

CORNELL UNIVERSITY
ANNOUNCEMENTS

JULY 24, 1962

HOTEL
ADMINISTRATION
1962—1963

SCHOOL OF HOTEL ADMINISTRATION

ACADEMIC CALENDAR (Tentative)

1962-1963

1963-1964

Sept. 15...S.....	Freshman Orientation.....	Sept. 21...S
Sept. 17...M.....	Registration, new students.....	Sept. 23...M
Sept. 18...T.....	Registration, old students.....	Sept. 24...T
Sept. 19...W.....	Instruction begins, 1 p.m.....	Sept. 25...W
Nov. 7...W.....	Midterm grades due.....	Nov. 13...W
	Thanksgiving recess:	
Nov. 21...W.....	Instruction suspended, 12:50 p.m.....	Nov. 27...W
Nov. 26...M.....	Instruction resumed, 8 a.m.....	Dec. 2...M
Dec. 19...W.....	Christmas recess.....	Dec. 21...S
	Instruction suspended: 10 p.m. in 1962, 12:50 p.m. in 1963	
Jan. 3...Th.....	Instruction resumed, 8 a.m.....	Jan. 6...M
Jan. 19...S.....	First-term instruction ends.....	Jan. 25...S
Jan. 21...M.....	Second-term registration, old students.....	Jan. 27...M
Jan. 22...T.....	Examinations begin.....	Jan. 28...T
Jan. 30...W.....	Examinations end.....	Feb. 5...W
Jan. 31...Th.....	Midyear recess.....	Feb. 6...Th
Feb. 1...F.....	Midyear recess.....	Feb. 7...F
Feb. 2...S.....	Registration, new students.....	Feb. 8...S
Feb. 4...M.....	Second-term instruction begins.....	Feb. 10...M
Mar. 23...S.....	Midterm grades due.....	Mar. 28...S
	Spring recess:	
Mar. 23...S.....	Instruction suspended, 12:50 p.m.....	Mar. 28...S
Apr. 1...M.....	Instruction resumed, 8 a.m.....	Apr. 6...M
May 25...S.....	Second-term instruction ends.....	May 30...S
May 27...M.....	Examinations begin.....	June 1...M
June 4...T.....	Examinations end.....	June 9...T
June 10...M.....	Commencement Day.....	June 15...M

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CORNELL UNIVERSITY

**SCHOOL OF HOTEL
ADMINISTRATION**

1962-1963

PROGRAMS TRAINING FOR PROFESSIONAL CAREERS IN THE
MANAGEMENT OF HOTELS, MOTELS, RESTAURANTS, CLUBS,
HOSPITALS, AND INSTITUTIONS GENERALLY, AND IN THE DESIGN
AND LAYOUT OF THE EQUIPMENT FOR THEM



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Statler Hall, home of the School of Hotel Administration. The building's central section and much of the auditorium wing at the right are given over to classrooms, laboratories, and offices. Statler Inn, which is to the left and not shown in the picture, provides a practice laboratory for the students.

CORRESPONDENCE CONCERNING . . .

The academic requirements for admissions (see page 54) should be addressed to the Office of Admissions, Day Hall, Cornell University, Ithaca, New York.

The personal requirements for admission (see page 55), specifically regarding interviews, should be addressed to the Dean, School of Hotel Administration, Statler Hall.

The program of the School, the content of courses, the requirements for graduation, and questions of financial aid to students should be addressed to the Dean, School of Hotel Administration, Statler Hall.

Credit against the practice requirement should be addressed to the Chairman, Practice Committee, Statler Hall.



The School's Committee on Admissions meets in the Dean's office. Frequent conferences are needed to make a careful selection of student applicants, whose records have first been screened by the University's Admissions Office. (Left to right) Assistant Dean G. W. Lattin, Dean R. A. Beck, and Prof. T. W. Silk. On the wall to the right is a portrait of the late Ellsworth Milton Statler, founder of the Statler Hotels and principal benefactor of the School.

FACULTY

(As of July 15, 1962)

STAFF OF ADMINISTRATION

DEANE W. MALOTT, A.B., M.B.A., LL.D., D.C.S., President of the University
ROBERT A. BECK, Ph.D., Dean of the School of Hotel Administration and Professor in Hotel Administration
GERALD W. LATTIN, Ph.D., Assistant Dean of the School of Hotel Administration and Professor in Hotel Administration
KATHERINE R. SPINNEY, B.A., B.L.S., Reference Librarian, School of Hotel Administration

STAFF OF INSTRUCTION

IN THE SCHOOL OF HOTEL ADMINISTRATION

(This list includes only those members of the University instructing staff whose sole responsibility is the instruction of students in the School of Hotel Administration.)

HOWARD BAGNALL MEEK, Ph.D., Sc.D. in Ed., E. M. Statler Professor in Hotel Administration, Emeritus
FRANK H. RANDOLPH, B.A., M.E., P.E., Professor in Institutional Engineering, Emeritus
LOUIS A. TOTH, C.P.A., Professor in Hotel Accounting, Emeritus
O. ERNEST BANGS, Associate Professor in Food Facilities Engineering
JAMES H. BARRETT, Ph.D., Lecturer in Hotel Accounting
ROBERT A. BECK, Ph.D., Professor in Hotel Administration and Dean of the School of Hotel Administration
MATTHEW BERNATSKY, Professor in Hotel Administration
ROBERT L. BLISS, A.B., Robert L. Bliss & Co., Inc., Lecturer in Hotel Administration
LESLIE E. BOND, Cdr., USN (Ret.), Lecturer in Hotel Administration
PAUL R. BROTEN, B.S., M.S., Professor in Hotel Engineering
ROBERT M. CHASE, B.M.E., M.B.A., Instructor in Hotel Engineering
VANCE CHRISTIAN, A.B., B.S., Lecturer in Hotel Administration
CHARLES E. CLADEL, M.S., C.P.A., Professor in Hotel Accounting
J. WILLIAM CONNER, B.S. in Com., B.S., M.S., Associate Professor in Hotel Administration, Manager of Statler Inn, and Secretary-Treasurer of the Statler Club
MYRTLE ERICSON, M.S., Professor in Hotel Administration
WALTER FOERTSCH, B.S., Lecturer in Hotel Administration
CHARLES FOURNIER, President, Gold Seal Vineyards, Inc., Hammondsport, New York, Lecturer in Hotel Administration
H. VICTOR GROHMANN, B.S., President, Needham & Grohmann, Inc., Lecturer in Hotel Administration
MRS. HELENA P. KELSEY, M.S., Lecturer in Hotel Administration
ALBERT E. KOEHL, B.S., President, Koehl, Landis & Landon, Inc., New York City, Lecturer in Hotel Administration
MRS. NITA KENDRICK, B.S., Lecturer in Hotel Administration
GERALD W. LATTIN, Ph.D., Professor in Hotel Administration and Assistant Dean of the School of Hotel Administration
JOHN D. LESURE, B.S., C.P.A., Senior Partner, Horwath & Horwath, New York City, Lecturer in Hotel Accounting
MRS. BARBARA M. MAI, M.S., Lecturer in Hotel Administration
WILLIAM W. MALLESON, JR., Manager, Skytop Lodge, Skytop, Pennsylvania, Lecturer in Hotel Administration

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KEITH MCNEILL, B.S., Lecturer in Hotel Administration
ADRIAN W. PHILLIPS, I.J.B., Executive Vice President, Hotel Sales Management Association,
Lecturer in Hotel Administration
MRS. HELEN J. RECKNAGEL, Ph.D., Professor in Hotel Administration and Editor, School
Publications
EBEN S. REYNOLDS, B.A., B.S., Instructor in Hotel Accounting
MRS. PENELOPE RIELEY, B.S., M.F.S., Instructor in Hotel Administration
CHARLES I. SAYLES, B.S., M.E.E., Professor in Institutional Engineering
MRS. ELLEN C. SEABURG, B.S., Lecturer in Hotel Administration
NICHOLAUS F. SCHNEIDER, B.M.E., Instructor in Hotel Engineering
JOHN H. SHERRY, A.B., I.L.B., Professor in Hotel Administration
THOMAS W. SILK, A.B., B.S., M.S., Professor in Hotel Administration
MRS. LAURA LEE W. SMITH, Ph.D., Associate Professor in Hotel Administration
KATHERINE R. SPINNEY, B.A., B.L.S., Reference Librarian, School of Hotel Administration
ALLAN H. TREMAN, A.B., I.L.B., Lecturer in Hotel Administration
DONALD K. TRESSLER, Ph.D., Lecturer in Hotel Administration
JEREMIAH J. WANDERSTOCK, Ph.D., Professor in Hotel Administration

IN OTHER SCHOOLS AND COLLEGES OF THE UNIVERSITY

(This list includes only those members of the University instructing staff who are directly engaged in giving courses regularly taken by students in the School of Hotel Administration.)

CORNELIUS BETTEN, Ph.D., D.Sc., Professor of Entomology, Emeritus
BEULAH BLACKMORE, B.S., Professor of Textiles and Clothing, Emeritus
ARTHUR L. BLOOM, Ph.D., Assistant Professor of Geology
MRS. JESSIE A. BOYS, M.S., Professor in Food and Nutrition, Emeritus
CARROLL CLYDE ARNOLD, Ph.D., Associate Professor of Speech and Drama
DAMON BOYNTON, Ph.D., Professor of Pomology
RITA A. CONNELLY, M.S., Assistant Professor of Institution Management
MORRIS A. COPELAND, Ph.D., Professor of Economics
J MILTON COWAN, Ph.D., Professor of Linguistics and Director of the Division of Modern
Languages
RICHARD M. DIAMOND, Ph.D., Assistant Professor of Chemistry
MELVIN G. DE CHAZEAU, Ph.D., Professor of Business Economics and Policy
ROBERT HENRY ELIAS, Ph.D., Associate Professor of English
CHESTER HIGBY FREEMAN, M.S.A., Associate Professor of Extension Teaching
MRS. HELEN H. GIFFET, M. S., Associate Professor of Food and Nutrition
FRANK H. GOLAY, Ph.D., Professor of Economics
JOHN DANIEL HARTMAN, Ph.D., Professor of Vegetable Crops
ROBERT S. HOLMES, I.L.B., Ph.D., Associate Professor of Accounting
JOHN GREENWOOD BROWN HUTCHINS, Ph.D., Professor of Business History and Transportation
ALFRED E. KAHN, Ph.D., Professor of Economics
NORMAN KAPLAN, Ph.D., Assistant Professor of Sociology
WILLIAM RAY KEAST, Ph.D., Professor of English
WILLIAM T. KEETON, Ph.D., Assistant Professor of Biology (Entomology)
ROBERT WYLIE KILPATRICK, M.A., Assistant Professor of Economics
HAROLD B. MALMGREN, B.A., Assistant Professor of Economics
RUSSELL DICKSON MARTIN, M.S., Associate Professor of Extension Teaching
ALAN K. McADAMS, Ph.D., Assistant Professor of Finance
JAMES R. McCONKEY, Ph.D., Assistant Professor of English
WILLIAM N. McFARLAND, Ph.D., Assistant Professor of Zoology
GEORGE CORY MILLIGAN, B.F.A., B.Arch, M.F.A., Associate Professor in Housing and Design
ROYAL E. MONTGOMERY, Ph.D., Professor of Economics
CHANDLER MORSE, M.A., Professor of Economics
DAVID NOVARR, Ph.D., Associate Professor of English
ARTHUR E. NILSSON, M.B.A., Ph.D., Professor of Finance
PAUL MARTIN O'LEARY, Ph.D., Professor of Economics
GEORGE ERIC PEABODY, M.S., Professor of Extension Teaching
FORREST GODFREY READ, Ph.D., Assistant Professor of English
JOHN W. REPS, A.B., M.R.P., Professor of Regional Planning

KENNETH L. ROBINSON, Ph.D., Professor of Agricultural Economics
 THOMAS M. SCHEIDEL, Ph.D., Assistant Professor of Speech and Drama
 HARRY WILBUR SEELY, JR., Ph.D., Professor of Bacteriology
 WALTER J. SLATOFF, Ph.D., Associate Professor of English
 SEYMOUR SMIDT, Ph.D., Associate Professor of Managerial Economics and Marketing
 GEORGE J. STALLER, Ph.D., Assistant Professor of Economics
 EVELYN E. STOUT, Ed.D., Associate Professor of Textiles and Clothing
 N. ARNOLD TOLLES, Ph.D., Professor of Industrial and Labor Relations
 WILLIAM GOODRICH TOMER, Ph.D., Assistant Professor of Agricultural Economics
 WILLIAM B. WARD, M.S., Professor and Head of the Department of Extension Teaching and Information, Editor in Chief of Publications
 JAMES C. WHITE, Ph.D., Professor of Dairy Industry
 JOHN F. WILSON, Ph.D., Associate Professor of Speech and Drama

VISITING LECTURERS, 1961-1962

DEAN CALVERT, Administrative Assistant for Food Service, Presbyterian Medical Center, New York City
 JAMES S. FAHEY, Partner, Wayfarer Inns, Rhinebeck, N. Y.
 MILTON C. FIREY, Owner-Manager, Congress Hotel, Baltimore, Md.
 JOHN FULLER, F.H.C.I., Director, Scottish Hotel School, Glasgow, Scotland
 CLYDE J. HARRIS, Director of Catering, the Waldorf-Astoria, New York City
 GERARD R. HIMMELSBACH, Assistant Director, Advertising and Information, United States Brewers Association, Inc.
 CREIGHTON HOLDEN, President, St. Clair Inn and Country Club, St. Clair, Mich.
 A. S. JARVIS, Director of Food Service, Cara Operations, Ltd., Toronto, Ontario, Canada
 PATRICK J. KANE, Assistant General Manager, the Drake, Chicago, Ill.
 HARRY KREISER, General Sales Manager, the Pillsbury Company, Minneapolis, Minn.
 CHARLES A. LAFORGE, Partner, Wayfarer Inns, Rhinebeck, N. Y.
 S. CHARLES LERNER, Managing Director, Associated Analytical Laboratories, New York City
 WILLIAM MORTON, Vice President, Sheraton Corporation of America
 C. C. PHILIPPE, Executive Vice President and General Manager, the Americana, New York City
 PAUL SONNABEND, Vice President, Hotel Corporation of America
 ROBERT WHITE-STEVENS, Assistant to the Director, Research and Development, Agricultural Division, American Cyanamid Company
 LAURANCE F. WILKAS, Assistant Personnel Director, John R. Thompson Company, Chicago, Ill.

A student chef serves Tartlette aux Cevises Flambées from the heart of the "world" constructed by hotel engineering students to symbolize the international theme for a Hotel Ezra Cornell Weekend.



SCHOOL OF HOTEL ADMINISTRATION

IN 1922, at the request of the American Hotel Association, a four-year program of instruction in the field of hotel administration, the first of its kind anywhere, was established at Cornell University. Later, at the request of the National Restaurant Association, a program designed especially to meet the needs of prospective restaurateurs was offered. Members of both Associations have provided financial support, have found places in their organizations for students and graduates, and have on many occasions endorsed the curriculum.

The principal benefactor has been the late Ellsworth Milton Statler, creator of Statler Hotels. During his lifetime Mr. Statler gave generously. His heirs continued the support until the establishment, under his will, of the Statler Foundation, and the Foundation has been generous indeed.

The Trustees of the Statler Foundation, Mrs. Statler, Mr. Ward B. Arbury, Mr. E. H. Letchworth, Mr. Frank A. McKowne, and Judge Michael J. Montsano, donated \$2,550,000 to erect and equip a building to house the School, Statler Hall, which was completed in 1950. A new wing housing a larger library, additional laboratory facilities, and the 900-seat Alice Statler Auditorium has been completed at a cost of \$2,300,000. The whole structure offers unequalled facilities for instruction in hotel and restaurant management. To provide for the adequate maintenance of the building, the Foundation has also donated an endowment of \$1,250,000. These and other gifts, in support of the E. M. Statler Professorship, of research, and of bibliographical work, constitute a total of well over \$6,000,000.

Other generous benefactors have supplied the impressive array of scholarships listed on pages 75-81, thereby extending endorsement and encouragement to the School and financial assistance to the students.

STATLER HALL

Statler Hall is a unique educational building, designed expressly to meet the needs of the faculty and the students of the School of Hotel Administration. The building is in three parts: a classroom section, a practice inn, and an auditorium with full stage facilities.

The classroom section, a substantial five-story building with 100,000 square feet of space, is augmented by about 50,000 square feet of additional office, classroom, and laboratory space in the air-conditioned Alice Statler wing. For instruction and research in hotel and restaurant subjects, these two sections provide nineteen lecture rooms, forty-one offices, six auditoriums, and fourteen laboratories, all designed and equipped with the latest mechanical and instructional devices. Students also have their own lounge with a fireplace, multichannel television, radio, and serving pantry.

The School's library, the most extensive of its kind anywhere, numbers about 11,000 volumes on hotel and restaurant operation and related subjects, including the files of leading serial publications in the hotel field, some complete from their first issues, others dating back to the founding of the School. The library



Statler Inn provides a practice laboratory for students in Hotel Administration.

has been the recipient of many gifts of display materials and personal collections. Among them are the Herndon collection of 1,600 books, including many rare items: the J. O. Dahl Memorial Library; the books of W. I. Hamilton; the "Oscar of the Waldorf" (Oscar Tschirky) collection of autographed dinner menus and memorabilia; the Pinco collection of menus, dating back to the early 1900's; and the Vehling collection of rare books and prints (about 500 of each) depicting the history of food and its cookery, the latter a personal gift from Mrs. Statler.

Statler Inn, the practice inn, contains thirty-six transient rooms, each with private bath, designed and decorated in the most modern and efficient manner, a front office desk, and appropriate lounge areas. Its facilities constitute a laboratory, and its activities constitute the exercises for front office practice and for instruction in rooming and registration procedures.

Statler Inn has also a formal dining room seating about 200, five private dining rooms seating from eight to 100, two self-service dining rooms for 100 to 150, a cocktail lounge, and a ballroom seating nearly 400. Several commodious kitchens containing a complete array of modern, stainless steel equipment serve these dining rooms and constitute practice laboratories for the students.

The food and beverage operations of the Inn provide the students of restaurant management abundant outlets for practical experience in the preparation and service of food, wines, and liquors in all types of dining rooms, from self-service cafeterias and buffets to French service.

Students in hotel and restaurant engineering have the facilities and equipment of the Statler Inn available for field study. The accounting records of its operation provide the basis for class exercises in the accounting courses. The problems of personnel management and human relations that arise in the day-by-day operation of the Inn become case studies in the courses in hotel administration. The School is most fortunate in being able to develop for its students a close and intimate relationship between theoretical and practical instruction through the use of Statler Inn.

THE ALICE STATER AUDITORIUM



HISTORY OF THE SCHOOL

The School began, in 1922, as a department organized in the then School of Home Economics of the New York State College of Agriculture. After years of valued assistance from and close cooperation with the faculty of Home Economics, the erstwhile department became the School of Hotel Administration in 1950 and in 1954 was separated from the State Colleges to become a completely independent academic unit within the University, a college in its own right with its own faculty and dean.

A single professor met with a class of twenty-one in 1922. The intervening thirty-nine years have seen a gradual expansion in the faculty, the curriculum, the student body, and the alumni organization. The School now has a full-time resident faculty of twenty. These twenty devote themselves exclusively to the development of the specialized courses offered by the School and to the instruction of its students. They are fully trained in both the academic and the practical aspects of their respective fields. They are experienced in hotel and restaurant work, and many of them are active consultants to nationally important hotel and restaurant organizations.

The work of the resident Hotel School faculty is supplemented by the services of sixteen other persons who offer specialized courses. Many of them active hotel or restaurant executives, lawyers, accountants, or experts in advertising or human relations, they come to Ithaca from New York or Chicago at weekly intervals to bring, for study and discussion in the classroom, the current problems of their daily work.

Altogether the School offers some eighty courses, totaling one hundred and ninety-two hours, that have been developed by the School and designed expressly to meet the needs of its students. In addition, students have access without restriction to courses offered by all the other colleges of the University—courses of professional and of cultural value—and they are guided and stimulated to tap generously the tremendous educational resources of a great University.

EDUCATIONAL OBJECTIVES

Any program of higher education has two major responsibilities to its students: (1) to fit them for effective work in the economic society of the future in order that each may justly claim from that society a reasonable standard of living; and (2) to provide them with an adequate cultural background against which to perceive the values in and enjoy the living so earned. These requirements are met in formal education for the business of hotel or restaurant operation. These businesses provide good opportunities for well-trained persons, and preparation for work in them involves the study of so wide a variety of subject matter as to approximate a liberal education.

The hotel or the restaurant is a complex institution; its operation calls for a wide range of skills, for the use of a variety of products in a large number of processes. The guest must be received with cordiality and service; he must be provided with a well-lighted, tastefully decorated, comfortably furnished room in which the temperature is ideal; and served with appetizing, wholesome food wisely bought, properly stored, and skillfully prepared. He must have at his disposal conveniences of every type: check rooms, public spaces, public stenographers, radios, television, and exhibition spaces.

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A curriculum adequate to prepare one for the direction of those operations and for the provision of those services and equipments must draw upon nearly every branch of human knowledge. As a consequence, the prospective hotel operator studies drawing, physics, bacteriology, sanitation, chemistry, biology, engineering, vegetable crops, meat products, dietetics, food preparation, textiles, decoration, law, psychology, personnel management, advertising, and public speaking, all in addition to the subjects ordinarily studied in preparation for business management.

Each subject is approached by the student with the same focusing interest: How does this material relate to hotel and restaurant operation? Breadth of training is obtained without dissipation of interest. The graduate should be a well-educated and a socially useful individual.



Board of Directors for the 37th Hotel Ezra Cornell pose beneath the portrait of their benefactress, Mrs. E. M. Statler, in the Alice Statler Auditorium.

DESCRIPTION OF COURSES

EXCEPT for some general University courses regularly taken by students in the School of Hotel Administration and included in the list for their convenience, all the courses described herein are arranged and given by the Hotel School faculty especially for hotel students; in many cases they are taught by active hotel or restaurant executives. Many other courses are open as electives to hotel students: courses in the sciences; in communication, language, and literature; in economics, history, and government; in music, aesthetics, and philosophy; in engineering, architecture, medicine, and law. For full information regarding these latter offerings reference may be made to the Announcements of the other colleges and schools of the University.

ACCOUNTING

The entire fourth floor of the school section of Statler Hall, eight laboratories and nine offices, is set aside for the exclusive use of the Department of Hotel Accounting. The lecture rooms and laboratories are furnished and equipped with a complete inventory of hotel office and computing machinery, among which are room, key, and information racks, three National Cash Register Model 2000, and one Model 42, front office posting machines, a National Cash Register food and beverage checking machine, a multicounter portion counter, and the various types of adding and calculating machines. Hotel students also have access to two Burroughs Sensimatic Accounts Receivable posting machines, and in addition, to a complete set of I.B.M. statistical machines, including an eighty-column and a forty-column tabulating machine as well as sorting, coding, and verifying machines.

ACCOUNTING (Hotel Accounting 81). Credit four hours. Required. Professor **SILK**. Provides an introduction to the principles of general accounting. Practice includes elementary problems developing the theory of accounts. Emphasis is placed on the adjusting journal entries, the work sheet, financial statements, special journals, the operation of control accounts and the voucher register.

MANAGERIAL ACCOUNTING (Hotel Accounting 82). Credit four hours. Required. Prerequisite, Hotel Accounting 81 or the equivalent. Mr. **REYNOLDS**. Application of the principles of accounting to several types of public-hospitality business concerns. Major emphasis is on accounting system building with the purpose of analysis of financial statements as a basis of managerial decisions. Use is made of the Uniform System of Accounts for Restaurants as adopted by the National Restaurant Association. Practice work includes accounting for payroll and payroll taxes, depreciation, and periodic adjusting and closing entries.

MATHEMATICS IN ACCOUNTING (Hotel Accounting 89).* Credit two hours. Hotel elective. Open to first-year students only. Mr. **REYNOLDS**.

Practice in the solution of mathematical problems incident to accounting situations. Problem situations are drawn from typical cases in hotel accounting and finance.

BASIC HOTEL ACCOUNTING (Hotel Accounting 181). Credit four hours. Required. Prerequisite, Hotel Accounting 81 and 82. Professor **CLADEL**.

A study of the Uniform System of Accounts for Hotels as recommended by the American Hotel Association. Accounting for the transactions of a 400-room transient hotel. Study of front-office routine, the night audit and transcript, the daily report, and the duties of the accountant. Practice with the special journals used in hotels—the six-column journal and the multi-column operating ledger. The problem involves the recording of the transactions for one month, the summarization, adjustment, and closing of the books, and the preparation of monthly and annual statements therefrom.

INTERMEDIATE ACCOUNTING (Hotel Accounting 182). Credit four hours. Required. Prerequisite, Hotel Accounting 81. Professor **CLADEL**.

Problems arising in the field of intermediate accounting. Practice includes problems dealing

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

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with single entry accounting; partnership organization, operation and dissolution; corporation accounts and records; branch accounting; accounting for manufacturing concerns; and interpretation of financial statements.

AUDITING (Hotel Accounting 183). Credit three hours. Hotel elective. Prerequisite, Hotel Accounting 182. Professor CLADEL. General auditing. Practice includes the preparation of audit-working papers, balance-sheet audit, detailed audit, internal control in general, and the auditor's report.

FOOD AND BEVERAGE CONTROL (Hotel Accounting 184). Credit three hours. Hotel elective. Professor CLADEL.

A study of the various systems of food and beverage control, and precost control common in the business. Practice is offered in cost analysis, sales analysis, special-item control, and adjustments to inventory; in the preparation of the daily report and summary to date; and in the preparation of monthly food and beverage reports using figures typical of a moderate-sized hotel.

HOTEL ACCOUNTING PROBLEMS (Hotel Accounting 185). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Accounting 181 and 182, with an average of not less than 80 in these courses. Mr. LESURE.

Practice in the solution of accounting problems incident to the organization of a corporation owning or operating a hotel, purchase and financing of a hotel property, consolidated statements, reorganizations, depreciation accounting for fixed assets, interpretation of the accounting provisions of trust indentures, leases, and management contracts, and similar advanced problems.

INTERPRETATION OF HOTEL FINANCIAL STATEMENTS (Hotel Accounting 186).

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Accounting 181 and 182. Mr. LESURE. A study and discussion of hotel balance sheets, profit and loss statements, and typical hotel balance sheet and operating ratios.

PROBLEMS IN HOTEL ANALYSIS (Hotel Accounting 189). Credit two hours. Hotel elective. Open to upperclassmen and graduates.

Practice in some statistical procedures, using as illustrative material principally hotel and restaurant figures; presentation and interpretation; frequency distributions, average, median, mode, and measures of dispersion. Special emphasis is placed on linear correlation and regression.

FINANCIAL MANAGEMENT (Hotel Ac-

counting 240). Credit three hours. Hotel elective. Open only to students outside the School of Hotel Administration. Mr. REYNOLDS.

An elementary course covering accounting principles, financial statement analysis, investments in stocks and bonds, and income and payroll taxes. Designed for the student who desires a general knowledge of the language of business and finance. Practice work includes developing an accounting system for a small service business, creating and following an investment portfolio, and the preparation of federal income tax returns for individuals.

SEMINAR IN FINANCIAL MANAGEMENT (Hotel Accounting 285). Credit two hours.

Hotel elective. Limited to seniors. Best taken after Hotel Accounting 186. Mr. LESURE.

Financial problems associated with the purchase, expansion, and construction of public housing, feeding, and recreational facilities in a typical community are studied and discussed. Phases include purchasing a business, planning and constructing facilities, preparation and use of special reports, private versus public financing, bankruptcy, reorganization, consolidation, and taxation.

INTERNAL CONTROL IN HOTELS (Hotel Accounting 286). Credit two hours. Hotel elective. Open to seniors and graduates and to certain others by permission. Prerequisite,

Hotel Accounting 181. Mr. BARRETT.

Discussion of the problems encountered in distributing the accounting and clerical work in hotels so as to provide a good system of internal control. Study of many actual cases of the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of a functioning system of internal control as they specifically apply to the School's Statler Inn operation.

ACCOUNTING MACHINES IN HOTELS (Hotel Accounting 288). Credit one hour.

Hotel elective. Professor CLADEL.

Discussion of the place of accounting machines in the hotel front office; practice with a National Cash Register Company front-office posting machine, Model 2000, and Model 42, including the posting of charges and credits and the details of the night audit.

SPECIAL STUDIES IN ACCOUNTING AND STATISTICS FOR HOTELS (Hotel Accounting 289). Credit to be arranged. Hotel elective.

Prerequisites, Hotel Accounting 186 and 189 or equivalent. Permission of instructors required.

Research projects dealing with advanced accounting statistics and finance in the hotel and restaurant industries.

ADMINISTRATION

ORIENTATION (*Hotel Administration 100*). Credit two hours. Required. Professor LATTIN. Designed to orient students in the life of the University and in the work of the School of Hotel Administration. The laboratory periods in the Statler Club provide students with the opportunity to gain experience in all departments of a hotel.

RESORT MANAGEMENT* (*Hotel Administration 113*). Credit one hour. Hotel elective. Mr. MALLESON.

A lecture course in the operation of the resort hotel. Consideration is given to the promotion of business, to the provision of services, to the operation of the dining room, to the entertainment of the guest, and to the selection, training, and direction of the employed staff. Resorts of the various types, seasons, and economic levels are considered.

PSYCHOLOGY FOR STUDENTS IN HOTEL ADMINISTRATION (*Hotel Administration 114*). Credit three hours. Required. Professor LATTIN.

A terminal course in basic psychological principles designed to develop in the student an awareness of the psychological aspects of many hotel management functions and to demonstrate the application of psychological principles to these functions.

PROBLEMS OF HUMAN BEHAVIOR IN THE HOTEL AND RESTAURANT INDUSTRY (*Hotel Administration 116*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 114 and permission of the instructor.

A consideration of the social-psychological factors involving conflict and dispute in hotels and restaurants. Extensive use is made of actual case studies within these industries. Interviewing techniques will be discussed and practiced among the group.

PERSONNEL ADMINISTRATION (*Hotel Administration 119*). Credit three hours. Hotel elective. Prerequisite, an elementary course in psychology. Professor LATTIN.

A study of the problems of human relations in industry. A survey of the methods and problems of recruitment, selection, placement, maintenance; organization and government of employees.

LABOR-MANAGEMENT RELATIONS IN THE HOTEL INDUSTRY (*Hotel Administration 316*). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Economics 104. (This course will satisfy the requirement of elective work in

economics, but when so counted it may not also be counted as three hours of Hotel elective.) Professor BECK.

The development of the trade union movement in the United States with special emphasis upon the AFL-CIO union affiliates active in the hotel and food industry. Case studies are included of disputes and grievances arising in unionized hotels and restaurants.

HUMAN RELATIONS (*Hotel Administration 217*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119. Mr. FOERTSCH.

The problems faced by the supervisor and the executive in managing the human element in the hotel and restaurant field. Designed to give the student insight into the varied social and psychological factors present in any employer-employee relationship.

SUPERVISORY TRAINING IN HOTELS (*Hotel Administration 218*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119 and permission of the instructor. Mr. FOERTSCH.

Designed for advanced students in personnel administration. The class initiates and develops a training program for supervisors. Emphasis is placed on participation, group discussion, and individual research. All aspects of the supervisory function are analyzed.

SEMINAR IN PERSONNEL ADMINISTRATION (*Hotel Administration 219*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119 and permission of instructor. Professor LATTIN.

A discussion class which provides the opportunity for students to put into practice the theory and techniques learned in the elementary course. Emphasis is placed on understanding and practicing personnel methods which can directly assist in controlling costs of the man-power program.

CLUB MANAGEMENT* (*Hotel Administration 222*). Credit one hour. Hotel elective. Open to upperclassmen and graduates. Associate Professor CONNER.

A survey of the problems peculiar to the management of city, country, and other club organizations. Subjects covered are food and beverage management in clubs; committee, board of directors, and membership relations; dues, assessment and financial management. The arrangement and promotion of social and recreational activities are also included.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

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TYPEWRITING (Hotel Administration 37). Credit two hours. Hotel elective. Students should see the School registrar for sectioning. Mrs. SEABURG.

The personal needs of college students are met by this course in elementary typewriting. Instruction is given in the arrangement of business letters, reports, menus, and statistical data.

SHORTHAND THEORY (Hotel Administration 131). Credit four hours. Hotel elective. Limited to juniors and seniors. Mrs. SEABURG. The basic theory of Gregg shorthand is completed in this course, and the groundwork is laid for dictation and transcription. Enrollment in Hotel Administration 132 is waived if the student passes a typewriting proficiency test during the first week of the term.

SECRETARIAL TYPEWRITING (Hotel Administration 132). Credit two hours. Hotel elective. Mrs. SEABURG.

Touch typewriting is taught to students who do not already know the keyboard. Speed and accuracy in machine operation are developed to meet business standards. Instruction is given in the transcription of business forms from shorthand notes and dictation records. Some filing and duplication are included.

SECRETARIAL PROCEDURES (Hotel Administration 138). Credit four hours. Hotel elective. Prerequisites, Hotel Administration 131 and 132 or the equivalent. Mrs. SEABURG. Instruction in the major secretarial duties and office management. Dictation and transcription speeds sufficient for the better types of office positions are developed.

BUSINESS COMMUNICATION (Hotel Administration 238). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor RECKNAGEL.

The preparation of business messages, memorandums, and direct mail promotion in hotels and restaurants. Students may work on problems of their own interest.

RESTAURANT MANAGEMENT (Hotel Administration 251). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor BERNATSKY.

An analysis of the principal operating problems in the restaurant field. Procedures, approaches, and techniques of management are explored and developed through case study, lecture, and discussion.

BEVERAGE MANAGEMENT (Hotel Administration 252). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor BERNATSKY.

Includes a systematic presentation of alcoholic beverages, their history, service, sales, and control. Lectures, demonstrations, and field trips.

SEMINAR IN HOTEL ADMINISTRATION (Hotel Administration 153). Credit two, three, or four hours. Hotel elective. Open to a limited number of seniors in hotel administration. Those wishing to register should consult the instructor during the preceding semester to obtain permission to enroll and to confer regarding problems chosen for special study. Hours to be arranged. Professor BECK.

SPECIAL STUDIES IN RESEARCH (Hotel Administration 253). Credit to be arranged. Open to graduate students in Hotel Administration only. MEMBERS OF THE GRADUATE FACULTY.

Designed specifically for graduate students working on theses or other research projects. Any member of the graduate faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

LECTURERS ON HOTEL MANAGEMENT (Hotel Administration 155). Credit one hour. Hotel elective. Open to all classes. To be taken for credit each semester. Under the direction of Professor BECK.

A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

LAW OF BUSINESS (Hotel Administration 171). Credit three hours. Required. Open to upperclassmen. Mr. TREMAN.
An elementary course on the law of business.

LAW AS RELATED TO INNKEEPING (Hotel Administration 172). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and Economics 104. Professor SHERRY.

A study of the laws applicable to the ownership and operation of inns, hotels, motels, restaurants, and other places of public hospitality. Consideration of the host's duties to guests, lodgers, boarders, tenants, invitees, licensees, and trespassers; the exclusion and ejection of undesirables; liability for personal injuries on and off the premises; the concept of negligence; liability for damage or loss of property; statutory limitations of liability; lien rights; concession agreements; leases; credit and collection practices; arrest and detention of wrongdoers, and miscellaneous statutes and administrative rules and regulations applicable to public houses. The material is treated from the point of view of the executive responsible for policy and decision making.



Howard Heinsius '50, vice president of Needham & Grohmann, Inc., points out advertising highlights in a promotion display his firm has prepared for the Dorado Beach Hotel in Puerto Rico where J. V. Bennett '47 is resident manager.

LAW OF BUSINESS: CONTRACTS, BAILMENTS, AND AGENCY * (*Hotel Administration* 272). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and Economics 104. Professor SHERRY.

A study of the formation, validity, enforcement, and breach of contracts; sales and dealings in personal property, bailments, storage, and shipment of goods; the laws of principal and agent and employer and employee. The case method is used throughout, supplemented by notes and collateral readings. The aim is to develop skill and experience in analytical thinking as an aid and as a tool in modern managerial technique.

LAW OF BUSINESS: BUSINESS ORGANIZATION—PARTNERSHIPS AND CORPORATIONS * (*Hotel Administration* 274). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and Economics 104. Professor SHERRY.

A study of the available forms of business organization, with special emphasis on general and limited partnerships and corporations. Comparison of the relative advantages and disadvantages of partnerships and corporations. Consideration of the use of limited partnerships in hotel and motel syndications; corporate promotion; financial devices for raising capital; corporate control and man-

agement, and the respective rights, duties, and powers of officers, directors, and stockholders. The aim is to correlate the legal, accounting, taxation, and management aspects of organized business enterprises.

HOTEL PUBLIC RELATIONS * (*Hotel Administration* 176). Credit one hour. Hotel elective. Recommended for juniors and seniors. Methods and channels through which the hotel may obtain favorable public recognition.

HOTEL PROMOTION * (*Hotel Administration* 178). Credit one hour. Hotel elective. Recommended for upperclassmen. Mr. KOEHL. A discussion of the fundamentals of sales promotion, with special attention to the various mediums profitably used by hotels.

SALES PROMOTION * (*Hotel Administration* 278). Credit one hour. Hotel elective. Open to upperclassmen and graduates. Mr. PHILLIPS. The hotel sales department—its function, organization, records, and procedures—is discussed.

The course is arranged with the cooperation and assistance of the Hotel Sales Managers Association. At each session a different member of the Association, chosen by the Association in consultation with the School for his expertness in some one phase of sales promotion, discusses that phase and under the coordination of the instructor leads the discussion of the subject.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

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HOTEL ADVERTISING * (*Hotel Administration 179*). Credit one hour. Hotel elective. Open to upperclassmen and graduates. Mr. GROHMANN.

The fundamentals of magazine, newspaper, radio, television, and outdoor advertising; direct mail, printed material and publicity; and the part each plays in a coordinated business promotion program. Detailed discussions are included of the different methods of building business that are being successfully used by various types of hotels and restaurants. The lectures and demonstrations also illustrate the mechanical processes of producing advertising material, giving students a working knowledge of the advantages and disadvantages of each process.

FRONT-OFFICE PROCEDURE * (*Hotel Administration 188*). Credit one hour. Hotel elective. Open to juniors and seniors and to lowerclassmen by permission.

A study of the physical layout of equipment in the hotel front office, of the procedure used in registering and checking out guests, and of keeping the accounts of guests.

GENERAL SURVEY OF REAL ESTATE * (*Hotel Administration 191*). Credit two hours. Hotel elective. Prerequisite, Economics 104 or its equivalent.

A survey of the real estate field, with particular emphasis on the economic, legal, and technical aspects of real estate. Lectures and problems cover interests in real property, liens, taxes, contracts, auctions, deeds, mortgages, titles, leases, brokerage, management, and financing.

FUNDAMENTALS OF REAL ESTATE MANAGEMENT * (*Hotel Administration 192*). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Economics 104 or its equivalent.

The fundamentals of urban-land economics. Emphasis is placed upon the changing character of the urban economy and its influence upon land values, development, and utilization. The aim is to acquaint students with the economic principles governing the development and utilization of land and values.

FIRE AND INLAND MARINE INSURANCE (*Hotel Administration 196*). Credit three hours. Hotel elective. Upperclassmen and graduates. Mr. McNEILL.

Fire and inland marine insurance, including such topics as the form of the policy, insurable interest, the risk assumed, improving and rating property, business interruption, rent and leasehold, adjustment of loss, co-insurance, appraisals.

LIABILITY, COMPENSATION, AND CASUALTY INSURANCE (*Hotel Administration*

197). Credit three hours. Hotel elective. Upperclassmen and graduates. Mr. McNEILL. Liability, compensation, and other forms of casualty insurance, the scope of the coverage, and analysis of the policies. Application of the laws of negligence.

TOURISM * (*Hotel Administration 56*). Credit one hour. Hotel elective.

Given by a representative of one of the large travel and tour directing organizations. Deals with the volume and dollar value of foreign and domestic tourist and business travel, the areas and groups who constitute the source of tourist business, the attractions that draw them, the conveyances and routings they use, and the matters of rates, foreign exchange, and passport and health requirements.

INTERIOR DESIGN FOR HOTELS * (*Housing and Design 130*). Credit two hours. Hotel elective. Open to juniors and seniors. Associate Professor MILLICAN.

The methods and procedures inherent in interior designing are studied and used with special emphasis on problems common to hotels and related public places. The studio problems, informal lectures, and discussions deal with the planning of color, fabrics, and lighting. Emphasis is placed on the understanding of floor plans and traffic circulation.

PRINCIPLES OF CITY AND REGIONAL PLANNING (*Architecture 710*). Credit three hours. Open to upperclassmen. Professor REPS. A review of the basic influences in the development of cities. A general view of the theory and accepted practice of city and regional planning, including a study of the social, economic, and legal phases.

MAN AND SOCIETY (*Sociology 101*). Either term. Credit three hours. Open to all students although primarily intended for freshmen. May not be taken for credit by those who have taken Rural Sociology 1.

A general introduction to the principles and methods of sociology. An analysis of the basic structure of human society with particular attention to that of the contemporary United States. Emphasis is placed on major institutions: the family, social classes, ethnic groups, associations, social aspects of economic and political organization. Attention is also given to the role of primary groups and social factors in personality formation.

GENERAL GEOGRAPHY (*Geology 105*). Credit three hours. Assistant Professor BLOOM. An introduction to geography including space relationships, world climates, soils, and geographic provinces. Land use, the natural resources of selected regions, and trade in these resources will be emphasized.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

ECONOMICS AND FINANCE

Of the large number of courses in economics, statistics, sociology, history, and government open to hotel students, only those frequently taken by them are described here. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences*. Hours and instructors are to be announced each term.

MODERN ECONOMIC SOCIETY (Economics 103). Credit three hours. Required. Open to a limited number of freshmen. Associate Professor Dowd and others.

A survey of the existing economic order, with particular emphasis on the salient characteristics of the modern American economy. Concentration is on explaining and evaluating the operation of the price system as it regulates production, distribution, and consumption, and as it is in turn modified and influenced by private organization and government policy.

MODERN ECONOMIC SOCIETY (Economics 104). Credit three hours. Required. Prerequisite, Economics 103. Professors MORSE, GOLAY, and others.

Economics 104, a continuation of 103, centers on the determinants of aggregate economic activity. The main areas studied are the monetary and banking systems, the composition and fluctuations of national income, and the major conditions of economic growth, all as influenced by monetary, fiscal, and other policies.

FINANCE † (Business and Public Administration 104). Credit three hours. Open to seniors and graduate students who have taken Economics 104. Permission of the instructor is required. Professor NILSSON and Assistant Professor McADAMS.

An introduction to the principles and practices of finance and their application in business and public administration. The uses of financial instruments, problems of short-term and capital financing, methods of security distribution, financial expansion and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed.

PRICES † (Agricultural Economics 115). Credit three hours. Open to juniors, seniors, and graduate students. Professor TOMEK.
A study of the factors affecting prices and methods of price analysis.

TAXATION † (Agricultural Economics 138). Credit three hours. Open to upperclassmen who have taken Economics 104 or the equivalent.

A study of the principles and practices of public finance, with emphasis on taxation. Among the topics examined are the growth of public expenditures and its causes; histor-

ical changes over time in sources of revenue; and property, inheritance, business, and personal income taxation.

PRIVATE ENTERPRISE AND PUBLIC POLICY IN THE MODERN ECONOMY † (Business and Public Administration 202). Credit three hours. Open to seniors and graduate students who have taken Economics 104. Permission of the instructor is required. Professor HUTCHINS.

An integrating course dealing with the interrelations of business and public policies. To provide a backdrop, the course of the American economy since about 1920 is traced. Particular attention is paid to the evolution of public policies which have been of important interest to business leadership, especially with respect to such matters as industrial organization, transportation, power, agriculture, trade, and finance.

A study of changing financial institutions, problems, and legislation from 1775 until 1940 with a brief introduction covering the colonial period. Monetary media, banking systems, and public finance will be dealt with against the changing background of American economic society. Readings, lectures, discussions, and reports.

MONEY, CREDIT, AND PUBLIC POLICY † (Economics 231). Credit three hours. Prerequisite, Economics 104. Professor O'LEARY.
A study of the American financial system with emphasis on the roles played by commercial banks, the federal reserve system, and selected related financial institutions. Monetary, credit, and financial controls influencing general economic stability are also examined.

INTERMEDIATE ECONOMIC THEORY † (Economics 311). Credit four hours. Prerequisite, Economics 104. Assistant Professor STALLER.

Analysis of the pricing processes in a private enterprise economy under varying competitive conditions, and their role in the allocation of resources and the functional distribution of national income.

TRADE FLUCTUATIONS † (Economics 312). Credit four hours. Prerequisite, Economics 104 or consent of the instructor. Professor COPELAND.

A study of the nature and causes of business recessions, revivals, and booms, and of general price trends, together with a consideration of

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

various alternative methods of promoting business cycle stabilization and price stabilization. The approach will be partly historical, partly analytical.

ECONOMIC HISTORY OF MODERN EUROPE † (*Economics 322*). Credit four hours. Prerequisite, Economics 104. Associate Professor DOWD.

The period covered is from the close of the Middle Ages to the present.

FINANCIAL HISTORY OF THE UNITED STATES † (*Economics 333*). Credit four hours. Prerequisites, Economics 104 and three hours of American history. Professor O'LEARY.

The development of American financial institutions, problems, and legislation from 1650 through 1940. Monetary media, banking systems and operations, public finance, and certain private financial institutions will be examined against the changing background of the American political and economic system.

PUBLIC FINANCE: RESOURCE ALLOCATION † (*Economics 335*). Credit four hours. Prerequisite, Economics 104 or consent of instructor. Assistant Professor KILPATRICK.

An analysis of the role of government in allocating resources through taxes, transfer payments, and expenditures. Criteria for evaluation will be developed and applied to specific policies. Attention will focus on the federal government.

ECONOMICS OF WAGES AND EMPLOYMENT † (*Industrial and Labor Relations 340*). Credit three hours. Prerequisite, Economics 104. Professor TOLLES.

Analysis of the major characteristics of the labor market. Topics include the labor force, theories of wages and employment, wage-level determination at the firm and industry level, determinants of trade union wage policy, and compatibility of stable prices and full employment.

ECONOMICS AND PROBLEMS OF LABOR † (*Economics 341*). Credit four hours. Prerequisite, Economics 104 or consent of instructor. Professor MONTGOMERY.

A survey of the field of labor economics; an analysis of the basic industrial-relations problems emerging from modern economic arrangements, and an examination of the economic and other implications of various employer, trade-union, and government attacks upon these problems.

PRIVATE ENTERPRISE AND PUBLIC POLICY † (*Economics 351*). Credit four hours. Prerequisite, Economics 104. Assistant Professor KAHN.

The approach to public policy in a private enterprise system in the light of the econ-

omist's concepts of competition and monopoly. An analysis and appraisal of the prevalence and effectiveness of competition in the American economy, with particular emphasis on the business organization, the price, production and marketing policies, and the economic performance of a range of industries with varying degrees of market concentration and governmental intervention.

CORPORATE ENTERPRISE IN THE AMERICAN ECONOMY † (*Economics 355*). Credit three hours. Prerequisite, Economics 104. Professor O'LEARY.

An examination of the large American business corporation as an economic institution. Attention is given to the corporation as the dominant device for ordering the allocation and administering the use of economic resources in the United States. Among the topics treated are separation of ownership and management; segments of interest; reinvestment of earnings and the savings-investment process; the impact of taxation on basic decisions; the various types of corporation securities; government regulation; the public-benefit corporation as a special case.

INTRODUCTION TO INTERNATIONAL ECONOMICS † (*Economics 361*). Credit four hours. Prerequisite, Economics 104. Professor MORSE.

A survey of the principles that have evolved as guides for the determination of international economic policies. Topics include balance of payments, foreign exchange, theory of trade and tariffs, capital movements, and international adjustment mechanisms. Attention is paid to the historical evolution of principles, policies, and institutions from pre-capitalist origins to 1914.

DEVELOPMENT OF THE AMERICAN ECONOMY AND BUSINESS ENTERPRISE † (*Business and Public Administration 375*).

Credit three hours. Limited to seniors who have taken Economics 104. Permission of the instructor is required. Professor HUTCHINS.

A study of the development of significant features of the modern economy and of modern business. Attention is particularly focused on the period 1790-1890. European developments of significance to the United States are discussed. Against the general economic background, careful study is given to selected case studies illustrating business organization, policy, and practice of the time.

BUSINESS POLICY AND ECONOMIC INSTABILITY † (*Business and Public Administration 376*). Credit three hours. Open to seniors who have taken Economics 104. Per-

mission of the instructor is required. Professor DE CHAZEAU.

† Will satisfy the requirement of elective work in economics.



Professor J. J. Wanderstock and Myrtle Ericson conduct a seminar on food research in the Herndon Room of the Statler Library.

A study of problems posed by national employment objectives for our private enterprise system. Government monetary-fiscal policies, existing and proposed, are studied from the viewpoint of the nation's economic accounts, the known characteristics of business fluctuations, and the mutual requirements of business and government policy formulation.

COMPETITIVE BEHAVIOR AND PUBLIC POLICY † (*Business and Public Administration 377*). Credit three hours. Open to seniors who have taken Economics 104. Permission of the instructor is required. Assistant Professor McADAMS.

A study of competitive behavior in market structures importantly affected by large corporate units and organized self-interest groups. Particular attention is given to the determination of public interest in the formulation and administration of the law as applied to business policies and business organization.

BUSINESS FORECASTING † (*Business and Public Administration 378*). Credit three hours. Open to seniors and graduate students who have taken Economics 104. Permission of the instructor is required. Associate Professor SMIDT.

The primary objective is to develop in students the skills and knowledge needed to prepare

economic forecasts. Consideration will be given to the forecasting of important general economic indicators such as Gross National Product and its major components, and to the analysis of demand and supply situations in specific industries. Long-term projections of up to thirty years will be considered, as well as the more usual short-term forecasts for a quarter or a year ahead.

TRANSPORTATION † (*Business and Public Administration 575*). Credit three hours. Limited to seniors. Permission of the instructor is required. Prerequisite, Economics 104. Professor HUTCHINS.

A study of the pricing and marketing of transportation service, and of the system of regulation of inland transportation. Among the topics covered are the effects of rate systems on commercial and industrial organizations; the economic theory of rates; rate structures; the evolution of regulatory policy; the regulatory process; the making of individual rates; rate and service problems in competitive marketing of service; passenger rates and service; the interpretation of certain important provisions of the Interstate Commerce Act; the intercarrier relations. These topics are developed primarily with reference to rail and motor carrier transportation.

† Will satisfy the requirement of elective work in economics.



Achieving a comfortable environment for the guest is one of the primary objectives in selling guest space. Hotel administration students regularly participate in laboratory work involving heating, refrigeration, and air conditioning. Performance of various guest room fan coil units is being verified in the exercise shown above.

ENGINEERING

For instruction in the field of hotel, motel, and restaurant engineering, Statler Hall has specially designed and equipped lecture rooms, two drafting rooms, and three especially equipped laboratories, all used exclusively for studying, demonstrating, and testing the mechanical equipment and building components typically used in hotels and restaurants. In addition, Statler Hall and other campus buildings are studied from the viewpoint of physical plant management.

A variety of scale models and prints of many actual building floor plans, guest room arrangements, dining room seatings, and kitchen layouts are utilized in the laboratory work on building construction and operation. Engineering equipment includes fire fighting equipment, vacuum cleaners, full-size bathroom units, plumbing fixtures, pipe fitting equipment, pumps driven by electricity and by steam, a hot water heater, ventilating fan equipment, an oil-fired boiler, motor generator sets, alternating and direct current motors, electric control equipment, wiring devices, meters, illumination equipment, and mechanical refrigeration testing units including compressors, condensers, and refrigeration controls. Scale models of kitchen equipment are also used for developing layouts. Plans and specifications, as well as catalogs, are used for supplementary references in hotel and motel planning.

In hotel engineering, a total of 15 hours is the required minimum consisting of five 3-hour courses. Courses in hotel engineering chosen beyond the 15-total required hours may be counted as Hotel electives. The recommended sequence for continuity of instruction is:

	<i>Fall Term</i>	<i>Spring Term</i>
First Year	H.E. 460 (or H.E. 461)	H.E. 461 (or H.E. 460)
Second Year	H.E. 261	H.E. 262 (or H.E. 266)
Third Year	H.E. 263	H.E. 264
Fourth Year	H.E. 267	H.E. 265

Instruction by Professors Sayles, Broten, and Bangs, Messrs. Schneider and Chase, and Assistants.

FUNDAMENTALS OF HOTEL ENGINEERING (*Hotel Engineering 460*). Credit three hours. Required.

Basic architectural and mechanical drafting with emphasis on freehand sketching. Introduction to food facilities planning and preliminary programing. Interpretation of graphical presentation and technical communication as related to hotel and restaurant problems.

BASIC ENGINEERING MANAGEMENT (*Hotel Engineering 461*). Credit three hours. Required.

An objective study of a variety of technical problems in physical plant management. Introduction to architectural and mechanical building problems with emphasis on economic criteria. Slide rule is used throughout the course.

SPECIAL HOTEL EQUIPMENT (*Hotel Engineering 261*). Credit three hours.

Studies of kitchen equipment, planning; laundry machinery, layouts; fire protection; vacuum cleaning; graphic presentation.

WATER SYSTEMS (*Hotel Engineering 262*). Credit three hours.

Plumbing systems and fixtures, water treatment, sewage disposal, pipe fitting, pumping equipment, and their relation to the plumbing code.

STEAM HEATING (*Hotel Engineering 263*). Credit three hours.

Basic principles of heating and ventilating, with practical applications including fuels, boilers, radiators, fans, automatic controls.

ELECTRICAL EQUIPMENT (*Hotel Engineering 264*). Credit three hours.

Electrical theory and practice; equipment and control devices including motors, wiring systems, elevators, rate schedules, illumination.

HOTEL PLANNING (*Hotel Engineering 265*). Credit three hours. Limited to seniors and graduates. Prerequisite: 12 hours of hotel engineering or permission of the instructor.

Design of the layout for a proposed hotel, from feasibility study through plans and specifications, emphasizing site solution, floor plans, guest room layouts, and the selection and arrangement of equipment in all the various departments.

HOTEL STRUCTURES AND MAINTENANCE (*Hotel Engineering 266*). Credit three hours.

Materials and methods of building construction, repair, and maintenance. Emphasis on trade practices and building codes.

REFRIGERATION (*Hotel Engineering 267*). Credit three hours.

Theory and practice of mechanical refrigeration and air conditioning. Typical hotel and restaurant applications including frozen-food storage.



Engineering management requires a thorough knowledge of graphic communication. Students in hotel administration gain this understanding not only by working with actual building blueprints but also by learning many of the techniques of technical drafting and presentation.

FOOD FACILITIES ENGINEERING

In addition to the general facilities of Statler Hall, the instruction in Food Facilities Engineering has assigned for its exclusive use a large drafting room with extra large tables. Extensive catalog files are maintained covering the wide array of food and beverage service equipment. Numerous prints of layouts, specifications, and photographs of actual projects are studied as examples of fundamental design as well as details customarily given on plans. Samples of fabricated equipment in cross-section illustrate preferred construction methods. The kitchens of Statler Hall and of other campus food facilities provide examples of typical applications.

Especially planned courses dealing with mass feeding start with the first stages of development programing and continue through logical sequence into more advanced and detailed work. The following schedule suggests appropriate terms during which courses should be taken for full coverage of all Food Facilities Engineering courses:

<i>Term</i>	<i>Course</i>
Second to eighth	F.F.E. 360 Preliminary Programing
	F.F.E. 361 Preliminary Planning and Design
Third to eighth	F.F.E. 362 Equipment Layout and Design
Fourth, sixth, eighth	F.F.E. 363 Food Facilities Engineering, Specifications,
Fifth or seventh	Shop Drawings, and Contract Supervision

PRELIMINARY PROGRAMING — PROSPECTUS DEVELOPMENT (*Food Facilities Engineering 360*). Credit two hours. Hotel elective. Associate Professor BANGS.

Lectures deal with the first-stage planning, which must be done by the owner or his consultant for any project of mass feeding. This course outlines the many factors that must be programed in order to satisfy the merchandising objective, determine the menu, plan for the particular type of service to be employed, and outline the over-all facilities that are to be planned and designed into a restaurant, club, hotel, industrial food service, hospital, or other institutional feeding establishment. The student completing this course has the foundation to plan his own food facility, and he is prepared for the advanced courses listed below.

PRELIMINARY PLANNING AND DESIGN (*Food Facilities Engineering 361*). Credit three hours. Hotel elective. Prerequisite, Food Facilities Engineering 360 or permission of instructor. Associate Professor BANGS.

Lecture and laboratory. Review of the preliminary program. Studies to determine the type, capacity, quantity, and quality of all food service equipment to be selected. Determination of facts pertinent to the over-all project; architectural, structural, and mechanical features, plus consideration of sanitary codes that affect the layout. Schematic drawing studies of equipment, departmental, and over-all food service layouts. Term project involves research and drawing room time to make a complete, preliminary equipment layout with a schedule for all required equipment.

EQUIPMENT, LAYOUTS AND DESIGN—WORKING DRAWINGS (*Food Facilities Engineering 362*). Credit three hours. Hotel elective. Prerequisite, Food Facilities Engineering 361 or permission of instructor. Associate Professor BANGS.

Lectures, research, and laboratory work are involved in this continuation of Food Facilities Engineering 361. Working drawings (contract drawings), are developed, including equipment and architectural plans, mechanical plans, equipment detail drawings, and equipment schedules, which are required for bidding, construction, and installation. The term project begun in Food Facilities Engineering 361 is further developed through necessary revisions required to complete the over-all food facilities layout, draw the mechanical plan, and make schematic sketch designs essential for custom-built equipment.

FOOD FACILITIES ENGINEERING, SPECIFICATIONS, SHOP DRAWINGS, AND CONTRACT SUPERVISION (*Food Facilities Engineering 363*). Credit three hours.

Hotel elective. Prerequisite. Food Facilities Engineering 362. Associate Professor BANGS. Lectures and laboratory work deal with study of general and itemized specifications; bid analysis and awarding of contracts; checking and approving shop drawings; field supervision, inspection, and field conferences; and operational instruction. The term project continues the project carried through in Food Facilities Engineering 362 to the completion of working drawings, writing of equipment specifications, and the roughing-in drawings and shop drawings.



Professor O. Ernest Bangs, in the Food Facilities Engineering laboratory, assists a group of students who are working on the redesign of an actual kitchen to produce 1,000 meals a day.

FOOD AND FOOD SCIENCE

Statler Hall provides excellent facilities for instruction in all aspects of foods; in the purchasing, storage, preparation, and service of food as well as of wines and liquors; and in basic science. Among the facilities are: (1) The "Oscar of the Waldorf" lecture room, a sloping-floor auditorium seating 133, equipped with a laboratory demonstration table, sink, and roll-away range; (2) two elementary food laboratories, each accommodating 20 students and each equipped with 20 stoves and 40 sinks as well as extensive stainless steel work spaces and all necessary mechanical equipment; (3) a 40-place basic chemistry laboratory and a 40-place food chemistry laboratory for the School's organized courses in food chemistry; and (4) the series of practice kitchens of the Statler Inn where the students prepare under instruction the food for the various Statler Inn and Statler Club dining rooms (seating in total nearly a thousand).

These kitchens are laid out to function both as quantity food production centers and as training centers for prospective hotelmen and restaurateurs learning food production on a large-quantity basis. The equipment, all of commercial size and of the latest design, duplicated in gas and electricity, is so varied that the student has the opportunity to use and to analyze a wide range of modern kitchen appliances. The student lounge kitchen is designed for the use of students in support of their daily coffee hour and their parties and receptions.

The recently constructed Alice Statler Auditorium wing has added important new facilities, including (1) a laboratory for cutting and portioning meats, poultry, and fish, supported by extensive refrigerator and freezer storage units, power equipment, and testing devices; (2) a lecture demonstration area for instruction in the selection and grading of meats, poultry and fish; (3) a 40-place laboratory for the study of the scientific applications of chemical and physical principles to food production; and (4) a series of experimental kitchens for the testing of recipes and procedures.

All of these laboratories are for the exclusive use of the School's hotel and restaurant students. They are designed and equipped especially for their particular teaching functions. Besides the School's own laboratories, the students have access to and frequently use the laboratory kitchens, cafeterias, and catering centers of the New York State College of Home Economics.

Regulation uniform of white coat, apron, and chef's cap is furnished by the student and is required for the first food laboratory.



The School's library, directed by a full-time librarian, provides students and faculty with 11,000 books and periodicals on all

FOOD AND NUTRITION (Hotel Administration 120). Credit three hours. Required. Mrs. KENDRICK, Mrs. KELSEY.

A course in the techniques and theories of food preparation. The laboratory periods give practice in the preparation of food in small quantities; lay the foundation for later work in large-quantity food preparation; and develop an appreciation for food of the highest standards. Basic nutrition and meal planning are included.

QUANTITY FOOD PREPARATION: MANAGEMENT OF THE OPERATION (Hotel Administration 201). Credit four hours. Required. Prerequisites, Hotel Administration 120, 214, 215, 220. Mr. BOND and Mr. CHRISTIAN.

Large quantity cooking in the Statler Inn kitchen of luncheons and dinners served to 200 to 350 patrons. The student manager for the week plans the menus, prepares food requisitions, supervises preparation and service, and submits a report and analysis on his operation. Discussion periods review principles and methods applied in laboratory periods. Quality and cost control are emphasized. The use of standardized formulas and techniques in relation to nonstandardized practices is demonstrated. Sanitary, safe, and economical use of food and of equipment as well as cooking and serving space are stressed.

Students have one meal in the cafeteria on laboratory days.

QUANTITY FOOD PREPARATION: MANAGEMENT OF THE OPERATION (Hotel Administration 201A). Credit two hours. Permission of the instructor is required. Mr. BOND.

This course, plus Hotel Administration 202 or 203, may be substituted for Hotel Administration 201 by students who can present evidence of extensive experience in quantity food preparation.

Students have one meal in the cafeteria on laboratory days.

CLASSICAL CUISINE (Hotel Administration 202). Credit two hours. Hotel elective. Prerequisite, Hotel Administration 201 or Institution Management 200, 210 or equivalent experience. Professor BERNATSKY.

International hotel cuisine is systematically presented in this course. The correct utilization of the animal carcass and of plant life is demonstrated through the skillful preparation of a great variety of food.

The emphasis is on unusual appetizers, fish, shellfish, other entrees, poultry, and game with the appropriate garnishing and some exhibition desserts. The student has the op-

portunity to observe preparation skill in detail, participate, write recipes, watch correct service, and taste the prepared food.

SMORGASBORD (Hotel Administration 203). Credit two hours. Hotel elective. Prerequisites, Hotel Administration 220, Quantity Food Preparation 200, 201, 210 or equivalent experience.

The laboratory consists of planning, preparing, and serving the food for a "glorified" buffet or Smorgasbord served each Sunday evening for the Statler Inn dining room to over two hundred patrons.

MEATS, POULTRY, AND FISH (Hotel Administration 206). Credit three hours. Required. Professor WANDERSTOCK.

Deals with the major phases of meats, poultry, and fish from the hotel, restaurant, club, and institutional standpoint; nutritive value, structure and composition, sanitation, selection and purchasing, cutting, freezing, cooking, carving, and miscellaneous topics. Required three-day field trip to visit purveyors in New York City included. Estimated cost for this trip ranges between \$30 and \$40.

CHEMISTRY AND ITS APPLICATION TO FOOD PREPARATION (Hotel Administration 214). Credit five hours. Required. Associate Professor SMITH and staff.

General chemistry related where possible to the principles and practices of food preparation; an introduction to organic and colloid chemistry. In the laboratory each student performs simple chemical experiments chosen on the basis of their applicability to the field of food preparation. Hotel Administration 215 should be taken the following term.

CHEMISTRY AND ITS APPLICATION TO FOOD PREPARATION (Hotel Administration 215). Credit five hours. Required. Prerequisite, Hotel Administration 214 or equivalent. Associate Professor SMITH and staff.

The basis of organic and colloidal chemistry and biochemistry is taught relative to the components of foods and their preparation. The influence of kind and proportion of ingredients and methods of manipulation and of cookery on food products such as muffins, candy, vegetables, eggs, meat, yeast bread, pastry, and mixes are discussed.

(1) Basic nutritional values are included, as well as a consideration of food additives, their composition and role in food products.

(2) In the food laboratory, food products and methods of preparation of special interest to the hotelman are emphasized. The food products are scored subjectively, and the application of scientific principles to the interpretation of results is emphasized.



Professor J. J. Wanderstock points out the marbling in a "U.S. Choice" round of beef to a group of students in his meats laboratory in Stalter Hall.

(3) The student has an opportunity to experience the preparation and taste of foods under a variety of conditions, from which he should learn to recognize culinary quality while understanding factors contributing to it.

FOOD PREPARATION (*Hotel Administration 220*). Credit three hours. Required. Prerequisite, Hotel Administration 120 or its equivalent. Professor ERICSON.

Experience in the preparation of dishes adapted to hotel and restaurant service, such as special meat dishes, planked platters, entrees, chicken and turkey (includes boning), fish, vegetables, soups, and sauces, salads, canapes and hors d'oeuvres, fancy breads, pastry, cookies, cake decorating, and desserts.

FOOD SELECTION AND PURCHASE (*Institution Management 220*). Credit three hours. Hotel elective. Open to juniors and seniors. Permission of instructor required. Assistant Professor CONNELLY.

A discussion of sources, standards of quality, grades, methods of purchase, care, and storage of various classes of food. A one-day trip to Elmira, Syracuse, or Rochester markets will be included.

SANITATION IN THE FOOD SERVICE OPERATION (*Hotel Administration 221*). Credit one hour. Hotel elective. Mr. BOND and Professor WHITE.

The causes and prevention of food poisoning are stressed. Included are the aesthetic, moral, and legal responsibilities involved in presenting sanitary food to patrons as well as the profit and loss factors.

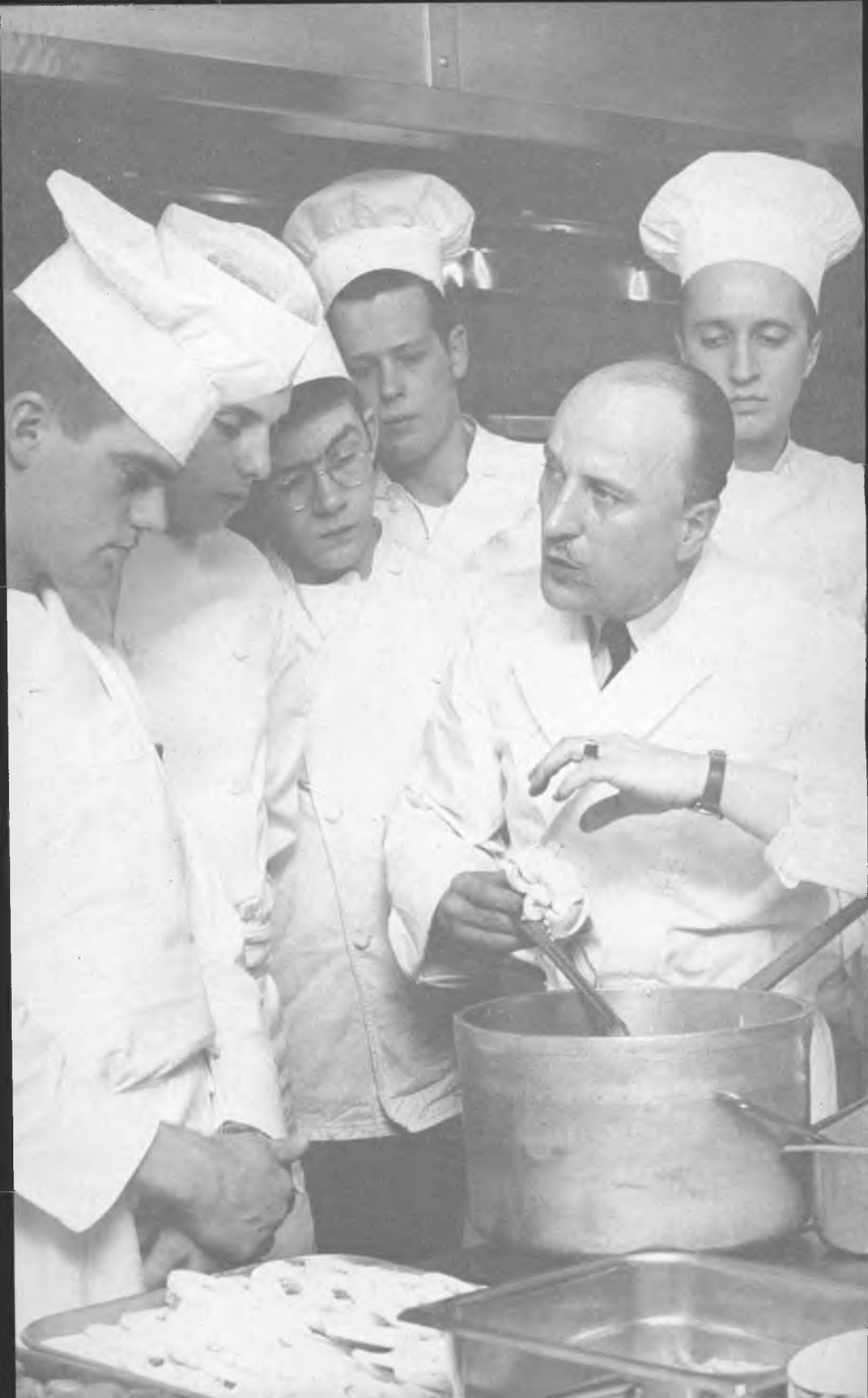
FOOD PRESERVATION * (*Hotel Administration 226*). Credit two hours. Hotel elective. Mr. TRESLER.

Covers the general principles of food preservation; drying and dehydration of foods; refrigeration above and below freezing; pasteurization; canning; fermentation; salting and pickling; smoking and curing; food preservation with chemical additives and with radiation.

CATERING FOR SPECIAL FUNCTIONS (*Hotel Administration 254*). Credit two hours. Hotel elective. Professor BERNATSKY.

The systematic presentation of catering to special functions. Emphasis is placed on maximum sales potential through use of existing facilities. Lectures and demonstrations on banquet layout, menus, service, and sales.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.



STEWARDEDING* (*Hotel Administration 118*).

Credit two hours. Hotel elective. Open to sophomores, juniors, and seniors. Problems of restaurant operation, such as purchasing, preparation, service, and control phases of steward operations.

FOOD AND BEVERAGE MERCHANDISING (*Hotel Administration 122*).

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Associate Professor CONNER. Menu development and pricing which includes menu construction, establishing merchandising policy, setting and maintaining standards, and beverage merchandising. Also covered are product development, selling and handling catering and function business, merchandising techniques and policy, and promotion of beverage sales.

COMMERCIAL AIRLINE FEEDING* (*Hotel Administration 123*).

Credit one hour. Hotel elective. Associate Professor CONNER. A survey of a growing and important segment of the food service industry. Goes beyond in-flight food service, covering customer service, reservation-terminal and in-flight service, airline sales promotion, and a comparison of domestic and international airline operations.

MENU PLANNING* (*Hotel Administration 124*).

Credit one hour. Hotel elective. Principles of menu planning for hotels, restaurants, clubs, and institutional service, with particular emphasis on history and development, types and uses, format and organization, and pricing aspects.

WINES* (*Hotel Administration 125*).

Credit one hour. Hotel elective. Open to upperclassmen and graduates. The study of grape culture, cellar techniques, still wines, champagne, New York and California wines, foreign wines, wine cookery, wine storage and service.

SPECIAL PROBLEMS IN FOODS (*Hotel Administration 353*).

Spring term. Credit two hours. Permission of instructors required. Prerequisites, Hotel Administration 120, 220, 206, 214, 215, and Quantity Food Preparation. Professors ERICSON and WANDERSTOCK. A seminar course for upperclassmen and graduate students designed to examine in detail various aspects of foods and food service in hotels, restaurants, and clubs.

GENERAL BACTERIOLOGY (*Bacteriology 1*).

Credit six hours. Hotel elective. Prerequisite, Chemistry 102 or Hotel Administration 215. Professor SEELEY and assistants.

An introductory course; a general survey of the field of bacteriology, with the fundamentals essential to further work in the subject.

GENERAL BIOLOGY (*Biology 1*).

Throughout the year. Credit three hours a term. Assistant Professor KEETON. Designed to acquaint students majoring within or outside the animal and plant sciences with the established principles of biology, and with the body of research that led to the formulation of these principles.

HUMAN NUTRITION (*Food and Nutrition 192*).

Credit three hours. Hotel elective. Planned for students not enrolled in the College of Home Economics who have had no previous college course in human nutrition. Associate Professor GIBFT.

A study of the nutrients essential to human life and well-being, their functions in metabolism and their sources in food. The application of this information to the significant relationship between food habits and health.

HUMAN PHYSIOLOGY (*Zoology 242*).

Credit three hours. Prerequisite, a course in biology and in chemistry either in high school or college. Assistant Professor McFARLAND.

An introductory course presenting fundamentals and practical information concerning the physiological process and systems of the human body.

HANDLING AND MARKETING OF VEGETABLE CROPS (*Vegetable Crops 12*).

Credit three hours. Hotel elective. Professor HARTMAN.

The handling of vegetables from harvest, whether for fresh market or processing, through the marketing channels to the consumer; personnel, facilities, machinery, and organization of the industry; quality measurements and grade standards; federal, state, and other regulations; principles and practices in precooling, storage, packaging, prepackaging, other types of handling.

ECONOMIC FRUITS OF THE WORLD* (*Pomology 121*).

Credit three hours. Hotel elective. Professor BOYNTON.

A study of all species of fruit-bearing plants of economic importance, such as the date, the banana, the citrus fruits, the nut-bearing trees, and the newly introduced fruits, with special reference to their cultural requirements in the United States and its insular possessions. All fruits not considered in other courses are considered here. Designed to give a broad view of world pomology and its relationship with the fruit industry of New York State.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

HOSPITAL ADMINISTRATION

Students enrolled in the School of Hotel Administration who look forward to working in the hospital field may enroll in courses offered in Cornell's Sloan Institute of Hospital Administration, which is supported by a grant of \$750,000 from the Alfred P. Sloan Foundation. Complete details of the courses are given in the *Announcement of the Graduate School of Business and Public Administration*.

HOUSEKEEPING

HOTEL HOUSEKEEPING * (*Textiles 140a*). Credit one hour. Hotel elective. Open to upperclassmen.

An outline of the responsibilities and techniques of the housekeeping department; the selection and purchase of equipment and materials; the selection, training, and supervision of department personnel.

INTERIOR DESIGN FOR HOTELS * (*Housing and Design 130*). Credit two hours. Hotel elective. Associate Professor MILLICAN.

(For course description, see Administration, page 14.)

TEXTILES FURNISHINGS (*Textiles 370*)*

Credit three hours. Hotel elective. Associate Professor STOUT.

Brief survey of world trade conditions and influence on textiles supplies and markets. United States textile fibers, classification, and general properties. Types and qualities of widely used textile furnishings such as blankets, sheets, table linen, mattresses, rugs, drapery, upholstery fabrics, and curtains. Methods of manufacture and marketing specific to the production and distribution of these articles.

Specifications, standards, and federal and state legislation pertaining to their sale and use. Relation of fiber, finish, and processing to price, specific end-use, and maintenance.

LANGUAGE AND COMMUNICATION

An extensive variety of courses in the art of communication, in English composition, in public speaking, in the fluent use of foreign languages, and in the literature of the English and other languages is open to election by hotel students. Space for the description of only a few of them is available here. Full details regarding the others will be found in the *Announcement of the College of Arts and Sciences*. Particularly noteworthy for the hotel student are the very effective conversational-method courses in modern languages. Six semester hours of foreign languages may be counted among the required hotel electives.

INTRODUCTORY COURSES IN READING AND WRITING (*English 111-112*). Throughout the year. Credit three hours a term. Required. English 111 is prerequisite to 112. Associate Professor STATOFF and others.

The aim is to increase the student's ability to communicate his own thought and to understand the thought of others. Reading and discussion of expository prose, with attention to ways of developing and expressing ideas; practice in composition, with attention to sound thinking and effective writing.

ORAL AND WRITTEN EXPRESSION (*Extension Teaching 101*). Credit two hours. Accepted for required expression. Open to juniors and seniors. Professor PEABODY, Associate Professors FREEMAN and MARTIN, and staff.

Practice in oral and written presentation of topics in agriculture and other fields, with criticism and individual appointments on the technique of public speech. Designed to encourage interest in public affairs, and, through demonstrations and the use of graphic material and other forms, to train for effective

self-expression in public. Special training is given to competitors for the Eastman prizes for public speaking and in the Rice Debate contest.

ORAL AND WRITTEN EXPRESSION (*Extension Teaching 102*). Credit two hours. Accepted for required expression. Prerequisite, Extension Teaching 101, of which 102 is a continuation. Professor PEABODY and Associate Professors FREEMAN and MARTIN.

A part of the work consists of a study of parliamentary practice.

PUBLIC SPEAKING (*Speech and Drama 201*). Credit three hours. Accepted for required expression. Not open to freshmen, or to students who have taken Speech and Drama 103 or 105. Professors WILSON, SCHEIDEL, and others.

Designed to help the student express his convictions effectively in oral discourse. Study of basic principles of expository and persuasive speaking with emphasis on selecting, evaluating, and organizing of materials, and on simplicity and directness in style and delivery. Practice in preparation and delivery

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

of speeches on current issues, in reading aloud, and in chairmanship; study of examples; conferences.

The services of the Speech Clinic are available to those students who need remedial exercises. Students whose native language is not English must obtain special clearance from the Department of Speech and Drama before registering.

THE TWENTIETH CENTURY (*English 225-226*). Throughout the year. Credit three hours a term. First term not prerequisite to the second. Assistant Professors READ and McCONEY. British and American writers. Fall term: Dreiser, O'Neill, Joyce, Yeats, Lawrence, Forster, and others. Spring term: Frost, Eliot, Auden, Huxley, Waugh, Hemingway, Faulkner, and others.

THE AMERICAN LITERARY HERITAGE (*English 229-230*). Throughout the year. Credit three hours a term. Open to freshmen who have completed English 113 or exempted English 112. Professor ELIAS and Associate Professor SLATOFF.

A study of American literary masterpieces, together with certain British works chosen because of their relevance to American writing. First term: to the Civil War. Second term: the past hundred years.

The mastery of a foreign language is a mark of a well-educated man or woman. For the hotelman a second language is particularly desirable.

At Cornell the foreign languages are taught by modern methods that place special emphasis on speaking and understanding the spoken language. The daily classes are kept small. Native speakers and playback machines are extensively used.

FRENCH, ELEMENTARY COURSE (*French 101*). Credit six hours.

GERMAN, ELEMENTARY COURSE (*German 101*). Credit six hours.

ITALIAN, ELEMENTARY COURSE (*Italian 101*). Credit six hours.

JAPANESE, ELEMENTARY COURSE (*Japanese 101*). Credit six hours.

PORTUGUESE, ELEMENTARY COURSE (*Portuguese 121*). Credit six hours.

RUSSIAN, ELEMENTARY COURSE (*Russian 101*). Credit six hours.

SPANISH, ELEMENTARY COURSE (*Spanish 101*). Credit six hours.

COURSES OF CULTURAL VALUE

The professional courses required in the curriculum of the School of Hotel Administration have much of general educational value. Students of the School have open to them, in addition, literally hundreds of courses in other colleges of the University whose value to them would be principally cultural. Thus, a student taking full advantage of his free elective courses may have nearly half of his program (56 hours of the required 120 hours) in general education.

Hotel students are encouraged to take full advantage of their opportunities and to acquaint themselves with other disciplines. It is not practical to list all the offerings from which they might select, but, to assist the student in making the beginning contact, the descriptions of a few of the more popular introductory courses are given below:

STUDIES IN AMERICAN CIVILIZATION (*American Studies 401-402*). Four hours each term.

SPECIAL FORMS OF WRITING (*English 203*). Three hours.

AMERICAN GOVERNMENT (*Government 101*). Three hours.

INTRODUCTION TO WESTERN CIVILIZATION (*History 101-102*). Three hours each term.

SURVEY OF AMERICAN HISTORY (*History 315-316*). Three hours each term.

MASTERWORKS OF WESTERN LITERATURE (*Literature 201-202*). Three hours each term.

INTRODUCTION TO PHILOSOPHY (*Philosophy 101*). Three hours.

DEVELOPMENT OF AMERICAN IDEALS (*Industrial and Labor Relations 290-291*). Three hours per term.

NEWS WRITING (*Extension Teaching and Information 110*). Two hours.

WRITING FOR MAGAZINES (*Extension Teaching and Information 113*). Two hours.

RADIO BROADCASTING AND TELECASTING (*Extension Teaching and Information 120*). Three hours.

TELEVISION PRODUCTION AND PROGRAMING (*Extension Teaching and Information 122*). Two hours.

FLOWER ARRANGEMENT (*Floriculture and Ornamental Horticulture 5*). Two hours.

HISTORY OF ARCHITECTURE (*Architecture 400*). Three hours.

MILITARY TRAINING

As a land grant institution chartered under the Morrill Act of 1862, Cornell has offered instruction in military science for more than ninety years. This instruction is provided through the ROTC programs of the three military departments, the Army, the Navy, and the Air Force.

The ROTC programs offer a male student the opportunity to earn a commission while he is completing his education, thus enabling him to fulfill his military commitment as an officer rather than through the draft. To obtain a commission in one of the armed services, a student must complete a four-year course of study in an ROTC program and meet certain physical and mental requirements. Upon graduation, he then receives a commission and serves a required tour of active military service. Participation in ROTC is voluntary. Interested students must enroll in the *fall term of the freshman year*, since four years of ROTC are required to qualify for a commission. Detailed information concerning the ROTC programs is provided in a separate Announcement, *Military Training at Cornell*.

PHYSICAL EDUCATION AND ATHLETICS

The distinctive feature of athletics and physical education at Cornell is the de-emphasis of the spectator sports like big-time varsity football, and the emphasis of participation by the average student in all-around varsity and intramural sports. Objective is to get every student into an athletic activity of some sort rather than to develop a small group of varsity athletes.

All undergraduates must take four terms of work, three hours a week, in physical education. Ordinarily, the requirement must be completed in the first two years of residence; postponements are to be allowed only by consent of the University Faculty Committee on Requirements for Graduation. The requirement in physical education is described in further detail in the *Announcement of General Information*. The courses offered are described in publications made available to students by the Department of Physical Education.

Cornell supports an unusually wide range of intercollegiate sports, twenty-nine in all, five more than the average Ivy League institution and twice as many as most state institutions. Cornell furnishes the equipment and uniforms for these teams and provides the supervision, the coaches, the officials, the playing fields, and the travel expense. But comprehensive as is the intercollegiate activity, it is completely overshadowed by the less formal, but more interesting and healthful, intramural program. Under this program 1,556 contests in twenty sports among 651 teams organized into 65 leagues were held during the fall, winter, and spring of 1961-1962. Over 10,000 participants were involved. This extensive intramural program brings hundreds of students onto the playing fields every afternoon where the emphasis is less on the score than on having wholesome fun and exercise out of doors.

Hotel students field a number of teams for intercollegiate competition on the campus, and most of them as individuals appear at one time or another on interfraternity or interdormitory teams.



Hoy Field on the Cornell campus has been the scene of many an intercollegiate baseball game.

Hotel students participate in the intercollegiate matches of the Ivy League in all major and minor sports. Equally attractive to most students is Cornell's outstanding intramural athletic program. The School of Hotel Administration fields teams in all major sports.



Hazards of the 6th hole on the 18-hole golf course.



Winter drill for the crew in Teagle Hall.



Surrounded by Princeton players, William J. Baugh, Cornell co-captain and a Hotel student, drives in for a lay-up.



Cornell fencing coach Raoul Sudre (Hotel '60) demonstrates parrying and riposte to his class. In 1960 he was all-American fencer of the year.

STUDENT ACTIVITIES

STUDENTS enrolled in the four-year course in hotel administration are members of the Cornell University undergraduate body. As such they participate in all the customary student activities; they represent the University on athletic teams, are members of the musical clubs, are cadet officers in the three Reserve Officers Training Corps, and hold office on the boards of student publications. They are eligible to membership in the social fraternities and in the appropriate honorary fraternities.

Hotel students also conduct among themselves a number of special enterprises in addition to those of the University as a whole. Every student is eligible to membership in the Cornell Hotel Association. By student election, upperclassmen who distinguish themselves in student projects win membership in Ye Hosts, the recognition organization. Ye Hosts act as a reception committee for the new students and for visiting hotelmen.

Under the auspices of the Cornell Hotel Association informal teams are organized to represent the School in intramural sports, a predominant feature of Cornell athletic activity. The Association is responsible for the annual Hotel Ezra Cornell, a project in connection with which the students organize and finance a hotel operating company, take over Statler Hall, and open and run it as a hotel with all the appropriate ceremony. They organize without faculty assistance a regular three-day convention program, including symposiums,



Distinguished guests from the hotel and restaurant industry attend Hotel Ezra Cornell.



Fisherman's Wharf Buffet, following the opening reception of Hotel Ezra Cornell, provided an appetizing array of seafood specialties and a "steamship" roast carved to order. Flaming desserts were served "at the Captain's Table" in another room to speed service to over 600 guests.

workshops, and addresses with an appropriate concomitant array of social events, receptions, breakfasts, luncheons, buffets, cocktail parties, and dinners, for which all the planning, preparation, and service are student projects executed with the greatest finesse. In attendance are the presidents of the leading group hotel and restaurant organizations; and the chief executives, operators and managers of hotels, restaurants, and institutions of all types.

Each year a group of upperclassmen attends the convention of the New York State Hotel Association, visits the National Hotel Exposition, and makes a tour of inspection of metropolitan hotels. Groups also attend the National Restaurant Exposition in Chicago, the Midwest Hotel Exposition in Chicago, and the New England Hotel Exposition in Boston. The students participate in social functions associated with the conventions. With the alumni organization, the Cornell Society of Hotelmen, they entertain at smokers and receptions the hotelmen who are attending the conventions.

A chapter of the Junior Hotelmen of America and junior chapters of the Hotel Greeters of America and the Hotel Sales Management Association have been established in the student body.

PLACEMENT SERVICE

MORE and more employers are seeking young people with specific training, experience, and interest. In cooperation with the Cornell Society of Hotelmen the office of the School maintains an active and aggressive placement service to assist students in obtaining hotel jobs during the summer and to assist graduates in making contacts for permanent positions. A feature of the placement work is the development, through the annual Hotel Ezra Cornell opening and the attendance at hotel conventions and similar functions, of numerous contacts between students and hotelmen. As a result, the students and graduates have an extensive acquaintance among prospective employers.

A number of hotel and restaurant organizations offer "internship" or "trainee" programs to the members of the junior and senior classes. While the details vary among the organizations, all the programs contemplate a year or more of training with experience in all the departments and with supplemental instruction. In some cases no commitment is made by the employer or the trainee beyond the period of training. In others, more definite arrangements are made. Cooperating organizations have included the Waldorf-Astoria, the American Hotels Corporation, Hilton Hotels, Sheraton Hotels, Intercontinental Hotels, Stouffer Brothers, Inc., Greenfield's, and Howard Johnson's.

The School and its work are known to all important hotel and restaurant men. Many of these men contribute instruction either directly or through members of their staffs. Consequently, Cornell hotel graduates have been well received in the industry. Many of the graduates have themselves already attained posts of sufficient importance to enable them to place some of their younger associates. All these helpful contacts and the accomplishments of the graduates have contributed to the placement record of the School: over 98 per cent employment of graduates throughout its history, including the depression years. Every graduate every year has had a place open to him on graduation.

A recent survey of the earnings of the graduates of the School indicates that their financial success is high in comparison both with that of the noncollege graduate in the hotel field and with that of college graduates in many other fields where a degree is required. The median salary for the man one year out was about \$5,600; the median for all the graduates, \$12,000. The range ran up to \$76,000 and more.

The first Cornell hotel class was graduated in 1925 with eleven members. On June 15, 1962, there were 2,137 living graduates. The partial list, given on the following pages, indicates the types of positions held by former students.

Cornell men, it will be noted, are in highly responsible positions in the large hotel groups: J. P. Binns '28 is President and Director of the Rock-Hil-Uris Corporation and Vice President of Hilton Hotels; D. A. Boss '43 is Secretary of the Boss Hotels; R. M. Brush '34 is Vice President of the Sheraton Hotels Corporation; H. L. Dayton '35 is President and General Manager of the Dayton Hotels; P. R. Handlery '43 is Vice President of the Handlery Hotels; L. P. Himmelman '33 is Vice President of Western Hotels, Inc.; J. W. Keithan '50

is Purchasing Agent of Western Hotels, Inc.; L. H. Lee '30 is President of the Lee Hotel Company; H. A. MacLennan '26 is Vice President of Hilton Hotels International; A. B. Merrick '30 is Vice President and Managing Director of the Roger Smith Hotels; R. E. Holtzman '41 is Vice President of the Sheraton-Hawaii Corporation; J. Frank Birdsall '35 is Executive Vice President of Treadway Inns; Curt Strand '43 is Vice President of Hilton Hotels International; J. B. Temple '38 is Vice President in Charge of Operations of Holiday Inns; M. C. Warfel '33 is Vice President of Food and Beverage Operations for the Sheraton Hotels Corporation; C. A. Bell Jr. '49 is Director of Food and Beverage Operations for Hilton Hotels International; Allen Hubsch '51 is Food and Beverage Manager for the Hotel Corporation of America; and K. E. Mallory '52 is Vice President and General Manager of Western International Hotels de Mexico.

Many of the country's noted individual hotels are also managed by Cornellians. In New York City, the Park Lane and the Barclay are managed by W. W. Lee, Jr.; the Pierre, by W. R. Ebersol; the St. Moritz by J. N. Mados; and the Plaza by Paul Sonnabend. Other well-known hotels include the Drake, by John Bogardus; the Greenbrier, by E. T. Wright; Wentworth-by-the-Sea, by J. B. Smith; the Royal Hawaiian, by H. C. Donnelly; and the Caneel Bay Plantations in the Virgin Islands by L. H. Moore.

Even many famous foreign hotels have Cornelian management: the Berlin Hilton; the Amsterdam Hilton; the San Carlos Gran and the Guatemala Biltmore in Guatemala City; the El Salvador Intercontinental; the Royal Victoria in Nassau; the Dome, Kyrenia; the Residency, Pretoria; the Hanko, Fredrikstad; the Imperial and the Shiba Park in Tokyo; the Imperial in Hongkong; and the May Fair in London.

In the restaurant field it is the same, with Cornellians active in the management of such multi-unit operations as Restaurant Associates, Hot Shoppes, Marshall Field restaurants, and Pope Cafeterias. The president of the Prophet Company and the vice presidents of Slater, Interstate HOSTS, and Nationwide Food Service, four of the largest industrial feeders, are Cornellians. Important hospitals, such as the Memorial Center for Cancer and Allied Diseases, are under Cornellians' administration. College residence halls and dining facilities under Cornellians' direction include those at Brown, Cornell, California, New York University, Princeton, Virginia, and Yale. The contribution of Cornell Hotel alumni to allied fields is also outstanding.

HOTELS

NORTHEAST

Amsden, Benjamin C. '49, General Manager, Sheraton Kimball Hotel, Springfield, Massachusetts
 Baker, Miss V. L. '47, Service Analyst, Realty Hotels, Inc., New York City
 Banta, J. S. '43, Manager, The Colony, Kennebunkport, Maine
 Bantuvanis, G. M. '51, President and Managing Director, Hotel Gould, Seneca Falls, New York
 Barell, R. J. '34, Director of Economic Research, Sheraton Corporation of America, Boston, Massachusetts
 Barnard, C. C. '50, Manager, Hotel Augustan, Cobleskill, New York
 Barrett, R. C. '40, Manager-Lessee, Bald Mountain House, Old Forge, New York
 Battles, K. P. '49, General Manager, Hotel Lenox, Boston, Massachusetts
 Beach, D. E. '42, General Manager, Shelburne Inn, Shelburne, Vermont
 Behringer, G. F. '34, Owner-Manager, Shelter Island House, Shelter Island Heights, New York
 Bell, C. A. '49, Vice President, Hilton Hotels International, New York City

- Benton, Parry C. '53, Resident Manager, Treadway Otesaga, Cooperstown, New York
 Bevier, R. H. '32, Manager, Baker Hotel, Chautauqua, New York
 Biles, D. M. '52, Resident Manager, Skytop Lodge, Skytop, Pennsylvania
 Binns, J. P. '28, Vice President, Hilton Hotels Corporation and President of the Rock-Hil-Uris Corporation, New York City
 Birdsall, J. F., Jr. '35, Executive Vice President, Treadway Inns, Rochester, New York
 Blanc, Henri P. '54, Assistant Manager, The Waldorf-Astoria, New York City
 Borst, C. J. '44, Director, Specialty Rooms, Sheraton Corporation of America, Boston, Massachusetts
 Brush, R. M. '34, Senior Vice President, Sheraton Corporation of America, Boston, Massachusetts
 Buzby, G. H. '45, Vice President, Hotel Dennis, Atlantic City, New Jersey
 Buzby, W. J., II '49, Resident Manager, Hotel Dennis, Atlantic City, New Jersey
 Coats, C. C. '33, Owner-Manager, Sherwood Inn, Skaneateles, New York
 Convery, L. P. '56, Assistant Manager, Harborside Inn, Edgartown, Massachusetts
 Crandall, J. M. '25, Vice President and General Manager, Pocono Manor Inn, Pocono Manor, Pennsylvania
 Crisanti, J. S., Jr. '56, Manager, Osprey Hotel, Manasquan, New Jersey
 Daesner, A. '33, Owner-Manager, American Hotel, Freehold, New Jersey
 Dawson, Thomas S. '56, Director of Food and Beverage, Statler Hilton Hotel, Boston, Massachusetts
 Ditchcos, J. '53, Proprietor, Old Hights Hotel, Hightstown, New Jersey
 Dodge, J. B. '57, Manager, Mountain View House, Whitefield, New Hampshire
 Dreier, F. '37, President, Dreier Hotels, New York City
 Duchscherer, J. P. '36, General Manager, Statler Hilton Hotel, Boston, Massachusetts
 Duffy, C., III '34, Owner-Manager-President, Hotel Edison, Sunbury, Pennsylvania
 Dwyer, W. L. '50, Lessee-Proprietor, Colgate Inn, Hamilton, New York
 Ebdon, G. H. '59, Owner, Hampton Inn, Westhampton Beach, New York
 Ebersol, W. R. '48, Vice President and General Manager, Hotel Pierre, New York City
 Evatt, F. G., Jr. '34, Owner-Manager, Peacock Inn, Princeton, New Jersey
 Eydt, F. J. '52, Treasurer-Controller, Treadway Inn Corporation, New York City
 Fahey, J. S. '56, Partner, Wayfarer Inns (Sky Line Inn, Manchester, Vermont; The Beekman Arms, Rhinebeck, New York)
 Firey, M. J., Jr. '28, Owner-Manager, Congress Hotel, Baltimore, Maryland
 Fischer, K. B. '56, Manager, Emily Shaw's Inn, Pound Ridge, New York
 Fite, R. S. '50, Manager, Colonial Hotel, Cape May, New Jersey
 Fricman, R. J. '50, President, Shoreham Hotel, Sayville, New York
 Fuller, J. D. '29, Vice President, Hotel Management Division, Bing & Bing, Inc., New York City
 Gibson, A. W. '42, Manager, Hotel Alexander, Hagerstown, Maryland
 Gilson, E. W. '42, Manager-Owner, Jefferson Hotel, Watkins Glen, New York
 Gorman, W. P. '33, General Manager, Sheraton Hotel, Rochester, New York
 Grossinger, P. L. '36, Executive Vice President, General Manager, Grossinger's, Grossinger, New York
 Guleserian, W. '60, Assistant Manager, Hotel Ambassador, Cambridge, Massachusetts
 Gurney, F. H. '46, Eastern Division Manager, Sheraton Corporation of America, Boston, Massachusetts
 Harney, J. D. '56, Manager, White Hart Inn, Salisbury, Connecticut
 Harvey, P. V. '55, Proprietor, Buckingham Hotel, Avon, New Jersey
 Heller, Mrs. N. '53, Director, Boston Reservation Office, Sheraton Hotels, Boston, Massachusetts
 Holmes, C. F. '56, Director of Sales, Intercontinental Hotels Corporation, New York City
 Hubsch, A. W. '51, Food and Beverage Director, Hotel Corporation of America, Boston, Massachusetts
 Irving, F. J. '35, Central Region Vice President, Treadway Inns, New York City
 Jackson, H. S., Jr. '32, Owner, Asbury Carlton Hotel, Asbury Park, New Jersey
 Jacob, R. M. '47, Resident Manager, Hotel Traymore, Atlantic City, New Jersey
 Jaekel, D. G. '56, Assistant Manager, Roger Smith Hotel, New York City
 Johnston, J. L. '39, Manager, Hotel Lenhart, Bemus Point, New York
 Karlin, M. B. '57, Manager, Hotel Penn Shady, Pittsburgh, Pennsylvania
 Keenan, Miss L. '46, Assistant to President, Intercontinental Hotels Corporation, New York City
 LaForge, C. A., Jr. '57, Partner, Wayfarer Inns (Sky Line Inn, Manchester, Vermont; The Beekman Arms, Rhinebeck, New York)
 Langknecht, H. L., Jr. '53, General Manager, Statler Inn, Ithaca, New York
 Lee, W. W., Jr. '36, Manager, The Barclay and Park Lane Hotels, New York City
 Logan, P. D. '59, Restaurant Supervisor, Knott Hotels Corporation, New York City

- MacLennan, H. A. '26, Vice President, Rock-Hil-Uris Corporation, New York City
 Mados, J. N. '49, Vice President and General Manager, St. Moritz Hotel, New York City
 Malamut, G. P. '54, Vice President, Hotel Shelburne, Atlantic City, New Jersey
 Malamut, L. '49, Vice President, Hotel Shelburne, Atlantic City, New Jersey
 McNamara, P. J. '35, General Manager, Warwick Hotel, Philadelphia, Pennsylvania
 McPherson, R. K. '39, Vice President, Managing Director, Hotel Hildebrecht, Trenton, New Jersey; President, Managing Director, Stacy Trent Hotel, Trenton, New Jersey
 McWilliams, J. W. '53, Owner-Manager, Bromley House, Peru, Vermont
 Merrick, A. B. '30, Vice President, Managing Director, Roger Smith Hotels, New York City
 Mitroff, A. P. '42, President and Managing Director, Brandon Inn, Brandon, Vermont
 Molter, R. '56, Resident Manager, Roger Smith Hotel, New Brunswick, New Jersey
 Morris, A. E. '31, Proprietor, American Hotel, Bethlehem, Pennsylvania
 Penn, J. N. '49, General Manager, Carlton Hotel, Pittsburgh, Pennsylvania
 Peverly, F. C. '34, General Manager, Hotels Kimball and Charles, Springfield, Massachusetts
 Pew, R. H. '33, Manager, Lafayette Hotel, Portland, Maine
 Potter, J. E. '54, General Auditor, Intercontinental Hotels Corporation, New York City
 Pottle, G. W. '41, Owner-Manager, The Shoreham, Spring Lake, New Jersey
 Ranchil, K. A. '49, Manager, Baron Steuben Hotel, Corning, New York
 Rogers, J. B. '38, Manager, John Bartram Hotel, Philadelphia, Pennsylvania
 Saeger, E. J. '51, Owner-Manager, Saeger's Edison Hotel, Rochester, New York
 Sanker, G. J. '51, General Manager, Crown Hotel, Providence, Rhode Island
 Seely, R. '41, General Manager, Hotel Madison, Boston, Massachusetts
 Shearn, W. G. '57, Assistant Manager, Essex House, New York City
 Shinnen, H. I. '34, Owner-Manager, Onawa Lodge, Mountain Home, Pennsylvania
 Shoemaker, Mrs. Mabel '41, President, Stevens House Inc., Lancaster, Pennsylvania
 Sinclair, J. G. '48, Resident Manager, Roger Smith Hotel, White Plains, New York
 Smith, J. B. '31, President, Wentworth-by-the-Sea, Portsmouth, New Hampshire
 Sonnabend, P. N. '50, Vice President and General Manager, Somerset Hotel, Boston, Massachusetts
 Squier, R. H. '57, Assistant to the President, Intercontinental Hotels Corporation, New York City
 Stephen, W. J. '58, Operator, The Homestead, Greenwich, Connecticut
 Stitzer, C. W. '42, President-Manager, Madison Hotel, Atlantic City, New Jersey
 Strand, C. R. '43, Vice President-General Manager, Hilton Hotels International, New York City
 Strife, R. L. '50, Assistant Manager, Henry Hudson Hotel, New York City
 Traub, G. F. '31, Owner-Manager, Alexander Hamilton Inn, Clinton, New York
 Van Duzer, W. H., Jr. '43, Owner-Operator, Prince Hotel, Tunkhannock, Pennsylvania
 Walker, D. C. '57, Manager, Eastern Sales Office, Pick Hotels Corporation, New York City
 Wannop, H. W. '42, Food and Beverage Manager, Lake Placid Club, Lake Placid, New York
 Warfel, M. C. '33, Vice President and Head, Food and Beverage Department, Sheraton Hotels Corporation, Boston, Massachusetts
 Weiner, M. M. '35, President-General Manager, New Morningside Hotel, Hurleyville, New York
 Whitman, F. C. '40, Owner-Manager, Penn Grove Hotel, Grove City, Pennsylvania; Silvermine Tavern, Norwalk, Connecticut
 Wilson, R., Jr. '30, Manager, Beaux Arts Hotel, New York City
 Young, A. W., Jr. '52, Manager, Harborside Inn, Edgartown, Massachusetts

SOUTHEAST

- Bacon, R. H. '34, Assistant Manager, The Greenbrier, White Sulphur Springs, West Virginia
 Banta, J. S. '43, The Colony, Delray Beach, Florida
 Batchelder, W. P. '34, Manager, Williamsburg Lodge, Williamsburg, Virginia
 Beach, D. E. '42, General Manager, Delray Beach Hotel, Delray Beach, Florida
 Bearce, J. R. '52, Resident Manager, Key Biscayne Hotel & Villas, Miami, Florida
 Bond, W. '40, Owner-Manager, Pennsylvania Hotel, St. Petersburg, Florida
 Bright, T. M. '27, Owner-Manager, Town House Hotel, Birmingham, Alabama
 Brindley, J. T. '34, Manager, Hotel Chamberlin, Ft. Monroe, Virginia
 Buddenhagen, A. E. '37, Vice President and General Manager, Hotel Sir Walter Raleigh, Raleigh, North Carolina
 Clark, D. F. '54, General Manager, Hillsboro Hotel, Tampa, Florida
 Clark, E. K. '37, Manager, Charleston Hotel, Lake Charles, Louisiana
 Cole, J. W. '30, Vice President, Jack Tar Hotels; General Manager, Jack Tar Poinsett, Greenville, South Carolina
 Coley, W. S., Jr. '51, Assistant Manager, The Greenbrier, White Sulphur Springs, West Virginia

38 SCHOOL OF HOTEL ADMINISTRATION

- Craver, J. F. '52, Assistant General Manager, Mayflower Hotel, Washington, D. C.
Davenport, R. W. '54, Resident Manager, Mid Pines Club, Southern Pines, North Carolina
Dayton, H. L. '28, President-General Manager, Howard Dayton Hotels, Daytona Beach, Florida
Dunn, R. E. '48, Manager, Gasparilla Inn & Cottages, Boca Grande, Florida
Folsom, W. J., Jr. '45, General Manager, Pershing Hotel, Atlanta, Georgia
Frazer, H. E. '34, Owner-Manager, Tropical Hotel, Kissimmee, Florida
Gore, J. A. '42, General Manager, Governors Club Hotel, Fort Lauderdale, Florida
Hall, R. R. '49, Manager, Hermitage Hotel, Nashville, Tennessee
Hankoff, T. B. '43, Managing Director, Sherry Frontenac Hotel, Miami Beach, Florida
Harned, I. A. '35, Vice President and Manager, Cloister Hotel, Sea Island, Georgia
Hougen, R. T. '35, Manager, Boone Tavern of Berea College, Berea, Kentucky
Hyland, J. J. '50, Manager, Hotel Congressional, Washington, D. C.
Johnson, D. L. '49, Executive Assistant and General Manager, Vinoy Park Hotel, St. Petersburg, Florida
Kappa, Mrs. M. '44, Assistant Manager in Charge of Housekeeping, The Greenbrier, White Sulphur Springs, West Virginia
Kelly, J. P. '50, Assistant General Manager, Royal Orleans Hotel, New Orleans, Louisiana
LaFon, W. E. '31, Manager, Hotel Seminole, Jacksonville, Florida
Ley, D. M. '56, Food Controller, Richmond Hotels Inc., Richmond, Virginia
Moser, A. C. '40, Lessee-Manager, Pine Crest Inn, Pinehurst, North Carolina
Murphy, R. D. '43, Resident Manager, Sheraton Park Hotel, Washington, D. C.
Myers, W. H., Jr. '58, Resident Manager, Hotel Greenville, Greenville, South Carolina
Nelson, R. C. '57, Executive Assistant Manager, New Orleans Hilton Inn, New Orleans, Louisiana
Neuhauser, J. B., Jr. '41, Owner-Operator, Major Pelham Hotel, Pelham, Georgia
Newcomb, J. L. '27, Convention Manager, The Homestead, Hot Springs, Virginia
Parette, B. A. '32, Owner-Manager, Tides Hotel, Virginia Beach, Virginia; Bay Harbor Hotel, Miami, Florida
Parmelec, R. O. '35, Manager, Ventura Hotel, Ashland, Kentucky
Pottle, G. W. '41, Owner-Manager, Hollywood Hotel, Southern Pines, North Carolina
Rogers, L. E. '52, Director of Sales, Fontainebleau Hotel, Miami Beach, Florida
Russell, L. B. '60, Assistant Manager, The Inn, Ponte Vedra Beach, Florida
Silverman, M. '57, Assistant Manager, San Souci Hotel, Miami Beach, Florida
Sledge, W. C. '55, Assistant Manager, The Carolina, Pinehurst, North Carolina
Smith, W. E. '55, Resident Manager, Lido Biltmore Club, Sarasota, Florida
Stobie, G. J. '44, Vice President and National Sales Director, Jack Tar Hotels, Miami, Florida
Trier, R. C., Jr. '32, Manager, Ocean Reef, North Key Largo, Florida
Van Kleck, P. E. '55, General Manager, Hotel William Barringer, Charlotte, North Carolina
Woods, J. R. '56, General Manager, Francis Marion Hotel, Charleston, South Carolina
Wright, E. T. '34, Vice President and General Manager, The Greenbrier, White Sulphur Springs, West Virginia

MIDWEST

- Alexander, W. A. '36, Manager, Hotel Sawnee, Brookings, South Dakota
Barger, R. W. '56, Convention and Banquet Manager, Sheraton Cleveland Hotel, Cleveland, Ohio
Bogardus, J. R. '49, General Manager, The Drake Hotel, Chicago, Illinois
Borhman, J. W. '41, General Manager, The Seneca, Chicago, Illinois
Boyer, L. M. '35, General Manager and Treasurer, Detroit-Leland Hotel, Detroit, Michigan
Brashears, E. L., Jr. '48, Executive Vice President, Drake Hotel, Chicago, Illinois
Callahan, W. G. '37, Vice President and General Manager, Edgewater Beach Hotel, Chicago, Illinois
Dean, F. M. '30, General Manager, Sheraton-Jefferson Hotel, St. Louis I, Missouri
Decker, P. A. '54, Manager, Indianapolis Airport Hotel, Indianapolis, Indiana
Deveau, T. C. '27, Vice President, Midwest Division Manager, Sheraton Corporation of America, Chicago, Illinois
Fanelli, J. G. '48, Food and Beverage Director, Kahler Corporation, Rochester, Minnesota
Fisher, K. D. '51, Vice President-General Manager, Hidden Valley, Gaylord, Michigan
Foster, E. F. '51, Personnel Manager, The Curtis Hotel, Minneapolis, Minnesota
Fuller, P. P. '53, Executive Assistant to the General Manager, Sheraton Towers, Chicago, Illinois

- Hahn, L. '33, Owner, Concord Lexington Hotel, Minneapolis, Minnesota
 Healy, R. F. '57, Manager, Hotel Rumely, La Porte, Indiana
 Heiss, C. G. '45, President-Manager, Mayfair and Lennox Hotels, St. Louis, Missouri
 Hodges, R. C. '35, Owner, Au Sable Inn, Oscoda, Michigan
 Johnson, D. L. '49, Executive Assistant General Manager, Harbor Point Club House, Harbor Springs, Michigan
 Jorgensen, E. L. '48, Assistant General Manager, Kahler Corporation, Rochester, Minnesota
 Kaplin, R. L. '50, Vice President-Manager, Plaza Hotel, Toledo, Ohio
 Lang, R. M. '34, Manager, Kahler Hotel, Rochester, Minnesota
 Lose, H. F. '35, President, Mosby Hotel Company, Topeka, Kansas
 McColl, W. C., Jr. '40, Lessee, Globe Hotel, Mt. Gilead, Ohio
 McLallen, R. R., Jr. '58, Resident Manager, the Drake Hotel, Chicago, Illinois
 Milne, D. B. '56, President and Manager, The Lodge at Eagle Knob, Cable, Wisconsin
 Milner, E. R. '55, President, Milner Hotels, Detroit, Michigan
 Moulder, E. T. '50, Vice President and Manager, Kentwood Arms Hotel, Springfield, Missouri
 Newcomb, F. W. '40, Hotel and Club Manager, Kimberly Clark Corporation, Niagara, Wisconsin
 Norlander, J. A. '53, Executive Assistant Manager, Palmer House, Chicago, Illinois
 Packard, A. J., Jr. '52, Vice President, Packard Hotels, Hotel Curtis, Mt. Vernon, Ohio
 Pagnucco, J. W., Jr. '61, Administrative Assistant to the President, Chase-Park Plaza Hotel, St. Louis, Missouri
 Pistilli, P. '54, Vice President, Hotel Muchlebach, Kansas City, Missouri
 Potthoff, F. W., Jr. '51, Owner, Minnewawa Lodge, Nisswa, Minnesota
 Powers, E. P. '38, Manager, Powers Hotel, Fargo, North Dakota
 Raiken, Mrs. J. '30, Owner-Operator, Sawbill Lodge, Tofte, Minnesota
 Ray, F. J. '38, Owner-Manager, Ray Hotel, Dickinson, North Dakota
 Schimmel, E. T. '27, Managing Director, Blackston Hotel, Omaha, Nebraska
 Schmid, A. '42, Owner-Lessee, Parmly Hotel, Painesville, Ohio
 Tyo, R. '27, Executive Vice President, Packard Hotel Company, Mount Vernon, Ohio; Owner-Partner-Lessee, Hotel Phoenix, Findlay, Ohio
 Walsh, T. C. '52, Manager, Hilton Inn, Kansas City, Missouri
 Watson, R., Jr. '48, President-General Manager, The Kahler Corporation, Rochester, Minnesota
 Williams, H. B. '30, Vice President-General Manager, Commodore Perry Hotel Company, Toledo, Ohio
 Williams, R. W. '35, Manager, Hillcrest Hotel, Toledo, Ohio
 Witteborg, A. C., Jr. '33, Proprietor-Manager, Beaumont Hotel, Green Bay, Wisconsin

WEST

- Beattie, T. A. '50, Owner-Operator, Beaumont Hotel, Ouray, Colorado
 Buthorn, W. F. '32, Owner-Manager, LaCourt Hotel, Grand Junction, Colorado
 Davis, D. M. '47, Manager, Executive House Arizonian, Scottsdale, Arizona
 Dodge, J. B. '57, Assistant Manager, Casa Blanca Inn, Scottsdale, Arizona
 Gee, T. W. '51, Manager, Washakie Hotel, Worland, Wyoming
 Heiss, R. H. '49, Manager, Rose Inn, Crossett, Arkansas
 Hopkins, O. S., Jr. '48, General Sales Manager, Rice Hotel and Jesse Jones Hotel, Houston, Texas
 Just, P. O. '34, Owner, Skysail Lodge, Port Aransas, Texas
 Mayo, J. B. '41, Vice President-Managing Director, Mayo Hotel, Tulsa, Oklahoma
 Pattison, W. B. '54, Manager, Lewis Clark Hotel, Lewiston, Idaho
 Rather, H. L. '52, Resident Manager, Sheraton Dallas Hotel, Dallas, Texas
 Smiley, M. S. '57, Assistant Manager, Boise Hotel, Boise, Idaho
 Smith, B. R. '39, Vice President, Shirley Savoy Hotel, Denver, Colorado
 Treadway, R. W. '41, President-General Manager, Casa Blanca Inn, Scottsdale, Arizona
 Trolley, G. C. '39, Manager, Royal Palms Inn, Phoenix, Arizona
 Turner, F. M. '33, Owner-Operator, Cherry Creek Inn, Denver, Colorado
 Wiegner, D. '58, Owner, The Smuggler Lodge, Aspen, Colorado

WEST COAST

- Arnold, C. D., Jr. '43, Owner, Continental Pacific Hotels, San Francisco, California
 Austin, A. G. '33, Owner-Manager, Hotel Windsor, Seattle, Washington
 Barash, A. J., Jr. '49, Owner-Manager, Columbia Hotel, Wenatchee, Washington
 Baril, M. H. '60, Owner-Operator, Cavalier Hotel, Los Angeles, California

40 SCHOOL OF HOTEL ADMINISTRATION

- Bergmann, W. J. '54, Catering Director, Alexandria Hotel, Los Angeles, California
Callis, H. B., Jr. '49, Director of Sales, The Beverly Hilton, Beverly Hills, California
Chevoor, T. C. '58, Manager, Indian Wells Hotel, Palm Springs, California
Donnelly, W. W., Jr. '51, Manager, Hotel Laguna, Laguna Beach, California
Dupar, R. W. '49, Administrative Assistant, Western Hotels Inc., Seattle, Washington
Fry, A. G. '38, Managing Lessee, Carmel Valley Inn, Carmel Valley, California
Gentner, A. W., Jr. '50, General Manager, Imperial Hotel, Portland, Oregon
Gilman, W. E. '36, Managing Director, Gilman Hot Springs Hotel, Gilman Hot Springs, California
Graves, B. H. '57, Manager, Snoqualmie Falls Lodge, Snoqualmie, Washington
Hamner, B. L. '58, Sales Manager, Beverly Wilshire Hotel, Beverly Hills, California
Handlery, P. R. '43, Vice President-General Manager, Handlery Hotels, San Francisco, California
Himmelman, L. P. '33, Vice President, Western Hotels Inc., Seattle, Washington
Irwin, R. P. '33, Executive Vice President-General Manager, La Valencia Hotel, La Jolla, California
Karlin, G. H. '54, Managing Director, Alexandria Hotel, Los Angeles, California
Karlin, P. J. '56, General Manager, Alexandria Hotel, Los Angeles, California
Keithan, J. W. '50, Vice President-General Manager, Western Service & Supply Company, Seattle, Washington
Knowlton, T. W. '56, Manager, Hotel San Carlos, Monterey, California
Krakow, R. W. '48, Manager, Commodore Hotel, San Francisco, California
Lansdowne, P. L. '50, General Manager, Hotel Eugene, Eugene, Oregon
Lee, L. H. '30, President, Lee Hotels Company, Hollywood, California
Lemire, J. P. '53, Manager, Design Department, Western Service & Supply Company, Seattle, Washington
Lloyd, J. M. '44, General Manager, Hotel Californian, Fresno, California
Marshall, T. C. '52, Owner, New Continental Hotel, San Francisco, California
McIntyre, J. T. '52, Owner-Manager, Lake Merritt Lodge, Oakland, California
Nickles, H. L. '26, Owner-Manager, Hotel Plaza, Riverside, California
North, G. N. '52, Manager, Marcus Whitman Hotel, Walla Walla, Washington
Pierce, B. H. '43, Assistant Vice President, Western Hotels Inc., Seattle, Washington
Schoenbrunn, L. E. '40, General Manager, La Quinta Hotel, La Quinta, California
Seneker, C. J. '35, Proprietor-Manager, Anderson Hotel, San Luis Obispo, California
Shields, W. W. '33, Vice President, Western Hotels Inc., Seattle, Washington
Shively, M. V. '53, Manager-Partner, The Claridge, Oakland, California
Sutherland, D. L. '48, Treasurer, Ambassador Hotel, Los Angeles, California
Wood, W. D. '31, Owner-Operator, Robles del Rio Lodge, Robles del Rio, California
Woodworth, R. M. '57, Manager, Hotel Plaza, San Francisco, California
Wulf, N. W. '44, General Manager, Stewart Hotel, San Francisco, California

ALASKA

- O'Brien, E. J. '37, General Manager, Baranof Hotel, Juneau

CANADA

- Brown, R. F. '47, Owner-Manager, Hovey Manor, North Hatley, Quebec
Crosby, F. L. '47, Manager, Deer Lodge Hotel, Lake Louise, Alberta
Gallagher, F. J. '53, General Manager, Lord Beaverbrook Hotel, Fredericton, New Brunswick, Canada
Guite, J. C. '56, Partner, La Cote Surprise, Perce, Quebec
Langlois, B. A. '56, General Manager, Hotel La Salle, Thetford Mines, Quebec
Olson, K. '52, Manager, Hotel Strathcona, Victoria, British Columbia
Phelan, D. D. '56, Manager, The Skyline Hotel, Montreal, Quebec
Weir, A. J. '49, Manager, Prince Edward Hotel, Windsor, Ontario

HAWAII

- Butterfield, R. H., Jr. '40, Vice President-Manager, Hotel Hana Maui, Hana Maui
Child, W. D., Jr. '55, President, Inter-Island Resorts, Waikiki
Donnelly, H. C. '47, Manager, Royal Hawaiian Hotel, Honolulu
Garrett, P. J. '57, Manager, Kauau Inn, Kauai
Guslander, L. L. '39, President, Island Holidays Ltd. Hotels, Honolulu

Herkes, R. N. '59, Food and Beverage Controller, Inter-Island Hotels, Honolulu
 Holtzman, R. '41, Vice President, General Manager, Sheraton-Hawaii Corporation, Honolulu
 Rinker, R. N. '52, Proprietor, Pali Palms Hotel, Kailua, Oahu
 Schreiber, P. G. '60, Restaurant and Bar Manager, Hilton Hawaiian Village, Honolulu

LATIN AMERICA

DoMonte, F. A. '52, Co-Owner, Hotel do Recife, Hotel Guararapes, Recife; Hotel Cannaa, Victoria, Brazil
 DoMonte, L. L. '46, Co-Owner, Hotel do Recife, Hotel Guararapes, Recife; Hotel Cannaa, Victoria, Brazil
 Friedli, O. F. '60, Executive Assistant Manager, Las Brisas Hilton, Acapulco, Mexico
 Hochkoepler, A. '55, Manager, El Salvador Intercontinental, San Salvador, Central America
 MacKinnon, W. H. '43, Manager, the Macuto Sheraton, La Guaira, Venezuela
 Mallory, K. E. '52, Vice President, General Manager, Western International Hotels de Mexico, Mexico City, Mexico
 Purcell, H. C. '55, Manager, Hotel Portillo, Portillo, Chile
 Tatum, W. T. '38, Manager, Hotel Quito, Quito, Ecuador

OVERSEAS

Bennett, J. V. '47, Resident Manager, Dorado Beach Hotel, Dorado, Puerto Rico
 Benton, P. C. '53, Manager, Royal Victoria Hotel, Nassau, Bahamas Islands
 Bonar, H. '58, Manager, Estate Contant, St. Thomas, Virgin Islands
 Catsellis, A. C. '50, Managing Director, Catsellis Hotels Ltd., Kyrenia, Cyprus
 Demetz, A. D. '59, Manager, Hotel Greif, Bolzano, Italy
 El-Boulaki, K. '60, Manager, Atlas Hotel, Cairo, Egypt
 Engelhardt, C. '52, President, General Manager, Inverurie Hotel, Bermuda
 Escarraga, O. V. '56, Manager, Imperial Hotel, Hong Kong, British Crown Colony
 Faiella, J. P. '38, Owner, Waterlet Inn, Southampton, Bermuda
 Furuta, Keizo '53, Manager, New Osaka Hotel, Osaka, Japan
 Gaafar, A. D. '57, Assistant Manager, Nile Hilton Hotel, Cairo, Egypt
 Gamo, Y. '53, Executive Assistant Manager, Okura Hotel, Tokyo, Japan
 Gatty, H. L. '50, Manager, May Fair Hotel, London, England
 Gordon, D. J. S. '52, Assistant Manager, Grosvenor House, London, England
 Groeneveld, F. '51, Manager, Residency Hotel, Pretoria, South Africa
 Hulford, H. W. '45, Managing Director, Curtain Bluff Ltd., Antigua, West Indies
 Ide, T. '57, Managing Director, Fuji Lake Hotel, Funatsu, Japan
 Inumaru, I. '53, Managing Director, Imperial Hotel, Tokyo, Japan
 Inumaru, J. '55, General Manager, Shiba Park Hotel, Tokyo, Japan
 Kobayashi, K. '57, Assistant Manager, Marunouchi Hotel, Tokyo, Japan
 Lamba, P. S. '56, Assistant Manager, Hotel Imperial, New Delhi, India
 McKay, G. B. '57, Proprietor-Lessee, Mayfair Hotel, Nassau, Bahamas Islands
 Mocquard, P. J. '55, Manager, El Mansour Hotel, Casablanca, Morocco
 Moore, L. H., Jr. '44, General Manager, Caneel Bay Plantation, St. John, Virgin Islands
 Munster, R. W. '62, Front Office Manager, Hotel Indonesia Intercontinental, Djakarta, Indonesia
 Rufe, R. K. '53, Manager, El Embajador, Santo Domingo, Dominican Republic
 Schelbert, R. W. '55, Hoteldirektor, Hotel Schweizerhof, St. Moritz, Engadine, Switzerland
 Starke, R. M. '52, General Manager, Amsterdam Hilton Hotel, The Hague, Netherlands
 Suzuki, S. '53, Executive Assistant Manager, Imperial Hotel, Tokyo, Japan
 Tinmaz, T. '58, Chief Steward, Istanbul Hilton, Istanbul, Turkey
 Webb, E. B. '56, Resident Manager, Estate Good Hope Hotel, Frederiksted, Virgin Islands
 Wevle, J. '49, General Manager, Nord-Norsk Hoteldrift, Alta, Norway
 Yamano, H. '59, Assistant to the Manager, Front Office Manager, Imperial Hotel, Tokyo, Japan

MOTELS

Alley, R. L. '43, General Manager, the Palmetto Corporation, Houston, Texas
 Baker, K. W. '29, Innkeeper, Holiday Inn of Manhattan, New York City
 Barns, G. R. '35, Owner-Manager, Mayflower Motor Inn and Lexington Motel, Lexington, Virginia

42 SCHOOL OF HOTEL ADMINISTRATION

- Bennett, T. W. '59, Manager, Flamingo Santa Anita Motel, Arcadia, California
Bostrom, E. L. '37, General Manager, Hopkins Airport Hotel, Cleveland, Ohio
Burdge, E. E. '30, Vice President, General Manager, Corsair Motel, Jekyll Island, Georgia
Carroll, W. '31, Manager, Lake Shore Motel, Milwaukee, Wisconsin
Clarenbach, E., Jr., '31, President, Motel Eastway, Milwaukee, Wisconsin
Davis, G. H. '42, Owner, Ebttide Motor Inn, Virginia Beach, Virginia
Derrickson, V. B., Jr. '54, Vice President and Manager, Towne Point Motel, Dover, Delaware
Elsaesser, A. J. '49, Motel Manager, Carrousel Motels Inc., Cincinnati, Ohio
Ewald, K. R. '42, Co-Owner-Manager, Bellemont Motor Hotel, Natchez, Mississippi
Grice, W. W. '53, Manager, Marriott Motor Hotel, New York City
Gunn, M. P. '53, Owner, Main Motel, Helena, Montana
Hagler, A. W. '39, Innkeeper, Holiday Inns of America, Knoxville, Tennessee
Halvorsen, M., Jr. '54, Manager, Manger Motor Hotel, Indianapolis, Indiana
Herrmann, W. '52, Innkeeper, Holiday Inn of Appleton, Appleton, Wisconsin
James, F. M. '50, General Manager, Mickey Mantle's Holiday Inn, Joplin, Missouri
Kemp, C. E. '50, Owner-Lessee-Manager, Blair House Motor Hotel, Hollywood, California
Kimball, D. S. '59, Manager, Sand Castle Apartment Motel, Ft. Lauderdale, Florida
Lord, J. G. '44, Manager, Holiday Inn, Allentown, Pennsylvania
Luke, A. D. '36, Owner, Viking Court Motel, St. Petersburg, Florida
Martin, T. W. '32, Manager, The Parkbrook, Cleveland, Ohio
McGinn, J. P. '31, Manager, Park Central Motor Hotel, Phoenix, Arizona
Nixon, T. '49, Manager, Johnson Manor Motor Court, Jacksonville, Florida
Nottingham, C. D. '47, Vice President and Manager, University Motor Lodge, Chapel Hill, North Carolina; College Inn Motor Lodge, Raleigh, North Carolina
Noyes, R. S. '43, Vice President in Charge of Operations, Flamingo Hotels, Ramada Inns, Phocnix, Arizona
Pappas, G. S. '50, Owner-Manager, St. Moritz Motel, Babylon, New York
Pauchey, H. J. '50, Owner-Manager, Kingsail Motel, Marathon, Florida
Prince, C. O., Jr. '50, Manager, Riverside Manor Motel, Lansing, Michigan
Rose, A. P. '53, Manager, Tremont Columbia Motel, Cayce, South Carolina
Rusnock, T. P. '57, General Manager, Town House Motor Hotels, Omaha, Nebraska
Ryan, M. O. '54, Manager, Marriott Key Bridge Motor Hotel, Washington, D. C.
Sanderson, R. T. '57, Manager, Ramada Inn, Springerville, Arizona
Sawyer, J. E. '58, Manager, Ramada Inn, El Paso, Texas
Smith, W. R. '54, Owner-Operator, Howard Johnson's Motor Lodge, Columbus, Ohio
Souther, R. K. '53, President and General Manager, Golden Steer Motor Hotel, St. Paul, Minnesota
Temple, J. B. '38, Vice President in Charge of Operations, Holiday Inns of America Inc., Memphis, Tennessee
Tullos, A. J., Jr. '53, Manager, Shreveporter Highway Hotel, Shreveport, Louisiana
Wegner, N. E. '27, Owner-Manager, Cactus Motor Lodge, Tucumcari, New Mexico
Westfall, H. E. '34, Manager-Treasurer, Island Beach Motel, Daytona Beach, Florida
Wikoff, J. H. '48, Owner, Sun & Ski Motor Inn, Lake Placid, New York

RESTAURANTS

- Aiduk, M. C. '52, Owner-Operator, Brown Jug Restaurant, Niagara Falls, New York
Allison, N. T. '28, Vice President and Area Manager, Stouffer's, Pittsburgh, Pennsylvania
Anders, W. R. '43, Service Plazas Supervisor, Ohio Turnpike Commission, Berea, Kentucky
Antil, F. H. '55, Training Supervisor, Management Personnel, Hot Shoppes, Bethesda, Maryland
Baldauf, R. F. '56, Manager, Trader Vic's Restaurant, Washington, D. C.
Barth, W. H. '56, Restaurant Manager, Allied Stores, Guggenheimer Corporation, Lynchburg, Virginia
Bartholomew, R. G. '41, General Manager, Davis Cafeterias, Miami, Florida
Bates, B. M., Jr. '52, Assistant Food Service Manager, Macy's Herald Square, New York City
Baum, J. H. '43, Senior Vice President, Director of Operations, Restaurant Associates, New York City
Beaudry, L. I., Jr. '40, Director of Standards, Fred Harvey, Chicago, Illinois
Berninger, O. A. '58, Manager, Newtonian Inn, Newton, New Jersey
Bilger, R. M. '40, Manager, Yodel Inns, Baltimore, Maryland
Blackburn, D. B. '57, Owner-Manager, The Blacksmith Shop, Milbrook, New York

- Blair, E. N. '57, General Manager, Blair House Restaurant, New York City
- Blankinship, W. C. '31, Vice President and General Manager, Frozen Food Division, Stouffer Corporation, Cleveland, Ohio
- Bolanis, P. G. '51, Treasurer, Bolan's Inc., Pittsburgh, Pennsylvania
- Bolanis, W. G. '49, Vice President, Bolan's Inc., Pittsburgh, Pennsylvania
- Bolling, H. W. '43, Manager, Bolling's Restaurant, Chicago, Illinois
- Bookbinder, S. C. III '58, Manager, Bookbinder's Sea Food House, Philadelphia, Pennsylvania
- Brooke, D. L. '50, Owner-Operator, Dave's Automatic Drive Inn, La Grange Park, Illinois
- Brown, R. W. '49, Divisional Merchandise Manager, Food Operations, Sibley, Lindsay & Curr Company, Rochester, New York
- Bryant, R. P. '44, Assistant to Vice President, Frank G. Shattuck Company (Schraffts), New York City
- Bullock, J. A. '32, President, J. A. Bullock Associates (Consultants on Restaurant Operations, Summit, New Jersey); Sip & Sup Foods Inc., Springfield, New Jersey
- Burkhart, A. Ray, Jr. '49, Partner, Burkhardt's Restaurant & Cafeteria, Shippensburg, Pennsylvania
- Callis, E. C. '42, General Manager, Restaurant Division, The Union News Company, New York City
- Cantwell, R. M. '52, President, Old Mill Inn, Bernardsville, New Jersey
- Carr, J. J. '50, Operator, Springside Inn, Auburn, New York
- Cascio, P. B. '58, Assistant Manager, Stouffer's 57th Street Restaurant, New York City
- Cipriani, A. H. '33, Food Division Manager, Foley's, Houston, Texas
- Cleveland, N. C., Jr. '57, Owner-Manager, Old Hell's Blazes Ordinary, South Middleborough, Massachusetts
- Clifton, D. E. '58, Manager, Howard Johnson Restaurant, Somerville, New Jersey
- Clymer, P. K. '51, Merchandise Manager of Food Operations, Hess Brothers Department Store, Allentown, Pennsylvania
- Cohn, J. H. '41, Owner, Jan's Restaurant, Los Angeles, California
- Comisar, M. '57, Owner-Manager, Maisonette Restaurant, Cincinnati, Ohio
- Cooper, I. A. '57, Assistant Manager, Old Mill Inn, Westminster, Massachusetts
- Copp, B. F. '39, Vice President, Purchasing, Stouffer's, Cleveland, Ohio
- Corbisiero, A. M. '58, Assistant Manager, Riccardo's Restaurant, Astoria, New York
- Corbisiero, R. F. '56, Manager, Riccardo's Restaurant, Astoria, New York
- Critchlow, R. R. '40, Division Manager, Foods, L. S. Donaldson Company, Minneapolis, Minnesota
- Davis, F. H., Jr. '49, Director of Personnel and Public Relations, Interstate Hosts Inc., Los Angeles, California
- Davis, S. K. '54, Assistant Manager, Putnam & Thurston's Restaurant, Worcester, Massachusetts
- DiPasquale, V. J. '48, Food Division Manager, Filene's, Boston, Massachusetts
- Dorman, C. E. '56, Manager, Stouffer's, Cleveland, Ohio
- DuMond, R. C., Jr. '42, Manager, Stouffer's, Garden City, New York
- Edmunds, R. E. '51, Owner, Silver Horn, Millbrook, New York
- Edwards, I. H. '44, Owner-Manager, Howard Johnson's, Flint, Michigan
- Egan, E. J. '43, Manager, Restaurant Department, John Wanamaker's, Philadelphia, Pennsylvania
- Ernest, J. F. '55, Manager, Manhattan Restaurant, Rochester, New York
- Estes, D. '43, Owner, Landfall Restaurant, Woods Hole, Massachusetts
- Fauerbach, G. '35, Director of Restaurant Operations, Williamsburg Restoration Inc., Williamsburg, Virginia
- Floros, J. P. '36, Vice-President, Normandie Restaurant, Ithaca, New York
- Floros, N. P. '36, President, Normandie Restaurant, Ithaca, New York
- Freeman, R. C. '58, Assistant Manager, Red Balloon Restaurant, Mills, Illinois
- Gagnon, R. E. '44, Manager, Alden Park Inn, Philadelphia, Pennsylvania
- Gerhardt, R. A. '56, Training Director, Linton's Restaurants, Philadelphia, Pennsylvania
- Gerstenberger, K. E. '59, Manager, Win Schuler's, Grand Rapids, Michigan
- Gillette, C. J. '28, Owner, Gillette's Cafeterias, Santa Ana, California
- Gillette, K. P. '28, Proprietor, Gillette's Remington Rand Cafeterias, Elmira, New York
- Goldner, L. S. '51, Manager-Owner, Singer's Restaurant, Liberty, New York
- Graier, C. K. '53, Assistant to Vice President, Airport Restaurants, Interstate Hosts, Los Angeles, California
- Green, R. B. '53, Owner-Operator, Gaslight Broiler, Walnut Creek, California
- Gronal, H. S., '52, Owner-Manager, Restaurant Naust, Reykjavik, Iceland
- Hanzas, T. P. '50, Manager, Roxy's Restaurant, Pittsburgh, Pennsylvania

- Harpin, H. A. '35, Director of Food Services, Allied Stores, Bon Marche, Seattle, Washington
 Harris, J. R. '49, President, Manager, Ryan's Restaurant, Hartford, Connecticut
 Hart, B. M. '48, Owner-Manager, Bennie's Drive-In Restaurant, Bristol, Tennessee
 Hazen, H. E. '42, Merchandising Director, Hot Shoppes Inc., Washington, D. C.
 Heilman, H. R. '39, President, Heilman's Restaurants Inc., Ft. Lauderdale, Florida
 Heilman, R. E. '45, Owner-President-Manager, Beachcomber Restaurant, Clearwater, Florida
 Herb, H. G. '31, Manager, Stouffer's Wabash Avenue, Chicago, Illinois
 Hitchon, L. F. '54, Manager, Howard Johnson Restaurant, Washington, Pennsylvania
 Hoff, H. W. '58, Assistant Food Manager, Frederick & Nelson Department Store, Seattle, Wash-
 ington
 Hoge, W. E. '53, Manager, Red Coach Grill, Hingham, Massachusetts
 Hollant, J. C. '60, Owner-Manager, Le Reservoir Restaurant, Port-au-Prince, Haiti
 Horn, M. L., Jr. '50, Vice-President and General Manager, Pal's Cabin & Mayfair Farms Inc.,
 West Orange, New Jersey
 Hospers, N. L. '48, President, Hospers-Carvey Foods Inc., Fort Worth, Texas
 Howlin, M. E. '49, Owner-Manager, Colonial Inn, Philadelphia, Pennsylvania
 Irey, G. M. '45, Manager, Restaurant Division, Allied Stores, New York City
 Jackson, E. C. '37, Controller-Supervisor, White Coffee Pot Restaurants, Baltimore, Maryland
 Jacobs, D. M. '55, Manager, Hot Shoppes Cafeteria, Washington, D. C.
 Johnson, H. W., Jr. '54, Manager, Hot Shoppes Inc., Upper Darby, Pennsylvania
 Kastner, D. E. '43, Owner-Operator, Christopher Ryder House, Chatham; The Governor Lincoln
 House, Old Sturbridge Village, Massachusetts
 Keefe, W. P. '52, Manager, Food Services, J. L. Hudson Company, Northland, Detroit, Michigan
 Kennedy, R. H. '56, Owner-Manager, Danforth's Restaurant, Sparta, New Jersey
 Kosakowski, J. E. '48, Food Service Manager, the Travelers Insurance Company, Hartford, Con-
 necticut
 Kramer, H. W. '38, Owner, Bill Kramer's Restaurant, Pittsburgh, Pennsylvania
 LaBarre, K. A. '54, Director of Food Service, Stern Brothers, New York City
 Lafaurie, J. E. '50, Restaurant Manager, France's Inc., Washington, D.C.
 Langley, J. A. '51, Manager, the White Turkey Restaurants, New York City
 Lazarow, H. J., Jr. '57, Assistant Manager, Buddies Food Service Inc., Airways Inn Restaurant,
 Syracuse, New York
 Ledder, R. E. '48, Food Service Director, Dayton's Department Store, Minneapolis, Minnesota
 Lefevre, L. W. '42, District Manager, Hot Shoppes, New Paltz, New York
 Leslie, H. D. '42, Manager, John Ebersole's Restaurant, White Plains, New York
 Lewis, R. W. '30, Partner, Sam's Tavern, Hackensack, New Jersey
 Lindelow, C. H. '44, Manager, Stouffer's, Penn Center, Philadelphia, Pennsylvania
 Linz, M. '43, Partner, The Lobster, New York City
 Long, A. W. '49, Manager, Hot Shoppes, Washington, D.C.
 MacDonald, C. A. '55, Manager, Stouffer's, Detroit, Michigan
 Mallory, G. B. '54, Food Service Director, Jordan Marsh, Miami, Florida
 Maxson, L. W. '30, Manager of Restaurants, Marshall Field & Company, Chicago, Illinois
 Maksik, I. B. '59, Manager, Maksik's Town & Country Club, Brooklyn, New York
 McCartney, R. H. '60, Owner-Manager, Sylvan Hills, Ithaca, New York
 McCormick, J. W. '50, Training Director, Howard Johnson Restaurants, Rego Park, New York
 McLamore, J. W. '47, President, Florida Restaurants Inc., Miami, Florida
 Merwin, E. O. '36, Manager, Restaurant Department, Bloomingdale Brothers, New York City
 Miller, W. H. '58, Vice President, Miller's Restaurant Corporation, New York City
 Minium, R. A. '56, Manager, Van de Kamp's Coffee Shop, Los Angeles, California
 Moore, C. A. '61, General Manager, Kahiki Supper Club, Columbus, Ohio
 Moran, H. A. '40, Owner, Henry Moran's Restaurant, Syracuse, New York
 Mosso, C. G. '32, Manager, Davis Cafeteria, Miami, Florida
 Muth, J. C. '42, District Manager, Hot Shoppes Inc., Richmond, Virginia
 Nesbitt, L. A. '57, Owner-Manager, The Stables Restaurant, Houston, Texas
 Oniskey, L. J. '55, General Manager, Restaurant Division, Consolidated Sun Ray Inc., Phila-
 delphia, Pennsylvania
 Osborne, C. W., Jr. '51, Manager, Armand's Beacon Terrace, Framingham, Massachusetts
 Osuna, C. '51, Owner-Manager, Derby Restaurant, Mexico City, Mexico
 Pandl, G. J. '50, Owner, Pandl's Whitefish Bay Inn, Milwaukee, Wisconsin
 Pappas, C. W. '54, Co-Owner, Michael's Supper Club, Rochester, Minnesota
 Peters, A. S. '47, District Manager, Howard Johnson's Garden State Parkway Restaurants, Key-
 port, New Jersey
 Pierce, J. S. '42, Vice President and Treasurer, Pierce's Restaurant, Elmira Heights, New York

- Plamondon, P. H. '54, Manager, Stouffer's Strawbridge & Clothier, Philadelphia, Pennsylvania
 Pope, E. K. '32, Vice President, Pope's Cafeteria Inc., St. Louis, Missouri
 Potter, J. E. '54, Proprietor, Old Drivers Inn, Dover Plains, New York
 Poulos, G. J. '41, Owner, American Beauty Restaurant, Galesburg, Illinois
 Rancati, A. C. '46, Owner, Pierre's Restaurant Inc., Cleveland, Ohio
 Ratzsch, K. A., Jr. '51, Manager-Partner, Karl Ratzsch's Restaurant, Milwaukee, Wisconsin
 Remele, R. E. '59, Assistant to Director of Architecture and Engineering, Hot Shoppes, Washington, D.C.
 Reynolds, J. B., Jr. '56, Food Service Manager, Sanger's Department Store, Dallas, Texas
 Ripans, A. F. '55, Division Restaurant Manager, Gertz Stores, Jamaica, New York
 Rockas, G. '48, Manager, Jimmy's Harborside Restaurant, Boston, Massachusetts
 Rolles, C. G. '56, Owner, Chuck's Steak House, Honolulu, Hawaii
 Rosenstein, A. '43, Owner-Manager, Jack's Oyster House Inc., Albany, New York
 Rufe, F. A. '48, Director, Restaurant Associates Inc., New York City
 Russell, J. R. '53, Owner-Manager, Chez Leon, Caldwell, New Jersey
 Santoro, J. F. '57, Manager, Polly Davis Cafeteria, Coral Gables, Florida
 Saurman, I. C. '38, Foods Manager, Burdine's, Ft. Lauderdale, Florida
 Schneider, P. H. '53, Owner-Manager, Swiss Inn Restaurant, Elkton, Maryland
 Shafer, H. B. '51, Restaurant Manager, Dayton's Department Store, Southdale, Minneapolis, Minnesota
 Shanks, I. H. '53, Owner, Diamond Door Restaurant, Massena, New York
 Sherwood, J. '51, Manager, Stouffer's, Jenkintown, Pennsylvania
 Slocum, W. H. '34, Manager, Chittenango Restaurant, New York State Thruway, Canastota, New York
 Souther, R. K. '53, President, General Manager, New St. Paul House Theatre Restaurant, Shakopee, Minnesota
 Smith, E. J. '53, Food and Beverage Director, John R. Thompson Company, Chicago, Illinois
 Smith, J. L. '48, Assistant District Manager, Hot Shoppes, Jamaica, New York
 Spear, J. W., Jr. '49, Director of Operations, La Guardia Airport Project, Restaurant Associates, New York City
 Stouffer, J. W. '55, Manager, Stouffer's, Cleveland, Ohio
 Strang, D. W., Jr. '60, Vice President, Original Pancake House of Florida, Riviera Beach, Florida
 Tavlin, E. M. '59, Owner-Manager, the Fourposter Restaurant, Cedarhurst, New York
 Tell, S. F. '55, Manager-Owner, Lamplight Restaurant, Bronx, New York
 Terwilliger, E. '28, Manager, Stouffer's, Cleveland, Ohio
 Theros, G. F. '57, General Manager, Lilac Lane's Enterprise, Minneapolis, Minnesota
 Tucker, D. S. '34, Vice President, Interstate Hosts Inc., Los Angeles, California
 Turgeon, F. A. '55, Operator, Howard Johnson's, Snyder and Athol Springs, New York
 Turgeon, R. A. '51, Partner, Howard Johnson's, Snyder and Athol Springs, New York
 Vlahakis, G. S. '52, General Manager, The Nassau, Pennshauken, New Jersey
 Vonctes, J. G. '43, Owner-Manager, Lee House Diner, Petersburg, Virginia
 Warner, D. P. '51, Restaurant Manager, Van de Kamp's Coffee Shops, Los Angeles, California
 Watts, R. D. '56, Restaurant Division Manager, Joske's, Houston, Texas
 Wayne, F. E. '49, Owner-Manager, the Holloway House, East Bloomfield, New York
 Whitney, R. W. '49, Restaurants Manager, Frederick & Nelson, Seattle, Washington
 Willis, F. S. '50, Owner-Manager, Jim's Place, Ithaca, New York
 Wilson, R. R. '59, Manager, Ho-Ho-Kus Inn, Ho-Ho-Kus, New Jersey
 Yaxis, D. E. '50, District Supervisor, Gladieux Corporation, New York State Thruway, Scottsville New York
 Zimmerman, J. J., Jr. '51, Partner, Zimmerman's Restaurant, Syracuse, New York
 Zuch, D. '48, Manager, Keen's English Chop House, New York City

INDUSTRIAL FEEDING

- Aschwanen, R. J. '58, Regional Supervising Chef, Slater Food Service Management, Richmond, Virginia
 Allen, J. D., Jr. '56, Restaurant Manager, Berlo Vending Company, c/o Wilson Line, Washington, D.C.
 Batt, J. A. '43, Vice President, Service Systems Corporation, Buffalo, New York
 Benner, D. L. '34, Assistant Director of Operations, The Prophet Company, Detroit, Michigan
 Cappello, L. A. '51, Manager, Pittsburgh District, United Food Management Services Inc. of Cleveland, Ohio

- Carlson, H. N. '49, Vice President, Food Operations Inc., Syracuse, New York
- Carlson, R. B. '48, Administrative Assistant to the President, The Prophet Company, Detroit, Michigan
- Chapin, F. D. '51, Vice President, United Food Management Services Inc. of Cleveland, Ohio
- Clark, J. M. '41, Camp Manager, Creole Petroleum Company, Caripita, Venezuela
- Clarkson, T. W. '35, President, Republic Food Service Inc., Akron, Ohio
- Clement, C. A. '28, Cafeteria Supervisor, E. I. DuPont de Nemours and Company, Wilmington, Delaware
- Colbert, F. A. '48, Cafeteria Manager, Campbell Soup Company, Camden, New Jersey
- Deal, W. F. '41, Vice President, Slater Food Service Management, Philadelphia, Pennsylvania
- Demmler, R. H. '45, Director of Food Service, Automatique Inc., Kansas City, Missouri
- Dixon, R. D. '51, Vice President and General Manager, Boatel Service, General Marine Corporation, Harvey, Louisiana
- Drummond, P. '55, Manager, National Food Management, Sandrik Steel Company Cafeteria, Long Island City, New York
- Dunnack, G. B. '30, Manager, M & M Restaurants, Baltimore, Maryland
- Eppolito, C. T. '52, Vice President, Service Systems Corporation, Buffalo, New York
- Farr, John F. '39, Vice President, Nationwide Food Service, Inc., Chicago, Illinois
- Filsinger, M. O. '39, Assistant Director of Operations, The Prophet Company, Hollywood, California
- Flickinger, R. D. '47, President, Food Operations Inc., Buffalo, New York
- Haberl, F. J. '47, Manager, Food Service, Martin Guided Missile Plant, Denver, Colorado
- Hagy, R. L. '44, President, Marine Catering Service Inc., Harvey, Louisiana
- Harrington, A. A. '29, Area Director, Operations, Service Systems Corporation, Buffalo, New York
- Hines, G. H. '42, Vice President, Treasurer, Blaikie, Miller & Hines Inc., New York City
- Hort, R. A. '55, Vice President, Blaikie, Miller & Hines Inc., Atlanta, Georgia
- Ingraham, A. E. '51, Manager, Food Services, International Business Machines, Lexington, Kentucky
- Johnson, C. F. '48, Cafeteria Manager, The Prophet Company, Detroit, Michigan
- Kayser, J. G. '44, Director, Food Service, Eastman Kodak Company, Rochester, New York
- Kennedy, D. S. '55, Regional Operations Manager, Slater Food Service Management, Baltimore, Maryland
- Knipe, J. R. '31, Vice President, Food Crafters Inc., Philadelphia, Pennsylvania
- Koehler, R. C. '48, Regional Supervisor, Slater Food Service Management, Canton, Ohio
- Kosse, R. C. '55, Food Service Director, Grumman Aircraft, Bethpage, New York
- Krouner, D. H. '55, Food Service Director, Metro Food Service Inc., Brookline, Massachusetts
- Lafey, C. W. '40, Vice President, Food Crafters Inc., Philadelphia, Pennsylvania
- Mather, R. W. '48, Vice President, Slater Food Service Management, Chicago, Illinois
- Miller, W. H., Jr. '38, Assistant Vice President, Operations Manager, A. L. Mathias Company, Baltimore, Maryland
- Montague, H. A. '34, President, The Prophet Company, Detroit, Michigan
- Moore, R. B. '51, Food Service Manager, National Aeronautical & Space Administration, Cleveland, Ohio
- Mulholland, J. E. '55, Assistant Dining Service Manager, In-Plant Feeding, Illinois Bell Telephone Company, Chicago, Illinois
- Mund, C. J. '51, Vice President, Food Operations Inc., Buffalo, New York
- Murray, R. W. '49, Director of Dining Service, Polaroid Company, Cambridge, Massachusetts
- Nixon, G. '49, Manager, Employee Services, International Business Machines, Endicott, New York
- O'Brien, R. W. '49, Supervisor, Nationwide Food Service, Williamsville, New York
- O'Donnell, J. C. '52, President, Rochester Cafeteria Services Inc., Rochester, New York
- Olsen, E. I. '36, Operations Director, The Prophet Company, Detroit, Michigan
- O'Rourke, J. C. '32, Vice President and Secretary, Blaikie, Miller & Hines Inc., New York City
- Pajeski, S. J. '57, Food Service Director, Republic National Bank Building, Dallas, Texas
- Petzing, J. E. '55, Assistant Vice President, Progressive Cafeteria, Inc., Chicago, Illinois
- Runk, W. A., Jr. '51, District Manager, A. L. Mathias Company, Baltimore, Maryland
- Sabella, K. J. '50, Vice President, Food Crafts Inc., Hartford, Connecticut
- St. George, E. J. '49, Manager, Nationwide Food Service, General Electric, Electronics Park, Syracuse, New York
- Savage, K. H. '26, Dining Service Manager, New York Telephone Company, Brooklyn, New York
- Simon, J. P., Jr. '55, Regional Supervisor, Slater Food Service Management, Chrysler Division, Detroit, Michigan
- Snowdon, C. C. '33, Development Director, Slater Food Service Management, Philadelphia, Pennsylvania

- Stanway, C. R. '49, Personnel Director, Management Food Service Inc., Philadelphia, Pennsylvania
- Starke, R. P. '52, Vice President, Food Operations Inc., Brooklyn, New York
- Taylor, R. B. '43, Food Service Manager, Sunbeam Corporation, Chicago, Illinois
- Tewey, J. F. '49, General Supervisor, Cafeterias, Polaroid Corporation, Cambridge, Massachusetts
- Thering, H. E. '54, Director of Food Service, Delco Remy Division of General Motors, Anderson, Indiana
- Wallen, R. K. '50, Area Manager, Blaikie, Miller & Hines, Hartford, Connecticut
- Whiteman, K. I. '41, Cafeteria Supervisor, Photo Products Plant, E. I. du Pont de Nemours, Parlin, New Jersey
- Wladis, A. N. '39, Division Manager, Cease Commissary Service, Dunkirk, New York
- Yochum, P. T. '48, Vice President (Operations), The A. L. Mathias Company, Baltimore, Maryland
- Zimmermann, S. A. '53, Manager Food Services, Radio Corporation of America, Missile Electronics and Control Department, Burlington, Massachusetts

CLUBS

- Adams, R. M. '50, Manager, The Princeton Club of New York, New York City
- Amend, A. A. '56, Manager, The Players, New York City
- Arnold, D. C. '52, General Manager, Berry Hills Country Club, Charleston, West Virginia
- Ashworth, F. O., Jr. '41, Manager, The Mohawk Club, Schenectady, New York
- Barbour, H. O. '48, Manager, Houston Club, Houston, Texas
- Baribeau, R. D. '58, Vice President, General Manager, Play Key Inc., Miami, Florida
- Blaisdell, R. H. '38, Manager, Battle Creek Country Club, Battle Creek, Michigan
- Booth, D. '53, Manager, Commissioned Officers Club, United States Naval Station, Newport, Rhode Island
- Brundage, W. P. '38, Manager, The Old Club, Sans Souci, Michigan; Bath Club, Miami Beach, Florida
- Burger, R. A. '48, General Manager, Strathmore Vanderbilt Country Club, Manhasset, New York
- Byer, A. J. '54, Manager, Lanam Club, Andover, Massachusetts
- Cary, M. R. '50, Manager, Pennhills Country Club, Bradford, Pennsylvania
- Clark, D. W. '55, Manager, Larchmont Yacht Club, Larchmont, New York
- Glist, W. M. '45, Manager, Coronado Club, Houston, Texas
- Conner, J. W. '40, Manager, Statler Club, Ithaca, New York
- Converse, F. L. '54, Manager, Sunnchanna Country Club, Johnstown, Pennsylvania
- Cook, E. D., Jr. '57, Manager, Wolferts Roost Country Club, Albany, New York
- Coulson, C. L. '56, Manager, Harvard University Faculty Club, Cambridge, Massachusetts
- Cousins, J. A. '50, Manager, Wee-Ma-Tuk Hills Country Club, Cuba, Illinois
- Craig, C. G. '36, Manager, Idle Hour Country Club, Lexington, Kentucky
- Cunkle, J. L. '48, Manager, Philadelphia Cricket Club, Philadelphia, Pennsylvania
- Daglian, A. '57, Manager, Cornell Club, New York City
- Decker, E. D. '32, Manager, Lakewood Country Club, St. Petersburg, Florida
- Edwards, R. '45, General Manager, Crestmont Country Club, West Orange, New Jersey
- Elvins, W. T. '58, General Manager, Bethlehem Management Club, Hamburg, New York
- Farrar, W. E. '50, Manager, Maple Bluff Country Club, Madison, Wisconsin
- Felshow, E. R. '52, Manager, Ausable Club, St. Huberts, New York
- Frazer, H. E. '34, Manager, Fishers Island Country Club, Fishers Island, New York
- Frederick, P. C. '47, General Manager, Knollwood Club, Lake Forest, Illinois
- Fulop, N. I. '58, Club Manager, Quadrangle Club, Chicago, Illinois
- Garwood, W. G. '48, Manager, Toledo Club, Toledo, Ohio
- Girmonde, J. R. '58, Assistant Manager, Twin Ponds Golf & Country Club, New York Mills, New York
- Goode, H. G. '51, Manager, Sand Point Country Club, Seattle, Washington
- Grinnan, W. T. '58, Manager, Midvale Golf & Country Club, Penfield, New York
- Hartline, W. J. '57, Assistant Manager, Washington Golf & Country Club, Arlington, Virginia
- Haynes, C. E. '44, Manager, Detroit Boat Club, Detroit, Michigan
- Hearn, J. D. '53, Manager, Park Country Club, Buffalo, New York
- Hecht, L. L. '49, Manager, Sylvania Country Club, Toledo, Ohio
- Henny, B. '58, Manager, Brook Lea Country Club, Rochester, New York
- Hollister, F. H. '32, Manager, Scarsdale Golf Club, Hartsdale, New York
- Huber, H. L. '39, Manager, Westwood Country Club, Buffalo, New York

48 SCHOOL OF HOTEL ADMINISTRATION

- Jehlen, G. C. '51, Manager, Sleepy Hollow Country Club, Scarborough, New York
Kirwan, R. F. '54, Manager, The Broad Street Club Inc., New York City
Lamond, W. W. '38, Manager, Norfolk Yacht & Country Club, Norfolk, Virginia
Levinson, C. '57, Manager, Wool Club, New York City
Lockwood, L. C. '47, Manager, Gaston Country Club, Gastonia, North Carolina
Lucha, A. M. '35, General Manager, Wilmington Country Club, Wilmington, Delaware
Lyon, E. W. '38, Executive Secretary, Club Managers Association of America, Washington, D.C.
Masterson, D. H. '52, Manager, Ardsley Country Club, Ardsley, New York
Miner, F. W. '26, Manager, Mohawk Golf Club, Schenectady, New York
Montague, O. E. '41, General Manager, Springfield Country Club, Springfield, Ohio
Moon, H. V. '30, Manager, Charlotte Country Club, Charlotte, North Carolina
Morrison, W. B. '36, Manager, Faculty Club, Cambridge, Massachusetts
Morrison, W. P. '50, General Manager, Silverado Country Club, Napa, California
Niel, R. M. Jr. '48, Manager, Princess Anne Country Club, Virginia Beach, Virginia
Parkinson, F. '43, Manager, Glen Flora Country Club, Waukegan, Illinois
Pearce, J. D. '52, Manager, Binghamton Club, Binghamton, New York
Peterson, W. L. '46, Manager, Wheeling Country Club, Wheeling, West Virginia
Plenge, E. B. '53, Manager, University Club of Rochester, Rochester, New York
Reyelt, H. G. '39, Owner-Partner, Beach & Tennis Club, New Rochelle, New York
Reynolds, J. M. '58, Manager, Indian Kettles Club, Hague, New York
Ripper, D. H. '40, General Manager, Detroit Club, Detroit, Michigan
Rockey, J. A. '39, Manager, Elmira Country Club, Elmira, New York
Rohde, R. K. '51, Manager, Faculty Club, Ohio State University, Columbus, Ohio
Rorke, W. S. '51, Manager, College Club of Seattle, Seattle, Washington
Ross, R. S. '51, Manager, Glen Ridge Country Club, Glen Ridge, New Jersey
Satterthwait, W. J., Jr. '51, Manager, Wykagyl Country Club, New Rochelle, New York
Shaner, F. E. '50, Manager, Youngstown Club, Youngstown, Ohio
Shaw, F. H. '49, Manager, Exmoor Country Club, Highland Park, Illinois
Shissias, G. G. '57, Manager, Forest Lake Club, Columbia, South Carolina
Siverson, G. C., Jr. '49, Manager, Memorial Drive Country Club, Houston, Texas
Skinner, D. K. '27, Manager, Albany Country Club, Albany, New York
Swenson, D. C. '28, Manager, Essex Fells Golf Club, Essex Fells, New Jersey
Ten Broeck, D. L. '37, Manager, Yorick Club, Lowell, Massachusetts
Thomas, F. J. '49, Manager, Saucon Valley Country Club, Bethlehem, Pennsylvania
Tower, H. E. '47, Manager, University Club, Syracuse, New York
Waldron, J. H. '34, Manager, University Club, Pittsburgh, Pennsylvania
Wallace, C. C. '49, Manager, Harvard Club, Boston, Massachusetts
Wannop, J. W. '42, Co-Manager, Wianno Club, Wianno, Massachusetts

HOSPITALS

- Alsedeck, A. E. '56, Food Service Manager, Hospital Food Management, National Lutheran Home for the Aged, Washington, D.C.
Badger, C. R. E. '49, Assistant Director, Akron City Hospital, Akron, Ohio
Bowen, O. M. '40, Administrator, Allentown Hospital, Allentown, Pennsylvania
Butler, R., Jr. '50, Food Service Director, Central State Hospital, Petersburg, Virginia
Caddy, E. R. '33, Administrator, Westmoreland Hospital Association, Greenburg, Pennsylvania
Calvert, D. '51, Administrative Assistant for Food Services, Columbia Presbyterian Medical Center, New York City
Colby, J. W. '48, Administrator, St. Luke's Hospital, Spokane, Washington
Craighead, G. F. '49, Director of General Services, Presbyterian St. Luke's Hospital, Chicago, Illinois
Cummings, R. E. '40, Administrator, J. C. Blair Memorial Hospital, Huntington, Pennsylvania
Douglass, C. R. '32, Assistant Administrator, Georgetown University Hospital, Washington, D.C.
Eaton, R. G. '27, Administrator, The Samaritan Hospital, Troy, New York
Finlayson, R. L. '58, Assistant Director, Newington Hospital for Crippled Children, Newington, Connecticut
Gibbons, H. C. '55, Director of Dietary Services, the Christ Hospital, Cincinnati, Ohio
Hinson, M. E. '50, Food Service Manager, Roosevelt Hospital, New York City
Hoff, H. V. '47, Manager, Food Service, Mound Park Hospital, St. Petersburg, Florida
Jack, R. L. '55, Operations Staff Specialist, Hospital Food Management, Philadelphia, Pennsylvania

- Johnson, W. C. '44, Executive Director, Hospital Association of Rhode Island, Providence, Rhode Island
- Kincade, D. A. '49, Administrator, Memorial Hospital, Burlington, Wisconsin
- Longnecker, K. W. '37, Administrator, Leahi Hospital for Tuberculosis, Honolulu, Hawaii
- Ludewig, V. F. '34, Administrator, The George Washington University Hospital, Washington, D.C.
- Madel, R. P., Jr. '52, Manager, Lake Shore Inn Nursing Home, Waseca, Minnesota
- Matthews, W. B. '52, Food Service Manager, New York University Bellevue Medical Center, New York City
- Myers, W. W. '48, Food Service Manager, Buffalo General Hospital, Buffalo, New York
- Newell, W. T., Jr. '54, Food Service Manager, Fairfax Hospital, Fairfax, Virginia
- Petersen, J. H. '50, Operations Manager, Hospital Food Management, Slater System, Philadelphia, Pennsylvania
- Read, J. L. '38, Director, Food Services, Mount Sinai Hospital, New York City
- Reiman, P. K. '45, Associate Director, Maine Medical Center, Portland, Maine
- Richman, E. L. '47, Associate Director, Manhattan General Hospital, New York City
- Rudiger, H. F., Jr. '33, Director, Southside Hospital, Bay Shore, New York
- Sweeney, R. H. '53, Assistant Superintendent, New Rochelle Hospital, New Rochelle, New York
- Thelander, T. A., III '58, Director, Food Services, Prophet Company, Trinity Hospital, Minot, North Dakota
- Thompson, R. H. '47, Food Service Director, George Washington University Hospital, Washington, D.C.
- Vanderslice, J. A. '43, District Manager, Hospital Food Management, Slater System, Philadelphia, Pennsylvania
- Vanderwerker, R. D. '33, Vice President and General Manager, Memorial Center for Cancer & Allied Diseases, New York City
- Williams, G. C. '52, Assistant Administrator, Ohio State University Hospital, Columbus, Ohio
- Zembruski, L. M. '51, Food Service Manager, West Suburban Hospital, Oak Park, Illinois

DORMITORIES AND UNIONS

- Bickert, D. G. '51, Director of Dormitory and Food Service, University of Delaware, Newark, Delaware
- Callahan, J. M. '59, Assistant Manager, Slater Food Service Management, Ithaca College, Ithaca, New York
- Cope, H. C. '41, Business Manager and Comptroller, Earlham College, Richmond, Indiana
- Dalla, F. C. '49, Director of Housing and Student Union, University of Illinois, Chicago, Illinois
- Davis, W. N. '31, Director of Plant Housing and Food Operations, Brown University, Providence, Rhode Island
- Dean, H. H., Jr., '56, Assistant Director, Food Services, Yale University, New Haven, Connecticut
- Dobic, A. R. '56, Assistant Director, Food Services, Yale University, New Haven, Connecticut
- Downing, J. P. '33, Business Administrator, Pomfret School, Pomfret, Connecticut
- Dylla, H. F., Jr. '47, Staff Consultant, School Food Service, Slater Food Service Management, Philadelphia, Pennsylvania
- Fisher, W. H. '28, Director of Student Housing, University of Miami, Coral Gables, Florida
- Fisk, W. W. '28, Director of Food Service, Concordia College, St. Paul, Minnesota
- Gackebach, L. H. '55, Manager, M. W. Wood Catering Service Inc., Lafayette College, Easton, Pennsylvania
- Glaser, C. L. '55, Assistant Food Supervisor, Colorado College, Colorado Springs, Colorado
- Grinstead, P. W. '57, Manager, Saga Food Service, California Tech, Pasadena, California
- Hannum, P. C. '33, Business Manager, University of California, Los Angeles, California
- Harrington, R. C. '50, Food Service Director, Student Union, Stanford University, Stanford, California
- Hubbard, G. D. '53, Director of Dining and Residence Halls, University of Southern California, Los Angeles, California
- Huggins, F. A., Jr. '58, Manager, Saga Food Service, Grinnell College, Grinnell, Iowa
- Hurlbert, C. G., Jr. '53, Assistant Director of Dining Halls, Harvard University, Cambridge, Massachusetts
- Jorgensen, S. E. '56, Vice President, Operations Manager, Slater Systems International, University of Puerto Rico, Rio Piedras, Puerto Rico
- Kersey, R. L. '49, Director of Student Services, University of Nevada, Reno, Nevada
- Ketterer, Verne M. '37, New Jersey Supervisor, Saga Food Service, Glen Ridge, New Jersey

50 SCHOOL OF HOTEL ADMINISTRATION

- Kimball, M. C. '54, Director of Public Occasions, New York University, New York City
- King, H. P., Jr. '47, Director of Dining Halls, Virginia Polytechnic Institute, Blacksburg, Virginia
- Kooliman, C. S. '60, Food Service Manager, Dykstra Residence Hall, University of California, Los Angeles, California
- Lloyd, D. E. '48, Business Manager, Worcester Polytechnic Institute, Worcester, Massachusetts
- McMahon, P. B. '55, Manager, Saga Food Service, Hamilton College, Clinton, New York
- Miller, H. A. '48, Manager, Slater Food Service Management, Baylor University, Waco, Texas
- Minah, T. W. '32, Director, Dining Halls, Duke University, Durham, North Carolina
- Namack, J. M. '58, Manager, Slater Food Service, Central Connecticut State Teachers College, New Britain, Connecticut
- Norden, W. C. '52, Director, Student Union and Auxiliary Services, Eastern Montana College of Education, Billings, Montana
- Palmer, R. E. '50, Director of Food Service, College of Education, State Teachers College, Oswego, New York
- Partridge, H. R. '40, Business Manager, Florida A. & M. University, Tallahassee, Florida
- Payne, P. R. '51, Director of Food Service, Slater Systems International, College of Agriculture, Mayaguez, Puerto Rico
- Post, J. D. '52, Business Manager, the Putney School, Putney, Vermont
- Potect, J. T. '56, Director of Food Service, Slater Systems International, University of Puerto Rico, Rio Piedras, Puerto Rico
- Price, E. T. '47, Residence Halls Supervisor, University of California, Davis, California
- Raymond, R. L. '47, Manager, Slater Food Service Management, Hope College, Holland, Michigan
- Raynor, H. W. '56, Food Service Director, Russell Sage College, Troy, New York
- Root, T. P. '58, Assistant Director, Food Service, Princeton University, Princeton, New Jersey
- Ryon, S. R. '47, Manager, Dining Services, Residential Halls, Cornell University, Ithaca, New York
- Scott, H. D. '59, Assistant Director, Food Service, University of Virginia, Charlottesville, Virginia
- Shaw, L. J. '48, Food Service Manager, State University Teachers College, Fredonia, New York
- Shaw, M. R. '34, Director of Residential Halls and Assistant University Controller, Cornell University, Ithaca, New York
- Sisley, P. L. '58, Manager, Food Service, Food Operations Inc., D'Youville College, Buffalo, New York
- Snyder, K. S. '48, Director of Auxiliary Enterprises, University of Pittsburgh, Pittsburgh, Pennsylvania
- Starnes, H. L. '60, Food Production Manager, University of Virginia, Charlottesville, Virginia
- Strohkorb, A. W. '51, Director of Food Service, Princeton University, Princeton, New Jersey
- Swift, E. H. '55, Residence Hall Supervisor, University of California Medical Center, Los Angeles, California
- Voorhees, A. A. '51, Food Service Supervisor, Men's Dining Halls, Pennsylvania University, State College, Pennsylvania
- Weissbecker, F. J. '46, Manager, Quincy House, Harvard University, Cambridge, Massachusetts
- Wentz, W. J. '58, Manager, Slater Food Service Management, University of South Carolina, Columbia, South Carolina
- Whiting, E. A. '29, Director, Willard Straight Hall, Ithaca, New York
- Winkelman, G. W. '51, Manager, Slater Food Service Management, State College, La Crosse, Wisconsin
- Winship, J. '54, Business Manager, Westminster School, Simsbury, Connecticut
- Wright, B. B. '57, Manager, Saga Food Service, Coe College, Cedar Rapids, Iowa
- Zellmer, J. R. '43, Director, University Food Services, Ohio State University, Columbus, Ohio

AIRLINES

- Babcock, J. L., Jr. '36, General Manager, Gourmet Catering, Honolulu International Airport, Hawaii
- Bollman, C. F., Jr. '41, Assistant Manager, Food Service, Eastern Airlines, New York City
- Breed, E. W. '44, General Traffic and Sales Manager, Northern Region, Northeast Airlines Inc., Logan Airport, Boston, Massachusetts
- Buehler, D. H. '60, Catering Supervisor, North America Irish International Airlines, Idlewild International Airport, New York City
- Card, H. F. '54, Area Food Supervisor, American Airlines, San Francisco, California
- D'Agostino, A. R. '56, Dining Service Manager, Dining Service, Trans World Airlines, Kansas City, Missouri

- Droz, A. W. '40, Commissary Superintendent, Latin American Division, Pan American World Airways, Miami, Florida
- Eames, D. B. '41, Manager, Food Services, Eastern Air Lines, New York City
- Frank, L., Jr. '57, Assistant Director, Airline Catering, Dobbs House Inc., Memphis, Tennessee
- Frees, D. M. '48, Passenger Service Supervisor, Pan American World Airways, Ariana Afghan Airlines, Kandahar, Afghanistan
- Gibson, P. B. '43, Personnel Selection Manager, Sky Chefs, New York City
- Haverly, F. R. '42, Director, Food and Catering Services, American Airlines, New York City
- Kersey, J. R., Jr. '40, Director, In-Flight Services, Continental Airlines, Stapleton Field, Denver, Colorado
- Kilborn, P. C. '50, Vice President, Operations, Sky Chefs, New York City
- McCrory, F. H. '39, Commissary Superintendent, Pacific-Alaska Division, Pan American World Airways, International Airport, San Francisco, California
- McDonough, J. J. '44, Dining Service Manager, United Air Lines, Muni Airport, San Francisco, California
- Melius, J. A. '50, Staff Assistant, In-Flight Services—West, United Air Lines, Stapleton Airfield, Denver, Colorado
- Montesano, L. P. '59, Manager, Dobbs House Flight Kitchen, Columbus, Ohio
- Natunen, E. O. '37, Airlines Catering Manager, Hot Shoppes Caterers Inc., Newark Airport, New Jersey
- Noseda, R. H. '52, Airline Catering Manager, Hot Shoppes Caterers, Miami International Airport, Miami, Florida
- Parrott, P. J. '41, Commissary Superintendent, Atlantic Division, Pan American Airways, Idlewild International Airport, New York City
- Ulfelder, S. '38, District Sales Manager, Iberia Air Lines of Spain, Philadelphia, Pennsylvania

OTHER RELATED ACTIVITIES

- Adair, C., Jr. '42, Vice President and Sales Manager, L. H. Parke Company, Philadelphia, Pennsylvania
- Adams, M. C. '56, Hotel and Club Manager, Seagram Distillers Corporation, New York City
- Alexander, W. F. '26, Milk and Restaurant Sanitarian, New York State Department of Health, Albany, New York
- Andrews, D. O. '58, Assistant Food Manager, European Exchange, Fontainebleau, France
- Archer, G. E. '51, Owner and General Manager, Travel Advisors Inc., Seattle, Washington
- Atherton, H. R. '44, Institutional Products Manager, Morton Frozen Foods Division, Continental Baking Company, New York City
- Baldwin, D. C. '49, Assistant Commissary Superintendent, U. S. Lines Company, New York City
- Barclay, J. W. '47, General Superintendent, Prepared Foods Division, Seabrook Farms Company, Seabrook, New Jersey
- Becker, G. H., Jr. '41, Partner, Stover, Butler & Murphy, Syracuse, New York
- Benway, L. L. '28, Supervisor, Hotel Loans and Property, Metropolitan Life Insurance Company, New York City
- Bishop, A. H., Jr. '49, President, Jeans Foods of New Jersey, Staten Island, and Utica, New York
- Bizal, J. A. '32, Production Manager, Illinois Cereal Mills Inc., Paris, Illinois
- Blank, L. J. '51, Owner, Lyman J. Blank, Ltd., Honolulu, Hawaii
- Boll, W. L. '58, Consultant, Howard Post Food Consultant Firm, New York City
- Bonser, R. C. '43, Division Sales Manager, E. J. Brach & Sons Candy Company, Westport, Connecticut
- Bradley, F. L. '48, Partner, Peat, Marwick, Mitchell & Company, Buffalo, New York
- Briggs, F. H. '35, First Vice President, Equitable Assurance Society, Pittsburgh, Pennsylvania
- Burger, J. F. '50, Superintendent (Stewards' Department), United Fruit Company, New Orleans, Louisiana
- Burritt, M. B. '44, Supervisor, Special Services, Horwath & Horwath, Miami, Florida
- Carpenter, C. H., Jr. '51, Manager, Field Representative Department, American Automobile Association, Washington, D.C.
- Chandler, J. D. '55, Promotion Manager, the Pillsbury Company, Minneapolis, Minnesota
- Corwin, C. D., Jr. '35, Food Service Field Representative, Hospitality Education Program, Florida State Hotel & Restaurant Association, Florida State University, Tallahassee, Florida
- DeGasper, E. E. '48, Supervisor, School Lunch Program, Buffalo Board of Education, Buffalo, New York
- Dorf, D. C. '55, Research Associate, Hotel Sales Management Association, Atlantic City, New Jersey

- Dunn, P. A. '37, Chief, Food Branch, North Germany, European Exchange Service
 Dunn, W. P., II '51, Vice President, Eastern Sales, Golden Dipt Company, New York City
 Dykes, C. E. '36, Controller, Avon Products Inc., New York City
 Edgerton, F. F. '35, Field Director, Bronx Council, Boy Scouts of America, Bronx, New York
 Eldridge, H. G. '42, Administrative Assistant and General Sales Manager, Ice Cream Division, H. P. Hood & Sons, Worcester, Massachusetts
 Erikson, J. H., Jr. '41, Controller, F & M Schaefer Brewing Company, New York City
 Evans, R. G. '28, Owner, Station WYZZ, Wilkes Barre, Pennsylvania; Manager, Station WBSM, New Bedford, Massachusetts
 Falkenstein, W. D. '44, Vice President, Sales, Western Division, Cannon Mills, Los Angeles, California
 Fassett, J. S., III '36, Director, Membership Services, American Hotel Association, New York City
 Fickett, E. C. '47, School Lunch Director, Union Free School District, Kenmore, New York
 Fithian, P. S. '51, President-Owner, Greeters of Hawaii, Honolulu International Airport, Honolulu, Hawaii
 Flacks, J. D. '57, Commissary Superintendent, American Export Lines, Hoboken, New Jersey
 Fletcher, R. E. '48, Associate, Arthur W. Dana, Food Operations Consultant, New York City
 Foertsch, W. H. '39, President, Walter H. Foertsch and Associates, Rochester, New York
 Fountain, C. O. '48, Owner, Keese Foods-to-Take-out, Cocoa Beach, Florida
 Goodbrand, W. A. '47, Merchandise Manager, Foods & Chain Foods Sponsor, Hudson's Bay Company, Vancouver, Canada
 Gordon, H. F. '45, President, Jones, McDuffee & Stratton Inc. and Morris Gordon & Son Inc., Boston, Massachusetts
 Gordon, M., II '49, Treasurer, Morris Gordon & Son Inc., Boston, Massachusetts
 Greene, E. E. '48, Editor, Restaurant Management, Ahrens Publishing Company, Inc., New York City
 Grohmann, H. V. '28, President, Needham & Grohmann Inc., Advertising Agency, New York City
 Hahn, F. A. '57, Product Manager, Frozen Foods Division, General Foods Corporation, New York City
 Harned, W. H. '35, Executive Vice President, Tele-Sound Inc., Philadelphia, Pennsylvania
 Heinsius, H. A. '50, Vice President, Needham & Grohmann Inc., Advertising Agency, New York City
 Hopwood, D. J. '45, Product Group Manager, Institution Products Division, General Foods Corporation, New York City
 Howard, K. E. '31, Assistant Director, Bureau of School Lunches, Board of Education, Brooklyn, New York
 Hynes, F. J. '28, Assistant Treasurer, General Services Department, Bankers Trust Company, New York City
 Jones, R. W. '48, Assistant Merchandise Manager, Wholesale District Department, Cannon Mills Inc., New York City
 Kahrl, W. L. '35, Partner, Keates & Kahrl Associates, Food Service Consultants, Hinsdale, Illinois
 Kenaga, A. C. '35, President, The Deep Sea Foods Company, Cleveland, Ohio
 Koehl, A. E. '28, President, Koehl, Landis & Landan Inc., Advertising Agency, New York City
 Krellner, C. H. '47, Director of Special Services, Horwath & Horwath, Dallas, Texas
 Kulp, R. R. '45, Director of Food Service, Buffalo Public Schools, Buffalo, New York
 Lesure, J. D. '44, Partner, Horwath & Horwath, Hotel Accountants, New York City
 Marshall, C. L. '50, Assistant to Vice President of Operations, Swift & Company, Chicago, Illinois
 Martin, J. W. '49, Supervisor, Test Kitchen, United States Navy Supply Research & Development Facility, Naval Supply Depot, Bayonne, New Jersey
 Mayer, H. M. '39, Vice President, Oscar Mayer & Company, Chicago, Illinois
 Medevielle, J. E. '41, Director of School Lunches, Elizabeth, New Jersey
 Merwin, R. M. '42, Chief, Food Service, United States Air Force, Olmsted Air Force Base, Pennsylvania
 Moore, Mrs. J. K. '45, Director of Cafeterias, New Rochelle City School District, New Rochelle, New York
 Morrison, J. A. '30, Executive Director, Philadelphia Convention and Visitors Bureau, Philadelphia, Pennsylvania
 Mullane, J. A. '35, Owner, James A. Mullane Insurance Agency, Springfield, Massachusetts
 Munns, R. B. '27, Purchasing Agent, Federal Government Military Subsistence Market Center, Kansas City, Missouri
 Muntz, W. E. '33, Supervisor, Cafeterias, San Francisco Unified School District, San Francisco, California

- Murray, A. B. '48, Director, Employee Relations Department, American Hotel Association, New York City
- Nolin, J. H. '25, Partner, Horwath & Horwath, Hotel Accountants, New York City
- Obernauer, Marne, '41, President, Great Western Producers Inc., New York City
- Pederson, O. W. '52, Director of Food Services, Scottsdale District Schools, Phoenix, Arizona
- Percival, R. B. '54, Food and Beverage Project Manager, Harris, Kerr, Forster, New York City
- Petersen, R. D. '52, Vice President, Petersen-Owens Inc., New York City
- Phelps, S. N. '39, Manager, Dining Car Service, Pennsylvania Railroad Company, Sunnyside Yard, Long Island City, New York
- Purchase, H. J. '49, Head, Department of Hotel Management, Paul Smith's College, Paul Smith's, New York
- Randall, D. A. '54, Manager, Group Sales, Travel Consultants Inc., Washington, D. C.
- Ready, F. A., Jr. '35, Vice President, Dunham & Smith Inc., New York City
- Reed, R. O. '53, School Lunch Director, City School District, Corning, New York
- St. Laurent, G. C. '33, President, Hotel Research Laboratories, Closter, New Jersey
- Saunders, H. E., Jr. '45, District Manager, Automatique Inc., Kansas City, Missouri
- Schmuck, J. T. '41, Foreign Sales Manager, California Packing Corporation, San Francisco, California
- Seiler, D. K. '42, Vice President, Packaged Food Sales, H. J. Seiler Company, Boston, Massachusetts
- Shelton, J. D. '34, Sales Manager, City Milk Vending Corporation, New York City
- Smith, M. C. '32, Vice President, Tele-Sound Inc., Philadelphia, Pennsylvania
- Sofis, E. C. '51, Institutional Sales Manager, Pepperidge Farms, Norwalk, Connecticut
- Springer, G. E., Jr. '40, President, Bates & Springer Inc., Manager of Apartments, Office Buildings and Motels, Cleveland, Ohio
- Steenberg, R. W. '29, Vice President (Merchandising), Marshall Field & Company, Chicago, Illinois
- Stieglitz, R. P. '31, Assistant Vice President, New York Life Insurance Company, New York City
- Stoviak, F. S. '48, Eastern Zone Manager, Waste King Corporation, Philadelphia, Pennsylvania
- Terrell, B. W. '42, Vice President, Farm House Frozen Foods Inc., Miami, Florida
- Vesley, H. P. '49, Project Director, Management Advisory Services Department, Harris, Kerr, Forster, New York City
- Vinnicombe, E. J., Jr. '33, Vice President, General Manager, Institution Division, McCormick & Company Inc., Baltimore, Maryland
- Wotiz, M. H., Jr. '34, Vice President, Wotiz Meat Company, Newark, New Jersey

ADMISSION

ADMISSION to the School of Hotel Administration is granted in September and in February to the prospective student who meets:

- A. The regular academic entrance requirements, and
- B. The requirements in personal qualifications.

A. ACADEMIC REQUIREMENTS

The applicant must have completed a secondary school course and must offer sixteen units of entrance credit including English, four units, and mathematics, two units. The remaining units are to be selected from the following list. They should include sciences (particularly chemistry and physics), social studies (including history), and, desirably, additional mathematics. The figures following each subject indicate its value in entrance units and show the minimum and the maximum amount of credit allowed in the subject.

ENGLISH, 4 YEARS (required of all entering students).....4

FOREIGN LANGUAGES (modern and ancient)

French	1-4	Spanish	1-4
German	1-4	Greek	1-3
Hebrew	1-3	Latin	1-4
Italian	1-3		

(If a foreign language is offered for entrance, it is desirable to present at least two years, although credit will be granted for a single year of study in not more than two languages.)

MATHEMATICS

Elementary Algebra	1	Plane Geometry	1
Intermediate Algebra	1	Solid Geometry	½
Advanced Algebra	½	Plane Trigonometry	½

SCIENCES

Biology	1	General Science	1
Botany	½-1	Physical Geography	½-1
Chemistry	1	Physics	1
Earth Science	½-1	Zoology	½-1

(If a unit in biology is offered, a half-unit in botany and a half-unit in zoology may not also be counted.)

SOCIAL STUDIES, including history (each course).....½-1

VOCATIONAL SUBJECTS

Agriculture	½-1	Industrial Arts	½-1
Bookkeeping	½-1	Electives—any high school subject or	
Drawing	½-1	subjects not already used and acceptable	
Home Economics	½-1	to the University	½-2

High school and other preparatory work is appraised by the Director of Admissions, to whom the formal application and credentials should be sent. Correspondence relating to the academic admission requirements should be directed to him at Day Hall, Cornell University, Ithaca, New York.

A candidate may obtain credit in the subjects he wishes to present for admission in one or more ways, or some combination of them, as follows:

1. By presenting an acceptable school certificate.
2. By passing, in the required subjects, the achievement tests of the College Entrance Examination Board, *or*
3. By passing the necessary Regents examinations.

Since students enroll for the work in hotel administration at Cornell University from all parts of the United States and from other countries, and since the subjects of study available to students in the high schools vary from section to section, the prospective student is allowed wide freedom in the choice of his high school subjects. Only English, obviously valuable, and the minimum mathematics necessary for the important required sequence of courses in engineering are specified. Students and vocational advisers should not, however, be misled by this freedom. The curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and, while the committee on admissions gives due weight to the more personal factors, it insists, for the protection of the prospective student, on evidence of good scholastic ability—ability to carry an exacting college program.

The committee believes that a sequence of study of at least three years of a foreign language is likely to be useful to the hotel man or restaurateur and that its completion is an evidence of scholastic ability. Two years of a language are of much less value than three.

While not required, a four-year sequence in mathematics is evidence of good workmanship. Trigonometry is useful in the engineering courses. Of the sciences, physics (an additional foundation for engineering) and chemistry are preferred. Some history should be included.

For those students who attend the larger schools with a wealth of offerings, some suggestions as to choice of studies may be welcome. In the selection of a preparatory course, consideration should be given to the student's interests and the school's facilities. It may be, nevertheless, that the *suggested* preparatory program below will be helpful to the adviser, the parent, and the student.

English, four units

Mathematics, at least two and preferably three or four units

Elementary algebra, intermediate algebra, and plane geometry. Also, if possible, trigonometry, advanced algebra, or solid geometry

History, at least one unit

Chosen according to interest of the student and facilities of the school.

Foreign language, three units

French, German, Spanish, or Latin

Science, two units

Physics (helpful in engineering); chemistry (helpful with foods work); general science; biology (helpful with foods work)

Electives, enough units to make the total sixteen.

B. PERSONAL REQUIREMENTS

As more applicants can meet the requirements stated under "A" above than can be accommodated, the faculty attempts to choose through a Committee on Admissions (whose decisions are final) those likely to profit most by the instruction offered. The Committee asks that each prospective student arrange an interview with a representative of the School and that each prospective student take the Scholastic Aptitude Test given by the College Entrance Examination Board.* Applicants are required to furnish three pictures, passport size, with the formal application or at the time of the interview.

* By exception this requirement is waived in the cases of applicants who are college graduates and in the cases of applicants whose mother tongue is not English.

The interviews are best held in Ithaca. Therefore, candidates who can conveniently visit Ithaca are urged to do so. They will profit by an acquaintance with the University, its facilities, and its staff. The interview will be most meaningful. In his correspondence, the applicant should mention the date and the hour of his choice, addressing his request to the School of Hotel Administration, Statler Hall.

However, not all prospective students can readily come to Ithaca. To meet their needs other arrangements are made. An interview team goes to Chicago each year at the time of the Mid-West Hotel Exposition, to Boston at the time of the New England Hotel Exposition, and to Cleveland, New York, Philadelphia, and Washington during March and April. Arrangements have also been made with graduates and others active in the hotel and restaurant business in most of the principal cities of the world to serve as interviewers. The prospective student should inform the School of his choice of time and place for his interview by writing directly to the School of Hotel Administration, Statler Hall.

The Scholastic Aptitude Test is given by the College Entrance Examination Board at points all over the country and in the larger cities abroad. It is given six times a year, but the prospective student should plan to take the test in December or January. Detailed information regarding the places of examination and the exact dates can be obtained by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey. Prospective students residing in the Rocky Mountain states or farther west should address the Board at Box 27896, Los Angeles 27, California. Admission to the Scholastic Aptitude Test is by prior arrangement only. Application for admission should be filed directly with the Board. To avoid a late application fee, it should be filed not later than three weeks in advance of the date of the examination.

The procedures involved in securing admission may appear somewhat involved. They are designed, however, to protect the prospective student. Only those are admitted who seem likely to be able to carry a rigorous college program and who seem likely later to be successful in the industry. The risk of future failure or disappointment is thus reduced to a minimum. To provide ample time for all the arrangements, the formal application for admission should be filed before April 1 for students planning to enter in September. Students planning to enter the spring term in February should file formal application by December 1.

Entering students, graduate or undergraduate, should consult the *Announcement of General Information* for details on certain medical requirements that must be met either before or during the registration period. The Announcement may be obtained by writing to the Office of Announcements, Day Hall.

TRANSFER STUDENTS

With the approval of the Committee on Admissions students may be admitted to the School with advanced standing from other institutions of collegiate grade. To such students credit will ordinarily be given, against the specific degree requirements, for those courses for which substantially equivalent work has been done. For that portion of the student's work not applicable to the specific requirements, credit up to twenty-four hours will ordinarily be given against the requirement of one hundred and twenty hours. The total of transfer

credit allowed may not exceed sixty semester hours. Transfer students will be held, in common with the others, for the completion of the hotel-practice requirement before the last term of residence. When they apply for admission they are expected to take the Scholastic Aptitude Test and to present themselves for interviews. Formal applications for admission should be filed before April 1 with the Director of Admissions, Day Hall.

Students will be accepted on transfer from junior colleges, but only if their records show them to be fully qualified for rigorous advanced college work. In each case the preparatory school record must meet Cornell entrance standards, and the junior college record must be of superior grade. No prospective student planning on eventual enrollment in the School of Hotel Administration at Cornell should embark first on a junior college program as a means of avoiding Cornell entrance requirements or as a matter of economy. If he has entrance deficiencies, he should remedy them. If he lacks funds, he should apply for scholarship aid.

COLLEGE GRADUATES

Advanced degrees, the Master's and the Doctor's, in the field of hotel and restaurant management have been offered at Cornell University since 1929. Just as with the four-year undergraduate course, the standards for admission and for graduation are high. Thus, to embark on work toward the Master's or Doctor's degree with hotel or restaurant specialization, it is required that the student have completed the undergraduate program or its equivalent.

However, many college graduates interested in professional careers in hotel or restaurant operation, in industrial feeding, in hospital administration, or in institution or club management have found the specialized courses offered by the School of Hotel Administration a valuable addition to the more general education they have received as undergraduates. When approved by the Committee on Admissions, a college graduate may enroll at his choice, either as a special student, or as a candidate for the School's Bachelor of Science degree. As a special student, he will select freely a program of courses designed to meet his particular needs. As a candidate for the degree, his choice of courses will be influenced by the degree requirements. Typically, however, college graduates have found that the courses they choose voluntarily as a matter of professional improvement are also the courses required for the degree. In any event the student is eligible for the placement assistance offered by the School and by the Cornell Society of Hotelmen.

The college graduate who elects to become a candidate for the School's degree is held for the regular degree requirements, including the practice requirement, but receives credit against the academic requirements for all work he may have previously completed satisfactorily that may be appropriately applied against those requirements, including the 24 hours of free electives. He may also receive, under the usual rules, credit against the practice requirements for any related experience in the field. The amount of time required to earn the second degree varies somewhat with the undergraduate program but is usually about two years.

Each year a substantial number of the new students entering the School are college graduates. They have a community of interest and a seriousness of purpose that makes their study at the School very effective. In the second year they are extensively employed as laboratory assistants. The colleges whose graduates



Beebe Lake is a favorite place for swimming and sunbathing.

have appeared on the rolls of the Hotel School and have won recognition for themselves later in the field are too numerous to list here. They include such institutions as Dartmouth, Harvard, Yale, University of Pennsylvania, Virginia, Michigan State, Tulane, and California.

College graduates, candidates for admission, are held to satisfy the personal admission requirements described on page 55. Like all other candidates for admission they present themselves for a personal interview; but they are not required to take the College Board's Scholastic Aptitude Test. Those who have previously taken the latter test, however, are asked to have the Board transmit the scores.

FOREIGN STUDENTS

Students from foreign countries who present satisfactory evidence of adequate capacity and training may be admitted to the School. If their previous education does not conform, point by point, to that required of the native student, they may, in some cases, be admitted as special students, not candidates for the degree. If their work is satisfactory, they may then later apply for regular status as degree candidates.

Prospective students whose native language is not English will not be required to take the Scholastic Aptitude Test. All prospective students, wherever they may be located, however, are required to arrange for an interview.

LIVING ARRANGEMENTS

Students studying hotel and restaurant management at Cornell University are members of the regular student body. They participate in the usual student



Skating on Beebe Lake below the women's dormitories. Figure skaters and hockey players prefer the artificial ice rink in Lynah Hall, where the hockey games are played.

activities, play on the teams, sing with the glee clubs, and act in student plays. Like other students, they may live in the dormitories, in fraternities or sororities, or in private homes.

For men, dormitories housing about 2100 are located on the western slope of the campus, about a five-minute walk from Statler Hall. Hotel students take many of their meals at the student cafeteria in Statler Hall, where the preparation and service are largely the work of their fellow students. The dormitories have a snack bar. Meal service is also available in the student union building, Willard Straight Hall, in which all hotel students have membership; at the Home Economics cafeteria; and at commercial restaurants near by.

For women students, both graduate and undergraduate, the University provides attractive dormitories on the campus, less than a five-minute walk from Statler Hall. These residence units are supplemented by fifteen sorority houses near by. With few exceptions all undergraduate women students are required under University policy to live and take their meals in residential halls or in sorority houses. Permission to live elsewhere in Ithaca is granted only under exceptional circumstances upon written application to the Office of the Dean of Students, Day Hall.

For married students, Cornell provides unfurnished apartments for over 400 married students and their families in the Cornell Quarters (84 apartments), Pleasant Grove (96 apartments), and the newly constructed Hasbrouck Apartments (246 apartments).

For application blanks and further details on housing, write Department of Residential Halls, Day Hall, Cornell University, Ithaca, New York.

REQUIREMENTS FOR GRADUATION

REGULARLY enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements are:

1. The completion of eight terms in residence.*
2. The completion, with a general average of seventy, of 120 credit hours, required and elective, as set forth below:

<i>Specifically Required</i>	<i>Semester Hours</i>
Hotel Accounting: 81, 82, 181, 182.....	16
Hotel Administration: 100, 114, 171.....	8
Hotel Engineering: 460, 461 plus nine additional hours.....	15
Foods: Hotel Administration 120, 220, 201, 206, 214, and 215.....	23
Economics: 103, 104 plus three additional hours.....	9
English: 111, 112.....	6
Speech and Drama 201†.....	3
<hr/>	
TOTAL SPECIFICALLY REQUIRED.....	80
Hotel Electives.....	16
Free Electives.....	24
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Total Semester Hours Required for Graduation.....	120

3. The completion, before entering the last term of residence, of sixty points of practice credit as defined on page 72.

4. The completion, during the first four terms of residence, of the University requirements in physical education as set forth in the *Announcement of General Information*.

Suggested programs of courses arranged by years appear on pages 61-69. The specifically required courses there indicated account for eighty of the total of one hundred and twenty hours. From the hotel electives (pages 64-65), some combination of courses, the credit for which totals at least sixteen hours, is also to be taken. The remaining twenty-four hours may be earned in courses chosen at will, with the approval of the adviser, from the offerings of any college of the University, provided only that the customary requirements for admission to the courses chosen are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere and Cornell students who propose to attend any other university with the expectation that credit thus earned might be counted toward the Cornell degree in hotel administration, should obtain the approval of the School in advance. Credit will not be allowed otherwise.

Credit earned in the courses in military science or air science or naval science may be counted in the twenty-four hour group of free electives. Both men and women students are required by the University faculty to take courses in physical education, but no credit against the academic degree requirement is allowed for these courses.

* College graduates and students transferring from other colleges and universities may be allowed appropriate credit against the residence requirement at the time of admission. A student who has completed six terms at the School of Hotel Administration and who has attained a cumulative average of 85 may petition the faculty for permission to waive the residence requirement.

† Extension Teaching 101-102 may be substituted for Speech and Drama 201, satisfying thereby in addition one hour of hotel electives.

CURRICULUM

(A typical arrangement of the required courses, year by year)

THE FRESHMAN YEAR

Specifically Required	<i>Semester Hours</i>
Orientation (<i>Hotel Administration 100</i>).....	2
Accounting (<i>Hotel Accounting 81 and 82</i>).....	8
Introductory Course in Reading and Writing (<i>English 111 and 112</i>).....	6
Psychology for Students in Hotel Administration (<i>Hotel Administration 114</i>).....	3
Food Preparation (<i>Hotel Administration 120</i>).....	3
Hotel Engineering (<i>Hotel Engineering 460 and 461</i>).....	6
	28

Suggested Electives

Lectures on Hotel Management (<i>Hotel Administration 155</i>) †.....	1
Typewriting (<i>Hotel Administration 37</i>) †.....	2
Mathematics in Accounting (<i>Hotel Accounting 89</i>) †.....	2
Sanitation (<i>Hotel Administration 221</i>).....	1
French, Spanish, or other modern languages, according to preparation †.....	6

THE SOPHOMORE YEAR

Specifically Required

Hotel Accounting (<i>Hotel Accounting 181 and 182</i>).....	8
Chemistry and Its Application to Food Preparation (<i>Hotel Administration 214-215</i>).....	10
Food Preparation (<i>Hotel Administration 206 and 220</i>).....	6
Elective courses in hotel engineering ‡.....	6
	30

Suggested Electives

Lectures on Hotel Management (<i>Hotel Administration 155</i>) †.....	1
Personnel Administration (<i>Hotel Administration 119</i>) †.....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>) †.....	3
Accounting Machines in Hotels (<i>Hotel Accounting 288</i>) †.....	1
French, Spanish, or other modern languages, according to preparation †.....	6

* This arrangement is offered for illustration. Variations of it are acceptable provided only that the requirements for the degree as set forth on page 60 are met. The courses mentioned are described in detail on pages 9-29.

† Hotel elective. Sixteen semester hours of courses so marked are to be taken.

‡ The requirement in elective hotel engineering may be satisfied by any of the elective courses offered by the Department of Hotel Engineering and described on pages 18-19.

THE JUNIOR YEAR

	Specifically Required	Semester Hours
Modern Economic Society (<i>Economics 103-104</i>).....		6
An elective course in expression:		3
Public Speaking (<i>Speech and Drama 201</i>)		
Oral and Written Expression (<i>Extension Teaching 101-102</i>)		
Quantity Food Preparation: Principles and Methods (<i>Hotel Administration 201</i>).....		4
Law of Business (<i>Hotel Administration 171</i>).....		3
An elective course in hotel engineering *.....		3

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Suggested Electives

Lectures on Hotel Management (<i>Hotel Administration 155</i>) †.....	1
Resort Management (<i>Hotel Administration 113</i>) †.....	1
Personnel Administration (<i>Hotel Administration 119</i>) †.....	3
Seminar in Personnel Administration (<i>Hotel Administration 219</i>) †.....	2
Problems of Human Behavior in the Hotel and Restaurant Industry (<i>Hotel Administration 116</i>) †.....	2
Business Communication (<i>Hotel Administration 238</i>) †.....	3
Law as Related to Innkeeping (<i>Hotel Administration 172</i>) †.....	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>) †.....	2
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>) †.....	2
Hotel Public Relations (<i>Hotel Administration 176</i>) †.....	1
Hotel Promotion (<i>Hotel Administration 178</i>) †.....	1
Hotel Advertising (<i>Hotel Administration 179</i>) †.....	1
Auditing (<i>Hotel Accounting 183</i>) †.....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>) †.....	3
Hotel Accounting Problems (<i>Hotel Accounting 185</i>) †.....	2
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>) †.....	2
General Survey of Real Estate (<i>Hotel Administration 191</i>) †.....	2
Fire and Inland Marine Insurance (<i>Hotel Administration 196</i>) †.....	3
Liability, Compensation, and Casualty Insurance (<i>Hotel Administration 197</i>) †.....	3
Quantity Food Preparation: Principles and Methods (<i>Institution Management 210</i>) †.....	4
Food Service Management and Catering (<i>Institution Management 310</i>) †.....	3
Food Selection and Purchase (<i>Institution Management 220</i>) †.....	3
Stewarding (<i>Hotel Administration 118</i>) †.....	2
Classical Cuisine (<i>Hotel Administration 202</i>) †.....	2
Smorgasbord (<i>Hotel Administration 203</i>) †.....	2
Restaurant Management (<i>Hotel Administration 251</i>).....	3
Food Preservation (<i>Hotel Administration 226</i>).....	2
Preliminary Programing (<i>Food Facilities Engineering 360</i>).....	2
Preliminary Planning and Design (<i>Food Facilities Engineering 361</i>).....	3

* The requirement in elective engineering may be satisfied by any of the elective courses offered by the Department of Hotel Engineering and described on pages 18-19.

† Hotel elective. Sixteen semester hours of courses so marked are to be taken.

THE SENIOR YEAR

Specifically Required

Semester
Hours

An elective course in economics *	3
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Suggested Electives

Lectures on Hotel Management (<i>Hotel Administration 155</i>) †	1
Personnel Administration (<i>Hotel Administration 119</i>) †	3
Human Relations (<i>Hotel Administration 217</i>) †	2
Supervisory Training in Hotels (<i>Hotel Administration 218</i>) †	2
Seminar in Personnel Administration (<i>Hotel Administration 219</i>) †	2
Labor-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>) †	3
Law of Business: Contracts, Bailments and Agency (<i>Hotel Administration 272</i>) †	2
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>) †	2
Hotel Public Relations (<i>Hotel Administration 176</i>) †	1
Hotel Promotion (<i>Hotel Administration 178</i>) †	1
Hotel Advertising (<i>Hotel Administration 179</i>) †	1
Auditing (<i>Hotel Accounting 183</i>) †	3
Food and Beverage Control (<i>Hotel Accounting 184</i>) †	3
Hotel Accounting Problems (<i>Hotel Administration 185</i>) †	2
Seminar in Financial Management (<i>Hotel Accounting 285</i>)	2
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>) †	2
General Survey of Real Estate (<i>Hotel Administration 191</i>) †	2
Fire and Inland Marine Insurance (<i>Hotel Administration 196</i>) †	3
Liability, Compensation, and Casualty Insurance (<i>Hotel Administration 197</i>) †	3
Food Selection and Purchase (<i>Institution Management 220</i>) †	3
Food and Beverage Merchandising (<i>Hotel Administration 122</i>) †	2
Commercial Airline Feeding (<i>Hotel Administration 123</i>) †	1
Beverage Management (<i>Hotel Administration 252</i>)	3
Catering for Special Functions (<i>Hotel Administration 254</i>)	2
Institution Organization and Administration (<i>Institution Management 320</i>) †	3
Special Problem in Foods (<i>Hotel Administration 353</i>) †	2
Smorgasbord (<i>Hotel Administration 203</i>) †	2
Wines (<i>Hotel Administration 125</i>) †	1
Food Preservation (<i>Hotel Administration 226</i>)	2
Equipment, Layout and Design (<i>Food Facilities Engineering 362</i>)	3
Food Facilities Engineering, Specifications, Shop Drawings and Contract Supervision (<i>Food Facilities Engineering 363</i>)	3
Prices (<i>Agricultural Economics 115</i>)	3
Taxation (<i>Agricultural Economics 138</i>)	3
Private Enterprise and Public Policy (<i>Business and Public Administration 202</i>)	3
Economics of Wages and Employment (<i>Industrial and Labor Relations 340</i>)	3
Development of the American Economy and Business Enterprise (<i>Business and Public Administration 375</i>)	3
Transportation (<i>Business and Public Administration 575</i>)	3

* The requirement in elective economics may be satisfied by any course in economics beyond Economics 104 listed on pages 15-17.

† Hotel elective. Sixteen semester hours of courses so marked are to be taken.

HOTEL ELECTIVES

(From this list at least 16 semester hours are to be taken to satisfy the hotel elective requirements.)

Mathematics in Accounting (<i>Hotel Accounting 89</i>).....	2
Auditing (<i>Hotel Accounting 183</i>).....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>).....	3
Hotel Accounting Problems (<i>Hotel Accounting 185</i>).....	2
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>).....	2
Front Office Procedure (<i>Hotel Accounting 188</i>).....	1
Problems in Hotel Analysis (<i>Hotel Accounting 189</i>).....	2
Seminar in Financial Management (<i>Hotel Accounting 285</i>).....	2
Internal Control (<i>Hotel Accounting 286</i>).....	2
Accounting Machines in Hotels (<i>Hotel Accounting 288</i>).....	1
Special Studies in Accounting and Statistics for Hotels (<i>Hotel Accounting 289</i>).....	2, 3
Resort Management (<i>Hotel Administration 113</i>).....	1
Problems of Human Behavior in the Hotel and Restaurant Industry (<i>Hotel Administration 116</i>).....	2
Research and Techniques in Personnel Administration (<i>Hotel Administration 216</i>).....	3
Labor-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>).....	3
Human Relations (<i>Hotel Administration 217</i>).....	2
Stewarding (<i>Hotel Administration 118</i>).....	2
Supervisory Training in Hotels (<i>Hotel Administration 218</i>).....	2
Personnel Administration (<i>Hotel Administration 119</i>).....	3
Seminar in Personnel Administration (<i>Hotel Administration 219</i>).....	2
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Smorgasbord (<i>Hotel Administration 203</i>).....	2
Food Selection and Purchase for the Institution (<i>Institution Management 220</i>).....	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>).....	1
Food and Beverage Merchandising (<i>Hotel Administration 122</i>).....	2
Club Management (<i>Hotel Administration 222</i>).....	1
Food Preservation (<i>Hotel Administration 226</i>).....	2
Interior Design for Hotels (<i>Housing and Design 130</i>).....	2
Personal Typewriting (<i>Hotel Administration 37</i>).....	2
Shorthand Theory (<i>Hotel Administration 131</i>).....	4
Secretarial Typewriting (<i>Hotel Administration 132</i>).....	2
Secretarial Procedures (<i>Hotel Administration 138</i>).....	4
Business Communication (<i>Hotel Administration 238</i>).....	3
Hotel Housekeeping (<i>Textiles 140a</i>).....	1
Tourism (<i>Hotel Administration 56</i>).....	1
Restaurant Management (<i>Hotel Administration 251</i>).....	3
Beverage Management (<i>Hotel Administration 252</i>).....	3
Seminar in Hotel Administration (<i>Hotel Administration 153</i>).....	2, 3, or 4
Special Studies in Research (<i>Hotel Administration 253</i>) (<i>To be arranged</i>)	
Catering for Special Functions (<i>Hotel Administration 254</i>).....	2
Special Problems in Food (<i>Hotel Administration 353</i>).....	2
Lectures on Hotel Management (<i>Hotel Administration 155</i>).....	1
Special Hotel Equipment (<i>Hotel Engineering 261</i>).....	3
Water Systems (<i>Hotel Engineering 262</i>).....	3
Steam Heating (<i>Hotel Engineering 263</i>).....	3
Electrical Equipment (<i>Hotel Engineering 264</i>).....	3
Hotel Planning (<i>Hotel Engineering 265</i>).....	3
Hotel Structures and Maintenance (<i>Hotel Engineering 266</i>).....	3
Refrigeration and Air Conditioning (<i>Hotel Engineering 267</i>).....	3
Preliminary Programing (<i>Food Facilities Engineering 360</i>).....	2
Preliminary Planning and Design (<i>Food Facilities Engineering 361</i>).....	3
Equipment, Layout and Design (<i>Food Facilities Engineering 362</i>).....	3
Food Facilities Engineering, Specifications, Shop Drawings, and Contract Supervision (<i>Food Facilities Engineering 363</i>).....	3
Hotel Textiles (<i>Textiles 370</i>).....	3

Law as Related to Innkeeping (<i>Hotel Administration 172</i>).....	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>).....	2
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>).....	2
Hotel Public Relations (<i>Hotel Administration 176</i>).....	1
Hotel Promotion (<i>Hotel Administration 178</i>).....	1
Hotel Advertising (<i>Hotel Administration 179</i>).....	1
Sales Promotion (<i>Hotel Administration 278</i>).....	1
Human Nutrition (<i>Food and Nutrition 192</i>).....	3
General Survey of Real Estate (<i>Hotel Administration 191</i>).....	2
Fundamentals of Real-Estate Management (<i>Hotel Administration 192</i>).....	2
Fire and Inland Marine Insurance (<i>Hotel Administration 196</i>).....	3
Liability, Compensation, and Casualty Insurance (<i>Hotel Administration 197</i>).....	3
General Bacteriology (<i>Bacteriology 1</i>).....	6
Handling and Marketing of Vegetable Crops (<i>Vegetable Crops 12</i>).....	3
Economic Fruits of the World (<i>Pomology 121</i>).....	3
Modern language, according to preparation.....	6
Human Physiology (<i>Zoology 105</i>).....	3

Commander Bond instructs students in his quantity food production course in the use of a high-speed, low-water, all-electric trunion kettle for the batch cooking of spinach and other vegetables in order to preserve the nutrients.



SUGGESTED PROGRAM FOR PROSPECTIVE RESTAURATEURS

THE FRESHMAN YEAR *

Orientation (<i>Hotel Administration 100</i>).....	2
Introductory Course in Reading and Writing (<i>English 111-112</i>).....	6
Psychology for Students in Hotel Administration (<i>Hotel Administration 114</i>).....	3
Accounting (<i>Hotel Accounting 81-82</i>).....	8
Food Preparation (<i>Hotel Administration 120</i>).....	3
Engineering (<i>Hotel Engineering 460-461</i>).....	6
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>).....	1
Lectures on Hotel Management (<i>Hotel Administration 155</i>).....	1
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THE SOPHOMORE YEAR

Hotel Accounting (<i>Hotel Accounting 181-182</i>).....	8
Meats, Fish, and Poultry (<i>Hotel Administration 206</i>).....	3
Engineering (<i>Hotel Engineering 261-262</i>).....	6
Chemistry and Its Application to Food Preparation (<i>Hotel Administration 214-215</i>).....	10
Food Preparation (<i>Hotel Administration 220</i>).....	3
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THE JUNIOR YEAR

Public Speaking (<i>Speech and Drama 201</i>).....	3
Personnel Administration (<i>Hotel Administration 119</i>).....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>).....	3
Quantity Food Preparation: Elementary Course (<i>Hotel Administration 201</i>).....	4
Modern Economic Society (<i>Economics 103-104</i>).....	6
Law of Business (<i>Hotel Administration 171</i>).....	3
Electrical Equipment (<i>Hotel Engineering 264</i>).....	3
Preliminary Programing and Design (<i>Food Facilities Engineering 360</i>).....	2
Preliminary Planning and Design (<i>Food Facilities Engineering 361</i>).....	3
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THE SENIOR YEAR

An elective course in economics.....	3
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Smorgashbord (<i>Hotel Administration 203</i>).....	2
Human Relations (<i>Hotel Administration 217</i>).....	2
Stewarding (<i>Hotel Administration 118</i>).....	2
Food Preservation (<i>Hotel Administration 226</i>).....	2
Restaurant Management (<i>Hotel Administration 251</i>).....	3
Beverage Management (<i>Hotel Administration 252</i>).....	3
Equipment, Layout and Design (<i>Food Facilities Engineering 362</i>).....	3
Refrigeration and Air Conditioning (<i>Hotel Engineering 267</i>).....	3
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>).....	2
Fire and Inland Marine Insurance (<i>Hotel Administration 196</i>).....	3
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* This program is suggested for illustration. Many variations are available.



SUGGESTED PROGRAM FOR PROSPECTIVE CLUB MANAGERS *

THE FRESHMAN YEAR

Accounting (<i>Hotel Accounting 81-82</i>).....	8
Orientation (<i>Hotel Administration 100</i>).....	2
Introductory Course in Reading and Writing (<i>English 111-112</i>).....	6
Psychology for Students in Hotel Administration (<i>Hotel Administration 114</i>).....	3
Food Preparation (<i>Hotel Administration 120</i>).....	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>).....	1
Engineering (<i>Hotel Engineering 460-461</i>).....	6
Lectures in Hotel Administration (<i>Hotel Administration 155</i>).....	1
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THE SOPHOMORE YEAR

Hotel Accounting (<i>Hotel Accounting 181</i>).....	4
Intermediate Accounting (<i>Hotel Accounting 182</i>).....	4
Meats, Fish, and Poultry (<i>Hotel Administration 206</i>).....	3
Chemistry and Its Application to Food Preparation (<i>Hotel Administration 214-215</i>).....	10
Food Preparation (<i>Hotel Administration 220</i>).....	3
Special Hotel Equipment (<i>Hotel Engineering 261</i>).....	3
Water Systems (<i>Hotel Engineering 262</i>).....	3
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	30

THE JUNIOR YEAR

Public Speaking (<i>Speech and Drama 201</i>).....	3
Modern Economic Society (<i>Economics 103-104</i>).....	6
Personnel Administration (<i>Hotel Administration 119</i>).....	3
Quantity Food Preparation: Elementary Course (<i>Hotel Administration 201</i>).....	4
Club Management (<i>Hotel Administration 222</i>).....	1
Law of Business (<i>Hotel Administration 171</i>).....	3
Refrigeration and Air Conditioning (<i>Hotel Engineering 267</i>).....	3
Preliminary Programing (<i>Food Facilities Engineering 360</i>).....	2
Laws as Related to Innkeeping (<i>Hotel Administration 172</i>).....	2
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Wines (<i>Hotel Administration 125</i>).....	1
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THE SENIOR YEAR

An elective course in economics.....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>).....	3
Food and Beverage Merchandising (<i>Hotel Administration 112</i>).....	2
Restaurant Management (<i>Hotel Administration 251</i>).....	3
Electives in the humanities.....	19
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* This program equals or exceeds the recommendations of the Club Managers Association of America.

SUGGESTED PROGRAM FOR A MAJOR IN FOOD FACILITIES PLANNING AND DESIGN *

THE FRESHMAN YEAR

Orientation (<i>Hotel Administration 100</i>).....	2
Introductory Course in Reading and Writing (<i>English 111-112</i>).....	6
Accounting (<i>Hotel Accounting 81-82</i>).....	8
Psychology for Students in Hotel Administration (<i>Hotel Administration 114</i>).....	3
Food Preparation (<i>Hotel Administration 120</i>).....	3
Engineering (<i>Hotel Engineering 460-461</i>).....	6
Preliminary Programming (<i>Food Facilities Engineering 360</i>).....	2
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THE SOPHOMORE YEAR

Hotel Accounting (<i>Hotel Accounting 181</i>).....	4
Intermediate Accounting (<i>Hotel Accounting 182</i>).....	4
Food Preparation (<i>Hotel Administration 220</i>).....	3
Chemistry and Its Application to Food Preparation (<i>Hotel Administration 214-215</i>).....	10
Special Hotel Equipment (<i>Hotel Engineering 261</i>).....	3
Water Systems (<i>Hotel Engineering 262</i>).....	3
Preliminary Planning and Design (<i>Food Facilities Engineering 361</i>).....	3
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THE JUNIOR YEAR

Quantity Food Preparation: Elementary Course (<i>Hotel Administration 201</i>).....	4
Meats, Fish, and Poultry (<i>Hotel Administration 206</i>).....	3
Modern Economic Society (<i>Economics 103-104</i>).....	6
Steam Heating (<i>Hotel Engineering 263</i>).....	3
Law of Business (<i>Hotel Administration 171</i>).....	3
Public Speaking (<i>Speech and Drama 201</i>).....	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>).....	1
Equipment: Layout, Design and Working Drawings (<i>Food Facilities Engineering 362</i>).....	3
Electives	4
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THE SENIOR YEAR

An elective course in economics.....	3
Food Facilities Engineering; Specifications, Shop Drawings and Contract Supervision (<i>Food Facilities Engineering 363</i>).....	3
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>).....	2
Restaurant Management (<i>Hotel Administration 251</i>).....	3
Food Preservation (<i>Hotel Administration 226</i>).....	2
Human Relations (<i>Hotel Administration 217</i>).....	2
Electrical Equipment (<i>Hotel Engineering 264</i>).....	3
Hotel Planning (<i>Hotel Engineering 265</i>).....	3
Refrigeration and Air Conditioning (<i>Hotel Engineering 267</i>).....	3
Electives in the humanities.....	6
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* This program, as it stands or as it may be varied with the approval of the faculty, will satisfy the requirement for the degree of Bachelor of Science in Hotel Administration with a major in Food Facilities Planning and Design.



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CERTIFIED PUBLIC ACCOUNTING

Graduates who plan to go into hotel and restaurant accounting and who expect eventually to become candidates for admission to the examination for a certificate as a certified public accountant in the State of New York may, by taking a special program, earn the certification of the School of Hotel Administration as having completed the course of study approved by the Education Department of the State of New York. The program involves carrying a substantial load of additional subjects. Students should consult with Professor Cladel.

AMERICAN DIETETIC ASSOCIATION

Students who look forward to careers that may involve responsibility for food operations in hotels, schools, colleges, and institutions generally may wish to satisfy the requirements for membership in the American Dietetic Association. To do so, it is necessary only to include among their electives a course in human physiology (*Zoology 242*); a course in advanced food production management (such as *Hotel Administration 202* or *203*, or *Institution Management 220*); and a course in personnel management (such as *Hotel Administration 119*). These electives together with the specifically required courses will meet the educational requirements for membership in the American Dietetic Association.

RESEARCH PROGRAM

The School of Hotel Administration has a full-time research director who coordinates studies on projects sponsored by foundations and government and industry groups. Studies completed or under way involve the applications of data processing to hotels, sponsored by the Statler Foundation; the use of ready foods, sponsored by the American Hotel Association; the use of gas in the kitchens of tomorrow, sponsored by the American Gas Association; and a study of food facilities for fallout shelters, sponsored by the Office of Civilian Defense.

Research studies are published in the School's technical quarterly, *The Cornell Hotel and Restaurant Administration Quarterly*, from which reprints may be obtained. For further information, address inquiries to Professor Charles I. Sayles, Statler Hall, Cornell University, Ithaca, New York.

WORKSHOPS FOR EXECUTIVES

Workshops for executives in the hotel, restaurant, and club industry are frequently held by the School of Hotel Administration. For information concerning registration, housing, and fees write to Professor J. William Conner, Workshop Director, Statler Hall, Cornell University, Ithaca, New York.

SUMMER SHORT COURSES

The School of Hotel Administration offers a series of short unit courses for persons actively engaged in hotel and restaurant work. One, two, or three weeks in length, they cover such topics as Hotel Operation, Motel Operation, Restaurant Management, Advertising and Sales Promotion, Personnel Methods, Quantity Food Preparation, Hotel Stewarding, Menu Planning, Hotel Accounting, Restaurant Accounting, Food Control, Interpretation of Hotel Statements, Food Facilities Engineering, Hotel Housekeeping, and Hospital Operation.

Requests for detailed information should be addressed to the Dean of the School, Statler Hall, Cornell University, Ithaca, New York.

PRACTICE REQUIREMENT

TO MEET the practice requirement, each student must complete *before the last term of residence* three summer periods (or their equivalent) of supervised employment on approved jobs in approved hotels or restaurants. For purposes of administration this requirement is also stated as *the completion, before beginning the last term of residence, of at least sixty points of practice credit, where the point of credit is so defined that the normal summer's work of about ten weeks, with all the required * notices, reports, and other supervision, counts for twenty points.* For exceptionally good types of experience, good workmanship, and excellent reports, excess credit is given, while for poor experience, poor workmanship, or poor or tardy reports, less than normal credit is allowed.

Credit for hotel or restaurant experience is estimated on the basis of reports filed by the students, by the School's coordinator, and by the employers. A limited amount of credit (up to forty-five points) may be earned before entering college. Therefore, students who expect to be employed in the field before entering Cornell University and who wish to count that work against the practice requirement should apply before beginning work or as soon thereafter as possible to the Committee on Practice for instructions. Not more than forty-five points of practice credit may be earned in any one hotel or restaurant, and not more than 15 points may be earned while earning academic credit. Applications for practice credit must be made at the time of registration. No credit will be allowed for prior experience not reported at the time of registration.

Each student enrolled in the School is expected to spend his summer vacation periods at approved work, and failure to do so without the express permission of the Committee on Practice or failure to submit the required practice notices and reports renders him liable to dismissal or discipline. Plans for the summer should be made definite only after a study of the practice instructions and with the approval of the chairman of the Committee. Formal application for credit must be filed on or before the first day of classes following the completion of the period of experience.

Since hotel and restaurant experience is a prerequisite for most of the special hotel and restaurant courses, it is distinctly to the student's advantage to satisfy the practice requirement early in his career. Attention is called especially to the fact that the practice requirement must be satisfied before the beginning of his last term of residence. No student is permitted to register for his final term of residence until he has satisfied the practice requirement in full.

Since cadets in the Army Reserve Officers Training Corps are expected to spend six weeks in camp during the summer before their senior year, it is especially desirable that hotel students who plan to join the Corps and to elect the advanced courses in military science make every effort to expedite their practice work early. By working the full vacation periods of thirteen weeks and by filing extra reports it is possible to satisfy the practice requirements and to attend the final summer training camp. Similarly students enrolled in the Navy Reserve Officers Training Corps who must make summer cruises should anticipate the practice requirements as much as possible.

* As set forth in the Practice Instructions supplied on request to the School, Statler Hall.

Although the supervised practice is an essential part of the student's program, the School does not guarantee summer positions. Through the School's numerous contacts with the hotel and restaurant industry, a considerable number of openings are available for students of high promise. Other students are assisted in finding work, and ordinarily American students find jobs quite readily. Jobs suitable for foreign students are considerably less numerous. Consequently, the foreign student must expect to have considerably more difficulty in getting located. The School will give such assistance as it can to foreign students but in no case can guarantee placement or assume responsibility for it.

Some hotel and restaurant organizations (among them the American Hotel Corporation, Hilton Hotels, Intercontinental Hotels, Sheraton Hotels, and Stouffer's and Howard Johnson's restaurants) make a point of providing experience opportunities for Cornell students, setting up special apprenticeship arrangements with rotated experience for them.

The type of experience for which practice credit has been given is illustrated by jobs previously held by hotel students:

Maitre d'Hotel, Mirror Lake Inn, Lake Placid, New York
 Auditor, C. I. Panagulis & Co., Pittsburgh, Pennsylvania
 Assistant to President, Seminole Hotel, Jacksonville, Florida
 Room Service Host, Southward Inn, Orleans, Massachusetts
 Night Auditor, Harbor Point Club, Harbor Springs, Michigan
 Assistant Manager, Spruce Mt. Lodge, Silver Bay, New York
 Chef, Windcliff House, South Haven, Michigan
 Bartender, Lake Placid Club, Lake Placid, New York
 Assistant Manager, Howard Johnson's, Williamstown, Massachusetts
 Apprentice Chef, Plaza Hotel, New York City
 Manager, Fire Island Beach Club, Ocean Beach, New York
 Food & Beverage Controller, Shelburne Hotel, Atlantic City, New Jersey
 Information Clerk, St. Francis, San Francisco, California
 Chef, Big Wolf Club, Faust, New York
 Food Checker, Skytop Lodge, Pennsylvania
 Baker, Macomber Hotel, Cape May, New Jersey
 Night Auditor, Hotel Statler, Buffalo, New York
 Front Office Cashier, Chapin Park Hotel, Los Angeles, California
 Assistant Steward, Rochester-Sheraton, Rochester, New York
 Dining Room Captain, Bermudiana Hotel, Hamilton, Bermuda
 Food Checker, Montauk Manor, Montauk, New York
 Kitchen Steward, Feather River Inn, Blairsden, California
 Storeroom Clerk, Waldorf-Astoria, New York City
 Desk Clerk, Green Mountaineer Hotel, White River Junction, Vermont
 Bellman, Sain's Hotel, Mt. Freedom, New Jersey
 Trainee, Plaza Hotel, New York City
 Traveling Auditor, National Hotel Co., Galveston, Texas
 Trainee, Howard Johnson's, Asheville, North Carolina
 Junior Host, Mountain View House, Whitefield, New Hampshire
 Assistant Food Manager, Memorial Hospital, Wilmington, Delaware
 Desk Clerk, Revere Hotel, Morristown, New Jersey
 Manager, Tennis Club of Rochester, Rochester, New York
 Inspector, Duncan Hines, Inc., Ithaca, New York
 Waiter, Statler Inn, Ithaca, New York
 Trainee, Sheraton-Park Hotel, Washington, D.C.
 Manager, Dunes Club, Ocean City, Maryland
 Desk Clerk, Edgewater-Reef Hotel, Honolulu, T. H.
 Steward-Manager, Sodus Bay Yacht Club, Sodus Point, New York
 Restaurant Trainee, Van-de-Kamp's Restaurant, Los Angeles, California
 Assistant Manager, Westwood Country Club, Rocky River, Ohio
 Sales Representative, Sheraton-Chicago Hotel, Chicago, Illinois

EXPENSES

A DETAILED statement regarding fees and expenses will be found in the *Announcement of General Information*, a copy of which will be sent on request. In brief, the student will be held, on registering, for the following fees each semester:

Tuition *	\$670.00
College and University General Fee †.....	\$130.00
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TOTAL PER TERM *.....	\$800.00

Living expenses, in addition to the above fees, depend upon the student's taste and standards and probably range upwards from \$600 a term. Thus, for the school year of nine months about \$2,800 are needed. Clothing, transportation, and fraternity dues are not included.

SELF-SUPPORT

The student who wishes to be partially self-supporting can ordinarily earn his room or his meals, reducing the school-year budget to \$1,800 or \$2,000. Many earn more, but the sacrifice of time and energy and the drain of classroom work are heavy, especially the first year. Savings from summer earnings range from about \$500 to \$1,200. Self-supporting students may also apply for loans and for the scholarships listed on the following pages.

HEALTH SERVICES AND MEDICAL CARE

These services are centered in the University's Gannett Clinic (out-patient department) and in the Cornell Infirmary (hospital). Students are entitled to unlimited visits at the Clinic; laboratory and X-ray examinations indicated for diagnosis and treatment; hospitalization in the Infirmary with medical care for a maximum of fourteen days each term and emergency surgical care. The cost for these services is included in the College and University general fee.

On a voluntary basis, insurance is available to supplement these services. Information about such insurance may be obtained at the Gannett Medical Clinic.

* Tuition and fees may be changed by the Board of Trustees to take effect at any time without previous notice.

† The College and University General Fee contributes toward the services given by the libraries, the Clinic and Infirmary, and the student union in Willard Straight Hall; it also pays part of the extra costs of laboratory courses and general administration and supports programs of physical recreation and student activities. For information about other fees, methods of payment, and automobile regulations, see the *Announcement of General Information*.

SCHOLARSHIPS AND OTHER AID

NO WORTHY and able student needs to hesitate to consider Cornell because of limited means. The scholarship resources of the Hotel School are strong, and it is the aim of the School to provide sufficient assistance so that any candidate who shows promise can make his way through without undue strain on him or his parents.

Financial aid is available from the general scholarship fund of the University and the large number of Hotel School scholarships listed below. Aid is available through work opportunities in the Statler Inn and Club, on the campus, and in the community. The Guiteau Fund and the loan fund of the Cornell Society of Hotelmen are also available.

APPLICATIONS

New students seeking scholarship aid through any of the scholarships awarded by Cornell University listed below may become an applicant by filing a single application on blanks obtainable on request from the Office of Admissions. The application is handled through the College Scholarship Service, which processes centrally scholarship applications for a large number of universities so that information provided for Cornell is available for use by all other participating institutions as well. His application then becomes valid for any scholarship open to Cornell students generally, for any scholarship awarded by the School of Hotel Administration, and for such scholarships at other institutions as he may indicate.

The formal application is due at Cornell not later than February 15 of the year of admission. Candidates must take the Scholastic Aptitude Test not later than the February sitting.

In the awards, consideration is given to the financial situation of the student and his family and to his ability as evidenced by his preparatory school record, his scholastic aptitude test scores, and the interview.

Prospective students are eligible also for a number of scholarships awarded by non-Cornell agencies. Some of them are described on page 81.

Students already enrolled in the School may obtain scholarship application blanks at the School office. In making the award to continuing students, consideration is given to need as evidenced by the family's financial situation and by the student's scholastic record as well as his over-all promise.

SCHOLARSHIPS AWARDED BY THE SCHOOL

THE HORWATH AND HORWATH SCHOLARSHIP, founded by the accounting firm of Horwath and Horwath of New York City, entitles the holder to \$400 for the year and recognizes particularly scholarship in the field of accounting.

THE NEW JERSEY STATE HOTEL ASSOCIATION SCHOLARSHIPS are supported by an annual grant of \$400 from the New Jersey State Hotel Association. In the award, preference is given to residents of New Jersey.

THE PENNSYLVANIA HOTELS ASSOCIATION SCHOLARSHIP, established in 1933, entitles the holder to \$200 a year. In the award, preference is given to residents of Pennsylvania.

THE HARRIS, KERR, FORSTER & COMPANY SCHOLARSHIP, established by the firm of accountants of that name, is supported by an annual grant of \$200, and is awarded to worthy students of promise in the accounting field.

THE NEEDHAM AND GROHMANN SCHOLARSHIP, established in 1933 by the advertising agency of that name, entitles the holder to \$500 a year, and recognizes particularly scholarship in the field of hotel advertising.

THE HOTEL EZRA CORNELL FUND was established originally in 1935 by a donation from the profits of the 1935 Hotel Ezra Cornell and has been maintained by continuing grants from succeeding boards. The principal or income may be used for scholarship or loan assistance.

THE A. E. STOFFER SCHOLARSHIP, established by the Stouffer Corporation, operators of the Stouffer Restaurants in Cleveland, Detroit, Philadelphia, Pittsburgh, New York, and Chicago, entitles the holder to the income available from the A. E. Stouffer Scholarship Fund of \$5200 and recognizes particularly scholarship in subjects related to restaurant operation.

THE NEW YORK STATE HOTEL ASSOCIATION SCHOLARSHIP, supported by subscriptions from members of that association, provides stipends of varying amounts. In the award preference is given to residents of New York State.

THE PARTRIDGE CLUB SCHOLARSHIP, established by the Partridge Club of New York, Inc., is supported by an annual grant of \$600 a year. The award is open to a needy student who is a citizen of the United States and a resident of metropolitan New York.

THE THOMAS L. BLAND SCHOLARSHIP, consisting of the income available from a bequest of \$10,000, is given to a "deserving and needful person," preference being given to residents of the late Mr. Bland's native state of North Carolina.

THE F. AND M. SCHAEFER SCHOLARSHIP was established in 1940 by an endowment of \$12,500 as a memorial to Frederick and Maximilian Schaefer, founders in 1842 of the F. and M. Schaefer Brewing Company. In making the award, preference is given, where equitable, to students from New England or the Middle Atlantic states.

THE RALPH HITZ MEMORIAL SCHOLARSHIP is supported by an endowment of \$10,000 contributed by his friends to honor the memory of the late Ralph Hitz, founder of the National Hotel Management Company.

THE HERBERT L. GRIMM MEMORIAL SCHOLARSHIP consists of the income from an endowment of approximately \$3000 contributed by the friends of the late Mr. Grimm through the Pennsylvania Hotels Association, of which he was for many years an active member.

THE SCHLITZ SCHOLARSHIP, supported by an annual donation of \$10,500 from the Joseph Schlitz Brewing Company of Milwaukee, consist of annual grants of up to \$1500 a year.

THE ALBERT PICK HOTELS AND MOTELS SCHOLARSHIP is supported by an annual donation of \$400 from Mr. Pick, president of the Pick Hotels Corporation, Chicago, Illinois.

THE KOEHL, LANDIS, AND LANDAN SCHOLARSHIP is an annual grant of \$200 donated by the advertising firm of that name.

THE CORNELL SOCIETY OF HOTELMEN SCHOLARSHIP is supported by an annual grant of \$200 from that society.

THE SOL AMSTER SCHOLARSHIP is an annual grant of \$100 in memory of Sol Amster, who was proprietor of Balfour Lake Lodge, Minerva, New York.

THE DUNCAN HINES FOUNDATION SCHOLARSHIPS. The trustees of the Duncan Hines Foundation donate \$500 for scholarships for the benefit of students "engaged in special studies in foods, food values, dietetics, culinary arts, and similar subjects."

THE HOTEL MANAGEMENT SCHOLARSHIP IN MEMORY OF J. O. DAHL, an annual grant of \$200, was established by the publication, *Hotel Management*, in 1947 on the occasion of the joint twenty-fifth anniversary of that publication and the School of Hotel Administration.

THE JOHN SHERRY SCHOLARSHIP was established in recognition of Mr. Sherry's many years of volunteer service on the faculty.

THE LUCIUS M. BOOMER SCHOLARSHIP, representing the royalties of Mr. Boomer's Book, *Hotel Management*, is available through the generosity of Mrs. Boomer for award to students from Norway, her native country.

THE CORNELL HOTEL ASSOCIATION makes an annual donation of \$200 to support a scholarship in the name of that association.

THE FRANK A. MCKOWNE SCHOLARSHIP, originally established by the School itself in memory of Mr. McKowne and in recognition of his many years of service as chairman of the Committee on Education of the American Hotel Association, was endowed in 1952 by the Statler Foundation, of which he was for many years a trustee. Grants are made according to need in amounts up to \$1500 a year.

THE McCORMICK AND COMPANY SCHOLARSHIP is supported by an annual grant of \$600 from McCormick and Company of Baltimore. It is awarded, upon application, to a student (or students) in need of financial assistance, who in respect to superior character, interest, and scholarship, give evidence of being a worthy recipient.

THE HOTEL ASSOCIATION OF NEW YORK CITY MEMORIAL SCHOLARSHIPS, established by that association as memorials to its deceased members, are supported by annual grants of \$1000. The awards are open to needy and worthy students from the area of metropolitan New York. Preference is given to children of hotel workers.

THE ELLSWORTH MILTON STATLER SCHOLARSHIPS were established by the Statler Foundation in memory of the founder of Hotels Statler Company, who was the donor, through the Foundation, of Statler Hall. The scholarships are awarded to promising needy students and carry an annual stipend of \$1500 to \$2500 each, according to need.

THE WILLIAM W. MALLESON SCHOLARSHIP was established in recognition of the voluntary service on the faculty of William W. Malleison, Jr. of Skytop Lodge, Skytop, Pennsylvania.

THE PITTINGER SCHOLARSHIP was created from a bequest of \$3000 by the late George W. Pittenger, for many years an officer of the American Hotel Association. The award is open to a worthy student from Switzerland.

THE CALLIS SCHOLARSHIP, initiated through the generosity of Mr. H. B. Callis, Managing Director of the Statler Foundation and long-time friend of the School, in the name of his two sons, E. C. Callis, '42, and H. B. Callis, Jr. '49, is supported by the income from an endowment of over \$8000.

THE THOMAS PHELPS JONES MEMORIAL SCHOLARSHIP, established in 1954 by the International Stewards' and Caterers' Association in memory of their distinguished former member, Mr. Thomas Phelps Jones of Boston, carries an annual grant of \$500.

THE NEW YORK STATE CLUB MANAGERS' ASSOCIATION SCHOLARSHIP, to be awarded to a worthy student needing financial assistance to finish college, is supported by an annual grant of \$250 from the New York State Club Managers' Association.

THE HOWARD JOHNSON SCHOLARSHIPS, initiated in 1955, are maintained by annual grants from the Howard D. Johnson Company. The two scholarships each carry a stipend of \$500 and are awarded on the basis of promise and need, with preference to those interested in restaurant work.

THE PROPHET COMPANY SCHOLARSHIPS, awarded on the basis of need and promise, are supported by annual grants of \$1000 from The Prophet Company, H. A. Montague, President.

THE H. B. CANTOR SCHOLARSHIPS, two of \$500 each, are supported by annual grants from the H. B. Cantor Foundation, established by the president of the Carter Hotels Operating Corporation.

THE NATIONAL ASSOCIATION OF HOTEL AND RESTAURANT MEAT PURVEYORS SCHOLARSHIP, awarded on the basis of need and without regard to race, religion, or national descent, provides \$250 annually.

THE HILTON HOTELS INTERNATIONAL SCHOLARSHIP of \$1000 was established by Conrad N. Hilton to be awarded each year to an outstanding foreign student whose scholastic record and personal character and attributes make him worthy of recognition.

THE H. B. MEEK SCHOLARSHIP was initiated by E. Lysle Aschaffenburg who solicited contributions from friends and alumni.

THE SCHOLARSHIP OF THE NEW YORK CITY CHAPTER OF THE CORNELL SOCIETY OF HOTELMEN is maintained by contributions from members of the Chapter. In the award, preference will be given to candidates from the metropolitan New York area.

THE SCHOLARSHIP OF THE PHILADELPHIA CHAPTER, CORNELL SOCIETY OF HOTELMEN, is maintained by contributions from members of the Chapter. In the award, preference will be given to candidates from the Philadelphia area.

THE SCHOLARSHIP OF THE PITTSBURGH CHAPTER, CORNELL SOCIETY OF HOTELMEN, is maintained by contributions from members of the Chapter. In the award, preference will be given to candidates from the Pittsburgh area.

THE SCHOLARSHIP OF THE WESTERN NEW YORK CHAPTER, CORNELL SOCIETY OF HOTELMEN, is given in the name of George Nicholas Ross '54 (deceased). In the award, preference will be given to candidates from the western New York area.

THE SCHOLARSHIP OF THE NEW YORK CHAPTER OF THE HOTEL SALES MANAGERS ASSOCIATION is for \$350. It is open to all deserving students in need of financial assistance.

THE GEORGES AND MARIAN ST. LAURENT SCHOLARSHIP is the gift of Mr. and Mrs. St. Laurent. This scholarship is open to undergraduate men and women who have completed at least one term in residence.

THE GREENBRIER SCHOLARSHIP of \$1250 a year is supported by an annual grant from The Greenbrier, White Sulphur Springs, West Virginia, Walter J. Tuohy, President; E. Truman Wright, '34, Manager.

THE ROBERT W. SAMSON MEMORIAL SCHOLARSHIP is maintained by annual grants from The Bermudian, Hamilton, Bermuda. The award of \$500 a year is available for the assistance of students who are sons or daughters of travel agents or of their employees.

THE JOHN COURTNEY MEMORIAL SCHOLARSHIP was established by the Cornell Society of Hotelmen, the organization of the alumni of the School of Hotel Administration, in memory of John Courtney, a member of the School's first graduating class, a long-time member of its faculty, and secretary of the Society from its founding in 1928 to his death in 1957. Members of the Society and friends have raised a fund of \$10,000.

THE CLUB MANAGERS ASSOCIATION SCHOLARSHIP was initiated by a donation of \$500 from the Club Managers Association of America.

THE HERMAN B. SARNO SCHOLARSHIP was established by a gift from Mr. Sarno, President of the Associated Hotels Management Company, in the amount of \$1500.

THE TEXAS HOTEL ASSOCIATION SCHOLARSHIP was initiated by a donation of \$250 from that association. Preference will be given to applicants from Texas.

THE GROSSINGER SCHOLARSHIPS, established in tribute to Mrs. Jennie Grossinger, are supported by an annual grant of \$250 each from Mrs. Gossinger's son, Paul, '36, and from the Grossinger Hotel.

THE HENRY G. DUVERNOY MEMORIAL SCHOLARSHIP was established by Mr. Duvernoy's associates of the Partridge Club of New York, of which organization he was the founder and honorary president. This scholarship is supported by an annual grant of \$600.

THE HUGH J. KEENAN SCHOLARSHIP was established, in memory of his father, by Walter H. Keenan of the Hotel Alpena, Alpena, Michigan, and is maintained by annual grants of \$1000.

THE FRANK A. K. BOLAND SCHOLARSHIP in the amount of \$500 a year was established by an initial gift of that amount from Mr. Boland, who was attorney for many years for the American Hotel Association.

THE CHRISTOPHER RYDER HOUSE SCHOLARSHIP is supported by an annual grant of \$200 from Donald F. Kastner '43 and recognizes well-rounded participation in student activities.

THE GREAT WESTERN CHAMPAGNE COMPANY GRANTS-IN-AID are made available through an annual contribution of \$1000. The awards may be in the form either of a loan or an outright grant and are to aid any worthy students who may, through unforeseen circumstances, find themselves in need.

THE TEA COUNCIL SCHOLARSHIPS, which are to be granted in varying amounts according to need and merit, have been established by an initial grant of \$10,000 from the Tea Council of the United States.

THE UNITED STATES BREWERS ASSOCIATION SCHOLARSHIPS, which are to be granted in varying amounts according to need and merit, have been established by an initial grant of \$20,000 from the United States Brewers Association, Inc.

THE DORADO BEACH SCHOLARSHIPS, four in number, gifts of the developer of that resort, Laurance S. Rockefeller, will carry an annual stipend of up to \$2500 and, where needed, up to \$1000 for travel expense. They are open to bilingual candidates (English and Spanish) who are native to or have strong ties with Puerto Rico and who evidence a serious interest in the hotel administration field in Puerto Rico.

THE EASTERN ALL-ABOARD CLUB MEMORIAL SCHOLARSHIP, honoring the late John M. Collins, provides a \$400 scholarship. Preference will be given to candidates from families connected with the railroad industry.

THE SHERATON CORPORATION OF AMERICA SCHOLARSHIP of \$500 was contributed by Ernest Henderson, president, for 1962-1963 and represents a contribution of \$250 for each of two graduates of the School of Hotel Administration who have taken employment with that company during 1961.

THE RAYMOND A. CANTWELL LOAN FUND was established by Mr. Cantwell '52, with a check for \$1500 he received as winner of an Idea Bank Contest conducted by Admiral Sales Corporation. The money is available on easy terms.

THE CORNING GLASS WORKS FOUNDATION SCHOLARSHIPS are supported by annual grants of \$2000 and are awarded on the basis of merit and need.

THE EXPORT PUBLISHERS SCHOLARSHIP is supported by an annual grant of \$1200 from the publishers of *A Sus Ordenes* to provide aid to a worthy candidate from Latin America.

THE SCHOLARSHIP OF THE WASHINGTON CHAPTER of the Cornell Society of Hotelmen was initiated by contributions from members of the Chapter. In the award, preference will be given to candidates from the Washington area.

THE TEXAS LONE STAR CLUB MANAGERS' SCHOLARSHIP in the amount of \$250 is awarded to students interested in club management. Preference is given to students from Texas.

THE ADRIAN PHILLIPS SCHOLARSHIP was established by the Hotel Sales Management Association to honor Mr. Phillips, their Executive Vice President, who has conducted a course in hotel sales promotion at Cornell University since 1940. Preference is given to applicants on the basis of their interest in sales as well as their need.

THE TAYLOR SCHOLARSHIP FOUNDATION, Mrs. Charles Taylor, President, awards "all-expense" scholarships to selected students of Greek descent.

SCHOLARSHIPS AWARDED BY OTHER AGENCIES

The following scholarships, open to students or prospective students in the School of Hotel Administration at Cornell University, are awarded by the agencies indicated. The special procedures to be used in applying for them should be noted in each instance.

THE H. J. HEINZ COMPANY presents each year to qualified graduating high school seniors five scholarships of \$1000 each to be used for tuition and financial assistance at any accredited college or university offering a four-year course in restaurant administration. Applicants will be judged on scholastic ability, aptitude and interest in food service, ability to get along with people, leadership qualifications, character and professional promise, and financial need. Applications should be filed not later than March 1 of the year of admission with the Educational Department of the National Restaurant Association, 1530 Lake Shore Drive, Chicago 10, Illinois.

THE THOMAS D. GREEN MEMORIAL SCHOLARSHIP was established by the American Hotel Association in 1957 to aid young people seeking university training in hotel administration. Applications should be filed not later than March 1 of the year of enrollment with the Director, Education Department, American Hotel Association, 221 West 57th Street, New York 19, New York.

THE HSMA-WORLD CONVENTION DATES SCHOLARSHIPS, eventually to be four in number, will provide \$500 to each student. They will be open on competition to sales-minded juniors in schools of hotel administration. These

scholarships will be awarded by the Hotel Sales Management Association and will require a special application filed with the Dean of the School not later than November 15 of the junior year. For details, consult the Dean.

THE LONG ISLAND FOOD SERVICE EXECUTIVE FOUNDATION SCHOLARSHIP IN MEMORIAM TO RICHARD O'KANE is sponsored by the Long Island Branch of the Food Service Executive Association to assist high school boys and girls to pursue their education in the food service field and thus to help raise the standards of the food service industries. Applicants shall be between 17 years and 35 years of age and enrolled at, or officially accepted for enrollment at, a recognized school of culinary arts, school of dietetics, or school of hotel and restaurant management. Applications are to be made in writing between February 15 and May 15 of each year to Joseph Muggeo, Chairman of Scholarship Committee, Executive Stewards and Caterers Association, Long Island Branch, c/o Pilgrim Inn Restaurant, 165-01 Northern Boulevard, Flushing 58, New York.

GRANTS, PRIZE, AND ASSISTANTSHIPS

In addition to the scholarships named above, the School has funds in the total amount of \$20,000 for grants-in-aid to deserving and meritorious applicants. Hotel students are further eligible for the general University scholarships (see the section above concerning applications for the various scholarships). These include the Cornell National Scholarships, carrying values ranging as high as full tuition plus \$900 a year, the University Undergraduate Scholarships, \$200 a year, and the State of New York Scholarships, ranging from \$200 to \$350 a year, open to New York State residents.

The New York State Society of Certified Public Accountants offers a prize "key" of the Society's seal, appropriately engraved, a scroll, a one-year subscription to "The New York Certified Public Accountant," and a certificate to the outstanding students in accounting.

Upperclass students ranking high in scholarship are eligible for appointment as student assistants. These positions pay up to \$1500 a year and represent excellent experience opportunities.

LOANS

Loans to promising students in need of assistance have been made possible by gifts to the University. It is a general policy to grant loans only to students who have completed at least one term at Cornell. The student who is in need of assistance may apply through the Office of Financial Aids, Day Hall.

Short-term loans in small amounts may be arranged through the Secretary of the Cornell Society of Hotelmen, Statler Hall W-104.

Ye Hosts, recognition society of the School of Hotel Administration, also has established a loan fund for students in need of temporary financial assistance.

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