



Cornell University

ANNOUNCEMENTS

1967-68

School of  
Hotel Administration

# Academic Calendar

	1967-68	1968-69
Registration, new students	F, Sept. 8	F, Sept. 13
Registration, old students	S, Sept. 9	S, Sept. 14
Fall term instruction begins, 7:30 a.m.	M, Sept. 11	M, Sept. 16
Midterm grade reports due	S, Oct. 21	S, Oct. 26
Thanksgiving recess:		
Instruction suspended, 1:10 p.m.	W, Nov. 22	W, Nov. 27
Instruction resumed, 7:30 a.m.	M, Nov. 27	M, Dec. 2
Fall term instruction ends, 1:10 p.m.	S, Dec. 16	S, Dec. 21
Christmas recess		
Independent study period begins	W, Jan. 3	M, Jan. 6
Final examinations begin	M, Jan. 8	M, Jan. 13
Final examinations end	T, Jan. 16	T, Jan. 21
Intersession begins	W, Jan. 17	W, Jan. 22
Registration, old students	F, Jan. 26	F, Jan. 31
Registration, new students	S, Jan. 27	S, Feb. 1
Spring term instruction begins, 7:30 a.m.	M, Jan. 29	M, Feb. 3
Deadline: changed or make-up grades	M, Feb. 5	M, Feb. 10
Midterm grade reports due	S, Mar. 9	S, Mar. 15
Spring recess:		
Instruction suspended, 1:10 p.m.	S, Mar. 23	S, Mar. 29
Instruction resumed, 7:30 a.m.	M, Apr. 1	M, Apr. 7
Spring term instruction ends, 1:10 p.m.	S, May 11	S, May 17
Independent study period begins	M, May 13	M, May 19
Final examinations begin	M, May 20	M, May 26
Final examinations end	T, May 28	T, June 3
Commencement Day	M, June 3	M, June 9
Deadline: changed or make-up grades	M, June 10	M, June 16

## CORNELL UNIVERSITY ANNOUNCEMENTS

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Cornell University

School of  
Hotel Administration

1967-68

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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The courses and curricula described in this Announcement, and the teaching personnel listed therein, are subject to change at any time by official action of Cornell University.

*Mrs. Ellsworth M. Statler, widow of the School's principal benefactor, enters the door of Statler Inn to attend the annual Hotel Ezra Cornell. Her entrance marks the opening of a series of receptions, dinners, lectures, and exhibits—all planned for guests invited from the hotel and restaurant industry.*



*The School's Committee on Admissions meets frequently to make a careful selection of student applicants, whose requests have first been screened by the University's Admissions Office. (Left to right) Professors Eben S. Reynolds and Thomas W. Silk, Assistant Dean Gerald W. Lattin, Dean Robert A. Beck, David C. Dunn, and Clinton L. Rappole.*

## CORRESPONDENCE CONCERNING . . .

*The academic requirements for admissions* (see pages 93-96) should be addressed to the Office of Admissions, Edmund Ezra Day Hall, Cornell University, Ithaca, New York 14850.

*The personal requirements for admission* (see page 95), 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.

## UNIVERSITY ADMINISTRATION

James A. Perkins, President of the University  
Dale R. Corson, University Provost  
Mark Barlow, Jr., Vice President for Student Affairs  
John E. Burton, Vice President-Business  
Lewis H. Durland, University Treasurer  
W. Keith Kennedy, Vice Provost  
Franklin A. Long, Vice President for Research and Advanced Studies  
E. Hugh Luckey, Vice President for Medical Affairs  
Thomas W. Mackesey, Vice President for Planning  
Paul L. McKeegan, Director of the Budget  
Robert D. Miller, Dean of the University Faculty  
Steven Muller, Vice President for Public Affairs  
Arthur H. Peterson, University Controller  
Robert L. Sproull, Vice President for Academic Affairs  
Neal R. Stamp, Secretary of the Corporation, and University Counsel

## SCHOOL OF HOTEL ADMINISTRATION

Robert A. Beck, Ph.D., Dean of the School of Hotel Administration and E. M. Statler 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 staff whose sole instructional responsibility is the teaching 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 Hotel 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., C.P.A., Lecturer in Hotel Accounting  
Robert A. Beck, Ph.D., E. M. Statler Professor in Hotel Administration and Dean of the School of Hotel Administration  
Matthew Bernatsky, Professor in Hotel Administration  
Donald M. Biles, B.S., General Manager, Skytop Lodge, Skytop, Pennsylvania, 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., Assistant Professor in Hotel Engineering  
Vance Christian, A.B., B.S., M.S., Assistant Professor in Hotel Administration

## 6 FACULTY

- Charles E. Cladel, M.S., C.P.A., Professor in Hotel Accounting  
Richard A. Compton, B.S.M.E., Assistant Professor in Hotel Engineering  
David C. Dunn, M.S., Lecturer in Hotel Accounting  
Myrtle Ericson, M.S., Professor 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. Valerie Gyrisco, M.S., Lecturer in Hotel Administration  
Mrs. Helena P. Kelsey, M.S., Lecturer in Hotel Administration  
Albert E. Koehl, B.S., President, Koehl, Landis & Landan, Inc., New York City, 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, Acting Assistant Professor in Hotel Accounting  
Keith McNeill, B.S., Lecturer in Hotel Administration  
William Morton, Vice President, Sheraton Corporation of America, Lecturer in Hotel Administration  
Frank A. Ready, B.S., President, Foertsch, Beckwith, and Ready, Inc., New York City, 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., M.S., Associate Professor in Hotel Accounting  
Charles I. Sayles, B.S., M.E.E., Professor in Institutional Engineering  
Mrs. Ellen C. Seaburg, B.S., Lecturer in Hotel Administration  
John H. Sherry, B.S., LL.B., Professor in Hotel Administration  
Thomas W. Silk, A.B., B.S., M.S., Professor in Hotel Accounting  
Mrs. Laura Lee W. Smith, Ph.D., Professor in Hotel Administration  
Katherine R. Spinney, B.A., B.L.S., Reference Librarian, School of Hotel Administration  
Jeremiah J. Wanderstock, Ph.D., Professor in Hotel Administration  
Mrs. Sue P. Yang, M.S., Lecturer in Hotel Administration

## In Other Schools and Colleges of Cornell

(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.)

- Charles D. Ackerman, Ph.D., Assistant Professor of Sociology  
George P. Adams, Jr., Ph.D., Professor of Economics  
Richard Davison Alpin, Ph.D., Associate Professor of Marketing  
Douglas N. Archibald, Ph.D., Assistant Professor of English  
Doris J. Breunig, M.A., Assistant Professor of Institution Management  
Ronald Frederick G. Campbell, Ph.D., Assistant Professor of Communication Arts  
Nai-Ruenn Chen, Ph.D., Assistant Professor of Economics  
J Milton Cowan, Ph.D., Professor of Linguistics and Director of the Division of Modern Languages  
Lawrence Bryce Darrach, Ph.D., Professor of Marketing  
Melvin G. de Chazeau, Ph.D., Professor of Business Economics and Policy  
Douglas F. Dowd, Ph.D., Professor of Economics  
John C. H. Fei, Ph.D., Professor of Economics



Heywood Fleisig, M.A., Assistant Professor of Economics  
 Kenneth Chester Frederick, Ph.D., Assistant Professor of English  
 Chester Higby Freeman, M.S.A., Associate Professor of Communication Arts  
 Walter Galenson, Ph.D., Professor of Industrial and Labor Relations  
 Mrs. Helen H. Giff, 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  
 George Harris Healey, Ph.D., Professor of English and Curator of Rare Books  
 George H. Hildebrand, Ph.D., Professor of Economics  
 John Greenwood Brown Hutchins, Ph.D., Professor of Business History and  
 Transportation  
 Alfred E. Kahn, Ph.D., Professor of Economics  
 Robert Wylie Kilpatrick, Ph.D., Assistant Professor of Economics  
 Russell Dickinson Martin, M.S., Associate Professor of Communication Arts  
 Dan McCall, Ph.D., Assistant Professor of English  
 Arthur E. Nilsson, M.B.A., Ph.D., Professor of Finance  
 John W. Reys, A.B., M.R.P., Professor of City and Regional Planning  
 Richard Thomas Selden, Ph.D., Professor of Economics  
 Robert Mumford Smock, Ph.D., Professor of Pomology  
 Thomas Sowell, M.S., Assistant Professor of Economics  
 Bernt P. Stigum, Ph.D., Associate Professor of Economics  
 Evelyn E. Stout, Ed.D., Professor of Textiles and Clothing  
 William Goodrich Tomek, Ph.D., Associate Professor of Agricultural Eco-  
 nomics  
 George M. von Furstenberg, Ph.D., Assistant Professor of Economics  
 William B. Ward, M.S., Professor and Head of the Department of Communica-  
 tion Arts, Editor in Chief of Publications  
 Richard R. West, M.B.A., Ph.D., Assistant Professor of Finance  
 Harold Henderson Williams, Ph.D., Professor of Biochemistry

## Visiting Lecturers, 1966-67

E. S. Altman, Helmsley-Spear, Inc., New York City  
 Mark Armani, Executive Vice President and General Manager, Hilton Service  
 Corporation, New York City  
 Alfred J. Arsenault, Department of Engineering, Sheraton Corporation of  
 America, Boston, Massachusetts  
 Benjamin Atkins, Manager, Commercial Passenger Sales, Pan American World  
 Airways, New York City  
 C. P. Austin, Director of Planning, United States Travel Service, Department  
 of Commerce, Washington, D. C.  
 Frank Berkman, Executive Vice President, Hotel Sales Management Associ-  
 ation, New York City  
 J. Frank Birdsall, President, Treadway Inns, Rochester, New York  
 Rear Admiral Charles A. Blick, Supply Corps, United States Navy Ship's Store  
 Office, Brooklyn, New York  
 John W. Borhman, Manager, Residential Halls Operations, Allen Bros. &  
 O'Hara, Inc., Memphis, Tennessee  
 Byran Breen, Vice President and Manager of Agency Sales, Holland American  
 Line, New Lork City  
 S. W. Brener, Helmsley-Spear, Inc., New Lork City  
 James Butler, Vice President of Planning and Programming, Sheraton Cor-  
 poration of America, Boston, Massachusetts  
 John Craver, Executive General Manager, Mayflower Hotel, Washington, D.C.

## 8 FACULTY

C. L. Crouch, Illuminating Engineering Society, New York City  
Norman Eldredge, Vice President, Cook's Travel Service, New York City  
Herbert Ernest, Ernest and Ernest, Insurance Counselor, New York City  
F. Firenze, Helmsley-Spear, Inc., New York City  
Paul Fischer, Hiram Walker, Inc., New York City  
Winthrop W. "Bud" Grice, Vice President of Sales, Marriott-Hot Shoppes,  
Washington, D.C.  
Lyle Guslander, Island Holidays, Ltd., Honolulu, Hawaii  
Fred A. Hahn, Vice President and General Manager, Wholesale Division of  
Howard Johnson's, New York City  
Walter Herrmann, General Manager, Statler Inn, Ithaca, New York  
William E. Hoge, Assistant Vice President, Operations, Red Coach Grills of  
Howard Johnson's, New York City  
Richard E. Holtzman, Managing Director, Laurance Rockefeller Resorts, New  
York City  
Robert M. James, Vice President-Director of Operations, Howard Johnson's,  
New York City  
Robert Johnson, Gold Seal Vineyards, Hammondsport, New York

*Leaders in the hotel and restaurant industry are regularly called upon to discuss their work in lectures and informal seminars. (Below) Mr. Robert Huyot, president of Intercontinental Hotels, Inc., visits with students who earlier heard his address. (Opposite) Receptions for industry speakers are held in the foyer of Alice Statler Auditorium following a weekly series of lectures, so that students and faculty may become better acquainted with top executives.*





10 FACULTY

- Donald E. Kastner, Owner, Christopher Ryder House, Chatham, Cape Cod, Massachusetts
- Julius G. Kayser, Food Service Manager, Eastman Kodak, Inc., Rochester, New York
- Henry P. King, President, United States Brewers Association, New York City
- Gary Krimmel, Institutional Supervisor for Sales, Ekco Packaging Corporation, New York City
- Harold Lane, Executive Vice President, Sheraton Corporation of America, Boston, Massachusetts
- S. Charles Lerner, Managing Director, Associated Analytical Laboratories, Inc., New York City
- James T. McFate, Manager, Hanover Inn, Hanover, New Hampshire
- Lewis J. Minor, Ph.D., Assistant Professor, School of Hotel, Restaurant and Institutional Education, Michigan State University, East Lansing, Michigan
- Edward Nettleton, Travel Manager, *New Yorker Magazine*, New York City
- Henry O'Neill, American Lamb Council, Denver, Colorado
- Peter S. Papanou, Vice President of Customer Service, Foodco, Inc., New York City
- Maurice Reymond, Food and Beverage Manager, Hilton Hotels International, New York City
- Burton "Skip" Sack, Vice President, Public Relations, Howard Johnson's, New York City
- H. J. Scanlan, Helmsley-Spear, Inc., New York City
- William Scholz, Director of Public Relations, American Hotel and Motel Association, New York
- Peter Sichel, Sichel Importers, New York City
- Raymond D. Slavin, Manager, Convention/Commercial Sales, Intercontinental Hotels Corporation, New York City
- Anatoly I. Slavnov, Director, Intourist, New York City
- James B. Smith, Wentworth-by-the-Sea, Portsmouth, New Hampshire
- William R. Smith, President, Your Host, Inc., Columbus, Ohio
- Bernard Tabbatt, President, Seagram's, Inc., New York City
- Robert Thomas, Coffee Brewing Institute, New York City
- Kira M. Tyaglova, Assistant Manager, Intourist, New York City
- Richard D. Vanderwarker, President, Memorial Sloan-Kettering Cancer Center, New York City
- Edwin Weber, Vice President, Dutch Pantry, Selinsgrove, Pennsylvania
- Harry K. Weiss, Helmsley-Spear, Inc., New York City
- Donald K. Whitehead, Helmsley-Spear, Inc., New York City
- Julius G. Wile, President, Julius Wile Sons and Company, Inc., New York City
- Klaus Winkler, General Manager, Berlin Hilton Hotel, Berlin, Germany
- Herbert Witzky, Meeting House Hill, New Fairfield, Connecticut

# Cornell University

## 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. Montesano, 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 publications, constitute a total of well over \$7,000,000.

Other generous benefactors have supplied the impressive array of scholarships listed on pages 117-125, 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 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 guest rooms, each with private bath and each designed and decorated in the most modern and efficient manner; a front office desk; and appropriate lounge areas. The Inn's facilities constitute a laboratory, and its activities constitute the exercises for front office practice and for instruction in room and registration procedures.

Statler Inn also has 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 with abundant opportunity 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.

## 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. In 1954 the School 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, Dr. H. B. Meek, met with a class of twenty-one in 1922. The intervening forty-four 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, whose teaching activities are devoted 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 are 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 74 courses, totaling 186 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







*Prof. Charles E. Cladel, C.P.A., conducts a class in hotel accounting. School graduates are thoroughly prepared to make analytical management decisions, as they complete at least sixteen credit hours in accounting and also may take several courses in financial management.*

and service; he must be provided with a well-lighted, tastefully decorated, comfortably furnished room in which the temperature is ideal; he must be 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, communication systems, radios, television, and exhibition spaces.

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.

*Students study in the School's library, which houses over 11,000 volumes on hotel and restaurant management and related subjects. Rare books, some dating back to the fifteenth and sixteenth centuries, and historic menu collections are kept in the adjacent Herndon Room.*

# School of Hotel Administration

## 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. Hotel students also have access to a complete set of IBM statistical machines, including an 80-column and a 40-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. Associate Professor 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 for 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.

#### 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 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.

The work of the independent public accountant. Practice includes the preparation of audit work papers, internal control in general, and preparation of the auditor's report.

#### FOOD AND BEVERAGE CONTROL (Hotel Accounting 184)

Credit two 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.

#### 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.

#### 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.

#### 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. Dr. 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 functioning systems of internal control.

#### ECONOMICS OF FINANCIAL MANAGEMENT (Hotel Accounting 287)

Credit three hours. Open to seniors by permission of the instructor. Prerequisite, Economics 104. Satisfies economics elective. Associate Professor Reynolds.

An introduction to the methods used to finance an enterprise, including the management of assets and the determination of the needs and sources of funds. By extensive use of case studies, with special emphasis on the financing of hotels, motels, and other types of business in the service industries, the student will develop a basis for determining a suitable return on investment.

#### FRONT OFFICE ACCOUNTING MACHINES IN HOTELS (Hotel Accounting 228)

Credit one hour. Prerequisite, Hotel Accounting 181 or permission of the instructor. Hotel elective. Mr. Dunn.

Discussion of the role of the accounting machine in the hotel front office. Primary emphasis is on actual practice with the National Cash Register Company Model 42 posting machine, including charges, credits, corrections, city ledger transactions, and the night audit.

#### 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.

#### 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.

#### BASIC FINANCIAL MANAGEMENT (Hotel Accounting 240)

Credit three hours. Open to students outside the School of Hotel Administration. Fall and spring. Associate Professor 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 preparing federal income tax returns for individuals.

*A data processing class learns how to wire boards for programs designed for hotel accounting. Basic research in data processing for hotels was worked out by the School's Research Section under the direction of Prof. C. I. Sayles, the course instructor.*

**INVESTMENT ANALYSIS AND MANAGEMENT (Hotel Accounting 241)**

Credit two hours. Hotel elective. Open to upperclassmen and graduates, including those outside the School of Hotel Administration. Not open to students who have taken Hotel Accounting 287. Associate Professor Reynolds.

A survey of investment opportunities and the methods of analysis used by business and the individual to determine the best use of investment funds. Special emphasis is placed on the stock and bond markets, including security portfolio management.

## 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. Biles.

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 (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. Covers all areas of general psychology.

**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.

**HOTEL-MOTEL SALES MANAGEMENT (Hotel Administration 117)**

Credit two hours. Hotel elective. Mr. Grice and Mr. Berkman.

The hotel sales department -- its function, organization, records, procedures, and role in modern hotel operation.

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\* 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.

**PERSONNEL ADMINISTRATION (Hotel Administration 119)**

Credit three hours. Hotel elective. Prerequisite, an elementary course in psychology.

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.

**CLUB MANAGEMENT\* (Hotel Administration 222)**

Credit one hour. Hotel elective. Open to upperclassmen and graduates.

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.

**CONTRACT FOOD SERVICE MANAGEMENT (Hotel Administration 228)**

Credit one hour. Hotel elective. Mr. Stark.

An overview of the rapidly developing field of professional contract food management, including the accounting, legal, marketing, sales, production, and personnel functions.

**COMMUNICATION (Hotel Administration 238)**

Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor Recknagel.

The composition of written messages used in hotels, restaurants, and clubs. Includes the preparation of letters, memorandums, reports, and advertising by mail.

**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.

\* 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.

## 22 ADMINISTRATION

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.

### LECTURES 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.

### TOURISM\* (Hotel Administration 56)

Credit two hours. Hotel elective. Mr. Ready.

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.

### DATA PROCESSING (Hotel Administration 58)

Credit one hour. Hotel elective. Prerequisites, Hotel Accounting 181, 182. Lecture.

Deals with the basic principles of automatic data processing, the type of equipment available and the application of data processing to hotels and the food industry.

### DATA PROCESSING (Hotel Administration 59)

Credit two hours. Hotel elective. Laboratory.

Deals with design of unit record systems adapted to hotels. Design is followed by application on IBM unit record equipment, resulting in a performing system.

### INTERNATIONAL HOTEL MANAGEMENT SURVEY (Hotel Administration 64)

Credit to be arranged. Open only to students majoring in Hotel Administration. Assistant Professor Christian.

The purpose is to introduce students to the methods and practices of European hotel management and to make them acquainted with food purchasing and preparation in the countries visited. Before embarking on an eight-week survey trip through Europe, the students attend a series of lectures given by the School's faculty to orient them to the culture, practices, and products of the countries to be visited. Upon their return, the students prepare illustrated written reports.

### LAW OF BUSINESS (Hotel Administration 171)

Credit two hours. Required. Open to upperclassmen. Professor Sherry.

A basic course in business law. The student is introduced to the fundamental purposes, principles, and processes of the law as an agency of social

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\* 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.





## 24 ADMINISTRATION

control and as it applies to business activities. The topics treated include the origin and development of common, statutory, and constitutional law; the organization and functioning of the judicial system; rights and duties of individuals in regard to each other and society. The acquisition, ownership, and transferability of property, real and personal, decedent's estates, trusts, bankruptcy, and business failures will be treated in some detail. A combination of text and case material is used.

### LAW OF BUSINESS (Hotel Administration 271)

Credit two hours. Hotel elective. Prerequisite, Hotel Administration 171. Professor Sherry.

A continuation of Hotel Administration 171. The Uniform Commercial Code (sales and negotiable instruments) will be emphasized. A combination of text and case material is used.

### 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.

### 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; 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 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 management, 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.

\* 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.



*A student in marketing reports an investigation while the instructor, Mr. William Morton, Vice President of Marketing for Sheraton Hotels Corporation, observes the class's reaction.*

#### **MARKETING (Hotel Administration 177)**

Credit two hours. Hotel elective. Mr. Morton.

Basic principles of marketing emphasizing the hotel and restaurant industries. Consideration of the "marketing mix." Case studies, projects, and outside readings will supplement the lectures and text.

#### **HOTEL PROMOTION (Hotel Administration 178)**

Credit one hour. Hotel elective. Recommended for upperclassmen. Mr. Koehl.

In addition to basic principles and procedures of hotel promotion, specific emphasis will be placed on tourism and its promotion.

#### **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.

\* 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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### GENERAL SURVEY OF REAL ESTATE\* (Hotel Administration 191)

Credit two hours. Hotel elective. Prerequisite, Economics 104 or its equivalent.

A practical survey of the real estate field covering the economic, legal, and technical aspects of real estate. Lectures and problems cover interests in real property, liens, taxes, contracts, titles, deeds, leases, brokerage, management, and financing. An analysis will be made of the basic investment principles underlying specific types of properties, such as apartment houses, shopping centers, commercial buildings, hotels, and motels.

### SEMINAR IN REAL ESTATE FINANCE AND INVESTMENT\*

(Hotel Administration 192)

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Economics 104 or its equivalent.

The changing character of the urban economy and its influence upon land values. Case studies of the development of land into specific improvements to generate a stream of investment income. A study of the leverage of financing and how it is used by the entrepreneur.

### COMMERCIAL FINANCING (Hotel Administration 291)

Credit two hours. Hotel elective. Mr. Lazere.

An introductory survey of the historical development, economic function, legal principles, and operational techniques of some credit devices utilized in financing commercial transactions: unsecured bank credit, accounts receivable financing, factoring, inventory financing, interim real estate financing, equipment leasing, conditional sales contracts, import and export financing (letters of credit), and consumer installment sales.

### GENERAL INSURANCE (Hotel Administration 196)

Credit three hours. Hotel elective. Upperclassmen and graduates. Mr. McNeill.

Designed to provide the student with a comprehensive introduction to the insurance field. The emphasis is upon fire insurance, casualty insurance, and multiple peril policies. Such topics are covered as the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; business interruption, marine, burglary and crime, and liability insurance; rates and rate making; bonds; negligence and torts; compensation; package policies; adjustment of losses; and the types of insurers.

### TYPEWRITING (Hotel Administration 37)

Credit two hours. Hotel elective. Mrs. Seaburg.

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

### 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.

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\* 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.

**SECRETARIAL TYPEWRITING (Hotel Administration 132)**

Credit two hours. Hotel elective. Mrs. Seaburg.

Students who already know the keyboard develop sufficient speed and accuracy to meet business standards. Some instruction is also provided in filing, duplication, and machine transcription. Men students learn letter writing and dictation.

**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.

**PRINCIPLES OF CITY AND REGIONAL PLANNING (Architecture 710)**

Credit three hours. Open to upperclassmen and graduates. 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.

**INTRODUCTION TO URBAN PLANNING (Architecture 711)**

Credit one hour. May not be taken for credit by those who have taken Planning 710. Staff.

A concise survey of urban planning; for students seeking an introduction to the field.

**MAN AND SOCIETY (Sociology 101)**

Credit three hours. Assistant Professor Ackerman and staff.

The history and main variables of sociology will be covered in lectures. In midsemester, students will meet in small groups, led by senior researchers of the department, in which contemporary research will be discussed.

## 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 Announcements of the College of Arts and Sciences and of the Graduate School of Business and Public Administration. 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. Professors Adams, Golay, Selden, and assistants.

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 Dowd, Galenson, Kahn, Fei, and Assistants.

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.

#### INTERMEDIATE MICROECONOMIC THEORY† (Economics 311)

Credit four hours. Prerequisite, Economics 104. Associate Professor Stigum and Assistant Professors Chen and Sowell.

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

#### INTERMEDIATE MACROECONOMIC ANALYSIS† (Economics 312)

Credit four hours. Prerequisite, Economics 104 or consent of the instructor. Assistant Professors Fleisig, Kilpatrick, Chen, and others.

An introduction to the theory of national income determination and economic growth in alternative models of the national economy; the interaction and relation of these models to empirical aggregate economic analysis.

#### ECONOMIC HISTORY OF MODERN EUROPE† (Economics 322)

Credit four hours. Open to upperclassmen with some background in economics or history, or with consent of the instructor. Professor Dowd.

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

#### AMERICAN ECONOMIC HISTORY† (Economics 323)

Credit four hours. Prerequisites, Economics 103-104. Assistant Professor Fleisig.

Concentrates on three lines of investigation: the use of economic and statistical analysis as an aid in answering historical questions; the use of historical experience in determining the validity of aspects of economic theory; and the extent to which historical economic experience is useful in resolving current economic problems. Problems selected from the period 1800-1939 will be discussed.

#### THE ECONOMICS OF MONEY AND CREDIT† (Economics 331)

Credit four hours. Prerequisite, Economics 103-104. Professor Selden.

A systematic treatment of the determinants of the money supply and the volume of credit. Economic analysis of credit markets and financial institutions in the United States.

#### 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 and expenditures. Criteria for evaluation will be developed and applied to specific policies. Attention will focus on the federal government.

#### MACROECONOMIC POLICY† (Economics 338)

Credit four hours. Prerequisite, Economics 312. Assistant Professor Kilpatrick.

A study of the use of fiscal and monetary policies for achieving economic stability and growth.

† Will satisfy the requirement of elective work in economics.

**PRIVATE ENTERPRISE AND PUBLIC POLICY† (Economics 351)**

Credit four hours. Prerequisite, Economics 103-104.

The approach to public policy in a private enterprise system in the light of the economist's concepts of competition and monopoly. Economic bases for delineating the public and private sectors and the public regulatory function. 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 characterized by varying degrees of market concentration and governmental intervention.

**INTERNATIONAL TRADE THEORY AND POLICY† (Economics 361)**

Credit four hours. Prerequisite, Economics 103-104 or consent of the instructor. Assistant Professor von Furstenberg.

Survey of the principles that have served as guides in the formulation of international trade and commercial policies. The evolution of the theory of international trade, principles and practices of commercial policy, problems of regional integration and customs unions, and institutions and practices of state trading will be emphasized.

**INTERNATIONAL MONETARY THEORY AND POLICY† (Economics 362)**

Credit four hours. Prerequisite, Economics 103-104. Assistant Professor von Furstenberg.

Survey of the principles that have served as guides in the formulation of international financial policies. The evolution of the theory of balance of payments adjustments, international monetary standards, the nature of conflicts arising out of the relationship between domestic economic policies and external economic relations, international capital movements, economic aid, international monetary institutions, and proposals for international monetary reforms will be emphasized.

**THE UNITED STATES IN THE WORLD ECONOMY† (Economics 364)**

Credit four hours. Prerequisites, Economics 103-104 or consent of the instructor. Professor Golay.

Analysis of international economic problems confronting the United States. Emphasis is given to interaction of domestic goals and policies and external economic equilibrium. Analysis of the United States balance of payments and examination of the commercial, foreign investment, economic aid, European economic integration, and commodity stabilization policies of this country.

**PUBLIC POLICY AND ECONOMIC DEVELOPMENT† (Economics 371)**

Credit four hours. Prerequisite, Economics 103-104 or consent of the instructor. Professor Golay.

Study of the role of the state in initiating and maintaining accelerated economic growth in less developed countries. Problems of capital accumulation, agricultural development, management of monetary and external disequilibria, interaction of culture change and economic growth, outside participation in economic modernization, and the role of international specialization are emphasized.

† Will satisfy the requirement of elective work in economics.

**NATIONAL INCOME AND WEALTH† (Economics 415)**

Credit four hours. Prerequisite, Economics 103-104 or consent of the instructor.

Social accounting with special emphasis on the United States National Income and Product Accounts, and Flow of Funds Accounts. Other major statistical measurements used in aggregative analysis. Illustrations of the ways aggregate measurements have been used, and problems illustrating their use. The course is intended to prepare students for advanced work in aggregate analysis.

**ECONOMICS AND PROBLEMS OF LABOR† (Economics 442)**

Credit four hours. Prerequisite, Economics 103-104. Professor Hildebrand.

An advanced course concerning the institutional organization of labor markets, economic analysis of their operation, and major policy questions involved. Principal topics include wage and employment theory; determinants of wage level and structure; technological change; unemployment; poverty and income distribution; inflation and incomes policy.

**FINANCE† (Business And Public Administration 128)**

Credit three hours. Open to seniors and graduate students who have taken Economics 104. Permission of the instructor is required. Professors Nilsson and West.

The student is introduced to the principles and practices of finance and to their application in business and public administration. The uses of financial instruments, problems of short-term and long-term capital financing, methods of security distribution, financial expansion and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed. Considerable attention is given to the methods of financing current operations and to the financial problems of small business. The regulatory aspects of government financial controls are considered.

**BUSINESS ENTERPRISE AND PUBLIC POLICY† (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 study of the interrelations among individuals, business firms, and governments in American society. It focuses attention on the problems of exercising socially responsible business leadership and on the nature and objectives of selected public policies impinging on business. The more important topics covered are management and the individual, or the philosophy of the business society; management's responsibilities to the organization, including certain problems of posture and practices; management's relations with rivals, especially problems of monopoly and competition and the antitrust laws; management's responsibilities to customers, particularly with respect to promotional practices; the special responsibilities of those businesses affected with a public interest, such as transportation companies; the unusual problems of managements entrusted with roles in the national defense, especially in connection with radical innovation and technological development; the positions of firms receiving subsidies designed to promote public objectives, such as shipping enterprises; and, finally, management's role in the foreign relations of the United States, particularly with respect to trade, investment abroad, and foreign policy.

† Will satisfy the requirement of elective work in economics.



**ECONOMIC AND BUSINESS HISTORY† (Business and Public Administration 375)**

Credit three hours. Limited to seniors who have completed Economics 103-104. Professor Hutchins.

Evaluation of the economic organization and of the development of the role of the business firm therein. The primary emphasis is on the United States since 1750, although some attention is given to earlier times and to European origins and developments. Analysis of the development of business organization, administration, and policy proceeds in part by means of historical case studies. Attention is paid to the relations between business policies and the rise and fall of firms and industries, and to the interactions of business and public policies.

**BUSINESS POLICY AND ECONOMIC INSTABILITY† (Business and Public Administration 376)**

Credit three hours. Open to seniors who have taken Economics 104. Permission of the instructor is required. Professor de Chazeau.

An examination of theoretical questions and practical issues raised by the formulation and administration of national policies designed to bring about economic stability and high levels of productive employment and to stimulate a satisfactory rate of economic growth. Emphasis is given to the critical components of the gross national product, the nature of business fluctuations, the development and use of various economic indicators in forecasting probable levels of business activity, the ways in which governmental monetary and fiscal policies are developed to induce desired business reactions and economic results, and the institutional factors which facilitate and impede effective performance. Throughout the course, problems involving conflicts among basic goals and policies are examined, including those problems which arise in light of balance-of-payments considerations. The requirements of business planning, which condition the responses of the business community, are also noted.

**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. Professor de Chazeau.

The development and application of the antitrust laws are analyzed and appraised in the light of competitive behavior in imperfect markets significantly affected by the growth of large corporate units and organized self-interest groups. Particular attention is given to changes in market structures, to the definition of the public interest and the formulation of economic standards for measuring the efficiency of business performance in a dynamic society, and to the possibilities of achieving workable competition through the administration of the laws. Problems of regulation, in areas where workable competition cannot be realized, are also studied on a selective basis. The primary focus is on case analyses, and each student is required to deliver a written and an oral report on one or more case situations.

**TRANSPORTATION: RATES AND REGULATIONS† (Business and Public Administration 575)**

Credit three hours. Limited to seniors. Permission of the instructor is required. Prerequisite, Economics 104. Professor Hutchins.

† Will satisfy the requirement of elective work in economics.

This study of American transportation is focused on economic organization, public policy, and the rate-making process. The emphasis is on the theory and practice of rate making in an environment complicated by fixed, joint, and common costs, by competition among differing modes of transport, and by complex patterns of regulation. Although primary attention is given to railroad economics and policies, other modes are considered from time to time. Cases are used. Among the topics discussed are rates and the location of industry and trade, the theory of rates, the development and current content of United States inland transportation policy, the construction of rate systems, problems in competitive marketing, new types of rates and services, certain detailed problems of regulation, and the complexities of intercarrier relations within a national transportation system.

**TRANSPORTATION: ORGANIZATION, ADMINISTRATION, AND PUBLIC POLICIES† (Business and Public Administration 576)**

Credit three hours. Limited to seniors who have completed Economics 103-104. Professor Hutchins.

A continuation of B&PA 575 dealing with problems of organization, administration, and public policy in the various segments of transportation: merchant shipping, air transport, motor carrier transport, domestic water transport, and railroad reorganization. Cases are used to bring out some of the problems.

**MARKETING† (Agricultural Economics 240)**

Credit three hours. Professor Darrah.

A study of how food products are marketed. Special attention is given to the consumption of food products, factors that affect consumption, market channels, operation of different marketing agencies, storage, transportation, packaging, product identification, advertising and promotion, buying, selling, and costs.

**PRICES† (Agricultural Economics 315)**

Credit three hours. Prerequisites, Economics 103-104 and Agricultural Economics 314. Associate Professor Tomek.

Applied price theory and elementary quantitative methods emphasizing the study of agricultural commodity prices. Topics include, for example, economic models of temporal and spatial price variation. The price analysis section involves the application and extension of the methods of Course 314, including the use of multiple linear regression in estimating economic relationships. The transportation problem of linear programming is introduced as a part of the discussion of spatial price equilibrium models.

**ECONOMICS OF MANAGERIAL DECISIONS† (Agricultural Economics 328)**

Credit three hours. Prerequisites, Economics 103 and Hotel Accounting 81 or the equivalent. Associate Professor Aplin.

Emphasis is on identifying problems in a business, recognizing alternatives, and using economic data as guides to making decisions. Principal topics include cost analysis, with emphasis on identifying costs relevant for various decisions within the firm; pricing policies of firms; planning capital investments; and sales forecasting. Class discussion is supplemented by case studies to illustrate concepts and techniques available to management

† Will satisfy the requirement of elective work in economics.

to assist them in making sound decisions. Primary emphasis is on conceptual and qualitative approaches, not on quantitative methods.

#### TAXATION† (Agricultural Economics 338)

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. The topics examined include the role of government services and the need for public revenue; factors influencing choice of taxes; and the practices and issues associated with the various taxes on personal and business income, on property, and on commodity transactions.

#### ECONOMICS OF WAGES AND EMPLOYMENT†

(Industrial And Labor Relations 241)

Credit three hours. Prerequisite, Economics 104. Professor Hildebrand and others.

An introduction to the characteristics of the labor market and to analysis of wage and employment problems. Among topics studied are the composition of the labor force, job-seeking and employment practices, methods of wage determination, theories of wages and employment, economic effects of unions, the nature and causes of unemployment, and programs to combat joblessness and poverty.

## ENGINEERING

For instruction in the field of hotel, motel, and restaurant engineering, Statler Hall has especially 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 fifteen hours is the required minimum consisting of five three-hour courses. Courses in hotel engineering chosen beyond the fifteen 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	H.E. 461
Second Year .....	H.E. 462	H.E. 463

† Will satisfy the requirement of elective work in economics.



The "little board" in Statler Hall is maintained by classes in Hotel Engineering. Each sophomore makes a hypothetical "growth" investment in October, at which time he explains the reason for his choice. In May he explains the actions he has taken since the time of his original investment.

*Either Term*

- Third or Fourth Year ..... H.E. 466, 468, 469 or 266
- Fourth Year only (fall term)..... H.E. 265

Instruction by Professors Broten, Bangs, Chase, and Compton, and by Mr. Vail and assistants.

**FUNDAMENTALS OF HOTEL ENGINEERING (Hotel Engineering 460)**

Credit three hours. Required.

Basic architectural and mechanical drafting with emphasis on freehand sketching. 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, including mathematics of finance as applied to capital physical expenditures. Introduction to architectural and mechanical building problems with emphasis on economic criteria. Slide rule is used throughout the course.

**MECHANICAL AND ELECTRICAL PROBLEMS I AND II (Hotel Engineering 462-463)**

Credit three hours each term. Prerequisite, Hotel Engineering 461. Must be taken in fall-spring sequence. Required.

A detailed study of the mechanical and electrical work involved in commercial physical plant management. Work includes hydraulic principles, water systems, plumbing and piping, heating, refrigeration, air conditioning, electrical equipment theory and practice. Emphasis is on finding economical solutions to technical problems and coordination of such with architectural, structural, and decorating work in hotel and restaurant facilities.

#### HOTEL PLANNING (Hotel Engineering 265)

Credit three hours. Limited to seniors and graduates. Prerequisite, twelve 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 of the various departments.

#### HOTEL STRUCTURES AND MAINTENANCE (Hotel Engineering 266)

Credit three hours. It is suggested that this be taken after Hotel Engineering 463, although students entering the School during the spring term with advanced standing may also register in this course.

Materials and method of building construction, repair, and maintenance. Emphasis is on trade practices, building codes, cost estimation, and management responsibility.

#### SEMINAR IN HOTEL CONSTRUCTION AND RENOVATION (Hotel Engineering 466)

Credit three hours. Prerequisite, twelve hours of hotel engineering, including either the 400 series and/or 265, 266; Hotel Engineering 266 is highly recommended.

A project course examining in depth the problems related to construction, renovation design, and decor of hotel and restaurant physical plants.

#### SEMINAR IN HOTEL LIGHTING AND COLOR (Hotel Engineering 468)

Credit three hours. Prerequisites, twelve hours of hotel engineering, including Hotel Engineering 463 or 266 and 265, and the permission of the instructor. This course is offered when there is sufficient demand.

A project course examining in depth the theory and application of light and color to hotel and restaurant situations.

#### SEMINAR IN HOTEL COMFORT CONDITIONING (Hotel Engineering 469)

Credit three hours. Prerequisites, Hotel Engineering 463, or 263 and 267, and the permission of the instructor. This course is offered when there is sufficient demand.

A project course examining in detail the theory and application of factors contributing to human comfort and discomfort in an away-from-home environment.

## 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 programming and continue through logical sequence into more advanced and detailed work. The student completing each course in this series gains step-by-step the foundation for planning his own food facility.

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

#### PRELIMINARY PROGRAMMING ANALYSIS, PLANNING, DESIGN, AND ENGINEERING (Food Facilities Engineering 361)

Credit three hours. Hotel elective. Associate Professor Bangs.

Lectures deal with first-stage planning, which must be done by the owner or his consultant in the programming for any project of mass feeding. The many factors which must be programmed in order to satisfy all principal objectives are outlined: site selection, market analysis, kind of operation, merchandising program, and surveys to determine the wants and needs of patrons to be served. Also included are research studies to resolve menu requirements, plan for the particular type of service to be employed, create desired atmosphere, program functions of personnel, plan maintenance, analyze administrative objectives, and develop the major prospectus. Proforma studies and feasibility research round out the coverage.

Textbooks and laboratory work include: (1) studies of qualitative and quantitative methods of equipment and systems evaluation to determine the functions thereof and to teach the proper use, care, and maintenance of all principal food production and service facilities; (2) research to evaluate and determine the type, size, capacity, quality, and quantity of all equipment that is to be selected and/or that is to be custom designed and engineered; (3) determination of all factors pertinent to the overall project such as the architectural, structural, electrical, and mechanical features which must be complied with, plus considerations of applicable standards and codes that may affect equipment selection and the food facilities layout; (4) schematic sketch studies of equipment, work center, departments, and the overall food production and service facilities in preparation of the preliminary layouts for the development of a master plan. Term project involves research and drawing time to make detailed preliminary equipment layouts with other required descriptive drawings for the equipment to be custom built.

#### EQUIPMENT: LAYOUTS, DESIGN, AND WORKING DRAWINGS (Food Facilities Engineering 362)

Credit three hours. Hotel elective.\* Prerequisite, Food Facilities Engineering 361 or permission of instructor. Associate Professor Bangs.

\* This course may be counted as three hours of Hotel Engineering electives.



*Prof. O. Ernest Bangs demonstrates principles of stainless steel fabrication in food service equipment to a class in Food Facilities Engineering.*

Lectures, research, and laboratory work are centered in the student's project thesis. Each student programs, plans, and develops a complete project. This involves study to: (1) research the project program and draw up the prospectus; (2) select and design equipment; (3) develop layout studies and complete the master plan (preliminary renderings); (4) develop working drawings (contract drawings), including equipment and architectural plans, mechanical plans, equipment detail drawings, and equipment schedules which are required for bidding, fabrication, construction, and installation; (5) budget estimate and a review of feasibility studies.

**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, research, and laboratory work include the areas of methods and detailed facilities engineering. This involves studies of general and itemized specifications, bid analysis and awarding of contracts, checking and approving shop drawings, field supervision, inspection, field conferences, punch lists, approval for acceptance of all facilities, and operational instruction.

## **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 twenty students and each equipped with twenty stoves and twenty sinks as well as extensive stainless steel work spaces and all necessary mechanical equipment; (3) a forty-place basic chemistry laboratory and a forty-place laboratory for the study of the scientific applications of chemical and physical principles to food production; (4) a lecture demonstration area for instruction in the selection and grading of meats, poultry, and fish; (5) a laboratory for cutting and portioning meats, poultry, and fish, supported by extensive refrigerator and freezer storage units, power equipment, and testing devices; (6) a series of experimental kitchens for the testing of recipes and procedures; (7) an especially designed blast freezing chamber; and (8) the practice kitchens of the Statler Inn where the students prepare, under instruction, the food for the various Statler Inn and Statler Club dining rooms, which have seating totaling 1,000.

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.

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.

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

#### COMMERCIAL FOOD MANAGEMENT: SURVEY (Hotel Administration 101)

Credit three hours. Required. Assistant Professor Christian.

Provides an introduction to the fundamentals of commercial food preparation, nutrition, product identification, and storage. Presents the current methods and principles of food production as practiced by the food service industry. Students obtain classroom instruction, demonstrations, and small-quantity laboratory practice. Food management experience is obtained by periodically operating the Rathskeller of Statler Inn, where faculty and their guests dine. Phases covered, on a rotating basis, include menu planning, requisitioning, pricing, preparation, serving, sanitation, and performance evaluation.

#### MANAGERIAL ASPECTS OF PURCHASING (Hotel Administration 118)

Credit two hours. Hotel elective. Open to juniors and seniors.

Survey of the problems of purchasing meat, fish, poultry, canned products, fresh and frozen produce, dishes, and utilities. Speakers are leading managers and purveyors from the commercial food industry. In addition to lectures and class presentation, careful study is given to the writing of a purchasing manual and to a tour of current markets.

#### QUANTITY FOOD PRODUCTION: MANAGEMENT OF THE OPERATION (Hotel Administration 201)

Credit four hours. Required. Prerequisites, Hotel Administration 120, 214, 215, 220. Mr. Bond and Mr. Rappole.

Large quantity food production 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 controls are emphasized. The use of standardized formulas and techniques in relation to nonstandardized practice is demonstrated. The use of, and present value of, convenience foods is investigated under profit and loss conditions. The in-house preparation, storage, and sale of frozen entrees is performed by each student. The development, testing, and merchandising of standardized entree recipes is experienced by each student. Sanitary, safe, and economical uses of food and of equipment as well as preparation and serving space are stressed.

Students have one meal in the cafeteria on laboratory days.

#### QUANTITY FOOD PRODUCTION: 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 submitted 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 equivalent experience.

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 opportunity 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. Prerequisite, Hotel Administration 201.

The laboratory consists of planning, requisitioning, preparing, and serving the food for an elaborate buffet in Statler Inn. In discussion periods principles and methods applied, with emphasis on quality, cost control, use of available facilities, labor skill, and equipment for a profitable operation are reviewed. The student has the opportunity to taste and criticize the food prepared.

#### A SURVEY OF CONVENIENCE FOODS (Hotel Administration 204)

Credit two hours. Hotel elective. Prerequisites, Hotel Administration 101, 214, 215 and permission of the instructor. Assistant Professor Christian.

Methods of food preservation are reviewed with special emphasis on the place of prepared foods in the commercial food operation. The student serves and evaluates prepared hors d'oeuvres, salads, soups, entrees, desserts, and vegetables from the standpoints of quality, cost, and menu adaptability.

A two-day tour of convenience food restaurants and packing plants will be conducted.

*First-year students learn both small and large quantity food preparation and service. In an elementary Food Management class (opposite), Prof. Vance A. Christian demonstrates how stock is made from browned beef bones. The containers to his right hold commercially prepared stock and sauce bases.*

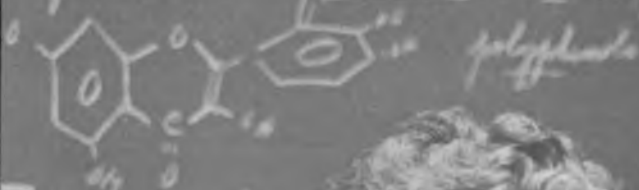


*Advanced food management students actually manage a school cafeteria serving 200 students. Each, as manager, takes turns in planning the menu, issuing purchase orders, and supervising food preparation and service. He also prepares a profit statement to "ownership" and delivers an oral report on his operation. In the photograph, Cdr. Leslie E. Bond, U.S.N. (Ret.), conducts a managerial critique as the instructor.*

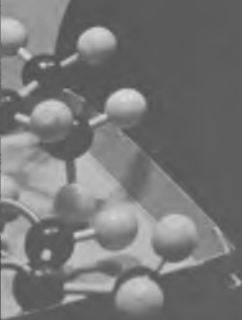
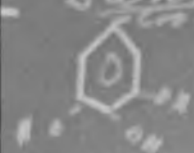


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**INTERNATIONAL HOTEL CUISINE (Hotel Administration 205)**

Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor Bernatsky.

International hotel cuisine is systematically presented. The correct utilization of the animal carcass and of plant life is demonstrated through the skillful preparation of a wide variety of food. The student has the opportunity to observe preparation skill in detail, write recipes, watch correct presentation and service, and taste the prepared food.

**MEAT, POULTRY, AND FISH (Hotel Administration 206)**

Credit three hours. Required. Professor Wanderstock.

Deals with the major phases of meat, poultry, and fish from the hotel, restaurant, club, and institutional standpoints; 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 (Hotel Administration 214)**

Credit five hours. Required. Professor Smith and staff.

Includes a general study of the laws and concepts of chemistry based upon the common elements and the application of these concepts to the basic interests of the industry including food technology.

**CHEMISTRY AND ITS APPLICATION TO FOOD PRODUCTS (Hotel Administration 215)**

Credit five hours. Required. Prerequisite, Hotel Administration 214 or equivalent. Professor Smith and staff.

Basic organic chemistry principles are taught with special emphasis on the chemistry of fats, carbohydrates, proteins, flavorings, pigments, and the role of food additives.

**FOOD PREPARATION (Hotel Administration 220)**

Credit three hours. Required. Prerequisites, Hotel Administration 101 or its equivalent; Hotel Administration 206 desirable. Professor Ericson and Mrs. Kelsey.

An advanced foods course which gives experience in current methods and principles of food preparation, variety and garnish of foods adapted to hotel and restaurant service. Special emphasis is placed on small- and large-quantity recipe development.

**MARKETING, SELECTING, AND PURCHASING OF FOOD COMMODITIES (Institution Management 220)**

Credit three hours. Hotel elective. Assistant Professor Breunig.

Emphasizes sources, standards of quality, grades, methods of purchasing, packaging standards, care and storage of various categories of food commodities. A one-day field trip will be included.

**SANITATION IN THE FOOD SERVICE OPERATION (Hotel Administration 221)**

Credit one hour. Hotel elective. Mr. Bond and Mr. Rappole.

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 chemistry courses enable students to deal effectively with the technical aspects of food production. Prof. Laura L. Smith is explaining the molecular structure of water-soluble pigments in fruits and vegetables.*

**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.

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

Credit one hour. Hotel elective.

A survey of a growing and important segment of the food service industry, which 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 emphasis on history and development, types and uses, format and organization, and pricing.

**SPECIAL PROBLEMS IN FOOD (Hotel Administration 353)**

Spring term. Credit one hour. Permission of instructors required. Prerequisites, Hotel Administration 101, 220, 206, 214, 215, and 201. Professors Ericson and Wanderstock.

A seminar course for upperclassmen and graduate students designed to examine in detail various aspects of food and food service in hotels, restaurants, clubs, and related fields.

**INTRODUCTORY BIOCHEMISTRY (Biochemistry 231)**

Credit three hours. Prerequisites, Chemistry 104 or 108, or the equivalent. Professor Williams.

A brief survey of organic chemistry as related to biological compounds and a discussion of biochemical reactions associated with the metabolism of animals, plants, and microorganisms. Especially designed as a general course for four-year students.

**HUMAN NUTRITION (Food And Nutrition 112)**

Credit three hours. Hotel elective. Associate Professor Giff.

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

**HUMAN PHYSIOLOGY (Agriculture 210)**

Credit three hours. Prerequisite, previous courses, in either college or high school, in biology and in chemistry.

Basic concepts of human anatomy and physiology will be presented to provide the groundwork for the understanding of the functioning of the human body in health and disease. Emphasis will be placed on the relationship of human physiology to problems of public health and contemporary living. The individual systems, such as cardiovascular, gastrointestinal, neurological, endocrine, renal, etc., will be discussed singly and in correlation with each other. Guest lecturers will be invited as appropriate.

\* 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.

*Menus are built around meat, poultry, and fish. Prof. J. J. Wanderstock explains the relative desirability of the various cuts which can be made from a beef hindquarter.*



**HANDLING AND MARKETING OF VEGETABLES** (Vegetable Crops 212)

Credit three hours. Hotel elective. Professor Hartman.

Principles and procedures involved in the distribution, processing, and quality maintenance of vegetables from harvest to the ultimate consumer. Development, validation, and use, present and prospective, of instrumental measurements of color, texture, and flavor in vegetables. Specifications, purposes, and utilization of quality standards by food- and health-control governmental agencies, by food manufacturers, and by research organizations.

**ECONOMIC FRUITS OF THE WORLD\*** (Pomology 301)

Credit three hours. Permission of the instructor required to register. Hotel elective. Professor Smock.

The more important subtropical and tropical fruit species such as citrus, banana, mango, coffee, and cacao are dealt with. Morphology, physiology, and adaptation to climate are stressed rather than details of culture. A broad view of world pomology is given.

**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*.

**INTERIOR DESIGN**

The elements of interior design are included as part of two advanced courses in hotel engineering—*Seminar in Hotel Construction and Renovation* and *Seminar in Hotel Lighting and Color*—for which the course content and prerequisites for enrollment are set forth on page 35. Students may also count as free electives certain elementary courses in design offered by the Department of Housing and Design of the College of Home Economics. For the content and enrollment prerequisites of these courses, the student is referred to the current *Announcement of the College of Home Economics*.

**TRENDS IN TEXTILES AND TEXTILE FURNISHINGS\*** (Textiles 272)

Credit three hours. Hotel elective. Professor Stout.

Brief survey of world trade conditions and their influence on textile supplies and markets. United States textile fiber classifications, and general properties of fiber groups. New developments related to apparel and furnishing fabrics, particularly those developments of most concern to ultimate consumers. Types and qualities of some widely used textile furnishings such as sheets, blankets, carpets, and mattresses. Specifications, standards, and federal and state legislation pertaining to sale and use of textiles and textile furnishings. Relation of fiber, finish, and processing to price, end-use, and maintenance.

\* 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.



## 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 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.

### The Freshman Humanities Program

To replace its traditional freshman English composition program of six hours credit, the University has recently inaugurated a series of small discussion and writing courses in the humanities which are conducted jointly by ten departments in the College of Arts and Sciences. The aim of the new program is twofold: to offer the incoming student a wide variety of subjects from which to choose, and to provide him with the opportunity of relating his written assignments directly to the subject areas which primarily interest him. The courses are uniform only in the sense that all of them require intensive practice in composition and that the enrollment in each section is limited to twenty students.

To satisfy the Freshman Humanities requirement, each student must elect any two (but no more than two) of the courses. Each student is expected to enroll in one of these courses during the fall semester and in another during the spring semester of his first year of residence. Each course carries three hours of credit. A course used in satisfying the Freshman Humanities requirement may not be used in satisfying the Distribution or language requirement. Supplementary information about the program and specific instructions about registration procedures will be mailed separately to all incoming freshmen in April or May.

#### ORAL COMMUNICATION (Communication Arts 301)

Credit three hours. Accepted for required expression. Open to sophomores, juniors, and seniors. Associate Professors Freeman and Martin, and Assistant Professor Campbell.

Training and experience in the theory, preparation, presentation, and evaluation of oral topics. Designed to encourage interest in public affairs and to develop self-confidence. Individual appointments are scheduled to counsel the students in principles of effective self-expression.

#### THE TWENTIETH CENTURY (English 225-226)

Throughout the year. Credit three hours a term. First term not prerequisite to the second. Assistant Professors McCall and Frederick.

An examination of important works of fiction and poetry by James, Conrad, Yeats, Lawrence, Joyce, Stevens, and Hemingway in the fall term; and by Eliot, Auden, Fitzgerald, Faulkner, and others in the spring term.

#### BRITISH LITERATURE (English 255-256)

Throughout the year. Credit three hours a term. English 255 is not prerequisite to English 256. Professor Healey and Assistant Professor Archibald.

A study of works by notable English, Scottish, and Irish authors from the time of Chaucer to that of Yeats. First term: from Chaucer to Boswell. Second term: from Burns to Yeats.

## Foreign Languages

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 101)**

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 half of his program (60 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:

**SPECIAL FORMS OF WRITING (English 203)**

Credit three hours.

**WORLD DRAMA (Comparative Literature 345-346)**

Credit four hours each term.

**AMERICAN GOVERNMENT (Government 101)**

Credit three hours.

**INTRODUCTION TO WESTERN CIVILIZATION (History 105-106)**

Credit three hours each term.

**AMERICAN HISTORY (History 215-216)**

Credit three hours each term.

**INTRODUCTION TO PHILOSOPHY (Philosophy 101)**

Credit three hours.

**DEVELOPMENT OF AMERICAN IDEALS (Industrial and Labor Relations 408-409)**

Credit three hours each term.

**WRITING FOR MAGAZINES (Communication Arts 313)**

Credit three hours.

**NEWS WRITING AND ANALYSIS (Communication Arts 315)**

Credit two hours.

**RADIO BROADCASTING AND TELECASTING (Communication Arts 220)**

Credit three hours.

**TELEVISION PRODUCTION AND PROGRAMMING (Communication Arts 422)**

Credit two hours.

**PRINCIPLES OF FLOWER ARRANGEMENT (Floriculture and Ornamental Horticulture 105)**

Credit two hours.

**SURVEY OF WESTERN ARCHITECTURE (Architecture 400-401)**

Credit three hours each term.

**INTRODUCTION TO WESTERN ART (Art History 201-202)**

Credit three hours each term.

**THE ART OF MUSIC (Music 213)**

Credit 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 to 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, *Officer Education*.

## 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 on participation by the average student in all-around varsity and intramural sports. The 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 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, 29 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 20 sports among 651 teams organized into 65 leagues were held during the fall, winter, and spring of 1966-67. 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 representing the School for intramural competition on the campus, and most of them as individuals appear at one time or another on interfraternity or interdormitory teams.

## 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 memberships in Ye Hosts, the recognition organization. Ye Hosts acts 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 annual Hotel Ezra Cornell is a project in 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 symposia, 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 Association Convention/Midwest International Hotel & Motel Show in Chicago, and the New England 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 Les Amis d'Escoffier, the Hotel Sales Management Association, and the Club Managers Association of America 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 Hilton Hotels, Hotel Corporation of America, Sheraton Hotels, Intercontinental Hotels, Stouffer's, Hot Shoppes, ARA-Slater, and Saga Food Service.

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 percent employment of graduates throughout its history, including the depression years. All the graduates, every year, have had opportunities open to them.

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 average salary reported was \$14,500. The average beginning salary is about \$7,200. Salaries reported range to over \$100,000.

The first Cornell hotel class was graduated in 1925 with eleven members. On July 15, 1967, there were 2,569 living graduates. Cornell graduates have given extensive leadership to their chosen profession. Henry A. Montague '34 is past President of the National Restaurant Association; Roy Watson, Jr. '48 is past President of the American Hotel & Motel Association; Louis E. Rogers '52 is past President of the Hotel Sales Management Association; Theodore W. Minah '32 is past President of the National College and University Food Services; and Edgar A. Whiting '29 is President of the Association of College Unions. Many of them are presidents of their respective state hotel and restaurant associations.

Similarly it will be noted that Cornell graduates are in highly responsible business positions with the large hotel groups: C. A. Bell, Jr. '49 is Vice President of Administration of Hilton Hotels International; J. Frank Birdsall '35 is President of Treadway Inns; R. M. Brush '34 is Senior Vice President of Sheraton Hotels Corporation; H. L. Dayton '28 is President of Dayton Hotels; J. P. Duchscherer '36 is Executive Vice President of Schimmel Hotels Corporation; R. W. Dupar '49 is Executive Vice President of Western Hotels; W. W. Grice '53 is Vice President of Marriott Motor Lodges; P. R. Handlery '43 is President of Handlery Hotels; L. P. Himmelman '33 is Senior Vice President of Western Hotels; Allen Hubsch '51 is Food and Beverage Director of the Hotel Corporation of America; J. W. Keithan '50 is Purchasing Agent for Western Hotels; L. H. Lee '30 is President of the Lee Hotel Company; W. W. Lee, Jr. '36 is Vice President and General Manager of Howard Johnson's Motor Lodges; K. E. Mallory '52 is Executive Vice President of Western International Hotels de Mexico; A. B. Merrick '30 is President of the Roger Smith Hotels; E. R. Milner '55 is President of Milner Hotels; R. F. Schoff '53 is Vice President of Marriott-Hot Shoppes; Paul Sonnabend '50 is Executive Vice President of Hotel Corporation of America; J. V. Stouffer '55 is Vice President-General Manager of Stouffer Foods Corporation's Restaurant and Inn Division; Curt Strand '43 is Executive Vice President of Hilton Hotels International; J. B. Temple '38 is Senior Vice President of Holiday Inns of America; M. C. Warfel '33 is Vice President, Food and Beverage Operations, for Sheraton Hotels Corporation; and Roy Watson, Jr. '48 is President of the Kahler Corporation.

Many of the country's noted individual hotels are managed, and many are owned, by Cornellians. In New York City, the Pierre is managed by John Slack '26 and the St. Moritz, by J. N. Mados '49. Other well known hotels include the Washington Mayflower, managed by J. F. Craver '52; the Boston Ritz-Carlton, by William R. Ebersol '48; the Los Angeles Biltmore, by B. E. Bernard '55; the Greenbrier by E. T. Wright '34; the Wentworth-by-the-Sea, by J. B. Smith '31; the Cloister, by Irving Harned '35; the Mountain View House, by John B. Dodge '57; and Grossinger's, by Paul Grossinger '36. In St. Louis, the Chase-Park Plaza is managed by Lee Schoenbrunn '40; the Sheraton-Jefferson, by T. C. Deveau '27, who is also district manager for the Mid-West Division of Sheraton Hotels; and the Mayfair-Lennox, by C. G. Heiss '45. In Omaha, the Blackstone is managed by E. T. Schimmel '27; in Kansas City, the Muehlebach, by Philip Pistilli '54; and in St. Paul, the Hilton, by John Norlander '53. In the Virgin Islands, H. P. Blanc '54 is general manager of the Virgin Isles Hilton. The Rockefeller resort hotels, Rockresorts, are directed by R. E. Holtzman '41.

Many foreign hotels have Cornellian management: the Amsterdam and Rotterdam Hilton hotels, the Royal Tehran Hilton; the Dome, Kyrenia; the Residency, Pretoria; the Hanko, Fredrikstad; the Hannover Intercontinental; the Imperial, the Shiba Park, and the Okura in Tokyo; the Empress, Hong Kong, the El Mansour, Casablanca; the Oberoi Intercontinental, New Delhi; the Indonesia, Djakarta; the Manila Hilton, Manila; and numerous other hotels around the world.

In the restaurant field it is the same. Joseph H. Baum '43 is President of Restaurant-Waldorf Associates and many other Cornellians hold executive positions in such multi-unit operations as Marriott-Hot Shoppes, Dobbs House, Howard Johnson's, Dutch Pantry, Marshall Field Restaurants, Pope Cafeterias, and Stouffer's. Fred A. Hahn '57 is Vice President and General Manager, Howard Johnson's Wholesale Division; C. Alan MacDonald '55 is General Manager of Stouffer's Institutional Frozen Food Division; Robert M. James '54 is Vice President and Director of Operations, Howard Johnson's Motor Lodges; Burton M. Sack '61 is Vice President of Public Relations, Howard Johnson's; and Richard F. Schoff '53 is Vice President of Manufacturing and Merchandising for Marriott-Hot Shoppes.

H. A. Montague '34 is Chairman of the Board of Greyhound Food Management, P. T. Yochum '48 is President of the A. L. Mathias Company, and also the vice presidents of ARA-Slater, Interstate Hosts, and Automatic Canteen, five of the largest industrial feeders, are Cornellians. Important hospitals, such as the Memorial Center for Cancer and Allied Diseases, are under Cornellian administration. College residence halls and dining facilities under Cornellian direction include those at Brown, Cornell, California, Duke, Harvard, U.C.L.A., Princeton, Hawaii, Stanford, Columbia, Fordham, and University of Michigan. The contribution of Cornell hotel alumni to allied fields is also outstanding.

## HOTELS

### Northeast

- Anderson, I. P. '59, Management Services, Hotel Corporation of America, Boston, Massachusetts  
 Bacon, R. H. '34, Manager, The Flanders, Ocean City, New Jersey  
 Baker, V. L. '47, Director of Housekeeping, Intercontinental Hotels Corporation, 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  
 Barnard, C. C. '50, Owner-Innkeeper, Hotel Augustan, Cobleskill, New York  
 Barnes, H. H. '58, Secretary and Controller, Treadway Inns Corporation, Rochester, New York  
 Battles, K. P. '49, Owner-Manager, Sea Crest Hotel, Falmouth, Massachusetts  
 Beach, D. E. '42, General Manager, Woodstock Inn, Woodstock, Vermont; Vice President, Basin Harbor Club, Vergennes, 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  
 Benetz, F. A. '64, Manager, Benetz Inn, Quakertown, Pennsylvania  
 Bennett, R. C. '40, Innkeeper, Treadway Inn, St. Davids, Pennsylvania  
 Bevier, R. H. '32, Manager, Baker Hotel, Chautauqua, New York  
 Biles, D. M. '52, Manager, Skytop Lodge, Skytop, Pennsylvania  
 Birdsall, J. F., Jr. '35, President, Treadway Inns Corporation, Rochester, New York



- Blair, E. N. '57, General Manager, Governor Morris Hotel, Morristown, New Jersey
- 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, Secretary-Treasurer, Hotel Dennis, Atlantic City, New Jersey
- Clark, D. W. '55, Manager, Stratton Mt. Inn, Stratton Mt., Vermont
- Coats, C. C. '33, Owner-Manager, Sherwood Inn, Skaneateles, New York
- Convery, L. P. '56, President, Harborside Inn, Edgartown, Massachusetts
- Coon, P. F. '56, Vice President, Wayfarer Inns; General Manager, Governor Clinton Hotel, Kingston, New York
- Crandall, J. M. '25, President, Sun'n Ski Lodges, Scot Run, Pennsylvania
- Cretton, R. A. '59, Assistant to European Operations Vice President, Intercontinental Hotels Corporation, New York City
- Crockett, G. W. '58, Manager, Migis Lodge, South Casco, Maine
- Daesener, A. H. '33, Owner-Manager, American Hotel, Freehold, New Jersey
- Dawson, T. S. '56, Assistant Food and Beverage Director, Intercontinental Hotels Corporation, New York City
- Dean, F. M. '29, General Manager, Sheraton Boston, Boston, Massachusetts
- Deveau, T. C., Jr. '58, General Manager, Sheraton Tenney Inn, Flushing, New York
- Dodge, J. B. '57, Co-manager, Mountain View House, Whitefield, New Hampshire
- Dreier, F. '37, President, Dreier Hotels, New York City
- Dwyer, W. L. '50, Manager, Waybury Inn, East Middlebury, Vermont
- Ebersol, W. R. '48, General Manager, Ritz-Carlton, Boston, Massachusetts
- Eydt, F. J. '52, Comptroller, Intercontinental Hotels, New York City
- Fahey, J. S. '56, Secretary-Treasurer, Wayfarer Inns, Rhinebeck, New York
- Firey, M. J., Jr. '28, President and General Manager, Congress Hotel, Baltimore, Maryland
- Fisher, F. X. '54, Director of Food and Beverage Operations, Eastern Division, Hilton Hotels Corporation, New York City
- Fisher, K. D. '51, General Manager, The Balsams, Dixville Notch, New Hampshire
- Fite, R. S. '50, Manager, Colonial Hotel, Cape May, New Jersey
- Fleischman, M. H. '61, Executive Director, Forest Hills Inn, Forest Hills, New York
- Frees, G. W. '38, Vice President, Sales and Catering, Essex House, New York City
- Fuller, J. D. '29, Vice President, Hotel Management Division, Bing & Bing, Inc., New York City
- Gardner, W. J. '56, Guest Manager, Lake Mohonk Mt. House, New Paltz, New York
- Gilson, E. W. '42, Vice President, Jefferson Hotel, Watkins Glen, New York
- Goff, J. B. '39, Vice President, Treadway Inns, Rochester, New York
- Gorman, T. H. '49, General Manager, DeWitt Clinton Hotel, Albany, New York
- Grossinger, P. L. '36, President, Grossinger's, Grossinger, New York
- Guleserian, W. '60, General Manager, Sheraton Commander, Cambridge, Massachusetts
- Gurney, F. H. '46, Northeast Division Manager, Sheraton Corporation of America, Boston, Massachusetts
- Haleblian, A. J. '55, Financial Director, Middle East and Africa, Intercontinental Hotels Corporation, New York City

- Hall, S. St. J. '56, Cost Control Engineer, Sheraton Corporation of America, Boston, Massachusetts
- Harney, J. D. '56, General Manager and Treasurer, White Hart Inn, Salisbury, Connecticut
- Harp, P. P. '60, Vice President and General Manager, Tuckahoe Inn, Marmora, New Jersey
- Healy, J. G. '47, Manager, Hotel Syracuse Country House and Northway Inn, Syracuse, New York
- Heinrich, P. B. '63, Innkeeper, University Treadway Inn, Canton, New York
- Herrmann, Walter '52, General Manager, Statler Inn, Ithaca, New York
- Holtzman, R. E. '41, Director of Operations, Rockefeller Resort Hotels, New York City
- Hubsch, A. W. '51, Food and Beverage Director, Hotel Corporation of America, Boston, Massachusetts
- Jackson, H. S. '32, Owner, Asbury Carlton Hotel, Asbury Park, New Jersey
- Jacob, R. M. '47, General Manager, Hotel Traymore, Atlantic City, New Jersey
- Jaeckel, D. G. '56, Manager, Johnstown Motor Inn, Johnstown, New York
- Johnson, R. K. '47, Manager, Kingstown Inn, North Kingstown, Rhode Island
- Johnston, J. L. '39, Manager, Hotel Lenhart, Bemus Point, New York
- Keenan, Miss L. '46, Assistant to President, Intercontinental Hotels Corporation, New York City
- Kellogg, B. F. '40, Resident Manager, Pocono Manor Inn, Pocono Manor, Pennsylvania
- Kelly, J. P. '50, General Manager, Logan International Hotel, Logan International Airport, Boston, Massachusetts
- Kelly, R. F. '62, Management Services Director, Somerset Hotel, Boston, Massachusetts
- Kline, W. L. '63, Resident Manager, Princeton Inn, Princeton, New Jersey
- Koopmann, N. P. '53, Innkeeper, Treadway Inn, Lebanon, Pennsylvania
- LaForge, C. A., Jr. '57, President, Wayfarer Inns, Rhinebeck, New York
- LaForge, Mrs. S. A. '57, Auditor, Wayfarer Inns, Rhinebeck, New York
- Mace, Mrs. H. L. '58, Vice President, Lookout Hotel, Ogunquit, Maine
- Mados, J. N. '49, Vice President and General Manager, St. Moritz Hotel, New York City
- Malamut, G. P. '54, Executive Vice President, Hotel Shelburne, Atlantic City, New Jersey
- Malamut, L. J. '49, Vice President, Hotel Shelburne, Atlantic City, New Jersey
- McWilliams, J. W. '53, Owner-Manager, Bromley House, Peru, Vermont
- Merrick, A. B. '30, President, Roger Smith Hotels, New York City
- Mitroff, A. P. '42, President and Managing Director, Brandon Inn, Brandon, Vermont
- Molter, R. '56, General Manager, Military Park Hotel, Newark, New Jersey
- Morris, A. E. '31, Owner-Manager, American Hotel, Bethlehem, Pennsylvania
- Murray, A. B. '48, Assistant General Manager, Hotel Pierre, New York City
- Parmele, E. C. '59, Assistant Director of Furnishings, Loew's Hotels, New York City
- Pavelka, M. '58, Owner-Manager, Rieping's Lodge, Roscoe, New York
- Pickel, R. D. '40, Manager, Agency Sales, Intercontinental Hotels Corporation, New York City
- Pleninger, E. L. '62, Assistant Budget and Control Director, Hotel Corporation of America, Boston, Massachusetts
- Potter, J. E. '54, Financial Director, Asia and Pacific, Intercontinental Hotels, New York City
- Pottle, G. W. '41, Owner-Manager, Shoreham Hotel, Spring Lake, New Jersey

- Pritsker, R. I. '63, Assistant to Controller, Hotel Division, Hotel Corporation of America, Boston, Massachusetts
- Ranchil, K. A. '49, Innkeeper, Treadway Inn, Niagara Falls, New York
- Rieman, H. F., Jr. '53, Chief Accountant, Treadway Inns Corporation, Rochester, New York
- Rueck, K. A. '62, Manager, New Hyde Park Inn, New Hyde Park, New York
- Saeger, E. J. '51, Owner-Manager, Edison Hotel, Rochester, New York
- Saltz, S. V. '65, Assistant Manager, Saltz Hotel, Mt. Freedom, New Jersey
- Sanker, G. J. '51, General Manager, Parker House, Boston, Massachusetts
- Shearn, W. G. '57, Executive Assistant Manager, Hotel Pierre, New York City
- Shinnen, H. I. '34, Owner-Manager, Onawa Lodge, Mountainhome, Pennsylvania
- Sinclair, J. G. '48, Manager, Roger Smith Hotel, White Plains, New York
- Slack, J. L. '26, Vice President and General Manager, Hotel Pierre, New York City
- Slutsky, C. A. '62, Assistant Manager, Nevele Country Club Hotel, Ellenville, New York
- Slutsky, C. R. '62, Manager, Fallsview Hotel, Ellenville, New York
- Smith, J. B. '31, Owner-President, Wentworth-by-the-Sea, Portsmouth, New Hampshire
- Sonnabend, P. N. '50, Executive Vice President, Hotel Corporation of America, Boston, Massachusetts
- Stephen, W. J. '58, Owner-Manager, Homestead Inn, Greenwich, Connecticut
- Stitzer, C. W. '42, Owner-Manager, Madison Hotel, Atlantic City, New Jersey
- Strand, C. R. '43, Executive Vice President, Hilton Hotels International, New York City
- Trolley, G. C. '39, General Manager, Wentworth-by-the-Sea, Portsmouth, New Hampshire
- Van Duzer, W. H., Jr. '43, Owner-Operator, Prince Hotel, Tunkhannock, Pennsylvania
- Warfel, M. C. '33, Vice President, Sheraton Corporation of America, Boston, Massachusetts
- Waring, W. G. '60, Resident Manager, Shawnee Inn, Shawnee on Delaware, Pennsylvania
- Webb, E. B. '56, Innkeeper, Old Deerfield Inn, Deerfield, Massachusetts
- Weir, A. J. '49, Executive Assistant Manager, Hollenden House, Cleveland, Ohio
- Whitman, F. C. '40, Owner-Manager, Silvermine Tavern, Norwalk, Connecticut
- Wright, E. T., Jr. '58, Manager, Severance Lodge, Center Lovell, Maine
- Wright, Miss M. R. '45, Innkeeper, Treadway Inn, Batavia, New York
- Young, A. W., Jr. '52, Treasurer and General Manager, Harborside Inn, Edgartown, Massachusetts
- Zugger, R. A. '57, General Manager, Statler-Hilton Hotel, Hartford, Connecticut

## Southeast

- Ames, A. A. '40, Owner-Manager, Ames Hotel, St. Petersburg, Florida
- Banta, J. S. '43, Manager, The Colony, Delray Beach, Florida
- Batchelder, W. P. '34, Manager, Williamsburg Lodge, Williamsburg, Virginia
- Beach, D. E. '42, Owner, Delray Beach Hotel, Delray Beach, Florida
- Bearce, J. R. '52, Director of Sales and Assistant General Manager, Key Biscayne Hotel and Villas, Miami, Florida
- Bond, W. '40, Owner-Manager, Pennsylvania Hotel, St. Petersburg, Florida

- Bostrom, E. L. '37, President and General Manager, Ramada Inn, Lexington, Kentucky
- Buddenhagen, A. E. '27, Vice-President and General Manager, Hotel Sir Walter Raleigh, Raleigh, North Carolina
- Casbarian, A. A. '62, Assistant General Manager, Royal Orleans Hotel, New Orleans, Louisiana
- Clark, D. F. '54, General Manager, Daytona Plaza Hotel, Daytona Beach, Florida
- Cohee, J. J. '59, Manager, Stouffer's Anacapri Inn, Fort Lauderdale, Florida
- Cole, J. W. '30, General Manager, Adventure Inn, Hilton Head Island, South Carolina
- Craighead, G. F., Jr. '49, Vice President-General Manager, William Hilton Inn/Sea Pines Plantation, Hilton Head Island, South Carolina
- Craver, J. F. '52, General Manager, Mayflower Hotel, Washington, D. C.
- Davis, D. M. '47, Managing Director, Tides Hotel & Bath Club, St. Petersburg, Florida
- Dayton, H. L. '28, President-General Manager, Howard Dayton Hotels, Daytona Beach, Florida
- Degnan, R. P. '51, Eastern Sales Manager, Pick Hotel Corporation, Washington, D. C.
- Folsom, W. J., Jr. '45, Lessee-Manager, Pershing Hotel, Atlanta, Georgia
- Green, G. W. '42, General Manager, Gasparilla Inn & Cottages, Boca Grande, Florida
- Hall, R. R. '49, Manager, Hermitage Hotel, Nashville, Tennessee
- Hankoff, T. B. '43, General Manager, Deauville 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
- Kappa, Mrs. M. '44, Assistant Manager in Charge of Housekeeping, The Greenbrier, White Sulphur Springs, West Virginia
- Kay, M. Z. '61, Food and Beverage Director, Royal Orleans Hotel, New Orleans, Louisiana
- Kloepfel, R. III '64, Assistant to the President, Kloepfel Hotels, Inc., Jacksonville, Florida
- Ley, D. M. '56, Food and Beverage Manager, Richmond Hotels, Inc., Richmond, Virginia
- Moser, A. C. '40, General Manager, Carolina Inn, Chapel Hill, North Carolina
- Murphy, R. D. '43, General Manager, Claiborne Towers, New Orleans, Louisiana
- Muzii, R. C. '59, Sales Director, Miami Office, King's Inn & Golf Club, Freeport, Grand Bahama Island and The Princess, Pembroke, Bermuda
- Myers, W. H., Jr. '58, Resident Manager, Hotel Greenville, Greenville, South Carolina
- Neuhauser, J. B., Jr. '41, Owner-Operator, Major Pelham Hotel, Pelham, Georgia
- O'Connell, T. J. '52, General Manager, Bayshore Royal Hotel, Tampa, Florida
- Parker, H. '57, Food and Beverage Director, Carillon Hotel, Miami Beach, Florida
- Pottle, G. W. '41, Owner-Manager, Hollywood Hotel, Southern Pines, North Carolina
- Rogers, L. E. '52, Vice President, Sales, Fontainebleau Hotel, Miami Beach, Florida
- Samuels, R. F. '60, Sales Manager, Fontainebleau Hotel, Ft. Lauderdale, Florida

- Sledge, W. C. '55, Director, Hotels Division, Pinehurst, Inc., Pinehurst, North Carolina  
 Speidel, W. C. '57, General Manager, Tampa International Inn, Tampa, Florida  
 Stilwell, Mrs. D. '47, Vice President, Lauderdale Beach Hotel, Ft. Lauderdale, Florida  
 Van Kleek, P. E. '55, Owner-Manager, Mimosa Inn, Tryon, North Carolina  
 Woolf, C. E. '56, Convention Manager, Mayflower Hotel, Washington, D. C.  
 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  
 Anthony, J. G. '58, Executive Housekeeper, The Drake Oakbrook, Oak Brook, Illinois  
 Barger, R. W. '56, Resident Manager, Sheraton Cleveland Hotel, Cleveland, Ohio  
 Boss, D. A. '43, Secretary-Treasurer, Boss Hotels, Des Moines, Iowa  
 Brashears, E. L., Jr. '48, Executive Vice President, Drake Hotel, Chicago, Illinois  
 Carroll, W. '31, General Manager, Woods View Inn, Milwaukee, Wisconsin  
 Chu, C. C. L. '58, Resident Manager, Hilton Inn, St. Louis, Missouri  
 Deveau, T. C. '27, Vice President of Operations and Midwest Division Manager, Sheraton Corporation of America; General Manager, Sheraton Jefferson Hotel, St. Louis, Missouri  
 Duchscherer, J. P. '36, Executive Vice President, Schimmel Hotels Corporation, Lincoln, Nebraska  
 Duffy, C., III '34, Vice President-General Manager, Neil House, Columbus, Ohio  
 Fanelli, J. G. '48, Food and Beverage Director, Kahler Corporation, Rochester, Minnesota  
 Ferris, R. J. '62, General Manager, Continental Plaza, Chicago, Illinois  
 Foster, E. F. '51, Personnel Manager, The Curtis Hotel, Minneapolis, Minnesota  
 Frederick, P. C. '47, Manager, Deerpath Inn, Lake Forest, Illinois  
 Friedli, O. F. '60, Food and Beverage Manager, St. Paul Hilton, St. Paul, Minnesota  
 Heiss, C. G. '45, President-Manager, Mayfair Hotel, St. Louis, Missouri  
 Jorgensen, E. L. '48, Director, Area Lodging Operations, Kahler Corporation, Rochester, Minnesota  
 Kerfoot, B. T. '60, Co-Owner, Gunflint Lodge, Grand Marais, Minnesota  
 Koplar, R. B. '64, Assistant to the President, Chase-Park Plaza Hotel, St. Louis, Missouri  
 Lang, R. M. '34, Manager, Kahler Hotel, Rochester, Minnesota  
 Levy, R. D. '52, Partner, Midland Hotel, Chicago, Illinois  
 Lose, H. F. '35, President, Hotel Jayhawk, Topeka, Kansas  
 Maurer, S. A., Jr. '57, Resident Manager, Sheraton-Ritz Hotel, Minneapolis, Minnesota  
 McAllister, A. J. '29, Executive Assistant Manager, Executive House, Chicago, Illinois  
 Milne, D. B. '56, President and Manager, Lodge at Eagle Knob, Cable, Wisconsin  
 Milner, E. R. '55, President, Milner Hotels, Detroit, Michigan  
 Moulder, E. T. '50, Manager, Kentwood Arms Hotel, Springfield, Missouri

- Murphy, M. M. '61, Sales Manager, Grand Hotel, Mackinac Island, Michigan  
 Nordahl, M. T. '50, General Sales Manager, Drake Hotel, Chicago, Illinois  
 Norlander, J. A. '53, General Manager, St. Paul Hilton, St. Paul, Minnesota  
 Petry, J. C. '61, Resident Manager, Stouffer's Oakbrook Inn, Oak Brook, Illinois  
 Pistilli, P. '54, Vice President, Hotel Muehlebach, Kansas City, Missouri  
 Potthoff, F. W., Jr. '51, Owner, Minnewawa Lodge, Nisswa, Minnesota  
 Powers, E. P. '38, Manager, Powers Hotel, Fargo, North Dakota  
 Rather, H. L. '52, Manager, Sheraton-Blackstone Hotel, Chicago, Illinois  
 Ray, F. J. '38, Owner-Manager, Ray Hotel, Dickinson, North Dakota  
 Schimmel, E. T. '27, Managing Director, Schimmel Hotels, Omaha, Nebraska  
 Schimmel, M. K. '61, Resident Manager, Blackstone Hotel, Omaha, Nebraska  
 Schmid, A. '42, General Manager, Hotel-Motel Division, Bates & Springer, Inc.,  
 Cleveland, Ohio  
 Schoenbrunn, L. E. '40, General Manager, Chase-Park Plaza Hotel, St. Louis,  
 Missouri  
 Sherman, M. '61, Manager, The Lodge of the Four Seasons, Lake Ozark,  
 Missouri  
 Smith, R., Jr. '32, Vice President, Parkway Inns, Milwaukee, Wisconsin  
 Stein, R. A. '61, General Manager, Carriage House, Chicago, Illinois  
 Timmerman, R. L. '31, Food and Beverage Manager, Terrace and Netherland  
 Hilton Hotels, Cincinnati, Ohio  
 Tyo, R. '27, Manager, Imperial House, Findlay, Ohio  
 Watson, R., Jr. '48, President-General Manager, The Kahler Corporation,  
 Rochester, Minnesota  
 West, J. H. '58, General Manager, Hillcrest Hotel, Toledo, Ohio  
 Witteborg, A. C., Jr. '33, Manager, Beaumont Inn, Green Bay, Wisconsin

## West

- Allan, J. '58, Resident Manager, Hotel Warwick, Houston, Texas  
 Barash, A. J. '49, General Manager, Hyatt House Hotel, Denver, Colorado  
 Bennett, J. V. '47, General Manager, The Florence, Missoula, Montana  
 Buthorn, W. F. '32, Owner-Manager, LaCourt Hotel, Grand Junction, Colorado  
 Callahan, W. G. '37, Vice President, Brookhollow Inns, Inc., Dallas, Texas  
 Caselli, P. F. '59, General Manager, Lakeway Inn and Marina, Austin, Texas  
 Gee, T. W. '51, Owner-Manager, Washakie Hotel, Worland, Wyoming  
 Hackett, J. R. '61, Assistant Manager and Food and Beverage Director, Hilton  
 Inn, El Paso, Texas  
 Heiss, R. H. '49, Manager, Rose Inn & Lodge, Crossett, Arkansas  
 Hopkins, O. S., Jr. '48, General Manager, Worth Hotel, Fort Worth, Texas  
 Just, P. O. '34, Owner-Manager, Skysail Lodge, Port Aransas, Texas  
 Machnij, G. E. '66, Catering Manager, Hotel America, Houston, Texas  
 Mayo, J. B. '41, President, Mayo Hotel, Tulsa, Oklahoma  
 Nelson, R. C. '57, Resident Manager, Statler Hilton Hotel, Dallas, Texas  
 Schultz, J. C. '65, Assistant Manager, Antlers Plaza Hotel, Colorado Springs,  
 Colorado  
 Seamon, A. M. '49, Vice President-General Manager, Caesar's Palace, Las  
 Vegas, Nevada  
 Smith, J. D. '50, Southern and Southwest Sales Manager, Hilton Hotels  
 Corporation, Dallas, Texas  
 Treadway, R. W. '41, Owner-Manager, Casa Blanca Inn, Scottsdale, Arizona  
 Turner, F. M. '33, President, Cherry Creek Inn, Denver, Colorado  
 Wiegner, D. '58, Owner, Pomegranate Inn, Aspen, Colorado  
 Williams, H. B. '30, President-General Manager, Arizona Biltmore Hotel,  
 Phoenix, Arizona

## West Coast

- Arnold, C. D., Jr. '43, Chairman of the Board, Continental Pacific Hotels, San Francisco, California
- Austin, A. G. '33, Owner, Hotel Windsor, Seattle, Washington
- Baril, M. H. '60, Manager, Cavalier Hotel, Los Angeles, California
- Bell, R. T., Jr. '57, Resident Manager, Sheraton Motor Inn, Portland, Oregon
- Benton, P. C. '53, Director, Management Development Program, Fairmont Hotel, San Francisco, California
- Bernard, B. E. '55, Manager, Biltmore Hotel, Los Angeles, California
- Crouch, C. '50, Owner-Operator, Appleton Hotels Inc., Watsonville, California
- DeLong, R. D. '48, General Manager, Hotel Stewart, San Francisco, California
- Devoto, D. J. '50, Resident Manager, San Francisco Hilton Hotel, San Francisco, California
- Donnelly, W. W., Jr. '51, General Manager, Miramar Hotel, Santa Monica, California
- Dupar, R. W. '49, Executive Vice President, Western International Hotels, Inc., Seattle, Washington
- Flood, P. H. '62, Sales Manager, St. Francis Hotel, San Francisco, California
- Fuller, P. P. '53, General Manager, Sheraton West Hotel, Los Angeles, California
- Garvin, J. M. '49, Personnel and Labor Relations Director, San Francisco Hilton Hotel, San Francisco, California
- Gawzner, W. P. '38, Owner, Miramar Hotel, Santa Barbara, California
- Gentner, A. W., Jr. '50, Owner, Imperial Hotel, Portland, Oregon
- Gilman, W. E. '36, President-Manager, Gilman Springs Golf Resort, Gilman Hot Springs, California
- Graves, B. H. '57, Manager, Snoqualmie Falls Lodge, Snoqualmie, Washington
- Handlery, P. R. '43, President and General Manager, Handlery Hotels, San Francisco, California
- Himmelman, L. P. '33, Executive Vice President, Western International Hotels, Inc., Seattle, Washington
- Irwin, R. P. '33, Executive Vice President, La Valencia Hotel, La Jolla, California
- Karlin, P. J. '56, Owner, Alexandria Hotel, Los Angeles, California
- Keithan, J. W. '50, President, Western Service and Supply Company, Western International Hotels, Seattle, Washington
- Kidder, B. R. '64, Co-Owner-Manager, Grant Hotel, San Francisco, California
- Knowlton, T. W. '56, Vice President and General Manager, Eureka Inn, Eureka, 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, Newport Beach, California
- Lemire, J. P. '53, Manager, Design Department, Western Service and Supply Company, Western International Hotels, Seattle, Washington
- Lloyd, J. M. '44, Owner-Manager, Hotel Fresno, Fresno, California
- MacRoberts, P. R. '59, Assistant General Manager, Charter House Hotel, Anaheim, California
- Marshall, T. C. '52, President, Continental Pacific Hotels, San Francisco, California
- McIntyre, J. T. '52, Owner-Manager, Lake Merritt Lodge, Oakland, California
- Menas, A. N. '65, Owner-Manager, Park Vista Hotel, La Jolla, California
- Nyerges, T. W. '58, Operations Manager, Vacation Village Hotel, Mission Bay, San Diego, California
- O'Brien, E. J. '37, General Manager, Renton Inn, Inc., Renton, Washington



*Statler Hall, home of the School of Hotel Administration, is constructed in three sections. The building's central section, shown above, is entirely given over to classrooms, laboratories, and offices. The School's library, student lounge, and*





*additional classrooms and offices are located in the Alice Staller wing, out of the picture to the right. Staller Inn, which is to the left and also not shown, provides a practice laboratory for students.*

- Schneider, G. A. '52, Administrative Assistant, Personnel, Western International Hotels, Seattle, Washington .  
 Seneker, C. J. '35, Owner-Manager, Anderson Hotel, San Luis Obispo, California  
 Shively, M. V. '53, Manager-Partner, Claridge, Oakland, California  
 Ward, A. L. '55, Sales Manager, Statler Hilton Hotel, Los Angeles, California  
 Wood, W. D. '31, Owner-Operator, Robles del Rio Lodge, Carmel Valley, California

## Canada

- Brown, R. F. '50, Innkeeper, Hovey Manor, North Hatley, Quebec  
 Crosby, F. L. '47, Manager, Deer Lodge, Lake Louise, Alberta  
 Guite, J. C. '56, Owner-Manager, La Cote Surprise, Perce, Quebec  
 Miller, R. L. '49, Manager, Park Hotel, Niagara Falls, Ontario  
 North, G. N. '52, Manager, Imperial Inn, Victoria, British Columbia  
 Olson, K. B. '52, Owner-Manager, Hotel Strathcona, Victoria, British Columbia  
 Pattison, W. B. '54, President, Hotel Management (Vancouver Airport Inn and Campbell River Discovery Inn), Vancouver, British Columbia

## Hawaii

- Blank, L. J. '51, Owner-General Manager, Hotel Tropic Isle, Waikiki, Oahu  
 Bogar, G. W. III '59, General Manager, Sheraton Maui Hotel, Lahaina, Maui  
 Butterfield, R. H., Jr. '40, Manager, Mauna Kea Beach Hotel, Kamuela, Hawaii  
 Child, W. D., Jr. '55, President, Inter-Island Resorts, Honolulu, Oahu  
 Donnelly, H. C. '47, Manager, Waikiki Outrigger Hotel, Honolulu, Oahu  
 Garrett, P. J. '57, Manager, Orchid Isle Hotel, Hilo, Hawaii  
 Guslander, L. L. '39, President, Island Holidays, Honolulu, Oahu  
 Herkes, R. N. '59, Vice President and Secretary, Inter-Island Resorts, Honolulu, Oahu  
 Ho, D. T. W. '64, Executive Vice President, Ilikai Hotel, Honolulu, Oahu  
 Puschin, D. A. '59, Food and Beverage Manager, Kauai Surf Hotel, Kauai  
 Rinker, R. N. '52, Manager-Lessee-Operator, Pali Palms Hotel, Kailua, Oahu  
 Taylor, L. H. '47, Administrative Director, Pacific Empress Hotel, Kailua, Oahu

## Latin America

- DoMonte, F. A. '52, Director, Monte Hotels Ltd., Recife, Pernambuco, Brazil  
 DoMonte, L. L. '46, President, Monte Hotels Ltd., Recife, Pernambuco, Brazil  
 Hochkoeppler, A. '55, General Manager, Reforma Hotel, Mexico City, Mexico  
 MacKinnon, W. H. '43, Manager, The Macuto Sheraton, La Guaira, Venezuela  
 Mallory, K. E. '52, Executive Vice President, Western International Hotels de Mexico, Mexico City, Mexico  
 Purcell, H. C. '55, General Manager, Hotel Portillo, Portillo, Chile  
 Zeisel, T. B. '62, Purchasing Agent, El Panama Hilton, Panama, Republic of Panama

## Overseas

- Advani, V. G. '64, Director, Taj Hotel, Karachi, West Pakistan  
 Aoki, S. '64, Manager, Sendai Central Hotel, Sendai, Japan

- Blanc, H. P. '54, General Manager, Virgin Isle Hilton, St. Thomas, U.S. Virgin Islands
- Catsellis, A. C. '50, Managing Director, Catsellis Hotels, Ltd., Kyrenia, Cyprus
- Chamie, M. A. '66, Manager, Hotel La Perla, Beirut, Lebanon
- Chandler, R. P. '56, Vice President-General Manager, Estate Good Hope, St. Croix, British Virgin Islands
- Chang, E. '62, Food and Beverage Manager, Empress Hotel, Hong Kong
- Demetz, A. D. '59, Lessee, Hotel Alpi, Bolzano, Italy
- El-Boulaki, K. '60, Technical Manager, Grand Hotels of Egypt, Cairo, United Arab Republic
- Engelhardt, C. '42, President, General Manager, Inverurie Hotel, Paget, Bermuda
- Enjoji, K. '61, Front Office Manager, Tokyo Hilton Hotel, Tokyo, Japan
- Faiella, J. P. '38, Owner-Manager, Waterlet Inn, Southampton, Bermuda
- Fertitta, I. A. '39, Assistant to President, Nassau Beach Hotel, Nassau, Bahamas
- Foote, J. S. '64, General Manager, Empress Hotel, Kowloon, Hong Kong
- Furuta, K. '53, Manager, New Osaka Hotel, Osaka, Japan
- Gaafar, A. D. '57, Assistant Manager, Nile Hilton Hotel, Cairo, United Arab Republic
- Gamo, Y. '53, Executive Manager, Okura Hotel, Tokyo, Japan
- Georgiou, S. F. '65, Cabana Club Manager, Athens Hilton, Athens, Greece
- Gordon, D. J. S. '52, Owner-General Manager, Warren Lodge, Shepperton, England
- Groeneveld, F. '31, Manager, Residency Hotel, Pretoria, South Africa
- Hacohen, E. '63, Food and Beverage Manager, Hilton Hotel, Tel Aviv, Israel
- Holmes, C. F. '56, General Manager, Manila Hilton, Manila, Philippine Islands
- Hoshino, D. A. '58, Manager, Hoshino Hotel, Karuizawa, Japan
- Hulford, H. W. '45, Managing Director, Curtain Bluff Hotel, Antigua, West Indies
- Ide, T. '57, Managing Director, Fuji Lake Hotel, Funatsu, Japan
- Iizuka, T. '60, Comptroller, Ambarrukmo Palace, Jogjakarta and Samudera Beach Hotel, Pelabuhan Ratu, Indonesia
- Inumaru, I. '53, Managing Director, Imperial Hotel, Tokyo, Japan
- Inumaru, J. '55, President, Shiba Park Hotel, Tokyo, Japan
- Iyi, K. '59, Taipei Hotel, Taipei, Formosa
- Jennings, J. '55, Resident Manager, Dorado Beach Hotel, Dorado Beach, Puerto Rico
- Jorgensen, S. E. '56, Technical Consultant, Food and Beverage, Oberoi Hotels, New Delhi, India
- Kenaston, J. G. '63, Food and Beverage Manager, Oberoi Intercontinental, New Delhi, India
- Khanna, R. K. '62, Assistant Manager, Claridge's Hotel, New Delhi, India
- Kobayashi, K. '57, Assistant Manager, Marunouchi Hotel, Tokyo, Japan
- Kohda, H. '64, Sales Representative, Hotel New Otani, Tokyo, Japan
- Krohn, J. H. '56, Owner-Operator, Fjellstolen Mountain Lodge, Reinli, Valdres, Norway
- Kusumoto, Y. '63, Assistant Manager, Takara Hotel, Tokyo, Japan
- LaFaurie, J. E. '50, Manager, New Club, Antigua, West Indies
- Lamba, P. S. '56, Executive Assistant Manager, Oberoi Intercontinental, New Delhi, India
- Lim, E. H. '58, General Manager, Royal Tehran Hilton, Tehran, Iran
- Lowell, E. G. '62, Banquet Manager, San Jeronimo Hilton, San Juan, Puerto Rico
- Matysik, M. G. '62, General Manager, Malta Hilton, Island of Malta

- Michel, O. G. '31, Director, Hotel Euler, Basle, Switzerland  
 Mocquard, P. J. '55, Manager, El Mansour Hotel, Casablanca, Morocco  
 Munster, R. W. '62, Resident Manager, Hannover Intercontinental, Hannover, Germany  
 Nagashima, T. '59, Assistant Sales Manager, Tokyo Hilton, Tokyo, Japan  
 Odagiri, Y. '61, Front Office Manager, International Hotel Kyoto, Kyoto City, Japan  
 Oppacher, H. '62, Food and Beverage Manager, Berlin Hilton Hotel, Berlin, West Germany  
 Peelen, F. '64, Executive Assistant Manager, Hotel Dacca Intercontinental, Dacca, East Pakistan  
 Prevost, J. E. '62, Food and Beverage Manager, Hotel Curacao Intercontinental, Curacao, Netherland Antilles  
 Rodriguez, Mrs. S. A. '57, Manager, Hotel Excelsior, San Juan, Puerto Rico  
 Rufe, R. K. '52, General Manager, Hotel Siam Intercontinental, Bangkok, Thailand  
 Ruth, D. C. '66, Resident Director, Golden Head Beach Hotel, Oracabessa, Jamaica, West Indies  
 Starke, R. M. '52, General Manager, Amsterdam and Rotterdam Hilton Hotels, Netherlands  
 Stobie, G. J. '44, President, Castle Harbour Hotel, Tuckerstown, Bermuda  
 Stratta, A. M. '59, Executive Assistant Manager, Hotel Singapura Intercontinental, Singapore  
 Suzuki, H. '58, Purchasing Manager, Imperial Hotel, Tokyo, Japan  
 Suzuki, K. '53, Executive Assistant Manager, Imperial Hotel, Tokyo, Japan  
 Telan, Thanee '66, Assistant Manager, Hotel Rama, Bangkok, Thailand  
 Tha, N. V. '62, Manager, Hotel Caravelle, Saigon, South Viet Nam  
 Tinmaz, T. '58, Chief Steward, Hotel Indonesia, Djakarta, Indonesia  
 Wevle, J. '49, General Manager, Nord-Norsk Hoteldrift, Alta, Norway  
 Yamaguchi, Y. A. '61, Assistant Manager, Fujiya Hotel, Miyanoshita, Hakone, Japan  
 Yamano, H. '59, Executive Assistant Manager, Imperial Hotel, Tokyo, Japan  
 Yamazaki, G. '61, General Manager, Ambarrukmo Palace Hotel, Jogjakarta, and Samudra Beach Hotel, Pelabuhan Ratu, Indonesia  
 Young, W. J. '48, General Manager-Director, Miramar Ltd. and Island Hotels Inc., Barbados, West Indies  
 Zamora, M. A. '66, Assistant Manager, Zamora Hotels, Manila, Philippines

## MOTELS

- Allison, R. H. '60, Vice President and Western Regional Director of Operations, Howard Johnson's Motor Lodges, Chicago, Illinois  
 Barns, G. R. '35, Owner-Manager, Mayflower Motor Inn and Lexington Motel, Lexington, Virginia  
 Bennet, Thomas W. '59, Innkeeper, Holiday Inn, Cincinnati, Ohio  
 Bergmann, W. J. '54, Manager, Sheraton Penn Pike Motor Inn, Fort Washington, Pennsylvania  
 Bersbach, J. M. '49, General Manager, Howard Johnson's Motor Lodge, Wheaton, Maryland  
 Bittinger, F. L. '64, Assistant Innkeeper, Holiday Inn, Tewksbury, Massachusetts  
 Bogardus, J. R. '49, General Manager, Holiday Inns, Chicago, Illinois  
 Boyer, L. M. '35, Managing Director, Mystic Motor Inn, Mystic, Conn.  
 Brindley, J. T. '34, Manager, Holiday Inn, Hampton, Virginia

- Brooke, J. A. '57, President, Holiday Inns of Skokie and Mt. Prospect, Illinois
- Callis, H. B., Jr. '49, Regional Director, Howard Johnson's Motor Lodges, Chicago, Illinois
- Cannon, T. L., Jr. '37, Innkeeper, Holiday Inn, Carnegie, Pennsylvania
- Carr, J. J. '50, General Manager, Trenholm East Inn, Victor, New York
- Clark, E. K. '37, Innkeeper, Holiday Inn, Miami Beach, Florida
- Davis, G. H. '42, Owner, Acolus Motel, Virginia Beach, Virginia
- Decker, P. A. '54, General Manager, Holiday Inn North, Lexington, Kentucky
- Derrickson, V. B., Jr. '54, Vice President and Manager, Towne Point Motel, Dover, Delaware
- Eicher, M. M., Jr. '60, Regional Director of Operations and Director of Motor Lodge Managers' Training School, Howard Johnson's Motor Lodges, Miami, Florida
- Elsaesser, A. J. '49, General Manager, Carrousel Inn, Cincinnati, Ohio
- Ewald, K. R. '42, Owner, Bellemont Motor Hotel, Natchez, Mississippi
- Fischer, K. B. '56, Executive Assistant Manager, Marriott Twin Bridges Motor Hotel, Washington, D.C.
- Fried, B. J. '55, Manager, Red Apple Motel, Southfields, New York
- Goldstein, S. K. '61, Regional Manager-Innkeeper, Downtowner Motor Inn, Rochester, New York
- Gorman, W. P. '33, Sheraton Hotel and Motor Inn, Akron, Ohio
- Grice, W. W. '53, Vice President Sales, Marriott Motor Hotels, Washington, D.C.
- Gully, S. E. '56, Manager, Lassen Motor Hotel, Wichita, Kansas
- Gunn, M. P. '53, Owner-Manager, Main Motel, Helena, Montana
- Hagler, A. W. '49, Innkeeper, Holiday Inn, Hattiesburg, Mississippi
- Hahn, L. E. '33, Owner, Concord Motel, Minneapolis, Minnesota
- Hall, A. E. '59, Owner-Manager, Guest House Motor Inn, Chanute, Kansas; Hallmark Motor Inn, Arkansas City, Kansas
- Halvorsen, M., Jr. '54, Resident Manager, Marriott Twin Bridges Motor Hotel, Washington, D. C.
- Harned, W. H. '35, President, Holiday Inns of Greater Philadelphia, Philadelphia, Pennsylvania
- Hines, J. J. '61, Sales Manager, Marriott Key Bridge Motor Hotel, Washington, D. C.
- Iliff, B. F. '61, Administrative Assistant to Vice President and Director of Operations, Howard Johnson's Motor Lodges, Rego Park, New York
- James, F. M. '50, Vice President of Operations, Winegardner & Hammons, Holiday Inns, Cincinnati, Ohio
- James, R. M. '54, Vice President and Director of Operations, Howard Johnson's Motor Lodges, Rego Park, New York
- Keating, R. M. '63, Vice President-General Manager, Jack O'Lantern Motor Resort, Woodstock, New Hampshire
- Keithley, R. T. '32, Owner-Manager, Westerner Motel, Bishop, California
- LaFon, W. E. '31, Innkeeper, Holiday Inn, Dover, Delaware
- Langley, J. A. '51, General Manager, Howard Johnson's Motor Lodge, Springfield, New Jersey
- Lee, W. W., Jr. '36, Executive Vice President and General Manager, Howard Johnson's Motor Lodges, Rego Park, New York
- Lieberman, H. '59, Assistant Vice President of Operations, Holiday Inn Division, Federated Home & Mortgage Company, State College, Pennsylvania
- Lord, J. G. '44, General Manager, Holiday Inn, Allentown, Pennsylvania
- Martin, T. W. '32, Manager, The Parkbrook, Cleveland, Ohio
- McAlister, J. B. '61, National Sales Representative, Marriott Twin Bridges Motor Hotel, Washington, D. C.

- McGinn, J. P. '31, Manager, Park Central Motor Hotel, Phoenix, Arizona
- McNairy, W. D. '43, Senior Vice President, Inn Operations, Inc., Topeka, Kansas
- McNamara, P. J. '35, Executive Vice President, Holiday Inns of Greater Philadelphia, Pennsylvania
- Mills, G. A. '54, General Manager, Country Squire Motel, Eugene, Oregon
- Mino, R. G. '50, Regional Director, Mid-Atlantic Division, Howard Johnson's Motor Lodges, Washington, D. C.
- Nottingham, C. D. '47, General Manager, University Motor Lodge, Chapel Hill, North Carolina; College Inn Motor Lodge, Raleigh, North Carolina; Triangle Motel, Raleigh-Durham Airport, North Carolina
- Noyes, R. S. '43, Vice President, Rodeway Inns of Texas, San Antonio, Texas
- Oles, E. M. '47, General Manager, Rhode Island Yankee Motor Inn, Warwick, Rhode Island
- Pauchey, H. J. '50, Owner, Kingsail Motel, Marathon, Florida
- Peterson, E. J. '62, General Manager, Nautilus Motor Inn, Woods Hole, Massachusetts
- Powell, R. T. '53, Innkeeper, Holiday Inn West, Fort Worth, Texas
- Price, L. A., Jr. '45, Manager, Shea's Tiki House Motel, Pensacola Beach, Florida
- Prince, C. O. '50, Resident Manager, Imperial 400 Motel, Rosemont, Illinois
- Rogers, J. B. '38, Vice President and Supervising Innkeeper, Holiday Inns of America, Moorestown, New Jersey
- Roland, P. F. '49, President, Lakeside Motor Inn, Lake Placid, New York
- Rose, A. P. '53, Vice President and General Manager, Tremont Motor Inn, Cayce, South Carolina
- Rusnock, T. P. '57, General Manager, Golden Triangle Motor Hotel, Norfolk, Virginia
- Ryan, M. O. '54, General Manager, Marriott Motor Hotel, Atlanta, Georgia
- Sakes, J. C. '49, Innkeeper, Holiday Inn, Sarasota, Florida
- Smiley, M. S. '57, Innkeeper, Holiday Inn South, Cincinnati, Ohio
- Smith, M. C. '32, Owner, Howard Johnson's Motor Lodge, King of Prussia, Pennsylvania
- Smith, W. K. '61, Operations Manager, Cahall Corporation (Motel Management), Philadelphia, Pennsylvania
- Smith, W. R. '54, President, Your Host, Inc., Columbus, Ohio
- Squire, R. H. '57, General Manager, Motel Investment Company (Ramada Inns), Wheaton, Illinois
- Staats, P. E., Jr. '57, Innkeeper, Holiday Inn, Lawrence, Massachusetts
- Stark, L. '60, Innkeeper, Holiday Inn, Sacramento, California
- Stormont, R. M. '58, Sales Manager, Marriott Motor Hotel, Atlanta, Georgia
- Strang, D. W., Jr. '60, Owner-General Manager, Howard Johnson's Motor Lodge, Skokie, Illinois
- Suiter, J. W. '58, Director of Sales, Marriott Motor Hotel, Dallas, Texas
- Temel, W. D. '64, Director of Operations, Trayer Enterprises (Holiday Inn), Johnson City, Tennessee
- Temple, J. B. '38, Senior Vice President, Holiday Inns of America, Inc., Memphis, Tennessee
- Thompson, A. G. '55, Innkeeper, Holiday Inn, Nashville, Tennessee
- Tiffany, B. D. '39, Innkeeper, Holiday Inn, Portland, Oregon
- Trice, D. R. '63, Director of Administrative Services, Marriott Motor Hotel, Washington, D.C.
- Tullos, A. J., Jr. '53, Owner-Manager, Chateau Charles Motor Hotel, Lake Charles, Louisiana

- Van Gilder, W. R. '53, General Manager, Food and Beverage, Holiday Inn  
Downtown, Baltimore, Maryland
- Walker, D. C. '57, Innkeeper, Holiday Inn, South Bend, Indiana
- Wegner, N. E. '27, Owner-Manager, Cactus Motor Lodge, Tucumcari, New  
Mexico
- Westfall, H. E. '34, General Manager and Vice President, Sarasota Motor  
Hotel, Sarasota, Florida
- Wikoff, J. H. '48, Owner-Manager, Sun and Ski Motor Inn, Lake Placid, New  
York
- Woods, J. R. '56, General Manager, Sheraton Motor Inn, Springfield,  
Massachusetts

## RESTAURANTS

- Allen, E. R. '63, National Supervisor, Red Barn Systems, Chicago, Illinois
- Allison, N. T. '28, Vice President and Regional Manager, Stouffer Foods  
Corporation, Pittsburgh, Pennsylvania
- Alstrin, R. W. '55, Manager, Stouffer's Restaurant, South Wabash, Chicago,  
Illinois
- Antil, F. H. '55, Director of Training and Management Development,  
Marriott-Hot Shoppes, Washington, D. C.
- Bailey, W. J. '54, General Manager, Interstate Hosts, Seattle Airport, Seattle,  
Washington
- Baldauf, R. F. '56, Food and Beverage Director, Trader Vic's Restaurants,  
San Francisco, California
- Baldwin, R. S. '50, Owner, Pancake Pantry, Nashville, Tennessee
- Banta, G. E. '57, Manager, Howard Johnson's, Poughkeepsie, New York
- Banta, J. L. '62, Manager, Howard Johnson's, Poughkeepsie, New York
- Barth, W. H. '56, Manager, Marriott-Hot Shoppes, Inc., Rockville, Maryland
- 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, President, Restaurant-Waldorf Associates, New York City
- Bernardin, A. E. '52, Operations Consultant, McDonald's Systems, Inc.,  
Chicago, Illinois
- Binyon, H. O. '61, Vice President and General Manager, Binyon's Restaurant,  
Chicago, Illinois
- Blackburn, D. B. '57, Owner-Manager, Altamont Inn, Millbrook, New York
- Bolanis, P. G. '51, Treasurer, Bolan's, Inc., Pittsburgh, Pennsylvania
- Bolanis, W. G. '49, Vice President and Manager, Bolan's, Inc., Pittsburgh,  
Pennsylvania
- Bolling, H. W. '43, Secretary, Bolling's, Inc., Chicago, Illinois
- Bookbinder, S. C., III '58, Vice President, Bookbinder's Sea Food House,  
Philadelphia, Pennsylvania
- Brandt, H. '61, General Manager, Singing Waters Restaurant, Penn Center  
Inn, Philadelphia, Pennsylvania
- Brigham, M. H., Jr. '60, Manager, Marriott-Hot Shoppes, Wachovia Bank,  
Winston-Salem, North Carolina
- Brook, D. L. '50, Owner-Operator, Dave's Automatic Drive-Ins, Chicago,  
Illinois
- Buckley, R. M. '49, Owner, 17 West Restaurant, San Jose, California
- Bullock, J. A. '32, President, J. A. Bullock Associates (Consultants on  
Restaurant Operations), Morris Plains, New Jersey
- Burkhart, A. R., Jr. '49, Partner, Burkhardt's Restaurant and Cafeteria, Ship-  
pensburg, Pennsylvania

- Callis, E. C. '42, Vice President, Restaurant Operations, Red Coach Grill Division, Howard Johnson Company, Wollaston, Massachusetts
- Cantwell, R. M. '52, President, Old Mill Inn, Bernardsville, New Jersey
- Carlson, H. N. '49, Executive Vice President, Bus Terminal Restaurant Company, Raleigh, North Carolina
- Cascio, P. B. '58, Manager, Stouffer's "Top of the Rockies," Denver, Colorado
- Cipriani, A. H. '33, Food Director, Foley's, Houston, Texas
- Clifton, D. E. '58, President-Manager, Mr. Bee, Inc., Somerville, New Jersey
- Cohn, J. H. '41, Owner, Jan's Restaurant, Los Angeles, California
- Comisar, M. J. '57, Owner-Manager, Maisonette Restaurant, Cincinnati, Ohio
- Cooper, B. M. '62, Owner-Manager, The Estaminet, Burlington, Ontario, Canada
- Cooper, I. A. '57, Owner-Operator, Ye Olde Ironmaster Restaurant, Reading, Pennsylvania
- Copp, B. F. '39, Vice President, Materials Management, Stouffer Foods Corporation, Cleveland, Ohio
- Corbisiero, A. M. '58, Manager, Riccardo's Restaurant, Astoria, New York
- Corbisiero, R. F. '56, Director, Riccardo's Restaurant, Astoria, New York
- Critchlow, R. R. '40, Division Manager, Restaurants, L. S. Donaldson Company, Minneapolis, Minnesota
- Curran, L. J. '50, Owner-Operator, Embassy Lounge, Daytona Beach, Florida
- Davis, S. K. '54, Assistant Manager, Putsch's Plaza Restaurants, Prairie Village, Kansas
- Day, T. B. '60, Restaurant Manager, Metropolitan Museum of Art, New York City
- Dean, D. R. '57, Manager, Dean's Diner, Blairsville, Pennsylvania
- DiPasquale, V. J., '48, Divisional Restaurants Manager, Filene's, Boston, Massachusetts
- Dorman, C. E. '56, Manager, Stouffer's "Top of the Town," Cleveland, Ohio
- DuMond, R. C., Jr. '42, Manager, Stouffer's Restaurant, Skokie, Illinois
- Edelblut, Mrs. J. '44, Executive Vice President, O'Donnell's Sea Grille, Washington, D. C.
- Edgerton, D. R. '51, Executive Vice President, Burger King Corporation, Miami, Florida
- 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
- Fantasia, J. P. '58, Manager, Fantasia Restaurant, Cambridge, Massachusetts
- Fauerbach, G. '35, Director of Restaurant Operations, Williamsburg Restoration, Inc., Williamsburg, Virginia
- Ferraro, A. E. '49, Director, Pan Am Operations, Restaurant Associates, New York City
- Finaldi, G. C. '59, Owner-Operator, Gerald's Restaurant, Buffalo, New York
- Floros, J. P. '36, Vice President, Normandie Restaurant, Ithaca, New York
- Floros, N. P. '36, President, Normandie Restaurant, Ithaca, New York
- Foley, J. D. '60, Manager, Red Coach Grill, Middleboro, Massachusetts
- Garcia, M. A. '65, Assistant Manager, Las Novedades Spanish Restaurant, Tampa, Florida
- Geiger, R. '62, Manager, Red Coach Grill, Wayland, Massachusetts
- George, R. W. '57, Manager, Stouffer's Restaurant, Cleveland, Ohio
- Gerhardt, R. A. '56, Manager of Food Service, International Division, Ralston Purina Company, Barcelona, Spain
- Goldner, L. S. '51, Owner-Manager, Singer's Restaurant, Liberty, New York



- Gontram, R. W. '64, Assistant to Vice President, Burger Chef Systems, Indianapolis, Indiana
- Grailer, C. K. '53, General Manager, Charley Brown's Restaurants, Los Angeles, California
- Green, W. '26, President, Myron Green Cafeterias Company, Kansas City, Missouri
- Gronald, H. S. '52, General Manager, Iceland Food Centre, Ltd., London, England
- Gunzer, K. J. '53, Manager, Harbour House Restaurant, Annapolis, Maryland
- Harpin, H. A. '35, Director of Food Services, Bon Marche, Seattle, Washington
- Harris, R. T. '49, Director of Central Supply, Restaurant Service Corporation, Dayton, Ohio
- Hart, B. M. '48, Owner-Manager, Bennie's Drive-In Restaurant, Bristol, Tennessee
- Haskell, R. S. '44, Regional Manager, Stouffer Foods Corporation, Chicago, Illinois
- Hazen, H. E. '42, Restaurant Manager, Fred Wolferrmann, Inc., Kansas City, Missouri
- Healy, R. F. '57, Director of Operations, Public Restaurant Division, Service Systems Corporation, Buffalo, New York
- Heilman, H. R. '39, President, Heilman's Restaurants, Inc., Ft. Lauderdale, Florida
- Heilman, R. E. '45, Owner-Manager, Beachcomber Restaurant, Clearwater Beach, Florida
- Hemmeter, C. B. '62, Operator, Colonel's Plantation, Beef Steak House, Christopher's Prime Rib, Tahiti by Six, Canton Puka, Honolulu, Hawaii
- Herb, H. G. '31, Manager, Stouffer's Wabash Restaurant, Chicago, Illinois
- Higgins, L. C. '60, Manager, Dobbs House, Inc., Columbus, Ohio
- Hitchon, L. F. '54, Manager, Howard Johnson's Restaurant, Washington, Pennsylvania
- Hoge, W. E. '53, Manager, Mid-Atlantic Division, Howard Johnson's, Rego Park, New York
- Horn, M. L., Jr. '50, Vice President, Mayfair Farms, Inc., West Orange, New Jersey
- Hospers, N. L. '48, President, Cross Keys Restaurant, Fort Worth, Texas
- Hynes, F. J. '28, Assistant Vice President, Restaurant Administration, Bankers Trust Company, New York City
- Iacomini, D. P. '64, Manager, Iacomini's Restaurants, Akron, Ohio
- Kahl, W. L. '35, Assistant to the President, Southern Division, Howard Johnson's, Miami, Florida
- Kastner, D. E. '43, Owner-Manager, Christopher Ryder House, Chatham, Massachusetts
- Keefe, W. P. '52, Manager, Food Services, J. L. Hudson Company, Detroit, Michigan
- Keleman, M. '58, Manager-Partner, Rochelle's Restaurant, Long Beach, California
- King, G. A. '49, Manager, Durgin Park Restaurant, Boston, Massachusetts
- Konaka, M. '64, General Manager, Rangetsu Restaurant, Tokyo, Japan
- Kotsones, G. J. '43, Co-Owner, Athens Restaurant, Corning, New York
- Kramer, H. W. '38, Owner, Bill Kramer's Restaurant, Pittsburgh, Pennsylvania
- Ledder, R. E. '48, Food Operations Director, Dayton's Department Store, Minneapolis, Minnesota
- Lefevre, L. W. '42, Vice President, Thruway Division, Marriott-Hot Shoppes, Plattekill, New York
- Lehmann, K. M. '61, General Manager, Part-Owner, Maxl's Rathskeller, White Plains, New York

## 72 PLACEMENT SERVICE

- Leslie, H. D. '42, Manager, John Ebersole's Restaurant, White Plains, New York
- Levinson, C. '57, President, Pancake Ranches, Upper Saddle River, New Jersey
- Lewis, G. L. '61, General Manager, Pancake Restaurants, Inc., Falmouth, Massachusetts
- Lindelow, C. H. '44, Manager, Stouffer's #2, Penn Center Plaza, Philadelphia, Pennsylvania
- Ling, M. '61, Manager, Cathay Restaurant, Lagos, Nigeria, West Africa
- Linz, M. '43, Partner, The Lobster, New York City
- Logan, P. D. '59, Customer Food Facilities Manager, J. C. Penney Company, New York City
- Maksik, I. B. '59, Manager, Maksik's Town and Country Club, Brooklyn, New York
- Marshall, C. B. '59, General Manager, Eastwind, Baltimore, Maryland
- Matthews, W. B. '52, Manager, Restaurant Department, Morgan Guaranty Trust Company, New York City
- Maxson, L. W. '30, Merchandise Manager, Food Division, Marshall Field & Company, Chicago, Illinois
- McCartney, R. H. '60, Owner-Manager, Sylvan Hills, Ithaca, New York
- McCormick, J. W. '50, Owner, The Tiffin Restaurant, Garden City, New York
- McCormick, Mrs. O. '45, Co-Owner-Manager, Weber's Restaurant, Narberth, Pennsylvania
- McDougall, G. C. '61, Assistant Manager, Win Schuler's Inc., Marshall, Michigan
- McLamore, J. W. '47, President, Burger King Corporation, Coral Gables, Florida
- Meehan, J. F. '51, Manager, Penobscot Building Branch, Colonnade Company, Detroit, Michigan
- Merwin, E. O. '36, Manager, Restaurant Department, Bloomingdale Brothers, New York City
- Meyer, J. A., Jr. '57, President-General Manager, Coach Inn, Ft. Washington, Pennsylvania
- Middlebrook, H. T., II '57, General Manager, Northern Division, Dutch Pantry, Selinsgrove, Pennsylvania
- Miller, W. H. '58, President, Miller's Restaurants, New York City
- Moody, D. M. '51, Owner-Manager, Moody's Buffet, Detroit, Michigan
- Mook, P. G. '58, Owner, Kentucky Fried Chicken, Brandon, Florida
- Moran, H. A. '40, Owner, Henry Moran's, Syracuse, New York
- Morrison, W. P. '50, Operator, Chick's, Oakland, California
- Natunen, E. O. '37, President, The William Pitt, Chatham, New Jersey
- Nesbitt, L. A. '57, Owner-Operator, Stables Steak House, Houston, Texas
- Nicholas, N. A. '57, Restaurant Manager, Stern Brothers (Allied Stores), Paramus, New Jersey
- O'Donnell, J. C. '52, Senior Vice President, Bonanza International (Diversa Company), Dallas, Texas
- Oniskey, L. J. '55, Proprietor, Village Inn, Southampton, Pennsylvania
- Page, B. H. '64, Manager, Olde Coach Inn, Nashua, Massachusetts
- Pandl, G. J. '50, Partner, Pandl's Whitefish Bay Inn, Milwaukee, Wisconsin
- Panlilio, Mrs. E. '61, Board Secretary, Sulo Restaurant, Mahati, Rizal, Philippines
- Pappas, C. W. '54, Co-Owner, Michael's Restaurants, Rochester, Minnesota
- Patton, J. B., Jr. '50, Manager, Marriott-Hot Shoppes, Washington, D. C.
- Percival, R. B. '54, Director, Merchandising, Marriott-Hot Shoppes, Washington, D.C.
- Peters, A. S. '47, Licensee-Operator, Howard Johnson's, New Brunswick, New Jersey

- Pierce, J. S. '42, Owner-Manager, Pierce's Restaurant, Elmira Heights, New York
- Plamondon, P. H. '54, Vice President, Hot Shoppes Junior Division, Marriott-Hot Shoppes, Washington, D.C.
- Plenge, E. B. '53, President, Depot Restaurants, Inc., Rochester, New York
- Pope, E. K. '33, Vice President, Pope's Cafeterias, 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
- Raffel, F. B. '43, Executive Vice President, Arby's International, Youngstown, Ohio
- Rancati, A. C. '46, Owner, Pierre's Restaurant, Inc., Cleveland, Ohio
- Randall, G. M. '59, Manager, Part-Owner, Red Lion, Endicott, New York
- Ratzsch, K. A., Jr. '51, Vice President and General Manager, Karl Ratzsch's Restaurant, Milwaukee, Wisconsin
- Rector, E. P. '61, Operator, Castaway Restaurant, Brewerton, New York
- Reynolds, J. B., Jr. '56, General Manager, La Tunisia, Dallas, Texas
- Richmond, F. A. '61, Vice President and Director of Operations, Francois, Inc., Lomita, California
- Rim, J. W. '63, Executive Manager, Lujan's, Akron, Ohio
- Rockas, C. '48, Manager, Jimmy's Harborside Restaurant, Boston, Massachusetts
- Rolles, C. G. '56, Owner, Chuck's Restaurants, Honolulu, Hawaii
- Roose, T. A. '54, Southeastern Regional Director, Burger King Restaurants, Atlanta, Georgia
- Rosenberg, R. M. '59, President, Universal Food Systems, Quincy, Massachusetts
- Rosenstein, A. '43, Owner-Manager, Jack's Oyster House, Inc., Albany, New York
- Rowe, P. D., Jr. '48, Owner, Topps Restaurant, Reading, Pennsylvania
- Rufe, F. A. '48, Vice President, Restaurant Associates, Inc., New York City
- Russell, J. R. '53, Owner-Manager, Chez Leon, Caldwell, New Jersey
- Sack, B. M. '61, Vice President, Public Relations, Howard Johnson's New York City
- Sarkia, M. L. '64, Director of Operations, United Restaurants, Helsinki, Finland
- Sato, Y. '64, Manager, Morena Restaurant, Azabu, Tokyo
- Saurman, I. C. '38, Food Manager, Burdine's, Ft. Lauderdale, Florida
- Schneider, P. H. '53, Owner-Manager, Swiss Inn Restaurant, Elkton, Maryland
- Schneithorst, J. E. '64, Vice President, Schneithorst Restaurant Corporation, St. Louis, Missouri
- Schoff, R. F. '53, Vice President, Marketing and Manufacturing Services, Division, Marriott-Hot Shoppes, Washington, D. C.
- Sculos, P. S. '42, Owner-Manager-Director, The Maridor Restaurant, Framingham, Massachusetts
- Sexton, K. '51, Executive Vice President, Howard Johnson's of Florida, Miami, Florida
- Shafer, H. B. '51, Manager, Food Services, May Company, Cleveland, Ohio
- Shanks, I. H. '53, Owner, Diamond Door Restaurant, Massena, New York
- Sherwood, J. W. '51, Manager Stouffer's Restaurant, Jenkintown, Pennsylvania
- Sisley, P. L. '58, Director of Operations, Manhattan Food Operations, Inc., New York City
- Siverson, G. C., Jr. '49, Manager, Food Service Division, Goldsmith's Department Store, Memphis, Tennessee
- Sochacki, J. L. '62, Food Service Manager, Main Store, Dayton Company, Minneapolis, Minnesota
- Spear, J. W. '49, Owner, Mooring Restaurant, Reston, Virginia

## 74 PLACEMENT SERVICE

- Spiller, D. T. '57, Manager, Spiller's Restaurant, York Beach, Maine  
Stampler, S. B. '64, Vice President, Stampler's Filet Mignon, Inc., New York City  
Stouffer, J. V. '55, President-General Manager, Restaurant Division and Inn, Stouffer Foods Corporation, Cleveland, Ohio  
Straube, D. K. '62, General Manager, Manhattan Division, Brass Rail, New York City  
Suarez, L. A. '59, Owner, Cafeterias Imparcial-Corona, Hospital de Maestro, Hato Rey, Puerto Rico  
Sutherland, D. L. '48, Owner, Eldorado, Nichodell Argyle Restaurants, Hollywood, California  
Tay, K. B. '62, Maxim's Restaurant, Saigon, Vietnam  
Taylor, E. J. '37, Lessee, Ranch Court Motel Restaurant, State College, Pennsylvania  
Terwilliger, E. '28, Manager, Stouffer's Smithfield Restaurant, Pittsburgh, Pennsylvania  
Theros, G. F. '57, Owner-Manager, King's Inn Lilac Lane Enterprise, Minneapolis, Minnesota  
Thomas, J. A. '57, Partner, Mallory Restaurants, Manhasset, New York  
Tsighis, J. J. '60, Director, Tower Suite (Restaurant Assocs.), New York City  
Tucker, D. S. '34, Vice President, Interstate Hosts, Inc., Los Angeles, California  
Turgeon, F. A. '55, President-Treasurer, Ralfran Corporation (Howard Johnson's), Buffalo, New York  
Turgeon, R. A. '51, Owner-Operator, Howard Johnson's Restaurants, Buffalo and Rochester, New York  
Underwood, V. S. '43, Owner-Manager, Kent Steak House and Sunnyside Restaurant, Ithaca, New York  
Van Wagenen, G. '50, Manager, Colonnade Restaurant and Lounge Company, Eatontown, New Jersey  
Vonctes, J. G. '43, Owner-Manager, Lee House Diner, Petersburg, Virginia  
Warner, D. P. '51, Division Manager, Van de Kamp's Fine Foods, Los Angeles, California  
Wayne, F. E. '49, Owner-Manager, The Holloway House, East Bloomfield, New York  
Weber, E. S., Jr. '52, Executive Vice President, Restaurant Division, Dutch Pantry, Selinsgrove, Pennsylvania  
Wegener, K. G. '62, Manager, Arbor Inn Restaurant, Rockville Centre, New York  
Wheeler, L. J., Sr. '38, Manager, Stouffer's "Top of the Sixes," New York City  
White, T. W. '56, Manager, Walter White's Steak and Ale House, Dewitt, New York  
Whitney, C. R. '53, Regional Director, Burger Chef, Indianapolis, Indiana  
Willard, P. N. '42, Partner-Manager, Paul Willard's Carousel Restaurant and Cocktail Lounge, Fresno, California  
Wilson, R. R. '59, Manager, Ho-Ho-Kus, New Jersey  
Yoken, D. A. '62, Owner-Manager, Yoken's Thar She Blows, Danvers, Massachusetts  
Zuch, D. '48, Proprietor, Keen's English Chop House, New York City

## FOOD SERVICE

- Aiduk, M. C. '52, School Lunch Director, Board of Education, Niagara Falls, New York

- Andrews, D. O. '58, Operations and Planning Manager, Cardinal Vending Company, Mansfield, Ohio
- Aschwanden, R. J. '58, Operations Analyst, ARA Service, Chicago, Illinois
- Babcock, J. L., Jr. '36, Manager of Operations, Horne's Enterprises (Greyhound Food Management), Detroit, Michigan
- Batt, J. A. '43, Senior Vice President, Service Systems, Inc., Buffalo, New York
- Beaudin, R. L. '60, Food Director, Servomation-Ware, Elyria, Ohio
- Beaudry, L. L., Jr. '40, Vice President, The Charles Corporation, Cleveland, Ohio
- Blair, R. C. '50, Food Service Manager, Navy Exchange Department, Guantanamo Bay, Cuba
- Cappello, L. A. '51, Regional Manager, Interstate-United Corporation, Chicago, Illinois
- Capra, C. L. '64, Cafeteria Supervisor, McDonnell Aircraft, St. Louis, Missouri
- Carlson, R. B. '48, Director of Engineering, Greyhound Food Management, Detroit, Michigan
- Chapin, F. D. '51, Vice President, Western Division, Interstate-United Corporation, Mt. View, California
- Clarkson, T. W. '35, President, Clarkson Food Service, Inc., Buffalo, New York
- Deal, W. F. '41, Vice President, ARA, Pennsauken, New Jersey
- De Gasper, E. E. '48, School Food Services Director, Buffalo Board of Education, Buffalo, New York
- Deignan, P. B. '62, Coordinator of Technical Services, Specialized Management Services, Inc., of Pittsburgh, Pittsburgh, Pennsylvania
- Demmler, R. H. '45, General Manager, Automatic Canteen Company of America, Cincinnati, Ohio
- Denzler, A. H. '58, Director of Operations, Manhattan District, Food Operations, Inc., New York City
- Eppolito, C. T. '52, Vice President, Service Systems Corporation, Buffalo, New York
- Farr, J. F. '39, Vice President, Automatic Canteen Company of America, Chicago, Illinois
- Fickett, E. C. '44, School Lunch Director, Kenmore Public Schools, Kenmore, New York
- Filsinger, M. O. '39, Vice President, Operations, Servomation-Mathias, Inc., Baltimore, Maryland
- Flickinger, R. D. '47, President, Service Systems Corporation, Buffalo, New York
- Fors, R. D., Jr. '59, Vice President, Food Operations, Inc., Rochester, New York
- Fried, G. '39, Manager, In-Plant Feeding, Motorola, Inc., Scottsdale, Arizona
- Haberl, F. J. '47, Manager, Food Service, The Martin Company, Denver, Colorado
- Hallbach, G. W. '49, General Manager, AA Full-Line Vending, Inc., Bridgeport, Connecticut
- Harbeck, R. T. '56, Corporate Director of Food Service, Forbes & Wallace, Springfield, Massachusetts
- Hines, G. H. '42, Vice President and Treasurer, Blaikie, Miller & Hines, Inc., New York City
- Hitzel, J. L. '59, Supervisor of Food Service, Szabo Food Service, Western Electric, Winston-Salem, North Carolina
- Holbrook, R. F. '59, Chief, Food Service, Brandon State Training School, Brandon, Vermont
- Horowitz, P. '40, Caterer-Owner-Manager, Park Manor Caterers, Springfield, Massachusetts

- Howard, K. E. '31, Director, Bureau of School Lunches, Board of Education, Brooklyn, New York
- Huggins, F. A., Jr. '58, District Food Service Director, Interstate United Corp., St. Paul, Minnesota
- Hunt, E. C. '58, Vice President, Operations, National Food Facilities, Inc., Washington, D.C.
- Ingraham, A. E. '51, Manager, Food Service and Vending, IBM Corporation, Boulder, Colorado
- Irey, G. M. '45, Manager, Customer Food Service, J. C. Penney Company, New York City
- Judd, R. W. '51, Food Service Manager, ARA Service, Brookhaven National Laboratory, Brookhaven, New York
- Kayser, J. G. '44, Manager, Food Service, Eastman Kodak Company, Rochester, New York
- Kellogg, C. F., Jr. '38, Owner, Kellogg & Kellogg Catering Service, Sayre, Pennsylvania
- Kennedy, D. S. '55, Executive Vice President, Ace Foods, Inc., Milwaukee, Wisconsin
- Knapp, G. T. '59, District Manager, Marriott-Hot Shoppes, Binghamton, New York
- Kochli, E. '61, Vice President, Operations, Howard Johnson's Automatic Merchandising Division, Inc., Rancocas, New Jersey
- Koehler, R. C. '48, Director, Food Service Management Division, Marriott-Hot Shoppes, Washington, D.C.
- Kooser, R. P. '61, Assistant Director of Engineering, Stouffer's Management Food Service Division, Philadelphia, Pennsylvania
- Kosakowski, J. E. '48, Food Service Manager, The Travelers Insurance Company, Hartford, Connecticut
- Kosse, R. C. '55, Food Service Director, Grumman Aircraft, Bethpage, New York
- Krouner, D. H. '55, Superintendent, Menumat, Inc., Quincy, Massachusetts
- Lafey, C. W. '40, Vice President, Food Crafters, Inc., Philadelphia, Pennsylvania
- Langknecht, H. L. '53, Director, Operations Services, ARA Service, Philadelphia, Pennsylvania
- Marker, P. M. '61, Food and Beverage Manager, Multnomah Building, Portland, Oregon
- Mather, R. W. '48, Caterer Operations Administrator, Food Service Department, Ford Motor Company, Dearborn, Michigan
- Mathias, G. D. '58, District Manager, A. L. Mathias Company, Baltimore, Maryland
- McFarlin, F. A. '56, Food Service Director, Long Beach City School District, Long Beach, New York
- McKinnon, W. H. '51, Vice President, Operations, Emerald Services, Inc., Chicago, Illinois
- McLallen, R. R., Jr. '58, Director, Food Service Planning, Interstate United Corporation, Lincolnwood, Illinois
- Medevielle, J. E. '41, Director of Food Services, Board of Education, Elizabeth, New Jersey
- Miller, W. H., Jr. '38, Executive Vice President, A. L. Mathias Company, Baltimore, Maryland
- Minium, R. A. '56, Stouffer's Management Food Service Division, Ford-Philco Aeroneutronic, Newport Beach, California
- Montague, H. A. '34, Chairman of the Board, Greyhound Food Management, Detroit, Michigan

- Moore, Mrs. J. K. '45, Director of Cafeterias, Board of Education, New Rochelle, New York
- 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., Brooklyn, New York
- Muntz, W. E. '33, Supervisor, School Cafeterias, San Francisco, California
- Namack, J. M. '58, Area Supervisor, Blaikie, Miller & Hines, New York City
- Nordberg, N. L. '55, President and General Manager, Nordberg's, Inc., Stoneham, Massachusetts
- Nothhelfer, J. O. '63, Director of Operations, Food Operations, Inc., Philadelphia, Pennsylvania
- O'Brien, R. W., Jr. '49, Manager, Canteen Division, Automatic Canteen Company of America, Buffalo, New York
- Olsen, E. L. '36, Vice President, Prophet Company, Union, New Jersey
- O'Rourke, J. C. '32, Vice President, Blaikie, Miller & Hines, Inc., New York City
- Pajeski, S. J. '57, General Manager, Food Services, Texas Instruments, Inc., Dallas, Texas
- Pedersen, O. W. '52, Director of Auxiliary Services, Scottsdale District Schools, Phoenix, Arizona
- Petzing, J. E. '55, Vice President, Progressive Cafeterias, Inc., Washington, D. C.
- Phelan, D. D. '56, General Manager, Central Region, Cara Operations, Ltd. (Caterers), Toronto, Ontario, Canada
- Phelps, S. N. '39, Manager, Dining, Sleeping, and Parlor Car Service, Pennsylvania Railroad, Long Island City, New York
- Pollock, R. L. '31, Director, Employee Services, National Cash Register Company, Ithaca, New York
- Poulson, R. C. '58, Food Supervisor, Army & Air Force Exchange Service, Okinawa Regional Exchange, Okinawa
- Protos, C. M. '62, Food Manager, Bethlehem Steel Corporation, Bethlehem, Pennsylvania
- Reas, J. R. '50, Food Service Manager, Lederle Labs, Pearl River, New York
- Reed, R. O. '53, Director of School Lunches, Corning, New York
- Remele, R. E. '59, President, National Food Facilities, Washington, D.C.
- Ripans, A. F. '55, Executive Representative, ARA Service, New York City
- Sabella, K. J. '50, Division General Manager, Interstate United Corporation, Hartford, Connecticut
- St. George, E. J. '49, Director, Nationwide Food Service, General Electric, Electronics Park, Syracuse, New York
- Saunders, H. E., Jr. '45, Assistant General Manager, Automatic Canteen Company of America, Kansas City, Missouri
- Shelton, J. D. '34, Regional Sales Manager, Automatique, Inc., Forest Hills, New York
- Simon, J. P., Jr. '55, Regional General Manager, ARA Service, Southland, Michigan
- Slocum, W. H. '34, School Lunch Program Director, Lanigan School, Fulton, New York
- Snowdon, C. C. '33, Director of Research & Standards, ARA Service, Philadelphia, Pennsylvania
- Sorensen, F. C. '35, Owner, Food Service Management, Pueblo, Colorado
- Spencer, F. C. '43, Dining Service Manager, New Jersey Bell Telephone Company, Newark, New Jersey
- Spencer, M. D. '61, Director of Operations, Food Operations, Inc., Pacific Telephone Company, Pasadena, California

## 78 PLACEMENT SERVICE

- Stanway, C. R. '49, Manager, Stouffer's Management Food Service, Philadelphia, Pennsylvania
- Starke, R. P. '52, President, Food Operations, Inc., Buffalo, New York
- Starnes, H. L. '60, Food Facilities Manager, I.B.M., Durham, North Carolina
- Taylor, R. B. '43, Food Service Manager, Sunbeam Corporation, Chicago, Illinois
- Thering, H. E. '54, Director of Food Service, Delco Remy Division of General Motors, Anderson, Indiana
- Towner, J. R. '43, Food Service Manager, IBM Corporate Headquarters, Armonk, New York
- Weinberger, W. D. '63, Director of Food Service, Charles Corporation, Cleveland, Ohio
- Whelan, T. E. '52, President-Owner, Whelan Food Services, Inc., Philadelphia, Pennsylvania
- Whiteman, K. I. '41, Cafeteria Supervisor, Photo Products Plant, E. I. du Pont de Nemours, Parlin, New Jersey
- Wladis, A. N. '39, Regional Manager, Interstate United Corporation, Buffalo, New York
- Woodworth, R. M. '57, Food Service Director, University City Studios, Hollywood, California
- Yochum, P. T. '48, President, Servomation Mathias, Inc., 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, Princeton Club of New York, New York City
- Amend, A. A. '56, Manager, Indian Harbor Yacht Club, Greenwich, Connecticut
- Anagnost, B. T. '60, Assistant to the Director of Purchases, Playboy Clubs International, Chicago, Illinois
- Angelo, R. M. '58, Manager, Women's National Republican Club, New York City
- Arnold, D. C. '52, General Manager, Berry Hills Country Club, Charleston, West Virginia
- Ashworth, F. O., Jr. '41, Manager, Mohawk Club, Schenectady, New York
- Baribeau, R. D. '58, Regional Director, Playboy Clubs International, Miami, Florida
- Berry, D. A. '59, Manager, Mustin Beach Officers Club, U.S. Naval Air Station, Pensacola, Florida
- Blasko, P. J. '41, General Manager, Country Club of Wilmington, Wilmington, Delaware.
- Booth, D. '53, Manager, Commissioned Officers Club, United States Naval Station, Newport, Rhode Island
- Buescher, W., Jr. '35, General Manager, Merchants and Manufacturers Club, Chicago Illinois
- Burger, R. A. '48, Manager, Engineers Club, New York City
- Cary, M. R. '50, Manager, Pennhills Club, Bradford, Pennsylvania
- Casey, B. M. '49, General Manager, Blue Mound Golf and Country Club, Wauwatosa, Wisconsin
- Converse, F. L. '54, Manager, Battle Creek Country Club, Battle Creek, Michigan



- Cook, E. D., Jr. '57, Manager, Meridian Hills Country Club, Indianapolis, Indiana
- Coulson, C. L. '56, Manager, Harvard University Faculty Club, Cambridge, Massachusetts
- Craig, C. G. '36, Manager, Youngstown Club, Youngstown, Ohio
- Daglian, A. '57, General Manager, Cornell Club, New York City
- Davenport, R. W. '54, Manager, The Club at Point O'Woods, New York
- Dodge, J. B. '57, Manager, Country Club of Florida and Ocean Club of Florida, Delray Beach, Florida (winter)
- Dunn, W. P., II '51, President, West Orange Riding Club, West Orange, New Jersey
- Durgee, R. B. '62, General Manager, Larchmont Yacht Club, Larchmont, New York
- Edginton, R. H. '57, General Manager, Ridgeway Country Club, White Plains, New York
- Edwards, R. '45, Club Specialist, United States Navy Ships Store Office, Brooklyn, New York
- Elvins, W. T. '58, Club Manager, Laguna Niguel Corporation, Laguna, California
- Farrar, W. E. '50, Manager, Maple Bluff Country Club, Madison, Wisconsin
- Felshow, E. R. '52, Manager, Ausable Club, St. Huberts, New York (summer); Manager, Jupiter Island Club, Hobe Sound, Florida (winter)
- Fulop, N. I. '58, Manager, Quadrangle Club, Chicago, Illinois
- Furst, H. M. '65, Manager, Pointe Claire Yacht Club, Pointe Claire, Quebec, Canada
- Garwood, W. G. '48, Manager, Toledo Club, Toledo, Ohio
- Girmonde, J. R. '58, Manager, Twin Ponds Golf Association, Inc., New York Mills, New York
- Grinnan, W. T. '58, Manager, Faculty Club, University of Rochester, Rochester, New York
- Haynes, C. E. '44, Manager, Detroit Golf Club, Detroit, Michigan
- Henderson, J. E. '58, Manager, Zanesville Country Club, Zanesville, Ohio
- Hollister, F. H. '32, Manager, Scarsdale Golf Club, Hartsdale, New York
- Huber, H. L. '39, Manager, Westwood Country Club, Buffalo, New York
- Huggard, A. R. '57, Manager, Wampanoag Country Club, West Hartford, Connecticut
- Irving, F. J. '35, Managing Director, Jamaica Playboy Club, Ocho Rios, Jamaica
- Kelly, D. M. '63, Manager, Ravisloe Country Club, Homewood, Illinois
- Lamond, W. W. '38, Manager, Norfolk Yacht and Country Club, Norfolk, Virginia
- Landmark, R. M. '51, Executive Assistant Director, Club Managers Association of America, Washington, D. C.
- Livingood, E. F. '55, General Manager, Orange Lawn Tennis Club, Orange, New Jersey
- Lockwood, L. C. '47, Manager, Lenoir Country Club, Lenoir, North Carolina
- Lucha, A. M. '35, General Manager, American Club of Tokyo, Tokyo, Japan
- Lyon, E. W. '38, Executive Director, Club Managers Association of America, Washington, D. C.
- Masterson, D. H. '52, Manager, Boca Rio Golf Club, Boca Raton, Florida
- Meyer, W. J. '58, Manager, Seminole Golf Club, Palm Beach, Florida
- 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, MIT Faculty Club, Cambridge, Massachusetts

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- Murray, T. F. '60, Manager, Pinnacle Club, Augusta, Georgia  
 Niel, R. M., Jr. '48, Manager, Princess Anne Country Club, Virginia Beach, Virginia  
 Osborne, C. W., Jr. '51, Manager, Alumnae House, Vassar College, Poughkeepsie, New York  
 Parkinson, F. '43, Manager, Glen Flora Country Club, Waukegan, Illinois  
 Pearce, J. D. '52, Manager, Rainier Club, Seattle, Washington  
 Pearce, J. W., Jr. '39, Manager, Rhode Island Country Club, Providence, Rhode Island  
 Penn, J. N. '49, Manager, Union League Club, New York City  
 Peterson, W. L. '46, General Manager, Tecumseh Country Club, Tecumseh, Michigan  
 Reyelt, H. G. '39, Owner-Manager, Beach and 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  
 Rocky, J. A. '39, Manager, Shuttle Meadow Country Club, Kensington, Connecticut  
 Rohde, R. K. '51, Manager, Faculty Club, Ohio State University, Columbus, Ohio  
 Rorke, W. S. '51, Executive Assistant Manager, Washington Athletic Club, Seattle, Washington  
 Ross, A. H. '64, Administrative Assistant, Glencoe Club, Calgary, Alberta, Canada  
 Ross, D. B., Jr. '65, General Manager, Atlantis Country Club, Tuckerton, New Jersey  
 Ross, R. S. '51, Manager, Piping Rock Club, Locust Valley, New York  
 Saltzman, T. R. '63, General Manager, Playboy Club, Los Angeles, California  
 Satterthwait, W. J., Jr. '51, Manager, Buffalo Club, Buffalo, New York  
 Sawyer, J. E. '58, Manager, Tyler Petroleum Club, Tyler, Texas  
 Schlingmann, C. F. '61, Assistant Manager, Seaview Country Club, Absecon, New Jersey  
 Seely, R. '41, General Manager, Harvard Club of Boston, Boston, Massachusetts  
 Shaner, F. E. '50, Manager-Assistant Secretary, Broad Street Club, Inc., New York City  
 Shissias, G. G. '57, Club Manager, Forest Lake Country Club, Columbia, South Carolina  
 Smith, W. E. '55, Club Manager, Apawamis Club, Rye, New York  
 Smoots, R. D. '57, Manager, Johnson City Country Club, Johnson City, Tennessee  
 Ten Broeck, D. L. '37, Manager, Yorick Club, Lowell, Massachusetts  
 Terhune, D. L. '52, Manager, Gainesville Golf and Country Club, Gainesville, Florida  
 Thomas, F. J. '49, Manager, Saucon Valley Country Club, Bethlehem, Pennsylvania  
 Tower, H. E. '47, Manager, University Club, Syracuse, New York  
 Travis, W. '42, General Manager, Yale Club, New York City  
 Wallace, C. C. '49, Manager, Wellesley College Club, Wellesley, Massachusetts  
 Walsh, J. A., Jr. '58, Manager, Birmingham Athletic Club, Birmingham, Michigan  
 Walsh, T. C. '52, Executive Assistant Manager, New York Athletic Club, New York City  
 Wannop, H. W. '42, Food and Beverage Manager, Lake Placid Club, Lake Placid, New York  
 Wannop, J. W. '42, General Manager-Secretary, Wianno Club, Wianno, Massachusetts

- Watts, R. D. '56, General Manager, Houston Club, Houston, Texas  
 Wetten, M. A. '63, Executive Assistant Manager, Illinois Athletic Club, Chicago, Illinois

## HOSPITALS

- Adams, D. J. '55, Assistant Administrator, New Rochelle Hospital, New Rochelle, New York  
 Ainslie, N. J. '57, Manager, ARA Hospital Food Management, Creighton Memorial St. Joseph's Hospital, Omaha, Nebraska  
 Alsedek, A. E. '56, Food Service Director, Lancaster General Hospital, Lancaster, Pennsylvania  
 Backauskas, A. W. '62, Food Production Manager, ARA Hospital Food Management, Presbyterian Hospital, Philadelphia, Pennsylvania  
 Badger, C. R. E. '49, Assistant Administrator, Saint Thomas Hospital, Akron, Ohio  
 Bowen, O. M. '40, Administrator, Allentown Hospital, Allentown, Pennsylvania  
 Caddy, E. R. '33, Director, Westmoreland Hospital, Greensburg, Pennsylvania  
 Calvert, D. '51, Director, Food Services and Housekeeping, Columbia Presbyterian Medical Center, New York City  
 Card, H. F. '54, Assistant Food Director, Mount Sinai Hospital, New York City  
 Cleary, E. J. '40, Food Service Manager, United Food Management Service, Auburn Memorial Hospital, Auburn, New York  
 Colbert, F. A. '48, Food Service Director, Overlook Hospital, Summit, New Jersey  
 Colby, J. W. '48, Administrator, St. Luke's Hospital, Spokane, Washington  
 Cummings, R. E. '40, Administrator, J. C. Blair Memorial Hospital, Huntingdon, Pennsylvania  
 Dalla, F. C. '49, Director of Auxiliary Services, Jefferson Medical Center, Philadelphia, Pennsylvania  
 Douglass, C. R. '32, Executive Assistant, District of Columbia General Hospital, Washington, D. C.  
 Feuquay, D. E. '57, Resident District Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania  
 Finlayson, R. L. '58, Assistant Administrator, Waterbury Hospital, Waterbury, Connecticut  
 Fread, R. G. '58, Director of Food Service, Maimonides Hospital, Brooklyn, New York  
 Gallagher, P. E. '58, District Manager, ARA Hospital Food Management, Chicago, Illinois  
 Geggis, W. L. '63, District Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania  
 Gerstenberger, K. E. '59, Operations Analyst, ARA Hospital Food Management, Philadelphia, Pennsylvania  
 Gibbons, H. C. '55, Director of Dietary Services, the Christ Hospital, Cincinnati, Ohio  
 Gifford, R. D. '54, Executive Vice President, Hospital Dietetics, Inc. (Interstate United), Chicago, Illinois  
 Groenendijk, M. '61, Food Service Director, ARA Hospital Food Management, Sacred Heart Hospital, Pensacola, Florida  
 Haden, H. W. '56, Administrator, Tobey Hospital, Wareham, Massachusetts  
 Hanly, J. K. '62, Administrator, B. S. Pollak Hospital, Jersey City, New Jersey

## 82 PLACEMENT SERVICE

- Hansen, R. D. '60, Administrator, Scripps Memorial Hospital, La Jolla, California
- Havice, A. J. '58, Assistant Vice President, Hospital Sales, The Prophet Company, Detroit, Michigan
- Jack, R. L. '55, District Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Johnson, W. C. '44, Executive Director, Hospital Association of Rhode Island, Providence, Rhode Island
- Johnson, W. H., Jr. '59, Vice President and General Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Keeney, J. C. '49, Comptroller, Munroe Memorial Hospital, Ocala, Florida
- Kincade, D. A. '49, Administrator, Memorial Hospital, Burlington, Wisconsin
- Kumpf, G. E. '61, Food Service Director, ARA Hospital Food Management, Blount Memorial Hospital, Maryville, Tennessee
- Lamb, R. A. '62, Food Service Manager, ARA Hospital Food Management, Alameda Hospital, Alameda, California
- Littlefield, N. D. '32, Housekeeping Supervisor, Baltimore City Hospital, Baltimore, Maryland
- Longnecker, K. W. '37, Business Administrator, Leahi Hospital, Honolulu, Hawaii
- Ludewig, V. F. '34, Administrator, George Washington University Hospital, Washington, D. C.
- Madel, R. P., Jr. '52, Administrator, Lake Shore Inn Nursing Home, Waseca, Minnesota
- Marcham, A. '58, Assistant Administrator, Emma Pendleton Bradley Hospital, Riverside, Rhode Island
- McCarthy, F. J., Jr. '61, Associate Administrator, Maimonides Hospital, Brooklyn, New York
- Morgan, R. J. '59, Food Service Manager, Cease Commissary Service, Buffalo Children's Hospital, Buffalo, New York
- Myers, W. W. '48, Director of Food Service, Buffalo General Hospital, Buffalo, New York
- Newell, W. T., Jr. '54, Director, General Services Division, Fairfax Hospital, Fairfax, Virginia
- Newton, R. R. '59, Food Service Director, Sheppard & Enoch Pratt Hospital, Towson, Maryland
- Oakes, H. A. '56, Vice President, Hospital Dietary Service, Inc., Detroit, Michigan
- Reiman, P. K. '45, Associate Director, Maine Medical Center, Portland, Maine
- Richman, E. L. '47, Deputy Administrator, Manhattan General Division, Beth Israel Medical Center, New York City
- Rogers, C. T. '55, District Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Rudiger, H. F., Jr. '33, Administrator, Southside Hospital, Bay Shore, New York
- Smith, J. L. '48, Senior Associate Director, Menorah Medical Center, Kansas City, Missouri
- Sweeney, R. H. '53, Administrator, Riverside Hospital, Wilmington, Delaware
- Thompson, C. R. '53, Director, Food Service Department, Temple University Medical Center, Philadelphia, Pennsylvania
- Thompson, R. H. '47, Food Service Director, George Washington University Hospital, Washington, D. C.
- Vanderslice, J. A. '43, Regional General Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Vanderwarker, R. D. '33, President, Memorial Sloan-Kettering Cancer Center, New York City

- Vaughan, J. S. '60, Regional Operations, Manager, ARA Hospital Food Management, Atlanta, Georgia
- Vlahakis, G. S. '52, Director of Food Services, Fort Sanders Presbyterian Hospital, Knoxville, Tennessee
- Weisman, P. C. '53, Food Service Director, University Hospital, University of Washington, Seattle, Washington
- Whitacre, E. B. '35, Director of Food Service, Glens Falls Hospital, Glens Falls, New York
- Williams, G. C. '52, Assistant Director, Miami Valley Hospital, Dayton, Ohio
- Zembruski, L. M. '51, Food Service Manager, West Suburban Hospital, Oak Park, Illinois

## COLLEGES AND UNIVERSITIES

- Allan, R. '56, Bakery Production Supervisor, Department of Housing and Food Service, Penn State University, University Park, Pennsylvania
- Andrae, R. '42, Associate Director, Auxiliary Services, Northern Illinois University, DeKalb, Illinois
- Baugh, W. J. '62, Manager, ARA Slater, Drew University, Madison, New Jersey
- Begin, D. F. '59, District Manager, Saga Food Service, Aurora, New York
- Benner, D. L. '34, Director of Dormitory Operations, Allen Brothers & O'Hara, Inc., Memphis, Tennessee
- Bickert, D. G. '51, Assistant Business Manager, New York University, New York City
- Birchfield, J. C. '57, Director of Food Service, University of Tennessee, Knoxville, Tennessee
- Borhman, J. W., Jr. '41, Manager, Resident Halls Operations, Allen Brothers & O'Hara, Memphis, Tennessee
- Borsari, W. E. '63, Conference Coordinator, U.C.L.A., Los Angeles, California
- Buck, S. K. '57, Executive Dietitian, Yale University, New Haven, Connecticut
- Butler, R. '50, Dietitian, Residential Halls, Iowa State University, Ames, Iowa
- Callahan, J. M. '59, Director of Food Service, ARA Slater, Harpur College, Binghamton, New York
- Carey, F. S. '66, Dining Management Supervisor, Housing and Dining Services, Cornell University, Ithaca, New York
- Carr, C. H. '49, Director of Business Affairs & Development, Saint Leo College, Saint Leo, Florida
- Cleaveland, N. C., Jr. '57, Associate Director, Food Services, Brown University, Providence, Rhode Island
- Cobb, G. H. '41, Food Service Director, Eastern Michigan University Union, Ypsilanti, Michigan
- Cope, H. C. '41, Business Manager, Earlham College, Richmond, Indiana
- Cousins, J. A. '50, Personnel Officer, Saga Administrative Corporation, Menlo Park, California
- Cunkle, J. L. '48, Manager, Harding-Williams Food Service Management, Seton Hill College, Greensburg, Pennsylvania
- Davis, W. N. '31, Director of Plant Housing and Food Operations, Brown University, Providence, Rhode Island
- Dean, H. H., Jr. '56, Coordinator, Residence Halls Housekeeping, Ohio University, Athens, Ohio
- Dobie, A. R. '56, Director, University Dining Halls, Yale University, New Haven, Connecticut
- Dohrman, S. K. '61, Assistant Director, Dining Halls, Yale University, New Haven, Connecticut

- Downing, J. P. '40, Business Manager, National Association of Independent Schools, Boston, Massachusetts
- Dylla, H. F., Jr. '47, Regional General Manager, Central Region, School and College Services, ARA Service, Philadelphia, Pennsylvania
- Earl, J. B. '56, Director and Coordinator of Food Service, Drexel Institute of Technology, Philadelphia, Pennsylvania
- Fanning, D. J. '48, Assistant Director for Finance, University of Rochester Medical Center, Rochester, New York
- Gackenbach, L. H. '55, Dining Service Manager, M. W. Wood Catering Service, Inc., Lehigh University, Allentown, Pennsylvania
- Gallagher, F. J. '53, Food Service Director, Fordham University, Bronx, New York
- Gibson, A. W., Jr. '42, Assistant Director, Dormitory Operations, Allen Brothers & O'Hara, Inc., Memphis, Tennessee
- Glaser, C. L. '55, Food Service Manager, Men's Complex, University of Puget Sound, Tacoma, Washington
- Grinstead, P. W. '57, Budget Director, Saga Food Service, Menlo Park, California
- Hannum, P. C. '33, Campus Business Manager, University of California, Los Angeles, California
- Harrington, R. C. '50, Food Service Director, Student Union and Faculty Club, Stanford University, Stanford, California
- Hazeltine, K. A. '55, Manager, University Commons, Rutgers University, New Brunswick, New Jersey
- Hill, N. D. '58, Manager, Undergraduate Dining Halls, Princeton University, Princeton, New Jersey
- Hort, R. '55, Vice President, Sales and Development, Szabo Food Service, Inc., Lyons, Illinois
- Hurlburt, C. G., Jr. '53, Director, Food Service Department, Harvard University, Cambridge, Massachusetts
- Jacobs, D. M. '55, District Manager, Mid-Atlantic Region, School and College Services, ARA Service, Potomac, Maryland
- Jaeger, A. A. '62, Food Service Manager, University of Tennessee, Knoxville, Tennessee
- Jones, R. A. '54, Director, Adirondack Conference Centers, Syracuse University, Syracuse, New York
- Kersey, R. L. '49, Director of Auxiliary Enterprises, University of Nevada, Reno, Nevada
- Ketterer, V. M. '37, District Manager, Saga Food Service, East Orange, New Jersey
- Kimball, M. C. '54, Director of Housing, New York University, New York City
- King, H. P., Jr. '47, Director of Dining Halls, Virginia Polytechnic Institute, Blacksburg, Virginia
- Kooiman, C. S. '60, Vice President-General Manager, University Inns, Inc., Houston, Texas
- Kurz, G. W. '64, Manager, Saga Food Service, Downey House, Briarcliff College, Middletown, Connecticut
- LaBarre, K. A. '54, Director, Dining Services, ARA Service, University of Alabama, University, Alabama
- Laube, W. C. '55, District Manager, Saga Food Service, Trenton, New Jersey
- Lloyd, D. E. '48, Treasurer-Business Manager, Worcester Polytechnic Institute, Worcester, Massachusetts
- LoBello, L. V. '56, Business Manager, Alderson-Broadbudd College, Philippi, West Virginia
- Mackimmie, A. A. '61, Housing Manager, Washington State University, Pullman, Washington

- McCarthy, C. E. J. '56, Food Service Manager, Kresge Hall, Harvard Business School, Boston, Massachusetts
- McMahon, P. B. '55, District Manager, Saga Food Service, Richmond, Virginia
- Mihm, E. R. '57, Manager, East West Center Cafeteria, Saga Food Service, University of Hawaii, Honolulu, Hawaii
- Miller, H. A. '48, Food Service Manager, ARA Slater, Baylor University, Waco, Texas
- Minah, T. W. '32, Director, Dining Halls, Duke University, Durham, North Carolina
- Muser, W. E. '53, Operations Supervisor, Rutgers State University, New Brunswick, New Jersey
- Newell, J. T., Jr. '45, Director of Housing and Feeding, San Francisco State College, San Francisco, California
- 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, State University College at Oswego, Oswego, New York
- Parmelec, R. O. '35, Food Supervisor, University of Michigan League, Ann Arbor, Michigan
- Partridge, H. R. '40, Business Manager, Florida A. & M. University, Tallahassee, Florida
- Payne, P. R. '51, Supervisor, ARA Slater International Corporation, Mayaguez, Puerto Rico
- Pearson, F. A. '48, Administrative Assistant to Director, Housing and Dining Services, Cornell University, Ithaca, New York
- Pike, W. B. '59, Housing Administrator II, Southern Illinois University, Carbondale, Illinois
- Post, J. D. '52, Business Manager-Treasurer, The Putney School, Putney, Vermont
- Price, E. T. '47, General Manager, Highland Towers, Allen Brothers & O'Hara, Memphis, Tennessee
- Ratkowski, R. W. '61, Manager, Saga Food Service, Mt. Saint Mary College, New Windsor, New York
- Raymond, R. L. '47, Manager, ARA Slater, Hope College, Holland, Michigan
- Raynor, H. W. '56, Food Service Director, Russell Sage College, Troy, New York
- Root, T. P. '58, Director, Food Service, Princeton University, Princeton, New Jersey
- Runk, W. A., Jr. '51, Food Service Manager, Saga Food Service, Clark University, Worcester, Massachusetts
- Ryon, S. R. '47, Manager, Dining Services, Cornell University, Ithaca, New York
- Scott, H. D. '59, Food Service Administrator, University of Rochester, Rochester, New York
- Shaw, L. J. '48, Food Service Manager, State University Teachers College, Fredonia, New York
- Shaw, M. R. '34, Director of Housing and Dining Services and Assistant University Controller, Cornell University, Ithaca, New York
- Sibal, W. J. '64, Manager, Sproul Residence Hall, U.C.L.A., Los Angeles, California
- Smith, C. P. '39, Head, Food Services, Northern Institute of Technology, Edmonton, Alberta, Canada
- Smith, G. D. '62, Manager, Men's Dining Service, University of Rochester, Rochester, New York

- Snyder, K. S. '48, Director, Auxiliary Services, University of Hawaii, Honolulu, Hawaii
- Swift, E. H. '55, Vice President and General Manager, Scope Corporation, Menlo Park, California
- Tewey, J. F. '49, Manager, Faculty-Student Association, State University College, Cortland, New York
- Tipton, W. D. '58, Director of Dining Service, ARA Slater, State University, Oneonta, New York
- Vincent, A. B., Jr. '61, Catering Manager, Princeton University Food Service, Princeton, New Jersey
- Walcott, B. H. '58, Food Buyer, Harvard University, Cambridge, Massachusetts
- Webster, D. T. '64, Assistant Director of Residences, University of Pennsylvania, Philadelphia, Pennsylvania
- Weissbecker, F. J. '46, Assistant Director, Food Services, Harvard University, Cambridge, Massachusetts
- Wentz, W. J. '58, Food Service Director, ARA Slater, Wake Forest College, Winston-Salem, North Carolina
- Whiting, E. A. '29, Director, Willard Straight Hall, Cornell University, Ithaca, New York
- Willis, F. S. '50, Director of Food Services, Marshall University, Huntington, West Virginia
- Winship, J. '54, Business Manager-Treasurer, Westminster School, Simsbury, Connecticut
- Woodruff, D. R. '60, Assistant Director, Dining Halls, Williams College, Williamstown, Massachusetts
- Wright, B. B. '57, Director, Saga Food Service, University of California, Santa Cruz, California
- Zellmer, J. R. '43, Food Service Director, Ohio State University, Columbus, Ohio

## AIRLINES

- Breed, E. W. '44, Vice President, Traffic, Marketing, and Sales, Northeast Airlines, Boston, Massachusetts
- Buehler, D. H. '60, Manager, Dining Service, Trans World Airlines, New York City
- D'Agostino, A. R. '56, Director, Dining and Commissary, Trans World Airlines, New York City
- Droz, A. W. '40, Superintendent of Commissary, South America, Pan American World Airways, Miami, Florida
- Frank, L., Jr. '57, Manager, Research and Project Development, Airline Catering, Dobbs House, Inc., Memphis, Tennessee
- Frees, D. M. '48, Assistant to Commissary Manager, Pan American World Airways, International Airport, San Francisco, California
- Gibson, P. B. '43, Director of Training, Sky Chefs, New York City
- Haverly, F. R. '42, Director, In-Flight Service, American Airlines, New York City
- Herbig, C. W. '55, Supervisor, Catering Performance, American Airlines, New York City
- Kersey, J. R. '40, Vice President, Customer Services, Braniff International Airlines, Dallas, Texas
- Kilborn, P. C. '50, Executive Vice President, Sky Chefs, New York City
- McCrary, F. H. '39, Sector Commissary Superintendent, Pan American World Airways, International Airport, San Francisco, California



- McDonough, J. J. '44, Dining Service Manager, United Air Lines, International Airport, San Francisco, California
- Muth, J. C. '42, Assistant Director, Operations, In-Flite Service, Marriott-Hot Shoppes, Washington, D. C.
- Nosedda, R. H. '52, District Manager, In-Flite Service, Marriott-Hot Shoppes, Miami International Airport, Miami, Florida
- Parrott, P. J. '41, Director, In-Flight Services, Continental Airlines, Los Angeles International Airport, California
- Treadwell, J. P. '61, Assistant to Flight Service Manager, Pan American World Airways, Kennedy Airport, Jamaica, New York
- Vignati, F. '63, Superintendent, Dining and Commissary, Saudi Arabian Airlines, Jeddah, Saudi-Arabia

## OTHER RELATED ACTIVITIES

- Adair, C., Jr. '42, General Sales Manager, L. H. Parke Company, Philadelphia, Pennsylvania
- Adams, B. B. '35, Assistant in Charge of Community Services, Division of Mental Retardation, Tallahassee, Florida
- Adler, H. '51, Assistant Controller, The May Department Stores Company, Los Angeles, California
- Archer, G. E. '51, Owner and General Manager, Travel Advisors, Inc., Seattle, Washington
- Aslan, Y. A. '63, Director, School of Hotel Administration, Ankara, Turkey
- Atherton, H. R. '44, Vice President-General Manager, Food Service and Institutional Marketing Division, Erwin Wasey, New York City
- Baldwin, D. C. '49, Superintending Steward, United States Lines, New York City
- Barbour, H. O. '48, Director, School of Hotel, Restaurant, and Institutional Management, Michigan State University, East Lansing, Michigan
- Barclay, J. W. '47, Superintendent, Prepared Foods Division, Seabrook Farms Company, Seabrook, New Jersey
- Barnes, A. L. '59, Management Analyst, Williamsburg Restoration, Inc., Williamsburg, Virginia
- Barrett, J. H. '43, Partner, Gilfoil & McNeal Accountants, Syracuse, New York
- Beck, R. A. '42, Dean, School of Hotel Administration, Cornell University, Ithaca, New York
- Becker, G. H., Jr. '41, Partner, Peat, Marwick, Mitchell & Company, Syracuse, New York
- Benter, C. W. '55, District Manager, Joseph Schlitz Brewing Company, Milwaukee, Wisconsin
- Benway, L. L. '28, Assistant Vice President, Hotel Loans and Property, Metropolitan Life Insurance Company, New York City
- Bishop, A. H., Jr. '49, President, Jeans Foods of New Jersey, Linden, New Jersey
- Blackwell, W. T. '52, Manager, Accounting and Data Processing Machine Sales, National Cash Register Company, Bedford, New Hampshire
- Blankinship, W. C. '31, Vice President of Food Systems Development, Stouffer Foods Corporation, Frozen Foods Division, Cleveland, Ohio
- Bludau, E. W. '54, Partner, McNicholas and Bludau, San Francisco, California
- Boland, R. N. '46, Midwest District Manager, Industrial Food Division, Procter & Gamble, Cincinnati, Ohio
- Bradley, F. L. '48, Partner, Peat, Marwick, Mitchell & Company, Buffalo, New York

- Briggs, F. H. '35, Vice President, Real Estate and Administration, Equitable Assurance Society, New York City
- Brown, R. W. '49, Vice President, Marketing, Richardson Corporation, Rochester, New York
- Buncom, H. J. '55, Merchandising Inventory Supervisor, Chock Full O' Nuts, New York City
- Burger, J. F. '50, General Manager, Gulf Operations, Kansas Packing Company of New Orleans, Louisiana
- Burritt, M. B. '44, Director, Management Advisory Services, Horwath & Horwath, Miami, Florida
- Cafferty, O. W., Jr. '52, Chairman, Department of Food Science and Management, Pratt Institute, Brooklyn, New York
- Cardone, A. E. '58, Assistant Chief, Meat, Meat Products and Water Foods Branch, Headquarters, Oakland Region, Defense Personnel Support Center, Alameda, California
- Carpenter, C. H., Jr. '51, Manager, Field Representative Department, American Automobile Association, Washington, D. C.
- Chandler, J. D. '55, Marketing Manager, New Products, Pillsbury Company, Minneapolis, Minnesota
- Cini, J. C. '54, Director of Food Facilities Design, Marriott-Hot Shoppes, Washington, D. C.
- Clement, C. A. '28, Supervisor, Service Operations, E. I. DuPont DeNemours & Company, Inc., Experimental Station, Wilmington, Delaware
- Conner, J. W. '40, Director, Educational Institute of AH&MA, New York City
- Copeland, H. C., Jr. '40, President, Variable Annuity Life Insurance Company, Washington, D. C.
- Corwin, C. D., Jr. '35, Field Representative, Hospitality Education Program, School of Business, Florida State University, Tallahassee, Florida
- Cullen, B. '58, Traveling Secretary, Chicago Cubs, Chicago, Illinois
- Cummings, J. M. '52, Managing Partner, John M. Cummings Certified Public Accountants, Kennebunk, Maine
- Daly, P. N. '62, National Accounts Supervisor, Atherton Division (Microwave Ovens), Litton Industries, Cleveland, Ohio
- Devins, T. A. '54, Restaurant Management Director, West Valley Junior College, Campbell, California
- Dillenbeck, H. A. '37, Food and Concession Supervisor, Ent Air Force Base Exchange, Colorado Springs, Colorado
- Donahoe, J. J. '54, New York Area Sales Manager, SCM Corporation, New York City
- Dorf, D. C. '55, Administrative Associate, Hotel Sales Management Association, New York City
- Dykes, C. E. '36, Vice President-Controller, Avon Products, Inc., New York City
- Ebdon, G. H. '59, General Manager, Belmont Division, Nicholas Corporation, Toledo, Ohio
- Edwards, D. E. J. '59, Assistant to the General Manager, AMFare System, American Machine & Foundry Company, Stamford, Connecticut
- Eldridge, H. G. '42, Branch Manager, Ice Cream Division, H. P. Hood & Sons, Worcester, Massachusetts
- Erikson, J. H. '41, Vice President-Finance, P. Ballantine & Sons, Newark, New Jersey
- Evans, R. G. '28, President, Scranton-Wilkes Barre Fine Music Broadcasting Company, Inc., Radio Station WYZZ, Wilkes-Barre, Pennsylvania
- Ewen, J. W. '57, Convention Manager, Institutional Products Division, General Foods Corporation, White Plains, New York

- Falkenstein, W. D. '44, National Sales Manager, Towel Division, J. P. Stevens, New York City
- Fassett, J. S. III '36, Director, Membership Services, AH&MA, New York City
- Fithian, P. S. '51, President, Greeters of Hawaii, 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
- Freihofer, W. D. '61, Production Manager, Charles Freihofer Baking Company, Inc., Albany, New York
- Gaven, R. J. '62, Director, Quantity Food Service, National Livestock and Meat Board, Chicago, Illinois
- Getman, F. B. '35, District Manager, Joseph Schlitz Brewing Company, Montgomery, Alabama
- Gifford, Mrs. H. L. '26, Director, Project FEAST, Center for Technological Education, Daly City, California
- Goodbrand, W. A. '47, President, Oly Food Services, Ltd., Vancouver, British Columbia, Canada
- Gordon, H. F. '45, President, Jones, McDuffee & Stratton, Inc., Boston, Massachusetts
- Gordon, M. '49, President, Morris, Gordon & Son, Inc., Boston, Massachusetts
- Grohmann, H. V. '28, President, Needham & Grohmann, Inc., Advertising Agency, New York City
- Hahn, F. A. '57, Vice President and General Manager, Wholesale Division, Howard Johnson's, Rego Park, New York
- Hahne, W. F., Jr. '59, President, Hahne Enterprises (Restaurants and Motels), La Salle, Illinois
- Hazlewood, J., Jr. '63, Food Systems Supervisor, Armour & Company, Chicago, Illinois
- Heinsius, H. A. '50, Executive Vice President, Needham & Grohmann, Inc., Advertising Agency, New York City
- Hetherington, W. S. '59, Marketing Manager, Bulk & Institutional Division, McCormick & Company, Baltimore, Maryland
- Hoff, H. V. '47, Chairman, Hotel-Motel, Restaurant Management Department, St. Petersburg Junior College, St. Petersburg, Florida
- Holland, T. P. '62, Federal Foods Administrator, Cleveland Board of Education, Cleveland, Ohio
- Hopwood, D. J. '45, President, Foodco, Inc., Bronx, New York
- Ivkovich, R. S. '61, Supervisor, Food Service Products, North Northeast District, Campbell Sales Company, Boston, Massachusetts
- Johnson, S. W. '45, Division Traffic Superintendent, New York Telephone Company, New York City
- Johnston, L. M. '57, President and Manager, Electronic Data Processing, Inc., Fort Lauderdale, Florida
- Jolly, K. N. '41, Director, Corporate Relations, Campbell Soup Company, Camden, New Jersey
- Jones, R. W. '48, Assistant Merchandising Manager, Wholesale Towel Department, Cannon Mills, Inc., New York City
- Jones, W. R. '56, Division Production Manager, General Foods Corporation, White Plains, New York
- Kennedy, R. H. '56, Product Manager, H. J. Heinz Company, Pittsburgh, Pennsylvania

90 PLACEMENT SERVICE

- Kinsley, E. W. '43, Partner, Glickman & Kinsley, Certified Public Accountants, Hudson, New York
- Koehl, A. E. '28, Chairman of the Board, Koehl, Landis & Landan, Inc., New York City
- Krieger, C. A. '29, Director of Personnel, Merck, Sharp & Dohme, West Point, Pennsylvania
- Lesure, J. D. '44, General Partner, Horwath & Horwath, Hotel Accountants, New York City
- MacDonald, C. A. '55, Manager, Institution Department, Frozen Prepared Foods Division, Stouffer Foods Corporation, Cleveland, Ohio
- Martin, J. W. '49, Food Service Specialist, United States Navy Supply Research and Development Facility, Naval Supply Center, Bayonne, New Jersey
- Mayer, H. M. '39, Vice President and Secretary, Oscar Mayer & Company, Chicago, Illinois
- Mayer, S. '63, Manager, Victor Mayer Caterers, Inc., Hewlett, New York
- McCarthy, R. S. '54, Principal, Horwath & Horwath, Hotel Accountants, New York City
- McClintock, W. F. '38, Manager, Accounting Department, IBM Corporation, Poughkeepsie, New York
- McDonald, R. J. '38, Partner, Sullivan & Cromwell, New York City
- Minami, Y. '60, General Manager, Foreign Travel Department, Nippon Travel Agency, Tokyo, Japan
- Morrison, J. A. '30, Executive Director, Philadelphia Convention and Tourist Bureau, Philadelphia, Pennsylvania
- Mullane, J. A. '35, Owner, James A. Mullane Insurance Agency, Springfield, Massachusetts
- Muller, H. R. '58, Merchandise Manager, John Sexton & Company, Philadelphia, Pennsylvania
- Munns, R. B. '27, Purchasing Agent, Department of Defense, Kansas City, Missouri
- Nolan, M. A. '65, Assistant Food Service Manager-Vocational Food Instructor, Job Corps Training Center for Women, Excelsior Springs, Missouri
- Nolin, J. H. '25, Partner, Horwath & Horwath, Hotel Accountants, New York City
- Obernauer, M. '41, President, Bohemian Distributing Company, Los Angeles, California
- O'Donohue, W. J. '51, Operations Control Manager, General Mills, Inc., St. Charles, Illinois
- Opatrny, D. C. '50, Certified Public Accountant, Ernst & Ernst, Cleveland, Ohio
- Pappas, G. S. '50, Owner-Manager, Babylon Beach House Rest Home, Babylon, New York
- Parke, D. L. '60, General Manager, Camp Innabah-Methodist Center, Spring City, Pennsylvania
- Parker, J. J. '55, President, John Parker & Associates, Inc., Seattle, Washington
- Passaro, L. R. '61, Director, Correctional Nutritional Service, New York State Department of Correction, Albany, New York
- Peck, G. W. '39, Eastern Division Sales Manager, Thatcher Glass Company, Inc., New York City
- Pedulla, T. V. '60, National Coordinator, Data Processing, Howard Johnson's, Wollaston, Massachusetts
- Pendias, S. P. '42, Vice President, Irving Trust Company, New York City
- Pentecost, W. I. '33, President, West Side Bank, Scranton, Pennsylvania
- Petersen, J. H. '50, President, ARASERV, ARA Slater, Philadelphia, Pennsylvania

- Petersen, R. D. '52, Vice President and General Manager, Petersen-Owens, Inc., Hotel and Steamship Meat Supply, New York City
- Petrie, R. C. '52, Director, Hotel and Restaurant Program, College of the Virgin Islands, St. Thomas, Virgin Islands
- Pew, R. H. '33, Associate Professor in charge of Hotel Administration, University of New Hampshire, Durham, New Hampshire
- Poteet, J. T. '56, Manager, Onchiota Conference Center, Tuxedo, New York
- Purchase, H. J. '49, Director, Department of Hotel Management, Paul Smith's College, Paul Smiths, New York
- Quinn, F. J. '54, President-Manager, Saratoga Catering Service, Inc., Saratoga Springs, New York
- Randall, D. A. '54, President, Travel Consultants, Inc., Washington, D. C.
- Randolph, R. F. '52, Partner, Maxfield, Randolph & Carpenter, Accountants, Ithaca, New York
- Ready, F. A., Jr. '35, Partner, Foertsch, Beckwith & Ready, Inc., New York City
- Reagan, R. A., Jr. '38, Manager, The Equitable Building, Chicago, Illinois
- Rittscher, E. '51, Chief, Tourism Section OAS (ODECA) San Salvador, El Salvador, Central America
- St. Laurent, G. C. '33, President, Hotel Research Laboratories, Closter, New Jersey
- Savage, K. H. '26, Personnel Supervisor, Operating Staff, New York Telephone Company, New York City
- Schive, D. F. '59, Advertising and Promotion Program Director, Greater New York YMCAs, New York City
- Schmuck, J. T. '41, Vice President-Director of Sales, California Packing Corporation, San Francisco, California
- Schreiber, P. G. '60, Director of Parks, Anheuser-Busch, St. Louis, Missouri
- Schweid, P. M. '41, Vice President, Victor Kramer Company, Laundry Management Consultants, New York City
- Seiler, D. K. '42, Director, Frozen Food Marketing, Berry, Blue, Bruce & Fitzgerald, Watertown, Massachusetts
- Sherrill, S. M. '54, Manager, McNicholas-Bludau Associates, Los Angeles, California
- Shoemaker, R. R. '51, Director, Travel Development Bureau, State Department of Commerce, Harrisburg, Pennsylvania
- Smith, R. C. '50, Food Purchasing Agent, Diocesan Commodities, Inc., Rockville Centre, New York
- Snyder, V. T. '35, Executive Vice President, International Beverage Supply Company, New York City
- Spilman, L. M. '54, Training and Development Manager, Southern Division, Scott Paper Company, Mobile, Alabama
- Springer, G. E., Jr. '40, President, Bates & Springer, Inc., Manager of Apartments, Office Buildings, and Motels, Cleveland, Ohio
- Stieglitz, R. P. '31, Assistant Vice President, New York Life Insurance Company, New York City
- Storms, J. R. '60, Supervisor, Food Service Management, Thompson School Applied Science, University of New Hampshire, Durham, New Hampshire
- Stoviak, F. S. '48, Eastern Regional Marketing Manager, Waste King Universal Corporation, Haverford, Pennsylvania
- Streuli, P. D. '62, Department Head, EIG Import Company, Zurich, Switzerland
- Sullivan, E. T. '49, Area Manager, Syracuse China Company, Charlotte, North Carolina
- Sullivan, W. L. '53, President, Red Carpet of Rochester, Inc., Rochester, New York

- Taber, W. A. '59, President, United Diner Club Plan of America, Rochester, New York
- Teare, R. H. '51, Owner, Taylor Freezer of Connecticut, Inc., Darien, Connecticut
- Terrell, B. W. '42, General Sales Manager, Farm House Frozen Foods, Inc., Miami, Florida
- Thomas, R. C. '58, President, Thomas Distributing Company, Inc., Newport Beach, California
- Vallen, J. J. '50, Director of Hotel Administration, Nevada Southern University, Las Vegas, Nevada
- Vesley, H. P. '49, Project Director, Management Advisory Services Department, Harris Kerr, Forster, New York City
- Vinnicombe, E. J., Jr. '33, Vice President, McCormick & Company, Baltimore, Maryland
- Waldron, P. A. '35, President-General Manager, Philip A. Waldron Associates, Restaurant and Motel Consultants, Woodmont, Connecticut
- Walker, R. C. '43, President, Western Hotel Supply, Inc., San Francisco, California
- Wallen, R. K. '50, Business Manager, St. George's School, Newport, Rhode Island
- Ward, J. H. '52, Director, Special Market Resources, Washington, D.C.
- Washbourne, F. H. '41, Director-President, Ashbrook Nursing Home, Scotch Plains, New Jersey
- Weight, D. E. '44, Administrative Assistant, Institute for the Crippled and Disabled, New York City
- Woodworth, D. D. '57, President, The Holmwood Corporation (Club Developers), Atlanta, Georgia
- 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, mathematics, three units, and science, one unit (preferably chemistry or physics). The remaining units should include additional mathematics and sciences (especially chemistry), social studies (including history), and a foreign language. The Scholastic Aptitude Test of the College Entrance Examination Board is required.

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 .....	1/2
Advanced Algebra .....	1/2	Plane Trigonometry .....	1/2

#### SCIENCES

Biology .....	1	General Science .....	1
Botany .....	1/2-1	Physics .....	1
Chemistry .....	1	Zoology .....	1/2-1
Earth Science .....	1/2-1		

*(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)..... 1/2-1

#### VOCATIONAL SUBJECTS

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

High school and other preparatory work is appraised in the University Office of Admissions, to which the formal application and credentials should be sent. Correspondence relating to the academic admission requirements should be directed to the University Office of Admissions, Day Hall, Cornell University, Ithaca, New York, 14850.

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

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 hotelman 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 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, 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.

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, Boston, 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 five 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 08540. Prospective students residing in the Rocky Mountain states or farther west should address the Board at Box 1025, Berkeley, California 94701. 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 February 15 for students planning to enter in September. Students planning to enter the spring term in January should file formal application by December 1.

\* 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.

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, Ithaca, New York 14850.

## 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 24 hours will ordinarily be given against the requirement of 120 hours. The total of transfer credit allowed may not exceed 60 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 February 15 with the University Office 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 doctorate, 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 doctorate 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 student engages in a research project on electronic silverware detarnishing with the aid of a Research Division staff member.*



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 twenty-four 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 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 95. 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 apply later 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 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*, residence halls housing about 2,100 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 residence halls have a snack bar. Meal service is also available in the student center, Willard Straight Hall, in which all hotel students have membership; in the Martha Van Rensselaer cafeteria; in the Sage Graduate Center; and in commercial restaurants near by.

*For women students*, both graduate and undergraduate, the University provides attractive residence halls on the campus, less than a five-minute walk from Statler Hall. Most undergraduate women whose regular residence is outside the Ithaca area are required to live and take their meals in University residence halls, or in sorority houses (for members only). Information about exceptions to that rule may be obtained from the Office of the Dean of Students.

*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 Hasbrouck Apartments (246 apartments).

*Off-campus housing.* All students living off campus are required to reside in properties that have been approved by the University. Information on approved housing that is currently available may be obtained at the Off-Campus Housing Office in 223 Day Hall. Because changes of available accommodations occur daily, it is not practical to prepare lists.

*Information* about all types of housing may be obtained by writing the Department of Housing and Dining, Day Hall, Cornell University, Ithaca, New York 14850.

## 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 2.0, of 120 credit hours, required and elective, as set forth below:

SPECIFICALLY REQUIRED	SEMESTER HOURS
Hotel Accounting: 81, 82, 181, 182.....	16
Hotel Administration: 100, 114 .....	5
Law: Hotel Administration 171 plus two additional hours.....	4
Hotel Engineering: 460 plus twelve additional hours .....	15
Food: H.A. 101, 220, 206, 201 or 201A.....	13
Chemistry: Hotel Administration 214-215.....	10
Economics: 103-104 plus three additional hours.....	9
Freshman Humanities .....	6
Communication Arts 301 .....	3
<hr/>	
TOTAL SPECIFICALLY REQUIRED.....	81
Hotel Electives.....	15
Free Electives.....	24
<hr/>	
Total Semester Hours Required for Graduation.....	120

3. The completion, before entering the last term of residence, of 60 points of practice credit as defined on page 113.

4. The completion, during the first four terms of residence, of the University requirements in physical education (see *Announcement of General Information*).

Suggested programs of courses arranged by years appear on pages 102-109. The specifically required courses there indicated account for 81 of the total of 120 hours. From the hotel electives (pages 105-106), some combination of courses, the credit for which totals at least 15 hours,

\* 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 3.3 may petition the faculty for permission to waive the residence requirement.



*Prof. John H. Sherry expounds the law to future hoteliers and restaurateurs, who must pass two law courses to obtain their diplomas.*

is also to be taken. The remaining 24 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 for the academic degree is allowed for these courses.

## 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
Freshman Humanities .....	6
Psychology ( <i>Hotel Administration 114</i> ) .....	3
Commercial Food Management: Survey ( <i>Hotel Administration 101</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
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 ( <i>Hotel Administration 214-215</i> ) .....	10
Food Preparation ( <i>Hotel Administration 206 and 220</i> ) .....	6
Mechanical and Electrical Problems ( <i>Hotel Engineering 462-463</i> )‡ .....	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> )† .....	2
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 100 are met. The courses mentioned are described in detail on pages 16-50.

† Hotel elective. Fifteen 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 33-35.



## THE JUNIOR YEAR

## SPECIFICALLY REQUIRED

	Semester Hours
Modern Economic Society ( <i>Economics 103-104</i> ) .....	6
Oral Communication ( <i>Communication Arts 301</i> ) .....	3
Quantity Food Production: Management of the Operation ( <i>Hotel Administration 201</i> ) .....	4
Law of Business ( <i>Hotel Administration 171-271</i> )* .....	4
An elective course in hotel engineering† .....	3
	20

## 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
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: Business Organization, Partnerships and Corporations ( <i>Hotel Administration 274</i> )‡ .....	2
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> )‡ .....	2
Interpretation of Hotel Financial Statements ( <i>Hotel Accounting 186</i> )‡ ..	2
General Survey of Real Estate ( <i>Hotel Administration 191</i> )‡ .....	2
General Insurance ( <i>Hotel Administration 196</i> )‡ .....	3
Managerial Aspects of Purchasing ( <i>Hotel Administration 118</i> )‡ .....	2
Marketing, Selecting, and Purchasing of Food Commodities ( <i>Institution Management 220</i> )‡ .....	3
Classical Cuisine ( <i>Hotel Administration 202</i> )‡ .....	2
Smorgasbord ( <i>Hotel Administration 203</i> )‡ .....	2
A Survey of Convenience Foods ( <i>Hotel Administration 204</i> )‡ .....	2
Restaurant Management ( <i>Hotel Administration 251</i> )‡ .....	3
Marketing ( <i>Hotel Administration 177</i> )‡ .....	2
Preliminary Programming ( <i>Food Facilities Engineering 361</i> )‡ .....	3

\* For the law requirement, the student may substitute for *Hotel Administration 271* H.A. 172, 272, or 274.

† 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 33-35.

‡ Hotel elective. Fifteen semester hours of courses so marked are to be taken.

## THE SENIOR YEAR

## SPECIFICALLY REQUIRED

	<i>Semester Hours</i>
An elective course in economics* .....	3

## SUGGESTED ELECTIVES

Lectures on Hotel Management ( <i>Hotel Administration 155</i> )† .....	1
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: Business Organization, Partnerships and Corporations ( <i>Hotel Administration 274</i> )† .....	2
Hotel Promotion ( <i>Hotel Administration 178</i> )† .....	1
Hotel Advertising ( <i>Hotel Administration 179</i> )† .....	1
Auditing ( <i>Hotel Accounting 183</i> )† .....	3
Interpretation of Hotel Financial Statements ( <i>Hotel Accounting 186</i> )† .....	2
Data Processing ( <i>Hotel Administration 58</i> )† .....	1
Data Processing ( <i>Hotel Administration 59</i> )† .....	2
Seminar in Financial Management ( <i>Hotel Accounting 285</i> )† .....	2
Economics of Financial Management ( <i>Hotel Accounting 287</i> )† .....	3
Seminar in Real Estate Finance and Investment ( <i>Hotel Administration 192</i> )† .....	2
Contract Food Service Management ( <i>Hotel Administration 228</i> )† .....	1
Commercial Airline Feeding ( <i>Hotel Administration 123</i> )† .....	1
International Hotel Cuisine ( <i>Hotel Administration 205</i> )† .....	3
Beverage Management ( <i>Hotel Administration 252</i> )† .....	3
Catering for Special Functions ( <i>Hotel Administration 254</i> )† .....	2
Special Problems in Food ( <i>Hotel Administration 353</i> )† .....	1
Commercial Financing ( <i>Hotel Administration 291</i> )† .....	2
Seminar in Hotel Construction and Renovation ( <i>Hotel Engineering 466</i> )† .....	3
Investment Analysis and Management ( <i>Hotel Accounting 241</i> ) .....	2
Equipment: Layouts, Design, and Working Drawings ( <i>Food Facilities Engineering 362</i> )† .....	3
Food Facilities Engineering: Specifications, Shop Drawings, and Contract Supervision ( <i>Food Facilities Engineering 363</i> )† .....	3
The Economics of Money and Credit ( <i>Economics 331</i> ) .....	4
Taxation ( <i>Agricultural Economics 338</i> ) .....	3
Private Enterprise and Public Policy ( <i>Economics 351</i> ) .....	4
Economics of Wages and Employment ( <i>Industrial and Labor Relations 241</i> ) .....	3
Economic and Business History ( <i>Business and Public Administration 375</i> ) .....	3
Transportation: Rates and Regulations ( <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 27-33 or by the Economics of Financial Management (*Hotel Accounting 287*).

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

## HOTEL ELECTIVES

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

Auditing ( <i>Hotel Accounting 183</i> ) .....	3
Food and Beverage Control ( <i>Hotel Accounting 184</i> ) .....	2
Interpretation of Hotel Financial Statements ( <i>Hotel Accounting 186</i> ) ..	2
Problems in Hotel Analysis ( <i>Hotel Accounting 189</i> ) .....	2
Seminar in Financial Management ( <i>Hotel Accounting 285</i> ) .....	2
Internal Control in Hotels ( <i>Hotel Accounting 286</i> ) .....	2
Economics of Financial Management ( <i>Hotel Accounting 287</i> ) .....	3
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
Investment Analysis and Management ( <i>Hotel Accounting 241</i> ) .....	2
Resort Management ( <i>Hotel Administration 113</i> ) .....	1
Labor-Management Relations in the Hotel Industry ( <i>Hotel Administration 316</i> ) .....	3
Hotel-Motel Sales Management ( <i>Hotel Administration 117</i> ) .....	2
Data Processing ( <i>Hotel Administration 58</i> ) .....	1
Data Processing ( <i>Hotel Administration 59</i> ) .....	2
International Hotel Management Survey ( <i>Hotel Administration 64</i> ) ..	2, 3
Managerial Aspects of Purchasing ( <i>Hotel Administration 118</i> ) .....	2
Personnel Administration ( <i>Hotel Administration 119</i> ) .....	3
Classical Cuisine ( <i>Hotel Administration 202</i> ) .....	2
Smorgasbord ( <i>Hotel Administration 203</i> ) .....	2
A Survey of Convenience Foods ( <i>Hotel Administration 204</i> ) .....	2
International Hotel Cuisine ( <i>Hotel Administration 205</i> ) .....	3
Marketing, Selecting, and Purchasing of Food Commodities ( <i>Institution Management 220</i> ) .....	3
Sanitation in the Food Service Operation ( <i>Hotel Administration 221</i> ) ...	1
Club Management ( <i>Hotel Administration 222</i> ) .....	1
Commercial Airline Feeding ( <i>Hotel Administration 123</i> ) .....	1
Contract Food Service Management ( <i>Hotel Administration 228</i> ) .....	1
Communication ( <i>Hotel Administration 238</i> ) .....	3
Tourism ( <i>Hotel Administration 56</i> ) .....	2
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> ) .....	1
Lectures on Hotel Management ( <i>Hotel Administration 155</i> ) .....	1
Hotel Planning ( <i>Hotel Engineering 265</i> ) .....	3
Hotel Structures and Maintenance ( <i>Hotel Engineering 266</i> ) .....	3
Seminar in Hotel Construction and Renovation ( <i>Hotel Engineering 466</i> )	3
Seminar in Hotel Lighting and Color ( <i>Hotel Engineering 468</i> ) .....	3



Seminar in Hotel Comfort Conditioning ( <i>Hotel Engineering 469</i> ) .....	3
Preliminary Programming ( <i>Food Facilities Engineering 361</i> ) .....	3
Equipment: Layouts, Design, and Working Drawings ( <i>Food Facilities Engineering 362</i> ) .....	3
Food Facilities Engineering: Specifications, Shop Drawings, and Contract Supervision ( <i>Food Facilities Engineering 363</i> ) .....	3
Law as Related to Innkeeping ( <i>Hotel Administration 172</i> ) .....	2
Law of Business ( <i>Hotel Administration 271</i> ) .....	2
Law of Business: Contracts, Bailments, and Agency ( <i>Hotel Administration 272</i> ) .....	2
Law of Business: Business Organization, Partnerships, and Corporations ( <i>Hotel Administration 274</i> ) .....	2
Marketing ( <i>Hotel Administration 177</i> ) .....	2
Hotel Promotion ( <i>Hotel Administration 178</i> ) .....	1
Hotel Advertising ( <i>Hotel Administration 179</i> ) .....	1
Human Nutrition ( <i>Food and Nutrition 112</i> ) .....	3
General Survey of Real Estate ( <i>Hotel Administration 191</i> ) .....	2
Seminar in Real Estate Finance and Investment ( <i>Hotel Administration 192</i> ) .....	2
Commercial Financing ( <i>Hotel Administration 291</i> ) .....	2
General Insurance ( <i>Hotel Administration 196</i> ) .....	3
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
Introductory Biochemistry ( <i>Biochemistry 231</i> ) .....	3
Handling and Marketing of Vegetables ( <i>Vegetable Crops 212</i> ) .....	3
Economic Fruits of the World ( <i>Pomology 301</i> ) .....	3
Human Physiology ( <i>Agriculture 210</i> ) .....	3
Modern language, according to preparation .....	6
Man and Society ( <i>Sociology 101</i> ) .....	3
Trends in Textiles and Textile Furnishings ( <i>Textiles 272</i> ) .....	3
Principles of City and Regional Planning ( <i>Architecture 710</i> ) .....	3
Introduction to Urban Planning ( <i>Architecture 711</i> ) .....	1

## SUGGESTED PROGRAM FOR PROSPECTIVE RESTAURATEURS

### The Freshman Year\*

Orientation ( <i>Hotel Administration 100</i> ) .....	2
Freshman Humanities .....	6
Psychology ( <i>Hotel Administration 114</i> ) .....	3
Accounting ( <i>Hotel Accounting 81-82</i> ) .....	8
Commercial Food Management: Survey ( <i>Hotel Administration 101</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

### The Sophomore Year

30

Hotel Accounting ( <i>Hotel Accounting 181-182</i> ) .....	8
Mechanical and Electrical Problems ( <i>Hotel Engineering 462-463</i> ) .....	6
Meat, Fish, and Poultry ( <i>Hotel Administration 206</i> ) .....	3
Chemistry and its Application to Food Products ( <i>Hotel Administration 214-215</i> ) .....	10
Food Preparation ( <i>Hotel Administration 220</i> ) .....	3

### The Junior Year

30

Personnel Administration ( <i>Hotel Administration 119</i> ) .....	3
Food and Beverage Control ( <i>Hotel Accounting 184</i> ) .....	2
Quantity Food Production: Management of the Operation ( <i>Hotel Administration 201</i> ) .....	4
Modern Economic Society ( <i>Economics 103-104</i> ) .....	6
Law of Business ( <i>Hotel Administration 171</i> ) .....	2
Law of Business: Contracts, Bailments, and Agency ( <i>Hotel Administration 272</i> ) .....	2
An elective course in hotel engineering .....	3
Preliminary Programming ( <i>Food Facilities Engineering 361</i> ) .....	3

### The Senior Year

28

An elective course in economics .....	3
Classical Cuisine ( <i>Hotel Administration 202</i> ) .....	2
Smorgasbord ( <i>Hotel Administration 203</i> ) .....	2
Seminar in Hotel Administration ( <i>Hotel Administration 153</i> ) .....	2, 3, or 4
Managerial Aspects of Purchasing ( <i>Hotel Administration 118</i> ) .....	2
Contract Food Service Management ( <i>Hotel Administration 228</i> ) .....	1
Restaurant Management ( <i>Hotel Administration 251</i> ) .....	3
Beverage Management ( <i>Hotel Administration 252</i> ) .....	3
Equipment: Layouts, Design, and Working Drawings ( <i>Food Facilities Engineering 362</i> ) .....	3
Marketing ( <i>Hotel Administration 177</i> ) .....	2
Law of Business: Business Organization, Partnerships and Corporations ( <i>Hotel Administration 274</i> ) .....	2
General Insurance ( <i>Hotel Administration 196</i> ) .....	3
General Survey of Real Estate ( <i>Hotel Administration 191</i> ) .....	2

\* This program is suggested for illustration. Many variations are available.

30

## SUGGESTED PROGRAM FOR PROSPECTIVE CLUB MANAGERS\*

### The Freshman Year

Accounting ( <i>Hotel Administration 81-82</i> ) .....	8
Orientation ( <i>Hotel Administration 100</i> ) .....	2
Freshman Humanities .....	6
Psychology ( <i>Hotel Administration 114</i> ) .....	3
Commercial Food Management: Survey ( <i>Hotel Administration 101</i> ) ....	3
Sanitation in the Food Service Operation ( <i>Hotel Administration 221</i> ) ....	1
Engineering ( <i>Hotel Engineering 460-461</i> ) .....	6
Lectures on Hotel Management ( <i>Hotel Administration 155</i> ) .....	1
	<hr/>
	30

### The Sophomore Year

Hotel Accounting ( <i>Hotel Accounting 181</i> ) .....	4
Intermediate Accounting ( <i>Hotel Accounting 182</i> ) .....	4
Meat, Fish, and Poultry ( <i>Hotel Administration 206</i> ) .....	3
Chemistry and Its Application to Food Products ( <i>Hotel Administration 214-215</i> ) .....	10
Food Preparation ( <i>Hotel Administration 220</i> ) .....	3
Mechanical and Electrical Problems ( <i>Hotel Engineering 462-463</i> ) .....	6
	<hr/>
	30

### The Junior Year

Modern Economic Society ( <i>Economics 103-104</i> ) .....	6
Managerial Aspects of Purchasing ( <i>Hotel Administration 118</i> ) .....	2
Personnel Administration ( <i>Hotel Administration 119</i> ) .....	3
Quantity Food Production: Management of the Operation ( <i>Hotel Administration 201</i> ) .....	4
Club Management ( <i>Hotel Administration 222</i> ) .....	1
Law of Business ( <i>Hotel Administration 171</i> ) .....	2
Law as Related to Innkeeping ( <i>Hotel Administration 172</i> ) .....	2
Preliminary Programming ( <i>Food Facilities Engineering 361</i> ) .....	3
Classical Cuisine ( <i>Hotel Administration 202</i> ) .....	2
An elective course in hotel engineering .....	3
	<hr/>
	31

### The Senior Year

An elective course in economics .....	3
Food and Beverage Control ( <i>Hotel Accounting 184</i> ) .....	2
Beverage Management ( <i>Hotel Management 252</i> ) .....	3
Restaurant Management ( <i>Hotel Administration 251</i> ) .....	3
Electives in the humanities .....	19
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	30

\* 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
Freshman Humanities .....	6
Accounting ( <i>Hotel Accounting 81-82</i> ) .....	8
Psychology ( <i>Hotel Administration 114</i> ) .....	3
Commercial Food Management: Survey ( <i>Hotel Administration 101</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

### The Sophomore Year

30

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 Products ( <i>Hotel Administration 214-215</i> ) .....	10
Mechanical and Electrical Problems ( <i>Hotel Engineering 462-463</i> ) .....	6
Preliminary Programming ( <i>Food Facilities Engineering 361</i> ) .....	3

### The Junior Year

30

Quantity Food Production: Management of the Operation ( <i>Hotel Administration 201</i> ) .....	4
Meat, Fish, and Poultry ( <i>Hotel Administration 206</i> ) .....	3
Modern Economic Society ( <i>Economics 103-104</i> ) .....	6
Hotel Structures and Maintenance ( <i>Hotel Engineering 266</i> ) .....	3
Law of Business ( <i>Hotel Administration 171-272</i> ) .....	4
Real Estate ( <i>Hotel Administration 191</i> ) .....	2
Equipment: Layouts, Design, and Working Drawings ( <i>Food Facilities Engineering 362</i> ) .....	3
Electives .....	3

### The Senior Year

31

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: Business Organization, Partnerships and Corporations ( <i>Hotel Administration 274</i> ) .....	2
Restaurant Management ( <i>Hotel Administration 251</i> ) .....	3
Marketing ( <i>Hotel Administration 177</i> ) .....	2
Personnel Administration ( <i>Hotel Administration 119</i> ) .....	3
Seminar in Comfort Conditioning ( <i>Hotel Engineering 469</i> ) .....	3
Hotel Planning ( <i>Hotel Engineering 265</i> ) .....	3
Seminar in Hotel Construction ( <i>Hotel Engineering 466</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.

## 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 (*Agriculture 210*); a course in advanced food preparation management (such as *Hotel Administration 202* or *203*); a course in human nutrition (*Food and Nutrition 112*); 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. To qualify as a therapeutic and administrative dietitian, the candidate must also complete three hours of Biochemistry (*Biochemistry 231*), substitute Principles of Human Nutrition (*Food and Nutrition 332*) for Human Nutrition (*Food and Nutrition 112*), and also complete Nutrition and Disease (*Food and Nutrition 441*).

## WORKSHOPS FOR EXECUTIVES

Workshops for executives in the hotel, restaurant, and club industry are frequently held by the School of Hotel Administration on the Cornell University campus and in other sections of the United States. The School also conducts many of its workshops in countries overseas.

For information concerning registration, housing, and fees, write to Professor G. W. Lattin, Assistant Dean, School of Hotel Administration, Cornell University, Ithaca, New York 14850.

*The School's Research Section is concerned with many facets of hotel and restaurant operation, as the list of projects indicates. Prof. C. I. Sayles, the director, asks a question of H. Alexander MacLennan, senior research associate, who is seated at his desk.*



SCHOOL OF HOTEL ADMINISTRATION  
CORNELL UNIVERSITY

# RESEARCH

PROJECT	NOTES - PERSONNEL
MORNING GLASS STUDY	Bond
DATA PROCESSING	500 RM HOTEL, SMALL HOTEL, <sup>Sayles</sup> MacLennan, COMPUTER CENTER
READY FOODS	MacLennan
CONVENIENCE FOODS MACH DEVMT	Sayles
PLASTIC DINNERWARE	American Cyanamid, MacLennan
SILVER DETARNISHER	Sayles
WALL COVERINGS	Compton
MICROWAVE STUDY	MacLennan, Kerr
MATTRESS STUDY	Land, Lamb
EMPLOYEE TRAINING	Chiusano, Check
FORECASTING	John Lesure
NEWSLETTER	MacLennan
DEODORANTS	
QUESTIONNAIRES	Sayles, MacLennan
THERMO-PHYSICAL PROPERTIES OF FOODS	
ELEVATORS	
ULTRASONICS	



## 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 14850.

## 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 for hotels and a new hotel management system, sponsored by the Statler Foundation; the use of ready foods; applications of glass to food service, by Corning Glass Works; the use of plastic dinnerware, for the American Cyanamid Company; silver detarnishing; mattress testing, in conjunction with the National Association of Bedding Manufacturers; a study of wall coverings; carpet research; guest preference research, at the request of AH&MA; and employee orientation and training studies.

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 14850.

## PUBLICATIONS

*The Cornell Hotel & Restaurant Administration Quarterly* is published in February, May, August, and November and presently has subscribers in thirty-seven countries on six continents. In addition to serving as a vehicle to make available the School's research studies, this magazine also deals with other investigations of timely merit in the hotel, restaurant, club, and institutional field. Each August it issues *A Bibliography for Hotel and Restaurant Administration*, which is a guide to other publications in the hotel and restaurant field. Numerous manuals and several books are likewise published by the School.

## 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, 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 only fifteen 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

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

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.

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 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 Hotel Corporation of America, Hilton Hotels, Intercontinental Hotels, Sheraton Hotels, and Stouffer's and Marriott-Hot Shoppes restaurants) make a point of providing experience opportunities for Cornell students, giving them special apprenticeship arrangements with rotated experience.

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

Bartender, Ithaca Country Club, Ithaca, New York  
 Room Clerk, Cherry Hill Inn, Cherry Hill, New Jersey  
 Flight Steward, Pan American World Airways, New York City  
 Food and Beverage Supervisor, Washington Hilton, Washington, D.C.  
 Cost and Budget Analyst, Spencecliff Corp., Honolulu, Hawaii  
 Assistant Manager, Crab Broiler, Seaside, Oregon  
 Cook, Locust Hill Country Club, Pittsford, New York  
 Night Auditor, Sheraton Palace, San Francisco, California  
 Management Trainee, Statler Hilton, Dallas, Texas  
 Assistant Maitre d', Briar Hill Country Club, Briarcliff Manor, New York  
 Apprentice Cook, Buccaneer Inn, Longboat Key, Florida  
 Trainee, Harrah's Club, Reno, Nevada  
 Assistant Manager, Holiday Inn, Hot Springs, Arkansas  
 Waiter, St. Moritz Hotel, Lake Placid, New York  
 Trainee, Maxim's Restaurant, Paris  
 Assistant Manager, Christopher Ryder House, Chatham, Massachusetts  
 Desk Clerk, Hotel Inverurie, Paget, Bermuda  
 Lady Hilton Representative, Waldorf-Astoria, New York City  
 Sales Representative, Macuto Sheraton, LaGuaria, Venezuela  
 Assistant Comptroller, Cooper Hospital, Camden, New Jersey  
 Staff Assistant, Trans World Airlines, Los Angeles, California  
 Assistant Housekeeper, London Hilton, London  
 Accounting Clerk, Grand Hotel, Paris  
 Trainee, Cavalieri Hilton, Rome  
 Dining Room Manager, Statler Inn, Ithaca, New York  
 Manager, Saltaire Yacht Club, Fire Island, New York  
 Management Trainee, UCLA Food Services, University of California at Los Angeles  
 Lab Technician, Seabrook Farms Foods, Seabrook, New Jersey  
 Manager, Ithaca Yacht Club, Ithaca, New York

## EXPENSES AND SELF-SUPPORT

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* .....	\$787.50
General Fee† .....	\$237.50
<b>TOTAL PER TERM*</b> .....	<b>\$1025.00</b>

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, a total of about \$3,700 is needed. Clothing, transportation, and fraternity dues are not included.

The student who wishes to be partially self-supporting can ordinarily earn his room or his meals, reducing the school-year budget to \$2,500 or \$2,700. 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 scholarships.

## HEALTH SERVICES AND MEDICAL CARE

Health services and medical care for students are centered in two Cornell facilities: the Gannett Medical Clinic (out-patient department), 10 Central Avenue, and the Sage Hospital, Sage Place (entrance on East Seneca Street between Stewart Avenue and Schuyler Place). Students are entitled to unlimited visits at the Clinic (appointments with individual doctors at the Clinic may be made, if desired, by calling or coming in person; an acutely ill student will be seen promptly whether he has an appointment or not).

**Emergency Service:** Students who need medical attention during the hours the Clinic is closed, may go to Sage Hospital. If an accident or serious illness occurs, the physician on Emergency Service may be reached by calling 275-3493 during Clinic hours or 272-6962 after Clinic hours.

Students are also entitled to laboratory and X-ray examinations indicated for diagnosis and treatment, hospitalization in the Sage Hospital with medical care for a maximum of fourteen days each term, and emergency surgical care. The cost of these services is covered in the General Fee.

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

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

On a voluntary basis, insurance is available to supplement the services provided by the General Fee. For further details, including charges for special services, see the *Announcement of General Information*. If, in the opinion of the University authorities, the student's health makes it unwise for him to remain in the University, he may be required to withdraw.



*Students mingle informally with the faculty on many occasions, such as the daily coffee hour sponsored by the student hotel association.*

## SCHOLARSHIPS AND OTHER AIDS

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

*A new student* seeking scholarship aid through any of the scholarships awarded by Cornell University listed below may become an applicant by filing a single application on a blank obtainable on request from the University Office of Admissions. The application is handled through the College Scholarship Service, which centrally processes 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 January 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 academic 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 pages 118-125.

New York State offers various types of financial assistance to qualified college students who are State residents. Information may be obtained by writing: Regents Examination and Scholarship Center, New York State Education Department, Albany, New York 12201.

*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 overall 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 \$400, 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 hotel advertising.

THE HOTEL EZRA CORNELL FUND 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. STOUFFER 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 \$5,200 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. 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 \$3,000 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 SCHOLARSHIPS, supported by an annual donation of \$10,500 from the Joseph Schlitz Brewing Company of Milwaukee, consist of annual grants of up to \$1,500 a year.

THE ALBERT PICK HOTELS AND MOTELS SCHOLARSHIP is supported by an annual donation of \$500 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 DUNCAN HINES FOUNDATION SCHOLARSHIPS. The trustees of the Duncan Hines Foundation donate \$1,000 for scholarships for the benefit of students "engaged in special studies in foods, food values, dietetics, culinary arts, and similar subjects."

THE JOHN SHERRY SCHOLARSHIP was established in recognition of Mr. Sherry's many years of voluntary 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 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 of up to \$1,500 a year.

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

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 \$1,000. 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 \$1,500 to \$2,500 each, according to the need.

## 120 SCHOLARSHIPS AND OTHER AIDS

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

THE PITTINGER SCHOLARSHIP was created from a bequest of \$3,000 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, 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 \$10,000.

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 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 \$1,000 from The Prophet Company, James Rather, President.

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 \$1,000 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 is 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. Preference is given to candidates from the Philadelphia 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 is given to candidates from the western New York area.

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 ROBERT W. SAMSON MEMORIAL SCHOLARSHIP is maintained by annual grants from The Bermudiana, 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 is supported by annual donations in varying amounts from the Club Managers Association of America.

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

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 \$1,000.

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, an 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 \$1,000. 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 granted in varying amounts according to need and merit, were established by an initial grant of \$10,000 from the Tea Council of the United States.

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

THE DORADO BEACH SCHOLARSHIPS (five), gifts of Laurance S. Rockefeller, who developed that resort, carry an annual stipend up to \$2,500 and, when needed, up to \$1,000 travel expenses over a four-year period. Open to candidates who are native to or have strong ties with Puerto Rico, the U.S. Virgin Islands, and Hawaii, and who evidence a serious interest in hotel administration.

THE EASTERN ALL-ABOARD CLUB MEMORIAL SCHOLARSHIP provides a \$400 scholarship. Preference is given to candidates from families connected with the railroad industry.

THE SHERATON CORPORATION OF AMERICA SCHOLARSHIP represents a contribution of \$250 for each graduate of the School of Hotel Administration who takes employment with that company during the previous year.

THE RAYMOND M. CANTWELL LOAN FUND was established by Mr. Cantwell '52, with a check of \$1,500 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, originally established in 1960, have now been endowed through a Centennial Campaign gift and are awarded on the basis of merit and need.

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 conducted a course in hotel sales promotion at Cornell University for twenty-five years. Preference is given to applicants on the basis of their interest in sales as well as their need.

THE TAYLOR FOUNDATION SCHOLARSHIPS are provided by the Taylor Scholarship Foundation, established and directed during his lifetime by the late S. Gregory Taylor, former president of the Hotel St. Moritz in New York City, and later directed by his brother, Charles G. Taylor, and presently by the latter's widow, Marcia A. Taylor. Awards are made to outstanding students on the basis of scholarly achievement, evidence of high moral character, promise of leadership in the hotel and restaurant field, and financial need. Awards up to a maximum of \$3,000 annually are determined by the individual applicant's resources and needs. All students accepted by or currently enrolled in the School of Hotel Administration at Cornell are eligible, but preference is given to those of Greek descent.

THE FOOD EQUIPMENT MANUFACTURERS ASSOCIATION SCHOLARSHIP in the amount of \$275 is awarded to students interested in the food equipment industry.

THE NATIONAL DISTILLERS PRODUCTS SCHOLARSHIP is supported by an annual grant of \$1,000 from the National Distillers Products Company.

THE BANQUET MANAGERS GUILD SCHOLARSHIP was established with a grant of \$2,000 to be awarded for four years.

SCHOLARSHIPS for varying amounts were established during 1962-63 by these organizations: *Puerto Rico Hotel Accountants Association, North Carolina Hotel Association, United Manufacturers.*

THE CORNELL SOCIETY OF HOTELMEN MEMORIAL SCHOLARSHIP has been established by individual subscriptions and a grant of \$5,000 from the Society to memorialize the following deceased alumni of the School of Hotel Administration: Walter Mark Clist, Jr., and Raymond Walter Williams.

THE HOWE FOLDING FURNITURE SCHOLARSHIP, established by the manufacturing firm of that name, is supported by an annual grant of \$500 and particularly recognizes interest and scholarship in the field of convention hotel operation.

THE JOHN H. RUDD, JR., SCHOLARSHIP AWARD was initiated by the Hotel Front Office Managers Association of New York City in honor of John H. Rudd, Jr., first president of that organization. This scholarship is awarded to a student who has evidenced interest in front office operation.

THE DOLE CORPORATION SCHOLARSHIP was established to encourage the production, merchandising, and selling of food among the student body of the school and was initiated by that company with a grant of \$1,000.

THE LOEW'S HOTELS SCHOLARSHIP was initiated through the generosity of Mr. Preston Robert Tisch, president of Loew's Hotels, Inc., and represents an annual grant of \$500.

THE DONALD IRWIN SCHOLARSHIP is supported by an annual donation of \$500 from the family of Donald Irwin. It is awarded to a student in need of financial assistance who gives evidence of being a worthy recipient through his character, interest, and scholastic standing. Preference is given to a son or daughter of a person connected with either a wholesale grocery company or the mass food service feeding industry.

THE ROBERT L. MOORE FOUNDATION SCHOLARSHIP provides aid in varying amounts for needy foreign students (preferably from the Orient) who could not otherwise continue their studies.

THE SAGA FOOD SERVICE SCHOLARSHIP was initiated by a gift of \$500 from that company to assist in the formal education and training of young men for the food service industry.

THE HILTON HOTELS CORPORATION SCHOLARSHIP is an annual gift of \$1,000 to be awarded to an outstanding student, a citizen of the United States, entering his third or fourth year in the School, whose scholastic record and personal character and attributes make him worthy of recognition.

THE MÖVENPICK SCHOLARSHIP, an annual gift of \$500, was given by Mr. Ueli Prager, president of Mövenpick, Ltd., a Zurich restaurant chain. The scholarship will be given to a Swiss student who demonstrates financial need and academic promise.

THE DOROTHY AND CHARLES SAYLES GRANT-IN-AID is open to a needy and promising hotel student who has completed at least one term in the School of Hotel Administration.

THE SKY CHEFS SCHOLARSHIP was established by a grant of \$1,000 to be awarded to a needy student with some preference for a future in the restaurant and food industry.

THE MERLE MARCUS MEMORIAL SCHOLARSHIP is a gift of \$100 from the Southern California Chapter of Hotel Sales Management Association in memory of a deceased member of that organization.

THE LEWIS GOLDSTEIN MEMORIAL SCHOLARSHIP was established by the National Fisheries Institute in the name of its late president by a grant of \$500. In the award, preference will be given to a student engaged in work with fishery products.

THE MERLE KEY GUERTIN SCHOLARSHIP was established with an initial grant of \$1,000 by members of the Best Western-Best Eastern Motel Association in honor of the founder of that nationwide referral organization. The scholarship is open to a junior particularly interested in following a career in the motel and motor hotel field.

THE COLUMBIA GAS OF OHIO SCHOLARSHIP was established by a grant from that company for a worthy student in the School of Hotel Administration.

THE CATTLEMAN RESTAURANT (NEW YORK) SCHOLARSHIP was initiated by a grant of \$250 for a student showing need and scholastic achievement.

THE MAX AND ETHEL MALAMUT FOUNDATION AWARD was established by Lewis ('49) and Gary P. ('54) Malamut in honor of their parents. The annual award of \$250 is available to a resident of New Jersey.

THE INTERCONTINENTAL PUBLICATIONS SCHOLARSHIP was initiated with a grant of \$1,000 in recognition of the School's editorial aid in publishing *A Sus Ordenes* and *At Your Service*. Preference is given to students from Latin America, Asia, and Africa.

THE PAUL T. KILBORN MEMORIAL SCHOLARSHIP in memory of Mr. Kilborn, a leader in the hotel industry throughout his life, was established by a gift of \$500 from his son and daughter-in-law, Paul '50 and Justine Kilborn. In keeping with Mr. Kilborn's practice of sponsoring immigrants to this country, the award is to be made to a needy foreign student who might otherwise be unable to attend Cornell University.

THE MARRIOTT-HOT SHOPPES SCHOLARSHIP GRANT was established by a grant of \$500 to assist worthy students in meeting their expenses.

## 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 for applying should be noted.

THE H. J. HEINZ COMPANY presents each year to qualified graduating high school seniors five scholarships of \$1,000 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 North Lake Shore Drive, Chicago, Illinois 60610.

THE THOMAS D. GREEN MEMORIAL SCHOLARSHIP was established by the American Hotel Association in 1957 to aid young people who seek 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 and Motel Association, 221 West 57th Street, New York, New York 10019.

THE ARTHUR L. ROBERTS MEMORIAL SCHOLARSHIP FUND was established in memory of the late Arthur L. Roberts, who for many years was one of the country's outstanding hotelmen. The scholarship, awarded to a student enrolled in the School of Hotel Administration at Cornell, will provide a maximum of \$2,000 per year for four years. This award is open to applicants who are residents of the state of Minnesota, or to a child or grandchild of a former employee of Mr. Roberts or of the Arthur L. Roberts Hotel Company. Awards are made by a selection committee appointed by the trustees of the fund.

## GRANTS 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.

Upperclass students ranking high in scholarship are eligible for appointment as student assistants. These positions pay up to \$1,500 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. Application should be made at the Office of Scholarships and Financial Aid, 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.

## CORRESPONDENCE CONCERNING . . .

*The academic requirements for admissions* (see pages 93-96) should be addressed to the Office of Admissions, Edmund Ezra Day Hall, Cornell University, Ithaca, New York 14850.

*The personal requirements for admission* (see page 95), 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.





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