel (Magnuson). At that time we will go over your itinerary together and talk about your visit.

We can also talk about partner opportunities. Our partner engagement meeting will be a time for me to share information about resources and programs available at Michigan Tech and in the community. Our meeting will be confidential and none of the information is shared with the search committee or anyone else.

We prepare separate itineraries for the candidate and the guest, allowing the candidate to focus on their interview and for the guest to enjoy their visit and gather information about our community. Therefore, guests are not included on the candidate’s agenda for meals. Your meals will be on your own. I would be happy to give you recommendations when we meet <Wednesday> morning.

The weather next week looks brisk and there is snow in the forecast! Here is what’s predicted so you can pack accordingly. Of course, it can change quickly, so here is a link that you can check closer to your travel - Houghton weather. There will be some walking involved between buildings so comfortable shoes (and winter wear) are recommended.

<p>| | | | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>MON</td>
<td>Nov 19</td>
<td>Cloudy</td>
<td>21/15'</td>
<td>10%</td>
</tr>
<tr>
<td>TUE</td>
<td>Nov 20</td>
<td>AM Snow Showers</td>
<td>28/23'</td>
<td>40%</td>
</tr>
<tr>
<td>WED</td>
<td>Nov 21</td>
<td>AM Clouds/PM Sun</td>
<td>35/27'</td>
<td>20%</td>
</tr>
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</table>

If you have any questions before we meet, you can call or text my cell phone: 906.370-8113.

Please let me know that you have received this to confirm our meeting on <date>

Thank you and see you soon. Safe travels!

Shannon
### APPENDIX D: SAMPLE GUEST ITINERARY FOR A TWO-DAY VISIT

Planning a dinner with the guest is optional. This is an example of how to include a dinner so that it does not conflict with the candidate’s interview. Hosts should have no interaction with the search committee. See Appendix F: Host Guidelines for Meals with Guests.

<table>
<thead>
<tr>
<th>(Name)</th>
<th>Sally Smith</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Guest Visit Itinerary – Two Day Visit</strong></td>
<td><strong>(Date) January 7-8, 2022 Guest cell phone ####.####.####</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Guest Visit Itinerary – Day 1</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday, January 7 @ 12:30 pm</td>
</tr>
<tr>
<td><strong>Arrive CMX: Flight UA 5128, pick-up by (Name) who will bring you to the Country Inn and Suites</strong></td>
</tr>
<tr>
<td>Lunch on your own at Mine Shaft next to the hotel</td>
</tr>
<tr>
<td><strong>Campus Tour</strong></td>
</tr>
<tr>
<td>This is the tour that prospective students and their families take to learn more about Michigan Tech. It is a good introduction to campus and programs. It is available to visitors as well.</td>
</tr>
<tr>
<td>Monday, January 7 @ 3:40 -4:30 pm</td>
</tr>
<tr>
<td>Renee Ozanich</td>
</tr>
<tr>
<td>Manager, Academic Employment</td>
</tr>
<tr>
<td>214 Lakeshore Center Office: 906-487-2280</td>
</tr>
<tr>
<td>Monday, January 7 @4:30 pm</td>
</tr>
<tr>
<td><strong>(Name) pick-up from HR and bring to Country Inn and Suites</strong></td>
</tr>
</tbody>
</table>
## Guest Visit Itinerary - Day 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tuesday, January 8</strong></td>
<td><strong>9:00 -10 am</strong> Breakfast</td>
</tr>
<tr>
<td></td>
<td>Shannon Vairo &lt;br&gt;Partner Engagement &lt;br&gt;906-487-3148 &lt;br&gt;<a href="mailto:ssvairo@mtu.edu">ssvairo@mtu.edu</a> &lt;br&gt;Partner Engagement Meeting, Shannon will pick you up at the hotel. Shannon's cell phone: 906-370-####</td>
</tr>
<tr>
<td></td>
<td><strong>10:15 am -11:00 pm</strong> Keweenaw Chamber of Commerce &lt;br&gt;902 College Ave, Houghton, MI 49931 &lt;br&gt;906-482-5240 &lt;br&gt;From breakfast we will go to the Chamber office. We'll meet with Katie Schief and Sam Stonelake from KEDA</td>
</tr>
<tr>
<td></td>
<td><strong>11:15 am - 2 pm</strong> This is a great time to grab lunch or a coffee and explore the downtown and waterfront area on your own. There are lots of great little shops and restaurants downtown</td>
</tr>
<tr>
<td></td>
<td><strong>2:15 - 3:45 pm</strong> Ginger will pick you at the clock tower &lt;br&gt;Ginger Stroube &lt;br&gt;Associate Broker &lt;br&gt;906.482.1000 ext. 19 &lt;br&gt;Ginger’s Cellphone &lt;br&gt;906.370.#### &lt;br&gt;&lt;your choice&gt; Neighborhoods and Community Tour &lt;br&gt;Ginger will pick you up and drop you off at the hotel</td>
</tr>
<tr>
<td></td>
<td><strong>5:00 pm</strong> Guest dinners should be on their own or hosted by someone in the department. They should not be included in the candidate dinner.</td>
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</tbody>
</table>

## Guest Visit Itinerary - Departure Details

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wednesday, January 9</strong></td>
<td>If flying, please arrange pick up for the airport and enter their departure details/information here</td>
</tr>
</tbody>
</table>

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### APPENDIX D: SAMPLE GUEST ITINERARY FOR A ONE-DAY VISIT

***Eliminate either the realtor tour or the campus tour. Adjust times accordingly.***

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**Name** Sally Smith  

**Guest Visit Itinerary – One Day Visit**  

**Date** January 7, 2022 Guest cell phone ###.###.####

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Contact/Notes</th>
</tr>
</thead>
</table>
| Monday, January 7 @ 8:30 a.m. Breakfast | Shannon Vairo  
Partner Engagement Manager  
906.487.3148  
ssvairo@mtu.edu | Shannon will pick you up in the lobby of the hotel for breakfast  
Shannon’s cell phone: 906.370.####3  
See you in the morning! |
| Monday, January 7 @ 10:30 a.m. | Ginger Stroube  
Associate Broker  
906.482.1000 ext. 19  
gs@keeweenawrealestate.com | <your choice>  
Neighborhoods and Community Tour  
Ginger’s Cellphone 906.370.#### |
| Monday, January 7 @ 12:00 p.m. | Lunch on your own | There are many restaurants to choose from downtown |
| Monday, January 7 @ 1:00 p.m. | Visit Chamber of Commerce  
Tara Arens will greet you. | 902 College Ave, Houghton, MI 49931  
906.482.5240 |
| Monday, January 7 @ 1:45 p.m. | Free time | On your own to explore Houghton on your own. |
| Monday, January 7 @ 3:00 to 4:30 p.m. | Renee Ozanich  
Manager, Academic Employment  
214 Lakeshore Center  
Office: 906-487-2280  
rozanich@mtu.edu | Campus and Community Welcome  
Renee’s cell phone 906.370.####  
Candidate & Guest |
| Monday, January 7 @ 5:00 p.m. | Return to the hotel  
Dinner is on your own | Enjoy your evening! |
APPENDIX E: CAMPUS TOUR INFORMATION

Admissions hosts daily campus tours in both the morning and afternoon.

Morning visit begins at 10:15 a.m. EST and includes:

- an Admissions presentation
- a walking tour of campus with a current student as your guide
- a complimentary lunch in Wadsworth Hall
- an informational meeting with the academic department of your choice (recommended for high school sophomores and older)
- a VIP pass to Tech's golf course, ski hill, Student Development Complex (with workout facility, pool, basketball courts, and more), trails, athletic and arts events, and mineral museum. Note, availability is dependent on guidelines and procedures.

Afternoon visit begins at 12:00 p.m. EST and includes:

- an Admissions presentation
- an informational meeting with the academic department of your choice (recommended for high school sophomores and older)
- a walking tour of campus with a current student as your guide
- a VIP pass to Tech's golf course, ski hill, Student Development Complex (with workout facility, pool, basketball courts, and more), trails, athletic and arts events, and mineral museum. Note, availability is dependent on guidelines and procedures.

Saturday Tours:

Saturday tours are offered once a month during the academic year and include a group presentation with admissions and financial aid, a walking tour of campus, VIP passes, and lunch in one of our residence halls.

- February 5
- March 26 (Preview Day) This will be a very busy day.
- April 9
- April 23

Please visit [https://www.mtu.edu/admissions/visit/plan/index.html](https://www.mtu.edu/admissions/visit/plan/index.html) for more information.
Faculty Recruitment Support Survey

During your visit two hours will be set aside, separate from your host department time, to explore your interests in our community. The information you provide will not be shared with your host department and will not be used in any way in the hiring decision.

1. The Copper Country Intermediate School District serves 13 local school districts over a three-county area. Are you interested in meeting with a representative from the school district?

2. Benefits Services Overview: Would you like to meet with a representative that will provide a benefits package overview?

3. Work Life. We take care of ourselves, family members, children, elders, and pets. Are you interested in knowing more about local care options?

4. The Office of Partner Engagement is dedicated to helping the partners of new faculty connect with employment opportunities at Michigan Tech and in the community. Also available is the opportunity to discuss non-employment options. Would you like to meet with the Office of Partner Engagement?

5. Affinity Groups and International Communities. Michigan Tech University and its surrounding communities support many affinity groups and international communities! Please tell us your interest.

6. Would you like printed information about the following areas: Center for Diversity and Inclusion, International Programs & Services, NSF ADVANCE?

7. Community Involvement. Our community has many activities including arts, music, recreation and wellness, places of worship, and more. Are you interested in learning more?

8. Are you interested in learning more about youth activities?

9. Is there anything else with which you are interested?

Thank you for completing our survey!
APPENDIX G: HOST GUIDELINES FOR MEALS WITH GUESTS

During an upcoming faculty interview, you will be meeting a faculty candidate’s guest. Some guidelines have been established to make the guest feel welcome and included, while avoiding gray areas.

A candidate’s guest is invited to visit so they can experience the campus and community through their own eyes. They are here to learn about resources and begin to imagine themselves working and living in our community. We want the guest to be part of an informed decision about accepting a position at Michigan Tech.

We strive to be welcoming and friendly; however, personal subjects should be handled carefully. It is not illegal to talk about personal subjects, but it is illegal to make hiring decisions based on this; therefore, avoiding personal subjects is best.

Guests will meet with the Office of Partner Engagement during their visit; that information will remain confidential and is not shared with the search committee in any way. This confidentiality should be adopted in all meetings.

Meals and other interactions with the guest are not employment-networking events. Conversations may develop around a guest’s career and that is ok if they are leading the discussion. Beware of raising a guest’s expectations of easy or guaranteed employment. Each case is unique! Again, we do not create positions for guests and we do not promise employment at the university.

Encourage the guest to ask you questions instead of vice versa. For instance, “What can I tell you about Michigan Tech (or the community)?”

At no time should the guest’s interest in the area, suitability and/or need for employment be evaluated. Evaluation of a guest’s circumstances should not be discussed before, during or after a visit. Comparisons between guests is inappropriate too.

Please let me know if you have any questions! I would be happy to help.

This email should be sent to anyone who may host a guest for a meal or activity.