

ORNELL UNIVERSITY ANNOUNCEMENTS

HOTEL ADMINISTRATION 1959-1960

THE SCHOOL OF HOTEL ADMINISTRATION

THE ACADEMIC CALENDAR

1959-1960

Sept. 18	F	Freshman orientation
Sept. 21	M	Registration, new students
Sept. 22	T	Registration, old students
Sept. 23	W	Instruction begins, 1 p.m.
Nov. 11	W	Midterm grades due
		Thanksgiving recess:
Nov. 25	W	Instruction suspended, 12:50 p.m.
Nov. 30	M	Instruction resumed, 8 a.m.
		Christmas recess:
Dec. 19	S	Instruction suspended, 12:50 p.m.
Jan. 4	M	Instruction resumed, 8 a.m.
Jan. 23	S	Instruction ends
Jan. 25	M	Second-term registration, students in residence
Jan. 26	T	Examinations begin
Feb. 3	W	Examinations end
Feb. 4	Th	Midyear recess
Feb. 5	F	Midyear recess
Feb. 6	S	Registration, students not in residence in fall term
Feb. 8	M	Second-term instruction begins
Mar. 26	S	Midterm grades due
		Spring recess:
Mar. 26	S	Instruction suspended, 12:50 p.m.
Apr. 4	M	Instruction resumed, 8 a.m.
May 28	S	Instruction ends
May 30	M	Examinations begin
June 7	T	Examinations end
June 13	M	Commencement Day

SCHOOL OF HOTEL ADMINISTRATION

1959-1960

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

CORNELL UNIVERSITY ANNOUNCEMENTS

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Statler Hall, home of the School of Hotel Administration.

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CORRESPONDENCE CONCERNING . . .

The academic requirements for admissions (see page 67) should be addressed to the Office of Admissions, Edmund Ezra Day Hall, Cornell University, Ithaca, New York.

The personal requirements for admission (see page 69), 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 hotel-practice requirement should be addressed to the Chairman, Hotel-Practice Committee, Statler Hall.



Students applaud Mrs. E. M. Staler and Dean H. B. Meek as they leave the new Alice Statler Auditorium after the dedication ceremony on May 3, 1958.

FACULTY

(As of July 15, 1959)

STAFF OF ADMINISTRATION

Deane W. Malott, A.B., M.B.A., LL.D., D.C.S., President of the University
Howard Bagnall Meek, S.B., M.A., Ph.D., Sc.D., in Ed., Dean of the School of Hotel
Administration and Professor of Hotel Administration
Blanche Fickle, M.A., A.B. in Library Science, Reference Librarian, Hotel
Administration

STAFF OF INSTRUCTION

IN THE SCHOOL OF HOTEL ADMINISTRATION

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

Louis A. Toth, C.P.A., Professor Emeritus in Hotel Accounting
O. Ernest Bangs, Associate Professor in Food Facilities Engineering
Robert A. Beck, Ph.D., Associate Professor in Hotel Administration
Leslie E. Bond, Cdr., USN (Ret.), Lecturer in Hotel Administration
Charles E. Gladel, M.S., C.P.A., Professor in Hotel Accounting
J. William Conner, B.S. in Com., B.S., M.S., Assistant Professor in Hotel Administration, Manager of Statler Inn and Secretary-Treasurer of the Statler Club
Myrtle Ericson, M.S., Associate Professor in Hotel Administration
Blanche Fickle, M.A., A.B. in Library Science, Reference Librarian, Statler Hall
Library
Walter Foerisch, B.S., Lecturer in Hotel Administration
Charles Fournier, President, Gold Seal Vineyards, Inc., Hammondsport, New York
Lecturer in Hotel Administration
H. Victor Grohmann, B.S., President, Neebham & Grohmann, Inc., Lecturer in Hotel Administration
Mrs. Helena F. Kelsey, M.S., Lecturer in Hotel Administration
Albert E. Koehl, B.S., President, Koehl, Landis & Landon, Inc., New York City, Lecturer in Hotel Administration
Mrs. Nita Kendrick, B.S., Lecturer in Hotel Administration
Gerald W. Lattin, Ph.D., Associate Professor in Hotel Administration
John D. Lesure, B.S., C.P.A., Senior Partner, Horwath & Horwath, New York City, Lecturer in Hotel Accounting
William W. Malleson, Jr., Manager, Skytop Lodge, Skytop, Pennsylvania, Lecturer in Hotel Administration
Keith McNeill, B.S., Lecturer in Hotel Administration
Howard Bagnall Meek, Ph.D., Sc.D. in Ed., Professor of Hotel Administration and Dean of the School of Hotel Administration
Adrian W. Phillips, L.T.B., Executive Vice President, Hotel Sales Management Association, Lecturer in Hotel Administration

James E. Potter, M.S., Instructor in Hotel Accounting. (On leave, 1959-60.)
 Frank H. Randoiph, B.A., M.E., P.E., Professor in Institutional Engineering
 Mrs. Helen J. Recknagel, Ph.D., Associate Professor in Hotel Administration
 Charles I. Sayles, B.S., M.E.E., Professor in Institutional Engineering
 Mrs. Ellen Carnell Seabury, B.S., Lecturer in Hotel Secretarial Studies
 Nicholas F. Schneider, B.M.E., Instructor in Hotel Engineering
 John H. Sherry, A.B., LL.B., Professor in Hotel Administration
 Thomas W. Silk, A.B., B.S., M.S., Professor in Hotel Administration
 Mrs. Laura Lee W. Smith, Ph.D., Associate Professor in Hotel Administration
 Allan H. Trempan, A.B., LL.B., Lecturer in Hotel Administration
 Jeremiah J. Wanderingstock, Ph.D., Associate Professor in Hotel Administration

IN OTHER SCHOOLS AND COLLEGES OF THE UNIVERSITY

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

Cornelius Belten, Ph.D., D.Sc., Professor of Entomology, Emeritus
 Boulah Blackmore, B.S., Professor of Textiles and Clothing, Emeritus
 Mrs. Jessie A. Boys, M.S., Professor in Food and Nutrition, Emeritus
 Flora Rose, M.D., D.Ped., D.Sc., Professor of Home Economics, Emeritus
 Ralph Hicks Wheeler, B.S., Professor in Extension Service, Emeritus
 M. H. Abrams, Ph.D., Professor of English
 Carroll Clyde Arnold, Ph.D., Associate Professor of Speech and Drama
 Damon Boynton, Ph.D., Professor of Pomology
 Mary Carol Connaughton, M.S., Assistant Professor in Institution Management
 Morris A. Copeland, Ph.D., Professor of Economics
 J. Milton Cowan, Ph.D., Professor of Linguistics and Director of the Division of Modern Languages
 Kathleen L. Cudlar, M.S., Associate Professor of Institution Management and Assistant Manager of the Home Economics Cafeteria
 Richard M. Diamond, Ph.D., Assistant Professor of Chemistry
 Melvin G. de Chazau, Ph.D., Professor of Business Economics and Policy
 Joseph Alma Dye, Ph.D., Professor of Physiology
 Thomas Eisner, Ph.D., Assistant Professor of Biology
 Robert Henry Elias, Ph.D., Associate Professor of English
 Chester Higby Freeman, M.S.A., Associate Professor of Extension Teaching
 Frank H. Goley, Ph.D., Associate Professor of Economics
 John Daniel Hartman, Ph.D., Professor of Vegetable Crops
 Hazel Marie Hauck, Ph.D., Professor in Food and Nutrition
 Robert S. Holmes, LL.B., Ph.D., Associate Professor of Accounting
 John Greenwood Brown Hutchins, Ph.D., Professor of Business History and Transportation
 Alfred E. Kahn, Ph.D., Professor of Economics
 Norman Kaplan, Ph.D., Assistant Professor of Sociology
 Myron Slade Kendrick, Ph.D., Professor of Economics and Public Finance
 Russell Dickson Martin, M.S., Associate Professor of Extension Teaching
 George Cory Milligan, B.F.A., B.Arch., M.F.A., Associate Professor in Housing and Design
 Royal E. Montgomery, Ph.D., Professor of Economics
 Aimee N. Moore, M.A., Associate Professor of Institution Management
 Chandler Morse, M.A., Professor of Economics
 Ernest H. Muller, Ph.D., Assistant Professor of Geology
 David Novarr, Ph.D., Associate Professor of English

Arthur E. Nilsson, M.B.A., Ph.D., Professor of Finance
 Paul Martin O'Leary, Ph.D., Professor of Economics
 George Eric Peabody, M.S., Professor of Extension Teaching
 John W. Reps, A.B., M.R.P., Associate Professor of Regional Planning
 Emmett John Rice, Ph.D., Assistant Professor in Economics
 Harry Wilbur Seeley, Jr., Ph.D., Professor of Bacteriology
 Seymour Smidt, Ph.D., Assistant Professor of Managerial Economics and Marketing
 Evelyn E. Stout, Ed.D., Associate Professor of Textiles and Clothing
 Gordon F. Streib, Ph.D., Associate Professor in Sociology
 N. Arnold Tolles, Ph.D., Professor of Industrial and Labor Relations
 William B. Ward, M.S., Professor and Head of the Department of Extension
 Teaching and Information, Editor in Chief of Publications
 Herbert Augustus Wichelns, Ph.D., Professor of Speech and Drama

VISITING LECTURERS, 1958-1959

Henry O. Barbour, Manager, The Houston Club, Houston, Texas
 John W. Borhman, Jr., General Manager, Gibbons Hotel, Dayton, Ohio
 Peter J. Celliers, Travel Editor, Redbook Magazine, New York City
 George Culp, Personnel Director, John R. Thompson Company
 Charles Duffy, III, President, The Hotel Edison, Sunbury, Pennsylvania
 Allan C. George, Partner, Harris, Kerr, Forster & Company, New York City
 H. Victor Grohmann, President, Needham & Grohmann, New York City
 Elliott B. Hoffman, General Manager, Certified Associated Restaurants, Inc., Minneapolis, Minnesota
 Thomas J. Hogan, Partner, Harris, Kerr, Forster and Co., New York City
 Donald E. Kastner, Owner-Manager, Christopher Ryder House, Chatham, Massachusetts
 Dr. Lendal H. Kotschevar, Professor of Home Economics and Food Consultant, Westport, Connecticut
 Neal Lang, Vice President and General Manager, The Hotel Roosevelt, New York City
 Joseph S. Pierce, Owner, Pierce's Restaurant, Elmira, New York
 Joseph Schensul, President, National Restaurant Association
 James Barker Smith, President, The Wentworth-by-the-Sea, Portsmouth, New Hampshire
 Dr. Donald K. Tressler, Food Industry Consultant, Westport, Connecticut
 Harry E. Yoken, Owner, "Thar She Blows" Restaurant, Portsmouth, New Hampshire



The Alice Statter Auditorium, a \$2,300,000 addition to Statler Hall, provides, besides a 900-seat auditorium, a greatly enlarged library to house the School's 8,000 volumes and extensive permanent exhibits; additional

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.

The Trustees of the Statler Foundation, Mrs. Statler, 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 unequaled 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 gifts, together with endowment for the Ellsworth Milton Statler scholarships and other gifts for research and bibliographical work, constitute a total of well over \$6,000,000.

Other generous benefactors have supplied the impressive array of scholarships listed on pages 89-96 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 8,000 volumes on hotel and restaurant operations 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.

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



Four professors confer in the Herndon Room of the Library.

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

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

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

HISTORY OF THE SCHOOL

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

A single professor met with a class of twenty-one in 1922. The intervening thirty-seven 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 seventeen. These seventeen devote themselves exclusively to the development of the specialized courses offered by the School and to the instruction of its students. They are fully trained in both the academic and the practical aspects of their respective fields. They are experienced in hotel and restaurant work, and many of them are active consultants to nationally important hotel and restaurant organizations.

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

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

EDUCATIONAL OBJECTIVES

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

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

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 languages 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 of the University.

ACCOUNTING

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

ACCOUNTING (Hotel Accounting 81). Credit four hours. Required. Professor SILK.

Provides an introduction to the principles of general accounting. Practice includes elementary problems developing the theory of accounts. Emphasis is placed on the adjusting journal entries, the work sheet, financial statements, payroll accounting, special journals, and the operation of control accounts and the voucher register.

RESTAURANT ACCOUNTING (Hotel Accounting 82). Credit four hours. Required. Prerequisite, Hotel Accounting 81 or the equivalent. Mr. POTTER.

Application of the principles of accounting to the records and accounts of a typical large-city, table-service restaurant with bar. Includes an examination of the Uniform System of Accounts for Restaurants as adopted by the National Restaurant Association. Special problems of restaurants are emphasized in connection with sales records, merchandise receiving and control, payroll preparation, accounting for china, glassware, silverware, and linen, and lease-hold and ownership of

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business property. Practice work includes keeping a set of typical books, recording all transactions, closing books, preparing financial statements for several months, and making year-end adjustments.

ACCOUNTING (Hotel Accounting 84). Credit three hours. Associate Professor BECK.

Fundamental principles of accounting with special emphasis on interpretation. Especially designed for students in the School of Industrial and Labor Relations.

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

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

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

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; and accounting for manufacturing concerns.

AUDITING (Hotel Accounting 183). Credit three hours. Hotel elective. Prerequisite, Hotel Accounting 182. Professor CLADEL.

General auditing. Practice includes the preparation of audit-working papers, balance-sheet audit, detailed audit, internal control in general, and the auditor's report.

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

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

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

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

*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.

INTERPRETATION OF HOTEL FINANCIAL STATEMENTS (Hotel Accounting 186). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Accounting 181 and 182. Mr. LESURE.

A study and discussion of hotel balance sheets, profit and loss statements, and typical hotel balance sheet and operating ratios.

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

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.

CAFETERIA ACCOUNTING (Hotel Accounting 240). Credit three hours. For institution management students only. Associate Professor BECK.

An elementary course in simple accounting, using as illustrative material the accounting records of the cafeteria and the tea room; a study of cash and credit transactions, checkbook and deposit records, journal and ledger entries, trial balances, profit and loss statements, and balance sheets.

INTERNAL CONTROL IN HOTELS (Hotel Accounting 286). Credit two hours. Hotel elective. Open to seniors and graduates and to certain others by permission. Prerequisite, Hotel Accounting 181. Mr. POTTER.

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

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

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

SPECIAL STUDIES IN ACCOUNTING AND STATISTICS FOR HOTELS (Hotel Accounting 289). Credit to be arranged. Hotel elective. Prerequisites, Hotel Accounting 186 and 189 or equivalent. Permission of instructors required. Associate Professor BECK and Mr. POTTER.

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

ADMINISTRATION

ORIENTATION (Hotel Administration 100). Credit two hours. Required. Associate Professor LATTIN.

Designed to orient students in the life of the University and in the work of the School of Hotel Administration. The laboratory periods in the Statler Club provide students with the opportunity to gain experience in all departments of a hotel.

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

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

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

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

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

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

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

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

RESEARCH AND TECHNIQUES IN PERSONNEL ADMINISTRATION (Hotel Administration 216). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Hotel Administration 119 and permission of the instructor. Associate Professor LATTIN.

Opportunity is given students to study special problems such as training employees, industrial counseling, the measurement of morale, job analysis, and time and motion study.

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.) Associate Professor BECK.

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

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

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

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

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

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

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

RESTAURANT MANAGEMENT* (Hotel Administration 122). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Assistant Professor CONNER. Problems of restaurant operation, including menu construction, food service, establishing a merchandising policy, setting and maintaining standards, and beverage merchandising. Students utilize knowledge gained in purchasing courses listed under Food and Food Science.

CLUB MANAGEMENT* (Hotel Administration 222). Credit one hour. Hotel elective. Open to upperclassmen and graduates. Assistant Professor CONNER. A survey of the problems peculiar to the management of city, country, and other club organizations. Subjects covered are food and beverage management in clubs, committee, board of directors, and membership relations, dues, assessment and financial management. The arrangement and promotion of social and recreational activities are also included.

BUSINESS COMMUNICATION (Hotel Administration 238). Credit three hours. Hotel elective. Open to upperclassmen and graduates. Associate Professor RECKNAGEL. The preparation of business messages, memorandums, and direct mail promotion in hotels and restaurants. Students may work on problems of their own interest.

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 MEER.

Specific problems arising in the management of hotels.
SPECIAL STUDIES IN RESEARCH (Hotel Administration 253). Credit to be arranged. Open to graduate students in Hotel Administration only. Members of the graduate faculty.
 Designed specifically for graduate students working on theses or other research projects. Any member of the graduate faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

REPORT WRITING (Hotel Administration 154). Credit two hours. Hotel elective. Associate Professor RECKNAGEL.
 Instruction is provided in the compilation, organization, and writing of hotel practice reports and research projects.
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 MEER.
 A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

LAW OF BUSINESS (Hotel Administration 171). Credit three hours. Required. Open to upperclassmen. Mr. TREMAN.
 An elementary course on the law of business.
LAW AS RELATED TO INNKEEPING (Hotel Administration 172). Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Administration 171. Professor SHERRY.
 A consideration of the legal problems of the innkeeper.

*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.



The School's library, directed by a full-time librarian, provides students and faculty with 8,000 books and periodicals on all aspects of hotel, motel, restaurant, and institutional operations.

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

A study of the formation, validity, enforcement, and breach of contracts; sales and dealings in personal property, bailments, storage, and shipment of goods; the laws of principal and agent and employer and employee.

*LAW OF BUSINESS: 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 consideration of the formation, operation, and management of partnerships and corporations; the laws of negotiable instruments; and insolvency and bankruptcy.

*HOTEL PUBLIC RELATIONS** (Hotel Administration 176). Credit one hour. Hotel elective. Recommended for juniors and seniors.

Methods and channels through which the hotel may obtain favorable public recognition.

*HOTEL PROMOTION** (Hotel Administration 178). Credit one hour. Hotel elective. Recommended for upperclassmen. Mr. KOEHL.

A discussion of the fundamentals of sales promotion, with special attention to the various mediums profitably used by hotels.

*SALES PROMOTION** (Hotel Administration 278). Credit one hour. Hotel elective. Open to upperclassmen and graduates. Mr. PHILLIPS.

The hotel sales department, its function, organization, records, and procedures are discussed.

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

*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 the 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 to the students the many mechanical processes of producing advertising material, so they will have a working knowledge of the advantages and disadvantages of each process.

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

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

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

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

*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.

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

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

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

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

LIABILITY, COMPENSATION, AND CASUALTY INSURANCE (Hotel Administration 197). Credit three hours. Hotel elective. Upperclassmen and graduates. Mr. McNEILL.

Liability, compensation, and casualty insurance, the scope of the coverage, and analysis of the policies. Application of the laws of negligence.

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

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

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

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

PRINCIPLES OF CITY AND REGIONAL PLANNING. (Architecture 710). Credit three hours. Open to upperclassmen. Associate 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. Lectures, assigned readings, and examinations.

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

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

GENERAL GEOGRAPHY (Geology 105). Credit three hours. Assistant Professor MULLER.

An introduction to geography including space relationships, world climates, soils, and geographic provinces. Land use, the natural resources of selected regions, and trade in these resources will be emphasized.

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

ECONOMICS AND FINANCE

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

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

A survey of the existing economic order, its more salient and basic characteristics, and its operations.

MODERN ECONOMIC SOCIETY (Economics 104). Credit three hours. Prerequisite, Economics 103. Associate Professor Dowd and assistants.

FINANCE† (Business and Public Administration 104). Credit three hours. Open to upperclassmen and graduate students who have taken Economics 104. Professor NILSSON and Associate Professor HOLMES.

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

PRICES† (Agricultural Economics 115). Credit three hours. Open to juniors, seniors, and graduate students.

A study of the factors affecting the prices of farm products.

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

A study of the principles and practices of public finance, with emphasis on taxation. Among the topics examined are the growth of public expenditures and its causes; historical changes over time in sources of revenue; and property, inheritance, business, and personal income taxation.

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

An integrating course dealing with the interrelations of business and public policies. To provide a backdrop the course of the American economy since about 1920 is traced. Particular attention is paid to the evolution of public policies which have been of important interest to business leadership, especially with respect to such matters as industrial organization, transportation, power, agriculture, trade, and finance. Conversely, characteristic business policies are discussed from the point of view of their effects on the national welfare. Long-run evaluations of selected business administrations are made by means of historical case studies. Lectures, cases, and discussion.

MONEY AND BANKING† (Economics 301). Credit three hours. Prerequisite, Economics 104. Associate Professor GOLAY and Assistant Professor RICE.

A study of the monetary system of the United States with emphasis on the roles played by the commercial and central banks; included is a survey of monetary theory and the influence of credit and monetary measures on economic stability.

FINANCIAL HISTORY OF THE UNITED STATES† (Economics 308). Credit three hours. Prerequisite, Economics 104. Professor O'LEARY.

†Will satisfy the requirement of elective work in economics.

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

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

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

DEVELOPMENT OF THE AMERICAN ECONOMY AND BUSINESS ENTERPRISE† (Business and Public Administration 375). Credit three hours. Limited to seniors who have taken Economics 104. Professor HUTCHINS.

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

BUSINESS POLICY AND ECONOMIC INSTABILITY† (Business and Public Administration 376). Credit three hours. Open to upperclassmen who have taken Economics 104. Professor DE CHAZEAU.

A study of problems posed by national employment objectives for our private enterprise system. Government monetary-fiscal policies, existing and proposed, are studied from the viewpoint of the nation's economic accounts, the known characteristics of business fluctuations, and the mutual requirements of business and government policy formulation. Particular attention is given to the impact of public action on business policy and to securing business action contributory to economic stability.

COMPETITIVE BEHAVIOR AND PUBLIC POLICY† (Business and Public Administration 377). Credit three hours. Open to upperclassmen who have taken Economics 104. Professor DE CHAZEAU.

A study of competitive behavior in market structures importantly affected by large corporate units and organized self-interest groups. Particular attention is given to the determination of public interest in the formulation and administration of the law as applied to business policies and business organization. The possibilities of workable competition are explored from the viewpoint of practicable public policy and of the essential requirements of efficient performance in a dynamic society.

BUSINESS FORECASTING† (Business and Public Administration 378). Credit three hours. Open to upperclassmen who have taken Economics 104. Assistant Professor SMIDT.

The primary objective is to develop in students the skills and knowledge needed to prepare economic forecasts. Consideration will be given to the forecasting of important general economic indicators such as Gross National Product and its major components, and to the analysis of demand and supply situations in specific industries. Long-term projections of up to thirty years will be considered, as well as the more usual short-term forecasts for a quarter or a year ahead. The student will be expected to familiarize himself with the current and past behavior of important times series and to prepare specific forecasts.

LABOR CONDITIONS AND PROBLEMS† (Economics 401). Credit three hours. Prerequisite, Economics 104 or the equivalent. Professor MONTGOMERY.

A survey of labor economics; an analysis of the basic industrial-relations problems emerging from modern economic arrangements; an examination of the economic

†Will satisfy the requirement of elective work in economics.

and other implications of various employer, trade-union, and government attacks upon these problems.

PRIVATE ENTERPRISE AND PUBLIC POLICY† (Economics 501). Credit three hours. Prerequisite, Economics 104. Professor KAHN.

The approach to public policy in a private enterprise system in the light of the economist's concepts of competition and monopoly. An analysis and appraisal of the prevalence and effectiveness of competition in the American economy, with particular emphasis on the business organization, the price, production and marketing policies, and the economic performance of a range of industries characterized by varying degrees of market concentration and governmental intervention.

CORPORATE ENTERPRISE IN THE AMERICAN ECONOMY† (Economics 511). Credit three hours. Prerequisite, Economics 104. Professor O'LEARY.

An examination of the American business corporation as an economic institution. After an historical introduction, attention will be given to the current status of and problems created by the business corporation as the dominant device for ordering the allocation and administering the use of economic resources in the United States. Among the topics treated will be separation of ownership and management; segments of interest; reinvestment of earnings and the savings-investment process; decision making in relation to taxation of corporations; the various forms of investment contract; government regulation; the public benefit corporation.

TRANSPORTATION† (Business and Public Administration 575). Credit three hours. Limited to seniors. Prerequisite, Economics 104. Professor HUTCHINS.

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

INTRODUCTION TO INTERNATIONAL ECONOMICS† (Economics 603). Credit three hours. Prerequisite, Economics 104. Professor MORSE.

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

MODERN INTERNATIONAL ECONOMIC PROBLEMS† (Economics 604). Credit three hours. Prerequisite, Economics 104; Economics 603 recommended. Professor MORSE.

A continuation of Economics 603, dealing with the major problems, theories, and policies of the period since World War I. Emphasis is placed on the role and development of American policies with respect to the special problems created by two wars and a great depression, and the more general problems of a world in which the United States stands between the older industrialized and the developing but as yet nonindustrialized countries.

NATIONAL INCOME AND WEALTH† (Economics 823). Credit three hours. Prerequisite, Economics 104 or the equivalent. Professor COPELAND.

An examination of social accounting measurements and related statistical measurements of general economic activity together with illustrations of their use in aggregative economic analysis and in economic projections.

†Will satisfy the requirement of elective work in economics.

ENGINEERING

For instruction in the field of hotel and restaurant engineering, Statler Hall has an especially designed and equipped lecture room, two drafting rooms, and three especially equipped laboratories, all used exclusively for studying, demonstrating, and testing the mechanical equipment typically used in hotels and restaurants. In addition, a wide variety of modern apparatus, which is in service in Statler Hall and in other campus buildings, is studied from an engineering viewpoint.

The engineering drafting room uses a variety of scale models and prints of many actual building floor plans, guest room arrangements, dining room seatings, and kitchen layouts. Engineering laboratory equipment includes fire fighting, 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, mechanical refrigeration testing units including compressors, condensers, and refrigeration controls. Scale models of kitchen equipment are used for developing layouts. Plans and equipment catalogs furnish the background for work in hotel planning.

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

First year	H.E. 260 in either term	
	<i>First term</i>	<i>Second term</i>
Second year	H.E. 261	H.E. 262 or H.E. 266
Third year	H.E. 263	H.E. 264
Fourth year	H.E. 265 or	H.E. 265
	H.E. 267	

DRAWING (Hotel Engineering 260). Credit three hours. For freshmen. Required as first course. Mr. SCHNEIDER.

Mechanical, architectural, and freehand drawing leading to practical representation and interpretation of typical hotel and restaurant applications.

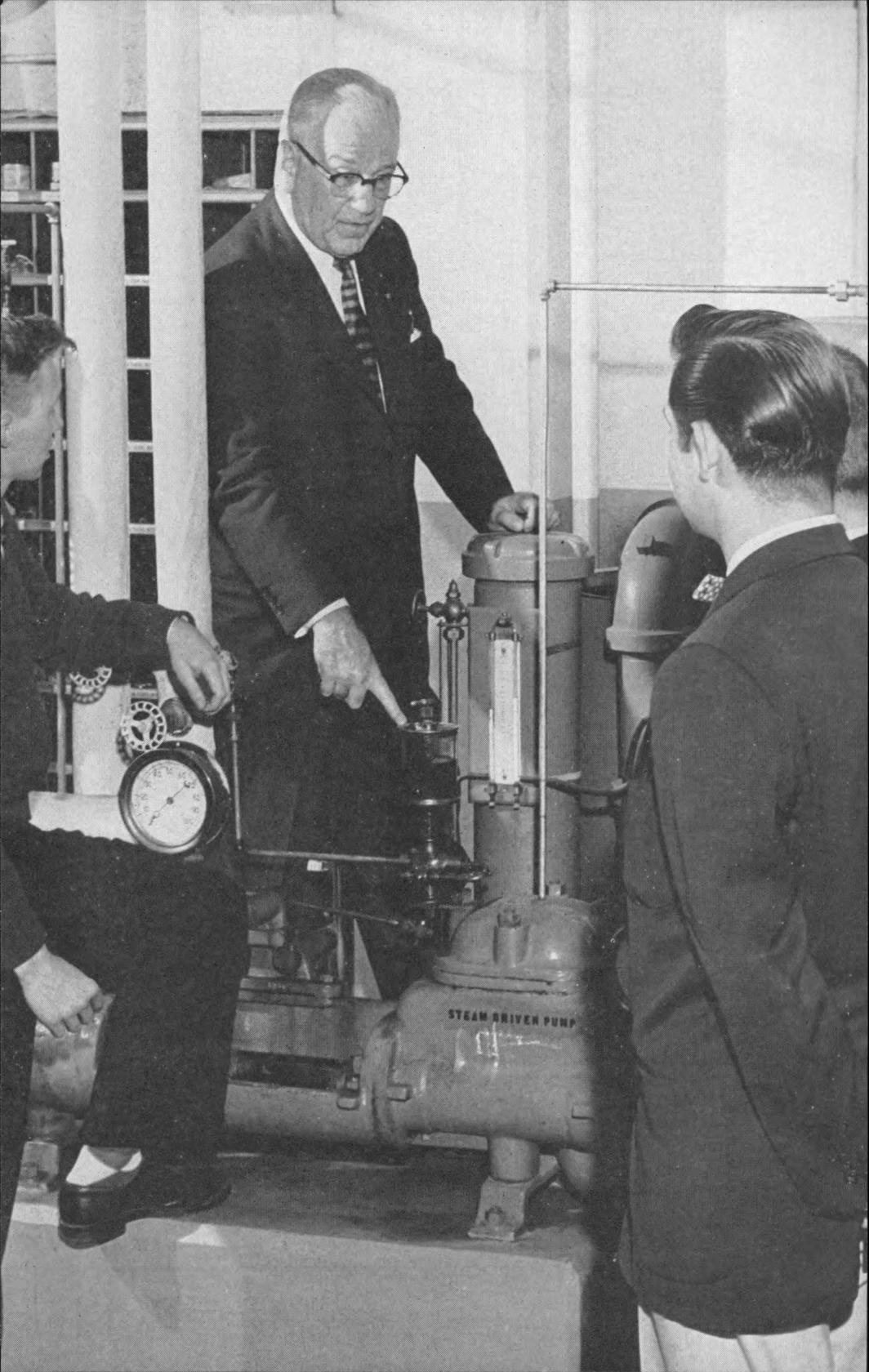
SPECIAL HOTEL EQUIPMENT (Hotel Engineering 261). Credit three hours. For sophomores. Professor RANDOLPH.

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

WATER SYSTEMS (Hotel Engineering 262). Credit three hours. For sophomores. Professor RANDOLPH.

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

Chief Engineer H. L. Toombs of Chicago's Conrad Hilton Hotel, a visiting lecturer cautions students to watch the lubrication of steam-driven pumps in the School's hotel and restaurant engineering laboratories.



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STEAM HEATING (Hotel Engineering 263). Credit three hours. For juniors. Professor SAYLES.

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

ELECTRICAL EQUIPMENT (Hotel Engineering 264). Credit three hours. For upperclassmen. Professor SAYLES.

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

HOTEL PLANNING (Hotel Engineering 265). Credit three hours. Limited to seniors and graduates, preferably after H.E. 261, 262, and 263. Professor RANDOLPH.

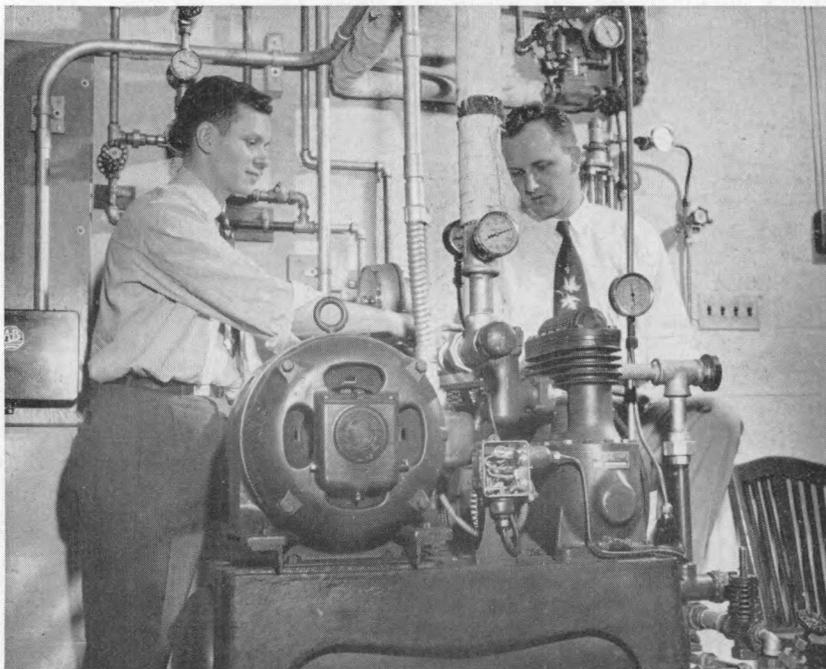
Design of the layout for a proposed hotel, emphasizing site solution, floor plans, guest room layouts, and the selection and arrangement of equipment in all the various departments.

HOTEL STRUCTURES AND MAINTENANCE (Hotel Engineering 266). Credit three hours. For sophomores. Professor SAYLES.

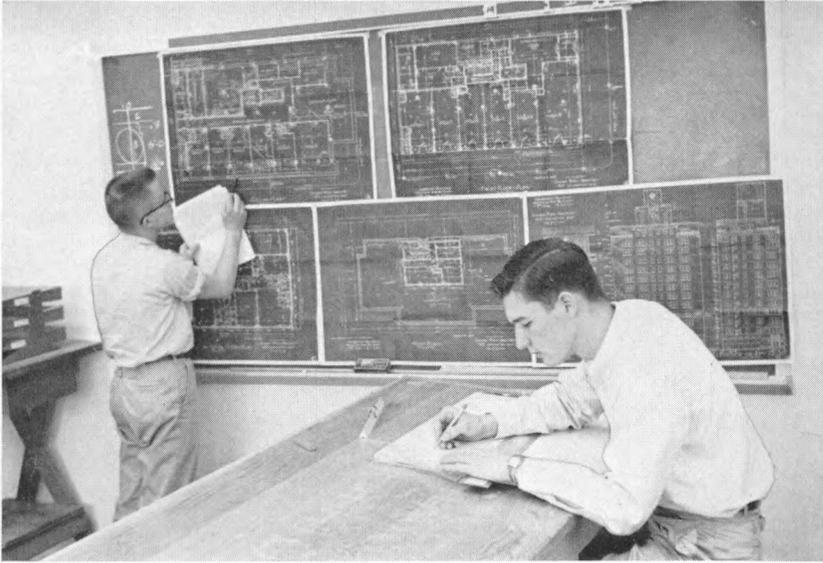
Materials and methods of building construction, repair, and maintenance. Emphasis on trade practices and building codes. Specification and repair of hotel furniture.

REFRIGERATION (Hotel Engineering 267). Credit three hours. Open to upperclassmen. Professor SAYLES.

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



The assignment of these students in refrigeration and air conditioning is to find and correct an "error" planted in this compressor. The machine is used for large cold-storage units.



These Hotel students in the mechanical drawing course, as one of their assigned projects, will turn in a complete revision of plans for an apartment hotel that is being converted into a commercial hotel. In preparing their plans, they must make use of as much of the present structure as is feasible.

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 catalogue files are maintained covering the wide array of food and beverage service equipment. Numerous prints of layouts are studied as examples of fundamental design as well as details customarily given on plans. Samples of fabricated equipment in cross-section illustrate preferred construction methods. The kitchens of Statler Hall and of other campus food facilities provide examples of typical applications.

Especially planned courses dealing with mass feeding start with the first stages of development programing and continue through logical sequence into more advanced and detailed work. To specialize in this field, the sequence must be started early.

Second year	F.F.E. 360 <i>Preliminary Programing</i>
Third year	F.F.E. 361 <i>Preliminary Planning</i>
Third year	F.F.E. 362 <i>Food Service Equipment—Layout & Design</i>
Fourth year	F.F.E. 363 <i>Food Service Equipment—Working Drawing</i>
Fourth year	F.F.E. 364 <i>Specifications and Contract Supervision</i>

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PRELIMINARY PROGRAMING (Food Facilities Engineering 360). Credit three hours. Hotel elective. Prerequisite, Hotel Engineering 261. Associate Professor BANGS.

Lectures dealing with the first stage planning, which must be done by the owner or his consultant for any project of mass feeding. A study of the factors that influence the proper merchandising objective. Determining the kind of service to be planned and designed into a restaurant, club, hotel, hospital, or industrial feeding establishment.

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

Lecture and laboratory. Review of the preliminary program. Studies to determine the type, capacity, quantity, and quality of all food service equipment to be selected. Determination of facts pertinent to the over-all project; architectural, structural, and mechanical features, plus consideration of sanitary codes that effect the layout. Schematic drawing studies of equipment, departmental, and over-all food service layouts.

LAYOUT AND DESIGN (Food Facilities Engineering 362). Credit three hours. Hotel elective. Prerequisite, Food Facilities Engineering 361. Associate Professor BANGS.

Lecture and laboratory. A continuation of Food Facilities Engineering 361. Making a complete preliminary equipment layout in the drawing room, and preparing the schedule of equipment, brochure and budget estimate. Schematic drawing design of custom-built equipment.



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

FOOD SERVICE EQUIPMENT WORKING DRAWINGS (Food Facilities Engineering 363). Credit three hours. Hotel elective. Prerequisite, Food Facilities Engineering 362. Associate Professor BANGS.

Involves study and development of contract drawings for bidding, construction, and installation. Equipment and architectural plans, mechanical plans, equipment elevations, and detailed sectional drawings or shop drawings are involved.

FOOD SERVICE EQUIPMENT SPECIFICATIONS AND CONTRACT SUPERVISION (Food Facilities Engineering 364). Credit three hours. Hotel elective. Prerequisite, Food Facilities Engineering 363. Associate Professor BANGS.

Lecture and laboratory. General and itemized specifications; bid analysis and awarding of contracts; checking and approving shop drawings; field supervision, inspection, and conferences. Operational instruction.

FOOD AND FOOD SCIENCE

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

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

The recently constructed Alice Statler Auditorium wing has added important new facilities, including: (1) a laboratory for cutting and portioning meats, poultry, and fish, supported by extensive cold and deep freeze storage and teaching areas all equipped with overhead tracks; (2) a lecture demonstration area for instruction in the selection and grading of meats, poultry, and fish; (3) a 40-place laboratory for the study of the scientific applications of chemical and physical principles to food production; and (4) a series of experimental kitchens for the testing of recipes and procedures.

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

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

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

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

QUANTITY FOOD PREPARATION, ELEMENTARY COURSE (Institution Management 200). Credit three hours. (This course plus one hour of Hotel elective may be substituted for Hotel Administration 201.) Prerequisite, Hotel Administration 120, 214, and 215. Assistant Professor CONNAUGHTON.

Practice in preparation of food in quantity in the Home Economics Cafeteria kitchen, emphasizing standard procedures and formulas; use, operation, and care of institution equipment; food costing; and menu planning. Students have their dinner while in laboratory.

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

Large quantity cooking in the Statler Inn kitchen of luncheons and dinners served to 200 to 350 patrons. The student manager for the week plans the menus, prepares food requisitions, supervises preparation and service, and submits a report and analysis on his operation.

Discussion periods review principles and methods applied in laboratory periods. Quality and cost control are emphasized. The use of standardized formulas and techniques in relation to non-standardized practices is demonstrated. Sanitary, safe, and economical use of food and of equipment as well as cooking and serving space are stressed.

Students have one meal in the cafeteria on laboratory days.

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

The laboratory exercise consists of planning, preparing, and serving to the patrons of the Statler Club a dinner in the style of the classical French cuisine under the direction of visiting chefs from successful operations.

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

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

Walter Todé, winner of the International Medal of the Société Gastronomes Alsace, demonstrates a fine point to students of the classical cuisine in the Statler Hall kitchen.



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

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

QUANTITY FOOD PREPARATION: PRINCIPLES AND METHODS (Institution Management 210). Credit four hours. May be substituted for Hotel Administration 201. Prerequisite, Hotel Administration 120, 214, and 215. Associate Professor CUTLAR.

Practice in preparation of food in quantity in the Home Economics Cafeteria kitchen, emphasizing standard procedures and formulas; use, operation, and care of institution equipment; food costing; and menu planning. Students have their lunch while in laboratory.

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

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

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

Inorganic, organic, and colloidal chemistry are applied to the study of food preparation. The influence of kind and proportion of ingredients and methods of manipulation and of cookery on food products such as muffins, candy, vegetables, eggs, meat, yeast bread and pastry are discussed. A consideration of food additives, food preservation, food sanitation, and basic nutritional values is included.

In the food laboratory, food products are scored subjectively, and the application of scientific principles to the interpretation of results is emphasized. The student should learn to recognize culinary quality while understanding the factors contributing to it.

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

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

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

A discussion of sources, standards of quality, grades, methods of purchase, and storage of various classes of food. A one-day trip to Elmira, Syracuse, or Rochester markets will be included. Estimated cost of trip, \$4.

SPECIAL PROBLEMS IN FOODS (Hotel Administration 353). Spring term. Credit two hours. Permission of instructors required. Prerequisites, Hotel Administration 120, 220, 206, and Quantity Food Preparation. Associate Professors ERICSON and WANDERSTOCK.

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



Mrs. E. M. Statler and Mr. Conrad Hilton are luncheon guests of the School.

STEWARDING* (Hotel Administration 118). Credit two hours. Hotel elective. Open to sophomores, juniors, and seniors.

Problems of restaurant operation, such as purchasing, preparation, service, and control phases of steward operations.

COMMERCIAL AIRLINE FEEDING (Hotel Administration 123). Credit one hour. Hotel elective. Assistant Professor CONNER.

A survey of a growing and important segment of the food service industry. Goes beyond in-flight food service, covering customer service, reservation-terminal and in-flight service, airline sales promotion, and a comparison of domestic and international airline operations.

MENU PLANNING* (Hotel Administration 124). Credit one hour. Hotel elective.

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

WINES* (Hotel Administration 125). Credit one hour. Hotel elective. Open to upperclassmen and graduates.

The study of grape culture, cellar techniques, still wines, champagne, New York and California wines, foreign wines, wine cookery, wine storage and service.

GENERAL BACTERIOLOGY (Bacteriology 1). Credit six hours. Hotel elective. Prerequisite, Chemistry 102 or Hotel Administration 215. Professor SEELEY and assistants.

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

*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.



Joseph Baum (Class of '43) vice president, and Albert Stockli, executive chef, Restaurant Associates, New York City, demonstrate the preparation of specialties served at the Hawaiian Room and at The Forum of the Twelve Caesars.

NUTRITION AND HEALTH (Food and Nutrition 190). Credit two hours. Hotel elective. Professor HAUCK.

The relationship of food to the maintenance of health.

GENERAL BIOLOGY (Biology 1). Throughout the year. Credit three hours a term. May be started in either term. Not open to students who have had both Zoology 104 and Botany 1. If Biology 1 is taken after either Zoology 104 or Botany 1, credit two hours a term. Assistant Professor EISNER.

Designed to acquaint students majoring within or outside the animal and plant sciences with the established principles of biology, and with the body of research that led to the formulation of these principles. Specifically, the course deals with the organization, integration, and maintenance of living organisms, and with their reproduction, heredity, behavior, and interactions. Emphasis is placed on an understanding of each topic in the light of modern evolutionary theory.

POST-HARVEST HANDLING OF VEGETABLE CROPS (Vegetable Crops 12). Credit three hours. Hotel elective. Professor HARTMAN.

Horticultural aspects of marketing vegetables; vocational opportunities in the field; methods of estimating and measuring quality and grade; research results and practices in packing, storing, transporting, and selling. One two-day and three afternoon trips required.

ECONOMIC FRUITS OF THE WORLD* (Pomology 121). Credit three hours. Hotel elective. Professor BOYNTON.

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

HOSPITAL ADMINISTRATION

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

HOUSEKEEPING

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

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

TEXTILE FURNISHINGS (Textiles 370)*. Credit three hours. Hotel elective. Associate Professor SROUT.

Types and qualities available on the market of widely used textile furnishings, such as blankets, sheets, towels, mattresses, rugs, draperies, upholsteries, and curtains. Relation of fiber, finish, and other processing to price, specific end-use, and maintenance. Methods of manufacture and marketing peculiar to the production and distribution of these articles. Standards and specifications in use or under consideration and federal and state legislation pertaining to their sale or use.

*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 EXPRESSION

Of the large number of courses in composition, in public speaking, and in the literature of the English and other languages open to hotel students, only those frequently taken by them are described. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences*. Six semester hours of a modern foreign language may be counted as a Hotel elective.

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

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

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

Practice in oral and written presentation of topics in agriculture and other fields, with criticism and individual appointments on the technique of public speech. Designed to encourage interest in public affairs, and, through demonstrations and the use of graphic material and other forms, to train for effective self-expression in public. Special training is given to competitors for the Eastman prizes for public speaking and in the Rice Debate contest.

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

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

PUBLIC SPEAKING (Speech and Drama 201). Credit three hours. Accepted for required expression. Not open to freshmen, or to students who have taken Speech and Drama 103 or 105. Professor WICHELNS, Associate Professor ARNOLD, and others.

Designed to help the student express his convictions clearly and effectively in oral discourse. Study of basic principles of expository and persuasive speaking with emphasis on selecting, evaluating, and organizing of materials, and on simplicity and directness in style and delivery. Practice in preparation and delivery of speeches on current issues, in reading aloud, and in chairmanship; study of examples; conferences.

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

INTRODUCTION TO FICTION (English 222). Either term. Credit three hours. Open to freshmen. Associate Professor ELIAS.

Intended to develop the understanding and enjoyment of the short story and novel. May not be counted in satisfaction of the requirements for a major in English.

GREAT ENGLISH WRITERS (English 251-252). Credit three hours. Each term. English 251 is prerequisite to English 252. Professor ABRAMS and staff.

Studies in selected works of great English writers (Chaucer to the twentieth century). Open to all students who have completed the requirement in English composition.

A modern language class finds a classical setting in the spring sunshine.

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

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

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

PORTUGUESE, ELEMENTARY COURSE (Portuguese 111). Credit six hours.

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

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

The mastery of a foreign language is a mark of a well-educated man or woman. For the hotel man 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.

COURSES OF CULTURAL VALUE

As pointed out previously, the professional courses required in the curriculum of the School of Hotel Administration have much of general educational value. Students in the School have open to them, in addition, literally hundreds of courses in the other colleges of the University, courses whose value to them would be principally a cultural value. Hotel students are encouraged to take full advantage of their opportunities and acquaint themselves with other disciplines. It is not practical to list all the offerings from which they might select, but, to assist the student in making the beginning contact, the descriptions of a few of the more popular introductory courses are given below:

STUDIES IN AMERICAN CIVILIZATION (American Studies 301-302). Three hours each term.

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

AMERICAN GOVERNMENT (Government 101). Three hours.

DEVELOPMENT OF WESTERN CIVILIZATION (History 103-104). Three hours each term.

AMERICAN HISTORY (History 151-152). Three hours each term.

MASTER WORKS OF WESTERN LITERATURE (Literature 101-102). Three hours each term.

PHILOSOPHICAL CLASSICS (Philosophy 101). Three hours.

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

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

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

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

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

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

HISTORY OF ARCHITECTURE (Architecture 400). Three hours.

SECRETARIAL STUDIES

Students in the School of Hotel Administration whose initial employment may be in the role of personal secretary or administrative assistant are provided with instruction in the uses for and operation of the most modern office equipment. This instruction is open to a limited number of students from other divisions of the University, but enrollment in each course is subject to the approval of the instructor in charge.

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

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

SHORTHAND THEORY (Hotel Secretarial Studies 131). Credit four hours. Hotel elective. Limited to juniors and seniors. Associate Professor RECKNAGEL.

The basic theory of Gregg shorthand is completed in this course, and the groundwork is laid for dictation and transcription. Enrollment in Hotel Secretarial Studies 132 is waived if the student passes a typewriting proficiency test during the first week of the term.

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

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

SECRETARIAL PROCEDURES (Hotel Secretarial Studies 138). Credit four hours. Hotel elective. Prerequisite, Hotel Secretarial Studies 131 and 132 or the equivalent. Associate Professor RECKNAGEL.

Instruction in the major secretarial duties, including the composition of business letters, services for communication and transportation, and office management. Dictation and transcription speeds sufficient for the better types of office positions are developed.

UNIVERSITY REQUIREMENTS IN MILITARY TRAINING

As a land-grant institution chartered under the Morrill Act of 1862, Cornell offers courses in military science which include all branches of the service (Army, Air Force, Navy, and Marines). Successful completion of such courses and receipt of a baccalaureate degree qualify a male student for a commission in the Regular or Reserve component of the appropriate service.

Participation in military training during the first four terms is mandatory for all undergraduate men who are citizens of the United States and are physically qualified. Satisfactory completion of the basic course in military science and tactics, air science, or naval science fulfills this requirement. The number of terms of military training required of a student entering with advanced standing is to be reduced by the number of terms which he has satisfactorily completed (not necessarily



including military science) in a college of recognized standing. Service in the armed forces may under certain conditions also satisfy the military training requirement.

Entering students who have had previous ROTC training in secondary or military schools are requested to obtain DA Form 131 (Student's Record—ROTC) from the institution previously attended and to present it to the appropriate military department during registration. (See also the *Announcement of the Independent Divisions and Departments.*)

Credit for courses in the Army or Air ROTC programs and credit for courses in the Regular and Contract Naval ROTC program may be counted in the twenty-four hours of free elective courses allowed to students in the School of Hotel Administration.

In addition to the degree requirements of the School of Hotel Administration, NROTC students must complete the following requirements:

1. Twenty-four hours of naval science courses.
2. By the end of the sophomore year, all Regular students must have satisfactorily completed one year of college physics. (Physics is not required by the Navy for Contract students. However, it is highly desirable for Contract students to take physics if their academic schedule permits.)
3. Mathematics through plane trigonometry by the end of the sophomore year.
4. Proficiency in written and oral expression in accordance with the individual college or school standards and procedures.
5. Sufficient swimming instruction to qualify as first-class swimmers in accordance with Navy standards.

Prior to being commissioned, Regular NROTC students must complete three summer naval training periods of from six to eight weeks' duration. Normally these are completed during the three summers prior to graduation. However, in order to earn the required practice points in Hotel Administration, a special arrangement exists whereby Regular students take the sophomore and senior summer cruises as scheduled, but postpone the junior aviation/amphibious training until the summer after graduation. The junior summer, therefore, can be devoted to Hotel Administration practice requirements, while additional credits can be earned during the senior summer cruise due to special training in commissary and supply matters given to Hotel Administration students. Contract students normally have no difficulty in completing Hotel Administration practice requirements as only one summer cruise is required.

At left: Heptagonal track meet held in Cornell's Barton Hall. In 1958, Cornell won the Heptagonal. Irvin Roberson, Hotel School, won two events.



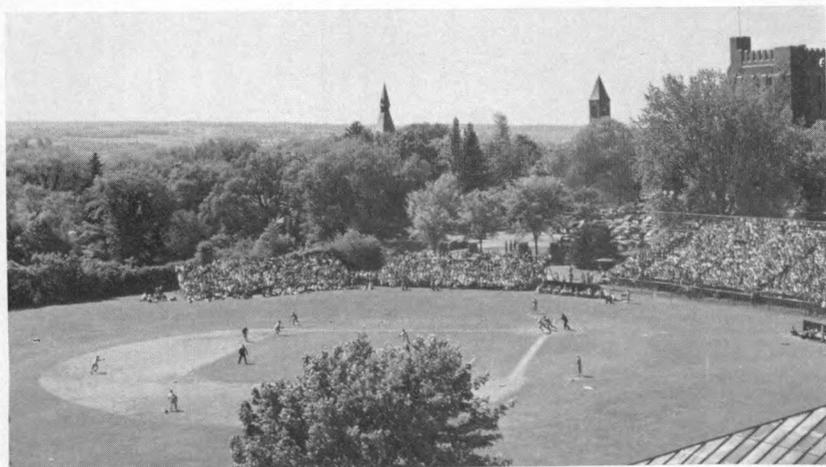
Cornell crew finishes ahead of the Russian entry at the Henley Royal Regatta in England. In 1957, Cornell won the Grand Challenge Cup. In 1958, the Cornell crew won the National Intercollegiate Regatta.

UNIVERSITY REQUIREMENTS IN PHYSICAL EDUCATION

All undergraduates at Cornell are required to take four terms of work, three hours a week, in physical education. This 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. Exemption from this requirement may be made by that Committee when it is recommended by the medical office, by the Department of Physical Education, or because of unusual conditions of age, residence, or outside responsibilities. An exemption recommended by the Department of Physical Education shall be given only to students who meet standards of physical condition established by the Department of Physical Education and approved by the Committee on Requirements for Graduation. Students who have been discharged from the armed services may be exempted.

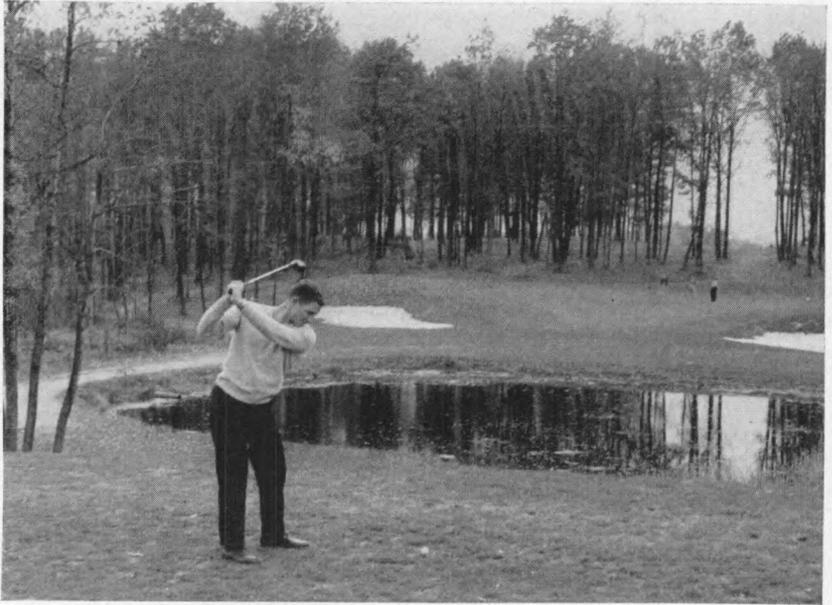
For students entering with advanced standing, the number of terms of physical education required is to be reduced by the number of terms which the student has satisfactorily completed (whether or not physical education was included in his program) in a college of recognized standing. (See also the *Announcement of the Independent Divisions and Departments.*)

The University maintains an impressive athletic plant, and students may choose, either individually or on an intramural team, such sports as tennis, golf, lacrosse, soccer, skiing, ice hockey, riding, fencing, swimming, yachting, and others.

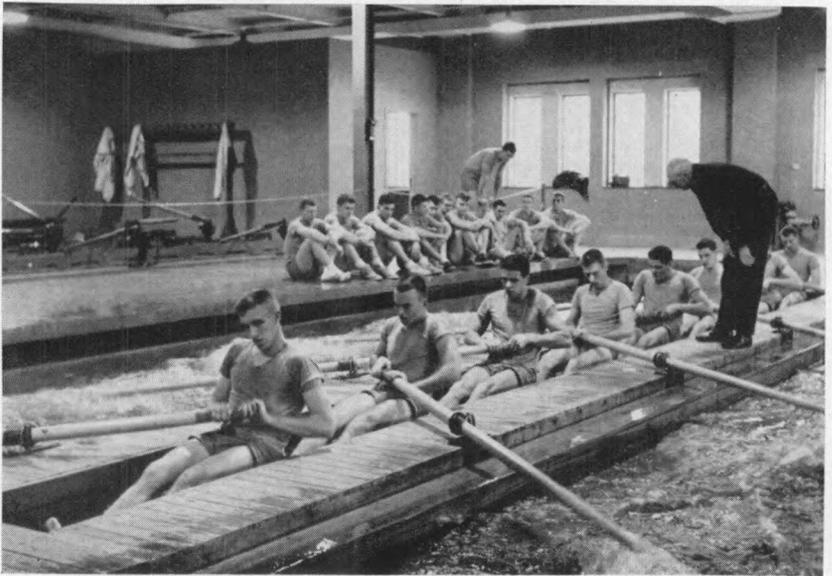


Above: Major league players like Christy Mathewson and Lou Gehrig have played in college games on Hoy Field.

Hotel students participate in the intercollegiate matches of the Ivy League in all major and minor sports. Equally attractive to most

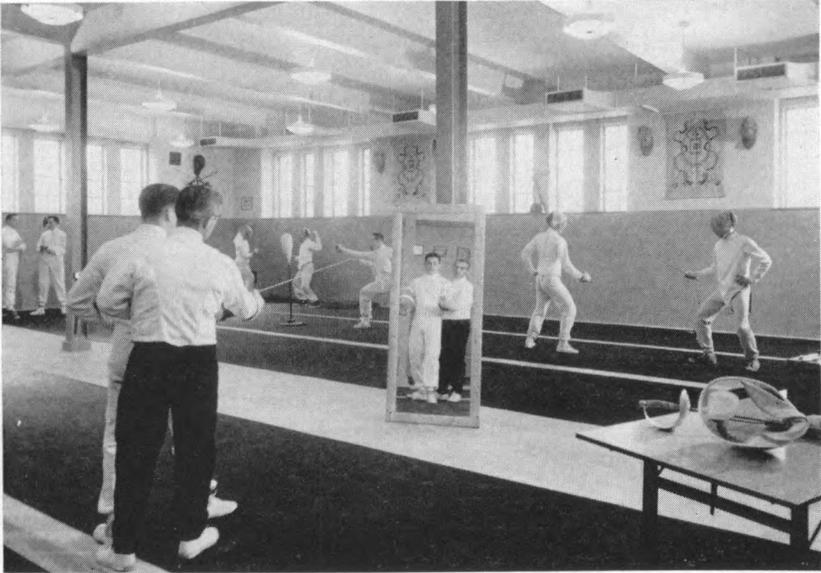


Hazards of the 6th hole on the 18-hole golf course.



Winter drill for the crew in Teagle Hall.

students is Cornell's outstanding intramural athletic program. The School of Hotel Administration fields teams in all major sports.



Fencing Coach Georges Cointe, Olympic champion, demonstrates a parry to Philip Mocquard (in mirror), Hotel student and team captain.



Ralph de Stefano, Hotel student, tests his prowess on the punching bag.

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. Upperclassmen who distinguish themselves in student projects win membership in Ye Hosts, the recognition organization. Ye Hosts act as a reception committee for the new students and for visiting hotelmen.

Under the auspices of the Cornell Hotel Association informal teams



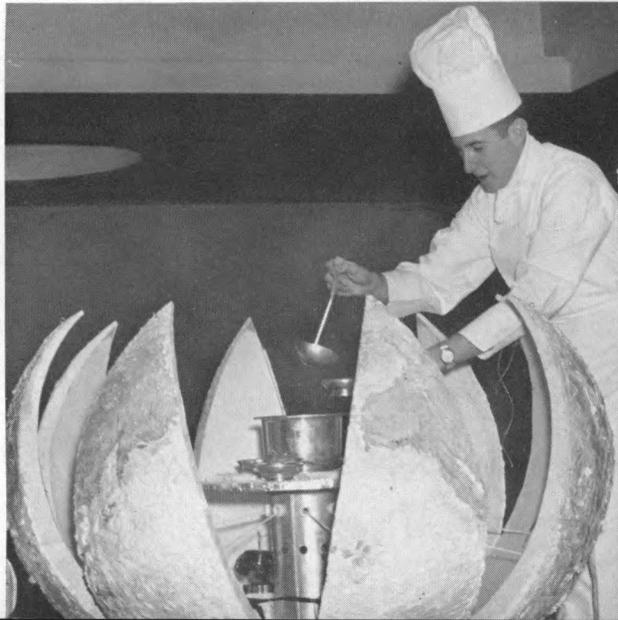
Distinguished hotel guests attend Hotel Ezra Cornell.

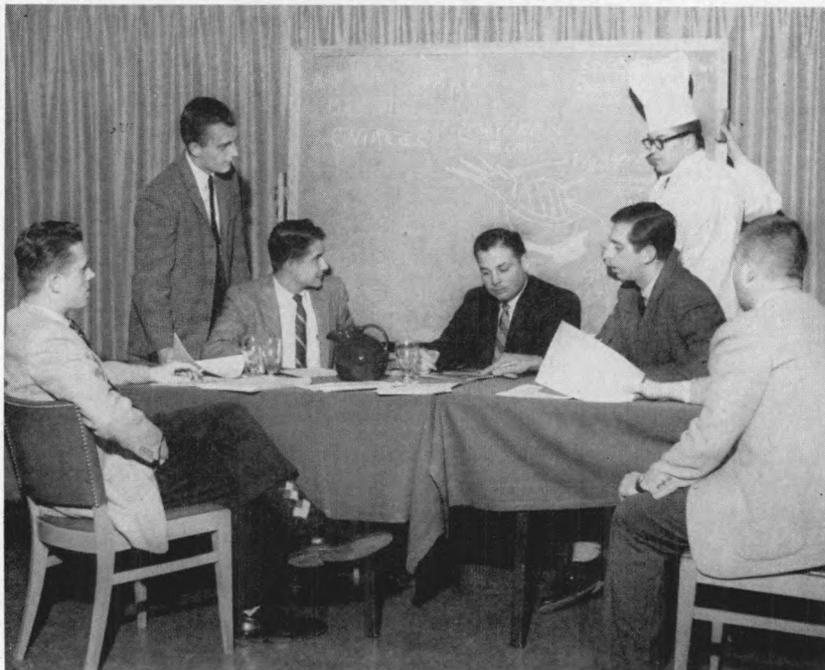
are organized to represent the School in intramural sports, a predominant feature of Cornell athletic activity. The Association is responsible for the annual Hotel Ezra Cornell, a project in connection with which the students organize and finance a hotel operating company, take over Statler Hall, and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

Each year a group of upperclass students is taken to New York City to attend the convention of the New York State Hotel Association, to visit the National Hotel Exposition, and to make a tour of inspection of metropolitan hotels. Groups also attend the National Restaurant Exposition in Chicago, the Midwest Hotel Exposition in Chicago, the New England Hotel Exposition in Boston, and the New Jersey Hotel Exposition in Atlantic City. The students participate in social functions associated with the conventions. With the alumni organization, the Cornell Society of Hotelmen, they entertain at smokers the hotelmen who are attending the conventions.

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

Student Chef Dan Clifton serves Tartlette aux Cerises Flambées from the heart of the "world" constructed by hotel engineering students to symbolize the international theme for a Hotel Ezra Cornell Weekend.





The student board of directors of the 1959 Hotel Ezra Cornell plans events for this weekend far in advance. (Standing) Irving Anderson, managing director; Theodore Waskey, executive chef; (seated) William Hetherington, publicity director; James Merritt, personnel director; Edwin Crofoot, maitre d'hotel; Patrick Brocato, first assistant manager; (back to camera) William Hahne, second assistant manager.

A typical Hotel Ezra Cornell Weekend begins on Friday afternoon with a reception for guests, followed by an elaborate buffet supper and a cabaret with entertainment put on by the students. The Cornell Society of Hotelmen, alumni group, holds a breakfast and its annual meeting on Saturday morning. Breakfast and a carefully planned luncheon are served to all out-of-town guests. Seminars and exhibits of timely interest to hotel and restaurant people are arranged during the day. A cocktail party with elaborate hors d'oeuvres precedes the formal banquet.

Banquet speakers in recent years have included Conrad Hilton, president, Hilton Hotels; Ernest Henderson, president, The Sheraton Corporation of America; Sinclair Weeks, United States Secretary of Commerce; Peter Grimm, president, Intercontinental Hotels; and Wallace Lee, vice president, The Waldorf-Astoria.

The program officially closes with a formal dance, breakfast being served on Sunday to visitors enjoying a leisurely weekend. As many as 600 guests have attended Hotel Ezra Cornell. All planning, promotion, purchasing, rooming, preparation, service, and finance are handled by student committees without faculty supervision.

PLACEMENT SERVICE

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

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

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

A recent survey of the earnings of the graduates of the School indicates that their financial success is high in comparison both with the noncollege graduate in the hotel field and with college graduates in many other fields where a degree is required. The median salary for the man one year out was about \$5,500. The median for all the graduates, \$10,500. The range ran up to \$75,000 and more.

The first Cornell hotel class was graduated in 1925 with eleven members. On June 15, 1959, there were 1,874 living graduates. The partial list below gives an indication of the types of positions held by former students.

Cornell men, it will be noted, are in highly responsible positions in the large hotel groups: J. P. Binns '28 is Vice President of Hilton Hotels; D. A. Boss '43 is Treasurer of the Boss Hotels; R. M. Brush '34 is Vice President of the Sheraton Corporation; J. W. Cole '30 is Executive Vice President and General Manager of the Grenoble Hotels; H. L. Dayton '25 is President and General Manager of the Dayton Hotels; P. R. Handlery '43 is Vice President of the Handlery Hotels; L. P. Himmelman '33 is Vice President of Western Hotels, Inc.; F. J. Irving '35 is Operations Manager of the Intercontinental Hotels Corporation; J. W. Keithan '50 is Purchasing Agent of Western Hotels, Inc.; L. H. Lee '30 is President of the Lee Hotel Company; H. A. MacLennan '26 is Vice President Operations, Hilton Credit Corporation; A. B. Merrick '30 is Vice President and Managing Director of the Roger Smith Hotels; W. E. Muser '53 is National Supervisor of Food and Beverage Operations of Manger Hotels; J. L. Slack '26 is General Purchasing Agent of Zeckendorf Hotels; Curt Strand '43 is Vice President of Hilton Hotels International.

Many of the country's noted individual hotels, also, are managed by Cornellians. The Waldorf-Astoria is managed by W. W. Lee, Jr.; the Pierre, by W. R. Ebersol; the Drake, by L. E. Shoenbrun; the Greenbrier, by E. T. Wright. Even many famous foreign hotels have Cornell management: the Berlin Hilton; the Sans Carlos Grande, Guatemala City; the Dome, Kyrenia; the Residency, Petoria; the Hanko, Fredrikstad; and the Imperial and Shiba Park, Tokyo.

In the restaurant field it is the same, with Cornellians active in the management of such chains as Stouffer's and Hot Shoppes, and of the Marshall Field restaurants. The President of the Prophet Company and a Vice President of Slater, two large industrial feeders, are Cornellians. Important hospitals, such as those of the Mayo Clinic and the Memorial Center for Cancer and Allied Diseases, are under Cornell administration. The contributions of Hotel School alumni to the allied fields is also noteworthy.

HOTELS

NORTHEAST

- Baker, K. W. '29, Owner-Operator, Prince Hotel, Tunkhannock, Pennsylvania
 Baker, Miss V. L. '47, Service Analyst, Realty Hotels, Inc., New York City
 Banta, J. S. '43, Manager, The Colony, Kennebunkport, Maine
 Barell, R. J. '34, Supervising Auditor, Sheraton Corporation of America, Boston, Massachusetts
 Barrett, R. C. '40, Manager-Lessee, Bald Mountain House, Old Forge, New York

- Battles, K. P. '49, General Manager, Hotel Lenox, Boston, Massachusetts
- Beach, D. E. '42, General Manager, Oakledge Hotel & Cottages, Burlington, Vermont
- Behringer, G. F. '34, Vice President, Shelter Island House, Shelter Island Heights, New York
- Bell, C. A. '49, International Supervisor, Food and Beverage Operations, Hilton Hotels International, New York City
- Beltz, L. V. '33, Owner-Manager, James Wilson and Molly Pitcher Hotels, Carlisle, Pennsylvania
- Benton, P. C. '53, Innkeeper, The David Mead, Meadville, Pennsylvania
- Bevier, R. H. '32, Manager, Baker Hotel, Chautauqua, New York
- Biles, D. M. '52, Resident Manager, Skytop Lodge, Skytop, Pennsylvania
- Binns, J. P. '28, Vice President, Hilton Hotels Corporation; Executive Vice President and General Manager, The Waldorf-Astoria, New York City
- Birdsall, J. F., Jr., '35, Innkeeper, Treadway Inn, Rochester, New York; Head, New York-Pennsylvania Division, Treadway Inns
- Borst, C. J. '44, Director, Specialty Rooms, Sheraton Corporation of America, Boston, Massachusetts
- Brush, R. M. '34, Senior Vice President, Sheraton Corporation of America, Boston, Massachusetts
- Burger, R. A. '48, Assistant to the President, Associated Hotels Company, New York City
- Butler, C. K. '47, Manager, Hotel Barre, Barre, Vermont
- 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
- Callahan, W. G. '37, Vice President and General Manager, Hotel Commodore, New York City
- Cannon, T. L., Jr. '37, Manager, Colonel Drake Hotel, Titusville, Pennsylvania
- Clark, D. F. '54, General Manager, Belgravia Hotel, Philadelphia, Pennsylvania
- Coats, C. C. '33, Owner-Manager, Sherwood Inn, Skaneateles, New York
- Cole, J. W. '30, Executive Vice President, Grenoble Hotels Inc., Harrisburg, Pennsylvania
- Coppage, E. W. '32, Owner-Manager, Aberdeen Hotel, Longport, New Jersey
- Crandall, J. M. '25, Vice President and General Manager, Pocono Manor Inn, Pocono Manor, Pennsylvania
- Crisanti, J. S., Jr. '56, Manager, Osprey Hotel, Manasquan, New Jersey
- Daesener, A. '33, Owner-Manager, American Hotel, Freehold, New Jersey
- Davies, G. R. '30, Manager, Bond Hotel, Hartford, Connecticut
- Deveau, T. C. '27, General Manager, Park Sheraton Hotel, New York City
- Ditcheos, J. '53, Proprietor, Old Hights Hotel, Hightstown, New Jersey
- Dodge, J. B. '57, Assistant Manager, Mountain View House, Whitefield, New Hampshire
- Dreier, F. '37, President, Dreier Hotels, New York City
- Duffy, C., III '34, Owner-Manager-President, Hotel Edison, Sunbury, Pennsylvania
- Dwyer, W. L. '50, Lessee-Proprietor, Colgate Inn, Hamilton, New York
- Ebersol, W. R. '48, General Manager, Hotel Pierre, New York City
- Evatt, F. G., Jr. '34, Owner-Manager, Peacock Inn, Princeton, New Jersey
- Eydt, F. J. '52, Assistant Treasurer, Hilton Hotels International, New York City
- Fahey, J. S. '56, Partner, Wayfarer Inns (Sky Line Inn, Manchester, Vermont; The Beekman Arms, Rhinebeck, New York)
- Firey, M. J., Jr. '28, Owner, Congress Hotel, Baltimore, Maryland
- Fite, R. S. '50, Resident Manager, Colonial Hotel, Cape May, New Jersey
- Frieman, R. J. '50, President, Shoreham Hotel, Sayville, New York
- Fuller, J. D. '29, Vice President, Hotel Management Division, Bing & Bing, Inc., New York City

- Fuller, P. P. '53, Food and Beverage Manager, Sheraton Biltmore Hotel, Providence, Rhode Island
- Gilson, E. W. '42, Manager-Owner, Jefferson Hotel, Watkins Glen, New York
- Gorman, W. P. '33, General Manager, Sheraton Hotel, Rochester, New York
- Grossinger, P. L. '36, Managing Director, Grossinger's, Grossinger, New York
- Halvorsen, M., Jr., '54, National Convention Manager, Manger Hotel Corporation, New York City
- Healy, J. G. '47, Innkeeper, Treadway Inn, Niagara Falls, New York
- Holding, R. '32, Manager, Wellington Hotel, Albany, New York
- Hubsch, A. W. '51, Food and Beverage Manager, The Biltmore, New York City
- Hyland, J. J. '50, General Manager, Hotel Vermont, Burlington, Vermont
- Irving, F. J. '35, Operations Manager, Intercontinental Hotels Corporation, New York City
- Jackson, H. S., Jr. '32, Owner, Asbury Carlton Hotel, Asbury Park, New Jersey
- Jacob, R. M. '47, Executive Assistant Manager, Claridge Hotel, Atlantic City, New Jersey
- Johnston, J. L. '39, Manager, Hotel Lenhart, Bemus Point, New York
- Johnston, R. T. '50, Manager, Valeria, Oscawana, New York
- Keenan, Miss L. '46, Assistant to Operations Manager, Intercontinental Hotels Corporation, New York City
- Ketterer, V. M. '37, Manager, Hotel Johnstown, Johnstown, New York
- Kilborn, P. C. '50, Owner-President-General Manager, Hotel Langwell, Elmira, New York
- Kosakowski, J. E. '48, Manager, Hotel Thayer, West Point, New York
- Krouner, D. H. '55, Food and Beverage Manager, Northampton Hotel, Northampton, Massachusetts
- LaForge, C. A., Jr. '57, Partner, Wayfarer Inns (Sky Line Inn, Manchester, Vermont; The Beekman Arms, Rhinebeck, New York)
- Lee, W. W., Jr. '36, Vice President and Manager, The Waldorf-Astoria, New York City
- Lemire, J. P. '53, Manager, Baron Steuben Hotel, Corning, New York
- Levinson, C. '57, Manager, Auburn Inn, Auburn, New York
- Mados, J. N. '49, Manager, St. Moritz Hotel, New York City
- Malamut, L. '49, Vice President, Hotel Shelburne, Atlantic City, New Jersey
- McNamara, P. J. '35, General Manager, Warwick Hotel, Philadelphia, Pennsylvania
- McPherson, R. K. '39, Vice President, Managing Director, Hotel Hildebrecht, Trenton, New Jersey; President, Treasurer, Stacy Trent Hotel, Trenton, New Jersey
- Merrick, A. B. '30, Vice President, Managing Director, Roger Smith Hotels, New York City
- Mitroff, A. P. '42, President and Managing Director, Hotel Adnabrown, Springfield, Vermont
- Morris, A. E. '31, Proprietor, American Hotel, Bethlehem, Pennsylvania
- Murray, A. B. '48, Innkeeper, Johnstown Treadway Inn, Johnstown, New York
- Muser, W. E. '53, National Supervisor, Food and Beverage Operations, Manger Hotels, New York City
- Osborne, C. W., Jr. '51, Manager, Wayside Inn, South Sudbury, Massachusetts
- Patton, J. B. '50, Secretary-Treasurer, Brunswick Hotel, Lancaster, Pennsylvania
- Pearce, J. W., Jr. '39, Owner-Manager, The Garnet Inn, Center Harbor, New Hampshire
- Penn, J. N. '49, General Manager, Carlton House, Pittsburgh, Pennsylvania
- Peverly, F. C. '34, General Manager, Hotels Kimball and Charles, Springfield, Massachusetts
- Pew, R. H. '33, Manager, Lafayette Hotel, Portland, Maine
- Pottle, G. W. '41, Owner-Manager, The Shoreham, Spring Lake, New Jersey
- Purchase, H. J. '49, Owner-Manager, The Wawbeek, Tupper Lake, New York
- Ranchil, K. A. '49, Manager, Hotel General Brodhead, Beaver Falls, Pennsylvania

- Rogers, J. B. '38, Manager, John Bartram Hotel, Philadelphia, Pennsylvania
 Roland, P. F. '49, Owner-Operator, The Homestead and Lakeside Inn, Lake Placid, New York
 Roose, T. A. '54, Assistant Manager, Penn Lincoln Hotel, Wilkinsburg, Pennsylvania
 Saeger, E. J. '51, Owner-Manager, Saeger's Edison Hotel, Rochester, New York
 Sanker, G. J. '51, Manager, Crown Hotel, Providence, Rhode Island
 Sayles, C. I. '26, Owner-Manager, Star Lake Inn, Star Lake, New York
 Seely, R. '41, General Manager, Hotel Madison, Boston, Massachusetts
 Shanks, I. H. '53, Food Manager, Hyland Hotel, Massena, New York, and Arlington Inn, Potsdam, New York
 Shea, J. L. '26, Proprietor, Holmewood Inn and Cottages, New Canaan, Connecticut
 Shinnen, H. I. '34, Owner-Manager, Onawa Lodge, Mountain Home, Pennsylvania
 Shoemaker, Mrs. Mabel '41, President, Stevens House Inc., Lancaster, Pennsylvania
 Sinclair, J. G. '48, Resident Manager, Roger Smith Hotel, Washington, D.C.
 Slack, J. L. '26, General Purchasing Agent, Zeckendorf Hotels, New York City
 Smith, J. B. '31, President, Wentworth-by-the-Sea, Portsmouth, New Hampshire
 Sonnabend, P. N. '50, Vice President and General Manager, Somerset Hotel, Boston, Massachusetts
 Starke, R. M. '52, Manager, Hilton Inn, Tarrytown, New York
 Stitzer, C. W. '42, President-Manager, Madison Hotel, Atlantic City, New Jersey
 Traub, G. F. '31, Owner-Manager, Alexander Hamilton Inn, Clinton, New York
 Trolley, G. C. '39, Vice President, New Ocean House, Swampscott, Massachusetts
 Waldron, P. A. '35, President, Homestead Motor Inn, Greenwich, Connecticut; Senior Partner, Waldron Hotel Management Company
 Warfel, M. C. '33, Assistant Vice President, Director of Food and Beverage Operations, Eastern Division, Hilton Hotels, New York City
 Wayne, F. E. '49, Partner-Manager, Hotel Wayne, Lyons, New York
 Whitman, F. C. '40, Owner-Manager, Penn Grove Hotel, Grove City, Pennsylvania; Silvermine Tavern, Norwalk, Connecticut
 Wikoff, J. H. '48, Co-Proprietor, Mirror Lake Inn, Lake Placid, New York
 Wilson, R., Jr. '30, Manager, Essex Hotel, Philadelphia, Pennsylvania
 Wright, Mrs. C. '42, Co-Owner, Oake Grove Hotel, Boothbay Harbor, Maine

SOUTHEAST

- Alexander, M. G. '55, Manager, Cleveland Hotel, Spartanburg, South Carolina
 Banta, J. S. '43, Manager, The Colony, Delray Beach, Florida
 Batchelder, W. P. '34, Manager, Williamsburg Lodge, Williamsburg, Virginia
 Beach, D. E. '42, General Manager, Delray Beach Hotel, Delray Beach, Florida
 Bearce, J. R. '52, Southeastern Sales Manager, Alsonett Hotels, St. Petersburg, Florida
 Bond, W. '40, Owner-Manager, Pennsylvania Hotel, St. Petersburg, Florida
 Boyle, J. B. '48, Manager, Biltmore Hotel, Atlanta, Georgia
 Brindley, J. T. '34, Manager, Hotel Chamberlin, Ft. Monroe, Virginia
 Buddenhagen, A. E. '37, Vice President and Manager, Hotel Sir Walter Raleigh, Raleigh, North Carolina
 Coley, W. S., Jr. '51, Assistant Manager, The Greenbrier, White Sulphur Springs, West Virginia
 Edlund, R. A. '53, Manager, Lounge and Dining Room, Holiday Inn Hotel, New Orleans, Louisiana
 Dayton, H. L. '28, President-Owner, Howard Dayton Hotels, Daytona Beach, Florida
 Duchscherer, J. '36, Resident Manager, Statler Hilton Hotel, Washington, D.C.
 Edwards, J. J. '51, Assistant Manager, Hotel Chamberlin, Fort Monroe, Virginia
 Frazer, H. E. '34, Owner-Manager, Tropical Hotel, Kissimmee, Florida
 Gibbs, L. C. '26, Owner-Operator, Island Hotel, Cedar Key, Florida
 Gore, J. A. '42, General Manager, Governors Club Hotel, Fort Lauderdale, Florida

- Grady, D. B. '43, President, DeSoto Hotel Corporation, Savannah, Georgia
 Gurney, F. H. '46, Manager, Sheraton Carlton Hotel, Washington, D.C.
 Hall, R. R. '49, Manager, Hermitage Hotel, Nashville, Tennessee
 Hankoff, T. B. '43, Managing Director, Sherry Frontenac Hotel, Miami Beach, Florida
 Harned, I. A. '35, Vice President and Manager, Cloister Hotel, Sea Island, Georgia
 Herrmann, W. '52, Manager, Hotel John Marshall, Richmond, Virginia
 Holtzman, R. E. '41, Resident Manager, The Greenbrier, White Sulphur Springs, West Virginia
 Hougen, H. T. '35, Manager, Boone Tavern of Berea College, Berea, Kentucky
 Johnson, D. L. '49, Executive Assistant and General Manager, Vinoy Park Hotel, St. Petersburg, Florida
 Kappa, Mrs. M. '44, Assistant Manager in charge of Housekeeping, The Greenbrier, White Sulphur Springs, West Virginia
 LaFon, W. E. '31, Manager, Clearwater Beach Hotel, Clearwater, Florida
 Moser, A. C. '40, Lessee-Manager, Pine Crest Inn, Pinehurst, North Carolina
 Neuhauser, J. B., Jr. '41, Owner-Operator, Major Pelham Hotel, Pelham, Georgia
 Newcomb, J. L. '27, Convention Manager, The Homestead, Hot Springs, Virginia
 Parlette, B. A. '32, Owner-Manager, Tides Hotel, Virginia Beach, Virginia; Bay Harbor Hotel, Miami, Florida
 Parmelee, R. O. '35, Manager, Ventura Hotel, Ashland, Kentucky
 Pauchey, H. J. '50, Owner, The Fenway, Dunedin, Florida
 Peirsol, F. W. '54, Secretary-Treasurer, Casa Linda Club Hotel, Daytona Beach, Florida
 Pottle, G. W. '41, Owner-Manager, Hollywood Hotel, Southern Pines, North Carolina
 Randall, D. A. '54, Group Sales Manager, Gill Hotels, Ft. Lauderdale, Florida
 Rigdon, W. M. '54, Secretary-Executive Manager, The Virginia Hotel Company, Washington, D.C.
 Rogers, L. E. '52, Sales Manager, Roney Plaza, Miami Beach, Florida
 Sinclair, J. G. '48, Resident Manager, Roger Smith Hotel, Washington, D.C.
 Sledge, W. C. '55, Assistant Manager, The Carolina, Pinehurst, North Carolina
 Smith, W. E. '55, Resident Manager, Lido Biltmore Club, Sarasota, Florida
 Steele, H. C. '53, Lessee-Manager, Hotel Kanawha, Charleston, West Virginia
 Stobie, G. J. '44, Manager, Grove Park Inn, Asheville, North Carolina
 Trier, R. C., Jr. '32, General Manager, Bon Air Hotel, Augusta, Georgia
 Turner, W. D., Jr. '49, Manager, George Vanderbilt Hotel, Asheville, North Carolina
 Ward, J. H. '52, Manager, Lord Calvert Hotel, Miami, Florida
 Wright, E. T. '34, Vice President and General Manager, The Greenbrier, White Sulphur Springs, West Virginia
 Woods, J. R. '56, Executive Assistant Manager, Grove Park Inn, Asheville, North Carolina; Fort Harrison Hotel, Clearwater, Florida

MIDWEST

- Alexander, W. A. '36, Manager, Hotel Sawnee, Brookings, South Dakota
 Amsden, B. C. '49, General Manager, Sheraton-Johnson Hotel, Rapid City, South Dakota
 Bersbach, J. M. '49, Midwest Sales Manager, Tisch Hotels, Chicago, Illinois
 Bogardus, J. R. '49, Director of Food and Beverage, The Drake Hotel, Chicago, Illinois
 Borhman, J. W. '41, General Manager, Gibbons Hotel, Dayton, Ohio
 Boss, D. A. '43, Treasurer, Boss Hotels, Des Moines, Iowa
 Boyer, L. M. '35, General Manager, Detroit Leland Hotel, Detroit, Michigan
 Bucher, L. F. '45, Manager, Hotel Mishawaka, Indiana
 Clarenbach, E., Jr. '31, Secretary-Treasurer, Hotel Medford Company, Milwaukee, Wisconsin

- Decker, P. A. '54, Manager, The Rumely Hotel, LaPorte, Indiana
 Egan, E. J. '43, Manager, Aurora Inn, Aurora, Ohio
 Fisher, K. D. '51, General Manager, Hidden Valley, Gaylord, Michigan
 Foster, E. F. '51, Personnel Manager, The Curtis Hotel, Minneapolis, Minnesota
 Hahn, L. '33, Owner, Concord Lexington Hotel, Minneapolis, Minnesota
 Heiss, C. G. '45, Vice President-Manager, Mayfair and Lennox Hotels, St. Louis, Missouri
 Hodges, R. C. '35, Owner, Au Sable Inn, Oscoda, Michigan
 Hubbard, R. S. '40, Proprietor, Warner Hotel, Oak Harbor, Ohio
 Johnson, D. L. '49, Executive Assistant-General Manager, Harbor Point Club House, Harbor Springs, Michigan
 Jones, R. H. '43, Manager, Jones Hotel, Indianapolis, Indiana
 Jorgensen, E. L. '48, Assistant General Manager, Kahler Corporation, Rochester, Minnesota
 Lang, R. M. '34, Resident Manager, Kahler Hotel, Rochester, Minnesota
 Lose, H. F. '35, Vice President, Mosby Hotel Company, Topeka, Kansas
 Luke, A. D. '36, Manager, Hotel Dale, Holdrege, Nebraska
 Madel, R. P., Jr., '52, Manager, Hotel Burke, Vermillion, South Dakota
 Milne, D. B. '56, Partner, The Lodge at Eagle Knob, Cable, Wisconsin
 Milner, E. R. '55, Manager, Real Estate Department, Milner Hotels, Detroit, Michigan
 Moulder, E. T. '50, Manager, Kentwood Arms Hotels, Springfield, Missouri
 Murphy, R. D. '43, Resident Manager, Sheraton Carpenter Hotel, Sioux Falls, South Dakota
 Newcomb, F. W. '40, Hotel and Club Manager, Kimberly Clark Corporation, Niagara, Wisconsin
 Palmer, A. V. '50, Manager, Lowell Inn, Stillwater, Minnesota
 Parker, W. '51, Manager, Palmer Gulch Lodge, Hill City, South Dakota
 Pistilli, P. '54, Assistant to the President, Hotel Muehlebach, Kansas City, Missouri
 Powers, E. P. '38, Manager, Powers Hotel, Fargo, North Dakota
 Raiken, Mrs. J. '30, Owner-Operator, Sawbill Lodge, Tofte, Minnesota
 Ramage, E. D. '31, President-General Manager, Hillcrest Hotel, Toledo, Ohio
 Ray, F. J. '38, Owner-Manager, Ray Hotel, Dickinson, North Dakota
 Roberts, A. M. '44, Co-Owner, Roberts Brothers Hotels, Mitchell, South Dakota
 Schimmel, E. T. '27, Managing Director, Blackstone Hotel, Omaha, Nebraska
 Schmid, A. '42, Owner-Lessee, Parmly Hotel, Painesville, Ohio
 Schoenbrunn, L. E. '40, General Manager, The Drake, Chicago, Illinois
 Temple, J. B. '38, General Manager, Knutson Hotel Corporation, Minneapolis, Minnesota
 Tyo, R. '27, Executive Vice President, Packard Hotel Company, Mount Vernon, Ohio
 Van Kleek, P. E. '55, Manager, Orlando Hotel, Decatur, Illinois
 Watson, R., Jr. '48, President-General Manager, The Kahler Corporation, Rochester, Minnesota
 Williams, H. B. '30, Vice President and General Manager, Commodore Perry Hotel Company, Toledo, Ohio
 Witteborg, A. C., Jr. '33, Proprietor-Manager, Beaumont Hotel, Green Bay, Wisconsin
 Wisley, A. L., Jr. '50, Manager, Hotel Graystone, Elyria, Ohio

WEST

- Beattie, T. A. '50, Assistant Manager, Strater Hotel, Durango, Colorado
 Buthorn, W. F. '32, Owner-Manager, LaCourt Hotel, Grand Junction, Colorado
 Clark, E. K. '37, General Manager, Caprock Hotel, Lubbock, Texas
 Cline, C. W. '32, Proprietor-Manager, Head Hotel, Prescott, Arizona

- Davis, D. M. '47, Manager, Paradise Inn, Phoenix, Arizona
 Dodge, J. B. '57, Assistant Manager, Casa Blanca Inn, Scottsdale, Arizona
 Hopkins, O. S., Jr. '48, Manager, Ft. Clark Guest Ranch, Brackettville, Texas
 Just, P. O. '34, Owner, Skysail Lodge, Port Aransas, Texas
 Krellner, C. H. '47, Food Controller, Horwath & Horwath, National Hotels Affiliated, Galveston, Texas
 Lauerman, J. W. '55, Food and Beverage Supervisor, Sheraton Dallas, Dallas, Texas
 Mayo, J. B. '41, Vice President-Managing Director, Mayo Hotel, Tulsa, Oklahoma
 Noyes, R. S. '43, Manager of Operations, Flamingo Hiway House Hotels, Phoenix, Arizona
 Pattison, W. B. '54, Manager, Lewis Clark Hotel, Lewiston, Idaho
 Smith, B. R. '39, Vice President, Shirley Savoy Hotel, Denver, Colorado
 Treadway, R. W. '41, President-General Manager, Casa Blanca Inn, Scottsdale, Arizona
 Turner, F. M. '33, General Manager, Co-Owner, Henning Hotel, Casper, Wyoming
 Williams, R. W. '35, Manager, Alvarado Hotel, Albuquerque, New Mexico

WEST COAST

- Arnold, C. D., Jr. '43, President, Western Hotel Supply Inc., San Francisco, California
 Austin, A. G. '33, Owner-Manager, Hotel Windsor, Seattle, Washington
 Barash, A. J., Jr. '49, Manager, Columbia Hotel, Wenatchee, Washington
 Bergmann, W. J. '54, Food and Beverage Manager, U. S. Grant Hotel, San Diego, California
 Dean, F. M. '29, Resident Manager, Hotel Statler, Los Angeles, California
 DiPasquale, V. J. '48, Director of Food and Beverage, Ambassador Hotel, Los Angeles, California
 Donnelly, W. W., Jr. '51, General Manager, Hotel Miramar, Santa Monica, California
 Dupar, R. W. '49, Administrative Assistant, Western Hotels Inc., Seattle, Washington
 Garvin, J. M. '49, Personnel Director, Statler Hilton Hotel, Los Angeles, California
 Gawzner, W. P. '38, Lessee, Miramar Hotel, Santa Barbara, California
 Gentner, A. W., Jr. '50, General Manager, Imperial Hotel, Portland, Oregon
 Gilman, W. E. '36, Managing Director, Gilman Hot Springs Hotel, Gilman Hot Springs, California
 Handlery, P. R. '43, Vice President-General Manager, Handlery Hotels, San Francisco, California
 Himmelman, L. P. '33, Vice President, Western Hotels Inc., Seattle, Washington
 Ireland, W. D. '50, Resident Manager, Hotel DeAnza, San Jose, California
 Irwin, R. P. '33, Executive Vice President-General Manager, LaValencia Hotel, La Jolla, California
 Karlin, G. H. '54, Proprietor-Manager, Alexandria Hotel, Los Angeles, California
 Keithan, J. W. '50, Purchasing Agent, Western Hotels Inc., Seattle, Washington
 Knowlton, T. W. '56, Manager, Hotel San Carlos, Monterey, California
 Krakow, R. W. '48, Manager, Commodore Hotel, San Francisco, California
 Lansdowne, P. L. '50, Manager, Hotel Eugene, Eugene, Oregon
 Lee, L. H. '30, President, Lee Hotels Company, Hollywood, California
 Lloyd, J. M. '44, General Manager, Hotel Californian, Fresno, California
 Marshall, T. C. '52, Partner, New Continental Hotel, San Francisco, California
 McIntyre, J. T. '52, Operator, Lake Merritt Lodge, Oakland, California
 Montague, R. E. '55, Manager, Sovereign Hotel & Apartments, Santa Monica, California
 Nickles, H. L. '26, Owner-Manager, Hotel Plaza, Riverside, California
 Rather, H. L. '52, Staff Planning Manager, West Coast Region, Sheraton Corporation of America, San Francisco, California
 Schreiner, J. E. '52, Supervisor, Hotels Division, Allied Properties, San Francisco, California

Seneker, C. J. '35, Proprietor-Manager, Anderson Hotel, San Luis Obispo, California
 Shields, W. W. '33, Vice President, Western Hotels Inc., Seattle, Washington
 Shively, M. V. '53, Manager, The Claridge, Oakland, California
 Sutherland, D. L. '48, Comptroller, Ambassador Hotel, Los Angeles, California
 Toombs, C. A. '38, Manager, Lombard Hotel, San Francisco, California
 Walker, R. C. '43, Vice President and General Manager, Hotel Senator, Sacramento, California
 Wood, W. D. '31, Owner-Operator, Robles del Rio Lodge, Robles del Rio, California
 Wulf, N. W. '44, General Manager, Stewart Hotel, San Francisco, California

ALASKA

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

CANADA

Brown, R. F. '47, Owner-Manager, Hovey Manor, North Hatley, Quebec
 Crosby, F. L. '47, Manager, Deer Lodge Hotel, Lake Louise, Alberta
 Guite, J. C. '56, Partner, La Cote Surprise, Perce, Quebec
 Olson, K. '52, Manager, Hotel Strathcona, Victoria, British Columbia
 Weir, A. J. '49, Manager, Prince Edward Hotel, Windsor, Ontario

HAWAII

Butterfield, R. H., Jr. '40, Vice President-Manager, Hotel Hana Maui, Hana Maui
 Child, W. D., Jr. '55, President, Inter-Island Resorts, Waikiki
 Donnelly, H. C. '47, Manager, Moana and Surf Rider Hotels, Honolulu
 Guslander, L. L. '40, President, Island Holidays Ltd.
 Rinker, R. N. '52, Manager-Operator, Pali Palms Hotel, Windward, Oahu
 Taylor, L. H. '47, Manager, Kona Inn and Waiaka Lodge, Kona

SOUTH AMERICA

DoMonte, F. A. '52, Co-Owner, Hotel do Recife, Hotel Guararapes, Recife; Hotel Cannaa, Victoria, Brazil
 DoMonte, L. L. '46, Co-Owner, Hotel do Recife, Hotel Guararapes, Recife; Hotel Cannaa, Victoria, Brazil
 Poteet, J. T. '56, Assistant Manager, Food and Beverage, Hotel Carrera, Santiago, Chile

OVERSEAS

Catsellis, A. C. '50, Managing Director, Catsellis Hotels Ltd., Kyrenia, Cyprus
 Engelhardt, C. '52, Owner-Manager, Inverurie Hotel, Bermuda
 Faiella, J. P. '38, Owner, Waterlet Inn, Southampton, Bermuda
 Furuta, K. '53, Assistant Manager, Hotel New Osaka, Osaka, Japan
 Gaafar, A. D. '57, Assistant Manager, Nile Hilton Hotel, Cairo, Egypt
 Gamo, Y. '53, Assistant to the Manager, New Grand Hotel, Yokohama, Japan
 Groeneveld, F. '31, Manager, Residency Hotel, Pretoria, South Africa
 Hochkoeppler, A. '55, Food and Beverage Manager, El Salvador Intercontinental, San Salvador, C. A.
 Inumaru, I. '53, Executive Assistant Manager, Imperial Hotel, Tokyo, Japan
 Inumaru, J. '55, General Manager, Shiba Park Hotel, Tokyo, Japan
 Jorgensen, S. E. '56, Director of Guest Services, Dorado Beach Hotel, Dorado, Puerto Rico
 Lamba, P. S. '56, Assistant Manager, Hotel Imperial, New Delhi, India
 MacKinnon, W. H. '43, Manager, Curacao International Hotel, Curacao, Netherlands, West Indies

- Mocquard, P. J. '55, Executive Assistant Manager, El Mansour Hotel, Casablanca, Morocco
- Moore, L. H., Jr. '44, General Manager, Caneel Bay Plantation, St. John, Virgin Islands
- Rufe, R. K. '52, Assistant Manager, Food and Beverage, San Juan Intercontinental, San Juan, Puerto Rico
- Schelbert, R. W. '55, Hoteldirektor, Hotel Schweizerhof, St. Moritz, Engadine, Switzerland
- Squier, R. H. '57, Second Assistant Manager, Hotel Del Lago, Maracaibo, Venezuela
- Strand, C. R. '43, General Manager, Berlin Hilton, Berlin, Germany
- Suzuki, K. '53, Front Office Manager, Imperial Hotel, Tokyo, Japan
- Wevle, J. '49, Manager, Hanko Hotel, Fredrikstad, Norway

MOTELS

- Barns, G. R. '35, Owner-Manager, Mayflower Motor Inn, Lexington, Virginia
- Bostrom, E. L. '37, Manager, Hopkins Airport Hotel, Cleveland, Ohio
- Burdge, E. E. '30, Vice President and General Manager, Charterhouse Motor Hotel, Washington, D.C.
- Davis, G. H. '42, Owner, Ebttide Motor Inn, Virginia Beach, Virginia
- Ewald, K. R. '42, Co-Owner-Manager, Bellemont Motor Hotel, Natchez, Mississippi
- Derrickson, V. B., Jr. '54, Vice President and Manager, Towne Point Motel, Dover, Delaware
- Gillig, O. A. '42, Owner, Ship Ahoy Motel, Sea Bright, New Jersey
- Gunn, M. P. '53, Owner, Main Hotel, Helena, Montana
- Lord, J. G. '44, Manager, Holiday Inn, Allentown, Pennsylvania
- Martin, T. W. '32, Manager, The Parkbrook, Cleveland, Ohio
- McAllister, A. J. '29, Polly Valley Motel, Milwaukee, Wisconsin
- Middlebrook, H. T. '57, Director, Sea Scape Motel Inc., Ocean City, Maryland
- Mullen, J. C. '42, Owner-Manager, Rushmore Motel, Rapid City, South Dakota
- Nixon, T. '49, Manager, Johnson Manor Motor Court, Jacksonville, Florida
- Nottingham, C. D. '47, President, University Motor Lodge, Chapel Hill, North Carolina
- Pappas, G. S. '50, Owner-Manager, St. Moritz Motel, Babylon, New York
- Rose, Alan P. '53, Manager, Tremont Columbia Motel, Cayce, South Carolina
- Sack, M. L. '56, Assistant Manager, Thunderbird Motor Hotel, Jacksonville, Florida
- Triebel, A. R. '55, Traveling Motel Manager, Albert Pick Hotels, Chicago, Illinois
- Wegner, N. E. '27, Owner-Operator, Cactus Motor Lodge, Tucumcari, New Mexico
- Westfall, H. E. '34, Manager, Surfview Motel, Sarasota, Florida
- Zimmerman, H. C., Jr. '58, Resident Manager, Wagon Wheel Motel & Resort, Alexandria, Virginia

RESTAURANTS

- Allison, N. T. '28, Division Manager, Stouffer's, Pittsburgh, Pennsylvania
- Anders, W. R. '43, Manager-Vice President, Anders Cafeteria Inc., Cleveland, Ohio
- Angle, W. T. '33, Proprietor, Angle's Restaurant, Sheffield, Pennsylvania
- Bailey, W. J. '54, Manager, Hof Brau Restaurant, San Francisco, California
- Bantuvanis, G. M. '51, Owner-Operator, Alps Restaurant, Seneca Falls, New York
- Barth, W. H. '56, Restaurant Manager, Guggenheimer Corporation, Lynchburg, Virginia
- Bartholomew, R. G. '41, General Manager, Davis Cafeterias, Miami, Florida
- Baum, J. H. '43, Vice President in Charge of Specialty Restaurants, Restaurant Associates, New York City
- Beaudry, L. L., Jr. '40, Director of Standards, Fred Harvey, Chicago, Illinois

- Bernardin, A. E. '52, Manager, Mrs. Murphy's Restaurant, Peoria, Illinois
 Biehler, N. G. '50, Manager, Biehler's Restaurant, Hamburg, New York
 Bilger, R. M. '40, Manager, Yodel Inns, Baltimore, Maryland
 Blackburn, D. B. '57, Owner-Manager, The Blacksmith Shop, Millbrook, New York
 Blankinship, W. C. '31, General Manager, Frozen Food Division, Stouffer Corporation, Cleveland, Ohio
 Bolanis, W. G. '49, Vice President, Bolan's Inc., Pittsburgh, Pennsylvania
 Bolling, H. W. '43, Manager, Bolling's Inc., Chicago, Illinois
 Bonar, H. '58, Assistant Manager, Gateway Plaza Restaurant, Pittsburgh, Pennsylvania
 Brooke, D. L. '50, Owner-Operator, Dave's Automatic Drive In, Brookfield, Illinois
 Bullock, J. A. '32, President, J. A. Bullock Associates, Consultants on Restaurant Operations, Summit, New Jersey
 Burns, T. C. '36, Manager, Creighton's Restaurant, Ft. Lauderdale, Florida
 Callis, E. C. '42, Supervising Manager, Restaurant Division, The Union News Company, New York City
 Cantwell, R. M. '52, President, Old Mill Inn, Bernardsville, New Jersey
 Carr, C. H., Jr. '49, Owner-Manager, Carr's Sherwood Inn, Sarasota, Florida
 Carr, J. J. '50, Operator, Springside Inn, Auburn, New York
 Cipriani, A. H. '33, Director of Foods, Foley's, Houston, Texas
 Cohn, J. H. '41, Manager, Van de Kamp's Coffee Shop, Los Angeles, California
 Copp, B. F. '29, Vice President, Purchasing, Stouffer's, Cleveland, Ohio
 Critchlow, R. R. '40, Division Manager, Foods, L. S. Donaldson Company, Minneapolis, Minnesota
 D'Agostino, A. R. '56, Manager, Continental Restaurant, Paramus, New Jersey
 DeGasper, E. E. '48, Manager, Cabin-in-the-Sky Restaurant, Buffalo, New York
 Edwards, I. H. '44, Owner-Manager, Howard Johnson's, Flint, Michigan
 Ernest, J. F. '55, Manager, Manhattan Restaurant, Rochester, New York
 Estes, D. '43, Owner, Landfall Restaurant, Woods Hole, Massachusetts
 Fauerbach, G. '35, Director of Restaurant Operations, Williamsburg Restoration Inc., Williamsburg, Virginia
 Floros, J. P. '36, Partner-Manager, Normandie Restaurant, Ithaca, New York
 Floros, N. P. '36, Partner-Manager, Normandie Restaurant, Ithaca, New York
 Fried, G. '39, Restaurant Manager, Golden Rule Department Store, St. Paul, Minnesota
 Gallagher, F. J. '53, Owner-Manager, The Corner House, Farmington, Connecticut
 Gillette, C. J. '28, Owner, Gillette's Cafeterias, Santa Ana, California
 Gillette, K. P. '28, Owner, Gillette's Remington Rand Cafeterias, Elmira, New York
 Goff, J. B. '39, General Manager, Glendale House, Indianapolis, Indiana
 Goldner, L. S. '51, Manager-Owner, Singer's Restaurant, Liberty, New York
 Goodbrand, W. A. '47, Assistant Manager, Restaurants, Hudson Bay Company, Winnipeg, Manitoba, Canada
 Green, W. '26, President, Myron Green Cafeterias Company, Kansas City, Missouri
 Grendahl, H. S. '52, Owner-Manager, Restaurant Naust, Reykjavik, Iceland
 Hanny, J. R. '38, Owner, La Marque Restaurant, Buffalo, New York
 Hanzas, T. P. '50, Manager, Roxy's Restaurant, Pittsburgh, Pennsylvania
 Harney, J. D. '56, Lessee, Covered Bridge Inn, West Cornwall, Connecticut
 Harpin, H. A. '35, Manager, Restaurant Division, Bon Marche, Seattle, Washington
 Hart, B. M. '48, Manager-Partner, Jack Trayer's Restaurant, Bristol, Virginia
 Hawkins, V. R. '49, Restaurant Manager, Montgomery Ward & Company, Oakland, California
 Hazen, H. E. '42, Restaurant Manager, The Dayton Company, Minneapolis, Minnesota
 Heilman, H. R. '39, President, Heilman's Restaurant, Lorain, Ohio
 Heilman, R. E. '45, President, Beachcomber Restaurant, Clearwater, Florida

- Hennessy, R. J. '41, Owner-Operator, Hennessy's Steak House, Dennisport, Massachusetts
- Herb, H. G. '31, Manager, Stouffer's, Chicago, Illinois
- Heyl, H. W. '32, Manager, Ontra Cafeteria, Hollywood, California
- Horn, M. L., Jr. '50, Vice President, Mayfair Farms Inc., West Orange, New Jersey
- Hospers, N. L. '48, Co-Owner, Cross Keys Inc., Fort Worth, Texas
- Houghton, A. M., III '55, Restaurant Manager, Jordan Marsh Company, Framingham, Massachusetts
- Irey, G. M. '45, Manager, Restaurant Division, Allied Stores, New York City
- Jackson, E. C. '37, Supervisor, White Coffee Pot Restaurants, Baltimore, Maryland
- Kahrl, W. L. '35, Supervisor, Fred Harvey Highway Restaurants
- Kastner, D. E. '43, Owner-Operator, Christopher Ryder House, Chatham; The Governor Lincoln House, Old Sturbridge Village, Massachusetts
- Keefe, W. P. '52, Manager, Food Services, J. L. Hudson Company, Northland, Detroit, Michigan
- Kenyon, B. P. '56, Manager, Bel Air Restaurant, St. Louis, Missouri
- Knipe, J. R. '31, Vice President, Food Crafters Inc., Philadelphia, Pennsylvania
- Kramer, H. W. '38, Manager, Kramer's Restaurant, Pittsburgh, Pennsylvania
- LaBarre, K. A. '54, Director of Food Service, Stern Brothers, New York City
- Lafey, C. W. '40, Vice President, Food Crafters Inc., Philadelphia, Pennsylvania
- Langley, J. A. '51, Manager, Howard Johnson Restaurant, Springfield, New Jersey
- Lefeve, L. W. '42, District Manager, Hot Shoppes, New Paltz, New York
- Leslie, H. D. '42, Manager, John Ebersole's Restaurant, White Plains, New York
- Lewis, R. W. '30, Partner, Sam's Tavern, Hackensack, New Jersey
- Lindelov, C. H. '44, Manager, Stouffer's, Penn Center, Philadelphia, Pennsylvania
- Linz, M. '43, Manager, The Lobster, New York City
- MacDonald, C. A. '55, Manager, Stouffer's, Philadelphia, Pennsylvania
- Mallory, G. B. '54, Restaurant Manager, Jordan Marsh, Miami, Florida
- Maxson, L. W. '30, Manager of Restaurants, Marshall Field & Company, Chicago, Illinois
- McCormick, J. W. '50, Manager, Hot Shoppes, Washington National Airport, Washington, D.C.
- McLamore, J. W. '47, President, Florida Restaurants Inc., Miami, Florida
- Melius, J. A. '50, Catering Manager, Hot Shoppes, Portland Airport, Portland, Oregon
- Merwin, E. O. '36, Manager, Restaurant Department, Bloomingdale Brothers, New York City
- Moran, H. A. '40, Owner, Henry Moran's Restaurant, Syracuse, New York
- Mosso, C. G. '32, Manager, Davis Cafeteria, Miami, Florida
- Mulholland, J. E. '55, Manager, Employees' Cafeteria, Marshall Field & Company, Chicago, Illinois
- Muth, J. C. '42, District Manager, Hot Shoppes Inc., Richmond, Virginia
- Natunen, E. O. '37, District Manager, Hot Shoppes Caterers Inc., Newark, New Jersey
- Nyerges, T. W. '58, Steward, Gourmet Restaurant, Beverly Hills, California
- Osuna, Carlos '51, Owner-Manager, Derby Restaurant, Mexico City, Mexico
- Pappas, C. W. '54, Co-Owner, Michael's Supper Club, Rochester, Minnesota
- Pierce, J. S. '42, Owner-Manager, Pierce's Restaurant, Elmira Heights, New York
- Perry, J. C. '54, General Manager, Howard Johnson's, Indianapolis, Indiana
- Peters, A. S. '47, Supervisor, Howard Johnson's Garden State Parkway Restaurants, Keyport, New Jersey
- Pope, E. K. '32, Vice President, Pope's Cafeteria Inc., St. Louis, Missouri
- Potter, J. E. '54, Proprietor, Old Drivers Inn, Dover Plains, New York
- Poulos, G. J. '41, Partner, American Beauty Restaurant, Galesburg, Illinois
- Randel, R. W. '51, Manager, Cafeteria and Dining Room, Montgomery Ward & Company, Denver, Colorado

- Rittscher, E. '51, Manager, Golden Room, Salon Dorado, Guatemala City, Guatemala
 Root, T. P. '58, Director of Service, Hogate's Seafood Restaurants, Washington, D.C.
 Russell, J. R. '53, Owner-Manager, Chez Leon, Caldwell, New Jersey
 Sanderson, R. T. '57, Assistant Manager, Howard Johnson's, Latham, New York
 Santoro, J. F. '57, Assistant Manager, Polly Davis Cafeteria, Coral Gables, Florida
 Satterthwait, C. S., Jr. '43, President, Coach & Four, Albany, New York
 Saurman, I. C. '38, Manager, Food Division, Rich's Department Store, Knoxville, Tennessee
 Schneider, P. H. '53, Proprietor-Manager, Swiss Inn Restaurant, Elkton, Maryland
 Schoff, R. F. '53, Director of Wages, Salary & Personnel Records Division, Personnel Department, Hot Shoppes, Washington, D.C.
 Seiler, D. K. '42, General Manager, Seiler Foods Inc., Boston, Massachusetts
 Smith, W. R. '54, Lessee, Howard Johnson's, Columbus and Cleveland, Ohio
 Spear, J. W., Jr. '49, General Manager, Kents Restaurants, Atlantic City, New Jersey
 Stouffer, J. W. '55, Manager, Stouffer's, New York City
 Swenson, D. C. '28, General Manager, Hot Shoppes Caterers, Washington, D.C.
 Taylor, E. J. '37, Owner-Manager, The Dutch Cupboard, Downingtown, Pennsylvania
 Teiger, D. A. '51, Partner, The Tavern Restaurant, Newark, New Jersey
 Tell, S. '55, Manager, Patricia Murphy's Candlelight Restaurant, New York City
 Terwilliger, E. '28, Manager, Stouffer's, Cleveland, Ohio
 Theros, G. F. '57, General Manager, Lilac Lane's Enterprise, Minneapolis, Minnesota
 Trotta, R. M. '55, Assistant Manager, King Cole Restaurant, Indianapolis, Indiana
 Turgeon, R. A. '51, Manager, Howard Johnson's, Snyder, New York
 Van Gilder, W. R. '53, Owner, Le Van's Old Mill Inn, Kutztown, Pennsylvania
 Vlahakis, G. S. '52, Partner, The Nassau, Morristown, New Jersey
 Vonetes, J. G. '43, Operator, Lee House Diner, Petersburg, Virginia
 Ward, A. L. '55, Area Supervisor, Certified Associated Restaurants of Minneapolis, Dallas, Texas
 Watts, R. D. '56, Restaurant Division Manager, Stern Brothers, Paramus, New Jersey
 Willis, F. S. '50, Owner-Manager, Jim's Place, Ithaca, New York

INDUSTRIAL FEEDING

- Batt, J. A. '43, Vice President, Service Systems Corporation, Buffalo, New York
 Benner, D. L. '34, Supervisor, Eastern Division, The Prophet Company, Detroit, Michigan
 Brown, R. W. '49, Supervisor, Operators Quarters, New Jersey Bell Telephone Company, Newark, New Jersey
 Cappello, L. A. '51, Assistant Manager, Pittsburgh District, United Food Management Services Inc. of Cleveland, Ohio
 Carlson, H. N. '49, Vice President, Food Operations Inc., Syracuse, New York
 Carlson, R. B. '48, Director of Engineering and Control, The Prophet Company, Detroit, Michigan
 Chapin, F. D. '51, Manager, Pittsburgh District, United Food Management Services Inc. of Cleveland, Ohio
 Clark, J. M. '41, Camp Manager, Creole Petroleum Corporation, Caripita, Venezuela
 Clement, C. A. '28, Cafeteria Supervisor, E. I. DuPont de Nemours and Company, Wilmington, Delaware
 Deal, W. F. '41, Vice President, Slater Food Service Management, Philadelphia, Pennsylvania
 Demmler, R. H. '45, Restaurant Manager, U. S. Steel Building, Pittsburgh, Pennsylvania
 Dixon, R. D. '51, Vice President, Boatel Service, General Marine Corporation, Harvey, Louisiana
 Drummond, P. '55, Manager, Sandrik Steel Company Cafeteria, National Food Management, Long Island City, New York

- Dunnack, G. B. '30, General Supervisor, M & M Restaurants Inc., Wilmington, Delaware
- Eppolito, C. T. '52, Vice President, Industrial Food Operations Inc., Buffalo, New York
- Filsinger, M. O. '39, Operations Manager, West Coast, The Prophet Company, Hollywood, California
- Flickinger, R. D. '47, Executive Vice President, Industrial Food Operations Inc., Buffalo, New York
- Haberl, F. J. '47, Manager, Food Service, Martin Guided Missile Plant, Denver, Colorado
- Hagy, R. L. '44, Manager, Marine Catering Service, New Orleans, Louisiana
- Herbig, C. W. '55, Manager, The Prophet Company, Inland Manufacturing Division, Dayton, Ohio
- Hines, G. H. '42, General Manager, Ralph L. Blaikie Company, New York City
- Hoffmeister, C. D. '52, Food Service Director, National Advisory Committee for Aeronautics, Warwick, Virginia
- Holden, J. L. '35, Manager, Employee Services, The Travelers Insurance Company, Hartford, Connecticut
- Ingraham, A. E. '51, Manager, Cafeteria Services, International Business Machines, Lexington, Kentucky
- Johnson, C. F. '48, Cafeteria Manager, The Prophet Company, Pontiac, Michigan
- Kayser, J. C. '44, Director, Food Service, Eastman Kodak Company, Rochester, New York
- Kellogg, C. F. '38, Cafeteria Manager, Blue Swan Mills, Sayre, Pennsylvania
- Kennedy, D. S. '55, Regional Supervisor, Slater Food Service Management, Richmond, Virginia
- Koehler, R. C. '48, Supervisor, Slater Food Service Management, Canton, Ohio
- Mather, R. W. '48, Regional Sales Manager, Slater Food Service Management, Detroit, Michigan
- McCull, W. C., Jr. '40, Director of Food Service, Warner-Swasey Company, Cleveland, Ohio
- Meehan, J. F. '51, Food Service Director, National Aeronautic & Space Agency, Cleveland, Ohio
- Montague, H. A. '34, President, The Prophet Company, Detroit, Michigan
- Murray, R. W. '49, Director of Dining Service, Polaroid Company, Cambridge, Massachusetts
- Nixon, G. '49, Manager, Employee Services, International Business Machines, Endicott, New York
- O'Donnell, J. C. '52, Vice President, Operations, Industrial Food Operations Inc., Rochester, New York
- Olsen, E. L. '36, Operations Manager, Northern Territory, The Prophet Company, Detroit, Michigan
- O'Rourke, J. C. '32, Supervisor, Ralph L. Blaikie Company, New York City
- Pajeski, S. J. '57, Food Service Manager, Republic National Bank Building Company, Dallas, Texas
- Petzing, J. E. '55, Manager, Al Green Enterprises Inc., Ford Stamping Plant, Chicago Heights, Illinois
- Sabella, K. J. '50, Vice President, Food Crafts Inc., Hartford, Connecticut
- Savage, K. H. '26, Dining Service Manager, New York Telephone Company, Brooklyn, New York
- Simon, J. P., Jr. '55, Manager, Slater Food Service Management, Ford Motor Company, Canton, Ohio
- Tewey, J. F. '49, Manager, Nationwide Food Service, General Electric, Syracuse, New York
- Thomas, C. L. '44, Supervisor, New Body Engineering Cafeterias and Dining Rooms, Ford Motor Company, Dearborn, Michigan

- Whiteman, K. I. '41, Cafeteria Supervisor, E. I. DuPont Company, Parlin, New Jersey
 Wladis, A. N. '39, Director of Food Standards, Cease Commissary Service, Dunkirk, New York
 Yochum, P. T. '48, Assistant Vice President, Operations, The A. L. Mathias Company, Baltimore 2, Maryland
 Zembruski, L. M. '51, Manager, Slater System, Lincoln Mercury Plant, Wayne, Michigan
 Zimmerman, S. A. '53, Manager Food Services, Radio Corporation of America, Missile Electronics and Control Department, Burlington, Massachusetts

CLUBS

- Adams, R. M. '50, Manager, The Princeton Club of New York, New York City
 Arnold, D. C. '52, Manager, Berry Hills Country Club, Charleston, West Virginia
 Aschwanden, R. J. '58, Steward, Commonwealth Club, Richmond, Virginia
 Ashworth, F. O., Jr. '41, Manager, The Mohawk Club, Schenectady, New York
 Barbour, H. O. '48, Manager, Houston Club, Houston, Texas
 Baribeau, R. D. '58, Manager, Camargo Country Club, Indian Hill, Cincinnati, Ohio
 Birchfield, J. C. '57, Manager, Highland Park Country Club Inc., West Monroe, Louisiana
 Blair, R. C. '50, Manager, Quadrangle Club, Chicago, Illinois
 Blaisdell, R. H. '38, General Manager, St. Clair Country Club, Bridgeville, Pennsylvania
 Brundage, W. P. '38, Manager, The Old Club, Sans Souci, Michigan
 Buescher, W. A., Jr. '35, General Manager, Milwaukee Country Club, Milwaukee, Wisconsin
 Byer, A. J. '54, Manager, Lanam Club, Andover, Massachusetts
 Cary, M. R. '50, Manager, Pennhills Country Club, Bradford, Pennsylvania
 Casey, B. M. '49, Manager, Omaha Country Club, Omaha, Nebraska
 Chamberlain, J. B. '39, Manager, Citizens' Club, Syracuse, New York
 Cleary, E. J. '40, Manager, Saint Andrew's Golf Club, Hastings-on-Hudson, New York
 Clist, W. M. '45, Manager, Coronado Club, Houston, Texas
 Conner, J. W. '40, Manager, Statler Club, Ithaca, New York
 Converse, F. L. '54, Manager, Sunnehanna Country Club, Johnstown, Pennsylvania
 Coulson, C. L. '56, Manager, Harvard University Faculty Club, Cambridge, Massachusetts
 Cousins, J. A. '50, Manager, Peoria Country Club, Peoria, Illinois
 Cunkle, J. L. '48, Manager, Philadelphia Cricket Club, Philadelphia, Pennsylvania
 Decker, E. D. '32, Manager, Lakewood Country Club, St. Petersburg, Florida
 Deuel, R. G. '51, General Manager, Gulf Hills Dude Ranch & Country Club, Ocean Spring, Mississippi
 Elvins, W. T. '58, Manager, Marion Country Club, Marion, Ohio
 Felshow, E. R. '52, Manager, Cotton Bay Club, Eleuthera, Bahamas
 Frederick, P. C. '47, Manager, Knollwood Country Club, Lake Forest, Illinois
 Fry, A. G. '38, Manager, Bohemian Club, San Francisco, California
 Garwood, W. G. '48, Manager, Toledo Club, Toledo, Ohio
 Girmonde, J. R. '58, Assistant Manager, Twin Ponds Golf & Country Club, New York Mills, New York
 Goode, H. G. '51, Manager, College Club, Seattle, Washington
 Goodnow, W. S. '56, Manager, Locust Hill Country Club, Pittsford, New York
 Green, R. B. '53, Manager, University Club, Oakland, California
 Harris, J. R. '49, Manager, Indian Hill Country Club, Newington, Connecticut
 Hayes, R. E. '53, General Manager, The Field Club, Sarasota, Florida

- Haynes, C. E. '44, Manager, Whitmarsh Valley Country Club, Chestnut Hill, Philadelphia, Pennsylvania
- Hearn, J. D. '53, Manager, Pelham Country Club, Pelham, New York
- Hecht, L. L. '49, Manager, Sylvania Country Club, Toledo, Ohio
- High, R. B. '53, Manager, Barton Hills Country Club, Ann Arbor, Michigan
- Hollister, F. H. '32, Manager, Scarsdale Golf Club, Hartsdale, New York
- Huber, H. L. '39, Manager, Westwood Country Club, Buffalo, New York
- Jehlen, G. C. '51, Manager, The Broad Street Club Inc., New York City
- Kirwan, R. F. '54, Manager, New Haven Lawn Club, New Haven, Connecticut
- Koopman, N. P. '53, Manager, Salisbury Club, East Meadows, New York
- Lamond, W. W. '38, Manager, Norfolk Yacht & Country Club, Norfolk, Virginia
- Landmark, R. H. '51, General Manager, Indian Spring Country Club, Silver Spring, Maryland
- Lewis, R. K. '49, Manager, Lakeside Country Club, Houston, Texas
- Lockwood, L. C. '47, Manager, Gaston Country Club, Gastonia, North Carolina
- Lucha, A. M. '35, General Manager, Wilmington Country Club, Wilmington, Delaware
- Masterson, D. H. '52, Manager, Ardsley Country Club, Ardsley, New York
- Middleton, J. C. '36, Manager, Mohawk Golf Club, Schenectady, New York
- Montague, O. E. '41, General Manager, Springfield Country Club, Springfield, Ohio
- Mook, P. G. '58, Manager, Danville Country Club, Danville, Illinois
- Moon, H. V. '30, Manager, Charlotte Country Club, Charlotte, North Carolina
- Morton, R. A. '53, Manager, Rochester Golf & Country Club, Rochester, Minnesota
- Neff, W. J. '51, Manager, Mason City Country Club, Mason City, Iowa
- Niel, R. M., Jr. '48, Manager, Princess Anne Country Club, Virginia Beach, Virginia
- Parkinson, F. '43, Manager, Glen Flora Country Club, Waukegan, Illinois
- Pavelka, M. '58, Manager, The Gaslight Club, Washington, D.C.
- Pearce, J. D. '52, Manager, Binghamton Club, Binghamton, New York
- Peterson, W. L. '46, Manager, Wheeling Country Club, Wheeling, West Virginia
- Plenge, E. B. '53, Manager, University Club of Rochester, Rochester, New York
- Ripper, D. H. '40, General Manager, Queen City Club, Cincinnati, Ohio
- Rockey, J. A. '39, Manager, Elmira Country Club, Elmira, New York
- Satterthwait, W. J., Jr. '51, Manager, Quinnipiack Club, New Haven, Connecticut
- Shaner, F. E. '50, Manager, Youngstown Club, Youngstown, Ohio
- Shaw, F. H. '49, Manager, Exmoor Country Club, Highland Park, Illinois
- Siverson, G. C., Jr. '49, Manager, Memorial Drive Country Club, Houston, Texas
- Skinner, D. K. '27, Manager, Albany Country Club, Albany, New York
- Taylor, R. B. '43, Manager, Glen Oak Country Club, Glen Ellyn, Illinois
- Ten Broeck, D. L. '37, Manager, Yorick Club, Lowell, Massachusetts
- Terhune, D. L. '52, Manager, Lake Wales Golf & Country Club, Lake Wales, Florida
- Tower, H. E. '47, Manager, University Club, Syracuse, New York
- Waldron, J. H. '34, Manager, University Club, Pittsburgh, Pennsylvania
- Wallace, C. C. '49, Manager, Harvard Club, Boston, Massachusetts
- Wallen, R. K. '50, Manager, Waterbury Country Club, Waterbury, Connecticut
- Wannop, J. W. '42, Co-Manager, Wianno Club, Wianno, Massachusetts
- Wannop, H. W. '42, Co-Manager, Wianno Club, Wianno, Massachusetts
- Willard, P. N. '42, General Manager, University-Sequoia-Sunnyside Club, Fresno, California

HOSPITALS

- Adams, B. B., II '35, Business Manager, W. T. Edwards T. B. Hospital, Tallahassee, Florida
- Badger, C. R. E. '49, Assistant Director, Akron City Hospital, Akron, Ohio
- Bartley, M. C. '30, Manager, The Johns Hopkins Medical Residence Hall, Johns Hopkins University, Baltimore, Maryland

- Bowen, O. M. '40, Superintendent, Allentown Hospital, Allentown, Pennsylvania
 Caddy, E. R. '33, Administrator, Westmoreland Hospital Association, Greensburg, Pennsylvania
 Colby, J. W. '48, Administrator, St. Luke's Hospital, Spokane, Washington
 Corwin, C. D., Jr. '35, Treasurer and Business Manager, Clifton Springs Sanitarium, Clifton Springs, New York
 Cummings, R. E. '40, Administrator, J. C. Blair Memorial Hospital, Huntington, Pennsylvania
 Douglass, C. R. '32, Assistant Administrator, Georgetown University Hospital, Washington, D.C.
 Eaton, R. G. '27, Administrator, The Samaritan Hospital, Troy, New York
 Finlayson, R. L. '58, Director of House Services, Beth Israel Hospital, Boston, Massachusetts
 Gable, H. L. '36, Administrator, Tipton County Memorial Hospital, Marion, Indiana
 Hutson, J. T. '41, Personnel Director, The Cleveland Clinic Foundation, Cleveland, Ohio
 Johnson, W. C. '44, Executive Director, Hospital Association of Rhode Island, Providence, Rhode Island
 Kincade, D. A. '49, Administrator, Memorial Hospital, Burlington, Wisconsin
 Longnecker, K. W. '37, Assistant Director, Leahi Hospital for Tuberculosis, Honolulu, Hawaii
 Ludewig, V. F. '34, Administrator, The George Washington University Hospital, Washington, D.C.
 Medevielle, J. E. '41, Food Service Manager, Bellevue Medical Center, New York University, New York City
 Moore, R. B. '51, Food Production Manager, Spring Grove State Hospital, Baltimore, Maryland
 Myers, W. W. '48, Food Service Manager, Buffalo General Hospital, Buffalo, New York
 Petersen, J. H. '50, Operations Manager, Hospital Food Management, Slater System, Philadelphia, Pennsylvania
 Read, J. L. '38, Director, Food Services, Mount Sinai Hospital, New York City
 Reiman, P. K. '45, Assistant Director, Graduate Hospital, Philadelphia, Pennsylvania
 Reynolds, E. S. '47, Assistant Administrator, Children's Medical Center, Children's Hospital, Boston, Massachusetts
 Richman, E. L. '47, Director, Manhattan General Hospital Annex, Brooklyn, New York
 Rowe, A. P. '52, Food Service Director, Touro Infirmary, New Orleans, Louisiana
 Rudiger, H. F., Jr. '33, Director, Southside Hospital, Bay Shore, New York
 Smith, J. L. '48, Assistant to the Dean for Hospital Administration, New York Medical College, New York City
 Speyer, E. G., Jr. '37, Business Manager, Lafayette General Hospital, Buffalo, New York
 Sweeney, R. H. '53, Assistant Superintendent, New Rochelle Hospital, New Rochelle, New York
 Thompson, R. H. '47, Food Service Director, George Washington University Hospital, Washington, D.C.
 Vanderslice, J. A. '43, District Manager, Hospital Food Management, Slater System, Philadelphia, Pennsylvania
 Vanderwarker, R. D. '33, Vice President and General Manager, Memorial Center for Cancer & Allied Diseases, New York City
 Watson, R., Jr. '48, President-General Manager, Kahler Corporation, Operators of the hospitals and facilities of the Mayo Clinic, Rochester, Minnesota
 Whelan, T. E. '52, Division Supervisor of Dietary Departments, Hospital Food Management Company, Slater System, Philadelphia, Pennsylvania

DORMITORIES AND UNIONS

- Andrae, R. '42, Director, College and Food Service Program, Nationwide Food Service, Chicago, Illinois
- Bickert, D. G. '51, Director of Dormitory and Food Service, University of Delaware, Newark, Delaware
- Booth, D. '53, Assistant Director of University Dining Halls, Yale University, New Haven, Connecticut
- Cafferty, O. W. '52, Manager, National Food Management Service, Wheeling College, Wheeling, West Virginia
- Cope, H. C. '41, Business Manager and Comptroller, Earlham College, Richmond, Indiana
- Dalla, F. C. '49, Director of Housing, University of Illinois, Chicago, Illinois
- Davis, W. N. '31, Manager of Student Residences and Dining Service, Brown University, Providence, Rhode Island
- Dean, H. H., Jr. '56, Manager, Slater Food Service Management, State College, Winona, Minnesota
- Dobie, A. R. '56, Food Service Supervisor, Medical College, Yale University, New Haven, Connecticut
- Downing, J. P. '40, Business Administrator, Pomfret School, Pomfret, Connecticut
- Dwyer, J. L. '57, Manager, Student Union, Vincennes University, Vincennes, Indiana
- Eames, D. B. '41, Director of Food Services, New York University, New York City
- Fisher, W. H. '28, Director of Student Housing, University of Miami, Coral Gables, Florida
- Fisk, W. W. '28, Director of Food Service, Concordia College, St. Paul, Minnesota
- Hahn, F. A. '57, Director of Housing, New York University, New York City
- Hannum, P. C. '33, Business Manager, University of California, Los Angeles, California
- Harrington, R. C. '50, Director of Dining Halls, University of Santa Clara, Santa Clara, California
- Hubbard, G. D. '53, Director of Commons and Residence Halls, University of Southern California, Los Angeles, California
- Hurlburt, C. G., Jr. '53, Administrative Assistant Director, Dining Halls, Harvard University, Cambridge, Massachusetts
- Kersey, R. L. '49, Director of Student Union, University of Nevada, Reno, Nevada
- Kimball, M. C. '54, Director of Public Occasions, New York University, New York City
- King, G. A. '49, Steward, Brandeis University, Waltham, Massachusetts
- King, H. P., Jr. '47, Director of Dining Halls, Virginia Polytechnic Institute, Blacksburg, Virginia
- Laube, W. C. '55, Manager, Slater Food Service, Illinois College, Jacksonville, Illinois
- Lloyd, D. E. '48, Business Manager, Worcester Polytechnic Institute, Worcester, Massachusetts
- Miller, W. H., Jr. '38, Director of Dining Rooms, University of Florida, Gainesville, Florida
- Minah, T. W. '32, Director, Dining Halls, Duke University, Durham, North Carolina
- Morrison, W. B. '36, Manager, Burton House, Cambridge, Massachusetts
- Morrison, W. P. '50, Commissary Manager, University of California, Berkeley, California
- Mund, C. J. '51, Manager, University Dining Halls, Columbia University, New York City
- Norden, W. C. '52, Director of Memorial Student Union, University of North Dakota, Grand Forks, North Dakota
- Palmer, R. E. '50, Director of Food Service, State Teachers College, Oswego, New York

- Post, J. D. '52, Business Manager, The Putney School, Putney, Vermont
- Price, E. T. '47, Residence Halls Supervisor, University of California, Davis, California
- Raymond, R. L. '47, Manager, Slater Food Service Management, Moorhead State College, Moorhead, Minnesota
- Raynor, H. W. '56, Food Service Director, Russell Sage College, Troy, New York
- Rohde, R. K. '51, Manager, Student Union, Ohio State University, Columbus, Ohio
- Runk, W. A., Jr. '51, Manager, The A. L. Mathias Company, Goucher College, Towson, Maryland
- Ryon, S. R. '47, Manager, Campus Dining Services, Cornell University, Ithaca, New York
- Shaw, L. J. '48, Food Service Manager, State University Teachers College, Fredonia, New York
- Shaw, M. R. '34, Director of Residential Halls and Assistant University Controller, Cornell University, Ithaca, New York
- Snyder, K. S. '48, Director of Auxiliary Enterprises, Schenley Park Hotel, University of Pittsburgh, Pittsburgh, Pennsylvania
- Strohkorb, A. W. '51, Director of Food Service, Princeton University, Princeton, New Jersey
- Swift, E. H. '55, Residence Hall Supervisor, University of California Medical Center, Los Angeles, California
- Voorhess, A. A. '51, Food Service Supervisor, Men's Dining Halls, Pennsylvania State University, State College, Pennsylvania
- Webster, E. R. '37, Food Service Administrator, Cease Commissary Company, University of Buffalo, Buffalo, New York
- Whiting, E. A. '29, Director, Willard Straight Hall, Ithaca, New York
- Winkelman, G. W. '51, Manager, Slater Food Service, La Crosse State College, La Crosse, Wisconsin
- Winship, J. '54, Business Manager, Westminster School, Simsbury, Connecticut
- Zellmer, J. R. '43, Foods Manager, The Ohio Union, State University, Columbus, Ohio

AIRLINES

- Bollman, C. F., Jr. '41, Food Controller, Chicago Area, United Air Lines, Chicago, Illinois
- Breed, E. W. '44, General Traffic and Sales Manager, Northern Region, Northeast Airlines Inc., Logan Airport, Boston, Massachusetts
- Droz, A. W. '40, Assistant to Commissary Superintendent, Latin American Division, Pan American World Airways, Miami, Florida
- Frees, D. M. '48, Passenger Service Supervisor, Ariana Afghan Airlines, Kandahar, Afghanistan
- Gibson, P. B. '43, Manager, Personnel Selection, Sky Chefs, New York, New York
- Haverly, F. R. '42, Manager, Food and Catering Services, American Airlines, New York City
- Kersey, J. R., Jr. '40, Manager, Dining Service, United Air Lines, O'Hare Airport, Chicago, Illinois
- Loble, D. V. G. '56, Supervisor of Dining Service, United Air Lines, Logan International Airport, East Boston, Massachusetts
- McCrary, F. H. '39, Ground Service Superintendent, Pan American World Airways, South San Francisco, California
- McDonough, J. J. '44, Dining Service Manager, United Air Lines, Muni Airport, San Francisco, California
- Melius, J. A. '50, Staff Assistant, Dining Services, United Air Lines, Stapleton Airfield, Denver, Colorado

Parrott, P. J. '41, Commissary Superintendent, Pan American Airways, Idlewild International Airport, New York City

OTHER RELATED ACTIVITIES

- Adair, C., Jr. '42, Vice President and Sales Manager, L. H. Parke Company, Philadelphia, Pennsylvania
- Allison, W. E. '45, General Counsel, Florida State Hotel & Restaurant Commission, St. Petersburg, Florida
- Atherton, H. R. '44, Institution Products Manager, Morton Frozen Foods, Rye, New York
- Barclay, J. W. '47, General Superintendent, Prepared Foods Division, Seabrook Farms Company, Seabrook, New Jersey
- Becker, G. H., Jr. '41, Partner, Stover, Butler & Murphy, Syracuse, New York
- Benway, L. L. '28, Supervisor, Hotel Loans and Property, Metropolitan Life Insurance Company, New York City
- Bradley, F. L. '48, Partner, Peat, Marwick, Mitchell & Company, Buffalo, New York
- Briggs, F. H. '35, Second Vice President in charge Gateway Center Department, Equitable Life Assurance Society, Pittsburgh, Pennsylvania
- Davis, F. H., Jr. '49, Director of Personnel and Public Relations, The Interstate Company, Chicago, Illinois
- Dykes, C. E. '36, Controller, Avon Products Inc., New York City
- Dylla, H. F., Jr. '47, Head, Food Service Branch, U. S. Naval Supply Research & Development Facility, Bayonne, New Jersey
- Erikson, J. H., Jr. '41, Controller, F & M Schaefer Brewing Company, New York City
- Fassett, J. S., III '36, Director, Membership Services, American Hotel Association, New York City
- Fithian, P. S. '51, President-Owner, Greeters of Hawaii, Honolulu International Airport, Honolulu, Hawaii
- 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
- Gibson, A. W. '42, Editor, Duncan Hines Institute, Ithaca, New York
- Greene, E. E. '48, Editor, Restaurant Management, Ahrens Publishing Company Inc., New York City
- Grohmann, H. V. '28, President, Needham & Grohmann Inc., Advertising Agency, New York City
- Heinsius, H. A. '50, Vice President, Needham & Grohmann Inc., Advertising Agency, New York City
- Hopwood, D. J. '45, Sales Promotion and Advertising Manager, Institution Products Division, General Foods Corporation, New York City
- Howard, K. E. '31, Assistant Director, Bureau of School Lunches, Board of Education, Brooklyn, New York
- Kenaga, A. C. '35, President, The Deep Sea Foods Company, Cleveland, Ohio
- Koehl, A. E. '28, President, Koehl, Landis & Landan Inc., Advertising Agency, New York City
- Kulp, R. R. '45, Director of Food Service, Buffalo Public Schools, Buffalo, New York
- Lazarony, H. J., Jr. '57, Food Service Director, Onondaga County Home & Infirmary, Syracuse, New York
- Lesure, J. D. '44, General Partner, Horwath & Horwath, Hotel Accountants, New York City
- Lyon, E. W. '38, Executive Secretary, Club Managers Association of America, Washington, D.C.

- Mayer, H. M. '39, Vice President, Board of Directors, Oscar Mayer & Company, Chicago, Illinois
- Merwin, R. M. '42, Chief, Production and Management Branch, Food Service Division, Air Force Services Office, Marietta Air Force Station, Marietta, Pennsylvania
- Morrison, J. A. '30, Executive Director, Philadelphia Convention and Visitors Bureau, Philadelphia, Pennsylvania
- Mullane, J. A. '35, James A. Mullane Insurance Agency, Springfield, Massachusetts
- Munns, R. B. '27, Purchasing Agent, Federal Government Military Subsistence Market Center, Kansas City, Missouri
- Muntz, W. E. '33, Supervisor, Cafeterias, San Francisco Unified School District, San Francisco, California
- Nolin, J. H. '25, General Partner, Horwath & Horwath, Hotel Accountants, New York City
- Obernauer, Marne '41, President, Great Western Producers Inc., New York City
- Ostrom, D. M. '48, Financial Analyst, General Foods Corporation, White Plains, New York
- Otsubo, T. '31, Head, Hotel Department, St. Paul's University, Tokyo, Japan
- Pederson, O. W. '52, Director of Food Services, Scottsdale District Schools, Phoenix, Arizona
- Phelps, S. N. '39, Manager, Dining Car Service, Pennsylvania Railroad Company, Sunnyside Yard, Long Island City, New York
- Purchase, H. J. '49, Head, Department of Hotel Management, Paul Smith's College, Paul Smiths, New York
- Rankin, J. L. '39, Manager, New Brentwood Apartments Inc., Washington, D.C.
- Ready, F. A. Jr., '35, Sales Manager, Dunham & Smith Inc., Yokohama, Japan
- Reed, R. O. '53, School Lunch Director, City School District, Corning, New York
- Saarinen, R. J. '53, Supervisory Steward, Panama Canal Company, Balboa, Canal Zone
- St. Laurent, G. C. '33, Partner, Hotel Research Laboratories, Closter, New Jersey
- Shelton, J. D. '34, Vice President, City Milk Vending Corporation, New York City
- Snowdon, C. C. '33, Vice President, Frigidinner Inc., Philadelphia, Pennsylvania
- Terrell, B. W. '42, Vice President, Sales, Farm House Frozen Foods Inc., Miami, Florida
- Snyder, V. T. '35, Merchandise Manager, Food and Fountain Division, Rexall Drug Company, New York City
- Tucker, D. S. '34, Operating Vice President, The Interstate Company, Chicago, Illinois
- Underwood, V. S. '43, Manager, Duncan Hines Institute Inc., Ithaca, New York
- Vinnicombe, E. J., Jr. '33, Vice President, Institution Division, McCormick & Company Inc., Baltimore, Maryland
- Watson, Mrs. H. L. '26, Director, Education Department, American Hotel Association, New York City
- Wotiz, M. H., Jr. '34, Vice President, Wotiz Meat Company, Newark, New Jersey
- Wright, M. R. '45, Administrative Assistant to the General Manager, Institution Division, McCormick & Company, Baltimore, Maryland



ADMISSION

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

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

A. ACADEMIC REQUIREMENTS

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

ENGLISH, 4 YEARS (required of all entering students).....4	
FOREIGN LANGUAGES (modern and ancient)	
French	1-4
German	1-4
Hebrew	1-3
Italian	1-3
Spanish	1-4
Greek	1-3
Latin	1-4

(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	Physical Geography	1/2-1
Chemistry	1	Physics	1
Earth Science	1/2-1	Zoology	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

Anabel Taylor Hall, home of Cornell United Religious Work, is a campus center of worship for students. It is staffed by fourteen University chaplains representing the major religious faiths at Cornell, ready to counsel, teach, and serve any who call on them.

VOCATIONAL SUBJECTS

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

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

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

1. By presenting an acceptable school certificate.
2. By passing, in the required subjects, the achievement tests of the College Entrance Examination Board.
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.

For those students who attend the larger schools with a wealth of offerings, some suggestions as to choice of studies may be welcome. 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.

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 on page 69 will be helpful to the adviser, the parent, and the student.

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

SUGGESTED PREPARATORY PROGRAM

English, four units	Foreign language, three units
Mathematics, up to four units	French, German, Spanish, or Latin
Elementary Algebra, Intermediate Algebra, and Plane Geometry. Also, if possible, Trigonometry, Advanced Algebra, or Solid Geometry	Science, two units
History, at least one unit	Physics (helpful in engineering);
Chosen according to interest of the student and facilities of the school.	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 each year at the time of the Mid-West Hotel Exposition, and to Cleveland, New York, Philadelphia, and Washington during March and April. Arrangements have also been made with graduates and others active in the hotel and restaurant business in most of the principal cities of the world to serve as interviewers. The prospective student should inform the School of his choice of time and place for his interview by writing directly to the School of Hotel Administration, Statler Hall.

The Scholastic Aptitude Test is given by the College Entrance Examination Board at points all over the country and at the larger cities abroad. It is given six times a year, but the prospective student should plan to take the test in December or January. Detailed information regarding the places of examination and the exact dates can be obtained by writing to the College Entrance Examination Board at Box 592, Princeton, New Jersey. Prospective students residing in the

*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.

Rocky Mountain states or farther west should address the Board at Box 27896, Los Angeles 27, California. Admission to the Scholastic Aptitude Test is by prior arrangement only. Application for admission should be filed directly with the Board. To avoid a late application fee, it should be filed not later than three weeks in advance of the date of the examination.

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

Every accepted candidate for matriculation must submit to the Director of Admissions a satisfactory certificate of immunization against smallpox. It will be accepted as satisfactory only if it certifies that within the last three years a successful vaccination has been performed. Entering students, graduate or undergraduate, should consult the *General Information Announcement* for details on certain medical requirements that must be met either before or during the registration period. The Announcement may be obtained by writing the Office of Announcements, Edmund Ezra Day Hall.

ADVANCED STANDING

With the approval of the Committee on Admissions students may be admitted to the School with advanced standing from other institutions of collegiate grade. To such students credit will ordinarily be given, against the specific degree requirements, for those courses for which substantially equivalent work has been done. For that portion of the student's work not applicable to the specific requirements, credit up to twenty-four hours will ordinarily be given against the requirement of one hundred and twenty hours. The total of transfer credit allowed may not exceed sixty semester hours. Such students will be held, in common with the others, for the completion of the hotel-practice requirement before the last term of residence. Such students are expected to take the Scholastic Aptitude Test (unless they have already done so) and to present themselves for interviews. Formal applications for admission should be filed before April 1 with the Director of Admissions, Edmund Ezra Day Hall.

COLLEGE GRADUATES

Advanced degrees, the Master's and the Doctor's, in the field of hotel

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

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

The college graduate who elects to become a candidate for the School's degree is held for the regular degree requirements, including the practice requirement, but receives credit against the academic requirement for all work he may have previously completed satisfactorily that may be appropriately applied against those requirements, including the 24 hours of free electives. He may also receive, under the usual rules, credit against the practice requirement 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 four semesters.

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 used as student 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, 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 69. Like all other candidates for admission they present themselves for a personal interview; but they are not required to take the College Board's Scholastic Aptitude Test. Those who have previously taken the latter test, however, are asked to have the Board transmit the scores.

FOREIGN STUDENTS

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

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

LIVING ARRANGEMENTS

Students studying hotel and restaurant management at Cornell University are members of the regular student body. They participate in the usual student activities, play on the teams, sing with the glee clubs, and act in student plays. Like other students, they may live in the dormitories, in fraternities or sororities, or in private homes.

For men, dormitories housing about 2100 are located on the western slope of the campus, about a five-minute walk from the center. There



Students from twelve foreign countries are welcomed by Dean Meek.

is a snack bar in one of the dormitories. 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. Meal service is also available at the union building, Willard Straight Hall, in which all hotel students have membership, at the Home Economics cafeteria, and at near-by commercial restaurants.

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

For married students, the University operates the Pleasant Grove Apartments, a new garden-type housing development at the edge of the campus, and the Cornell Quarters, a recently renovated housing development southeast of the campus. Housing is also available in privately owned properties in Ithaca and the vicinity.

Detailed information on all types of housing as well as application forms may be obtained by writing the Department of Residential Halls, Edmund Ezra Day Hall, Cornell University, Ithaca, New York.



Skating on Beebe Lake below the women's dormitories.

REQUIREMENTS FOR GRADUATION

STUDENTS regularly enrolled in the courses in hotel administration are candidates for the degree of Bachelor of Science. The requirements are:

1. The completion, with a general average grade of seventy, of 120 credit hours, required and elective, as set forth below.
2. The completion, before the last term of residence, of sixty points of hotel-practice credit as defined on page 85.
3. The completion, during the first four terms of residence, of the University requirements in military science (page 35) and physical education (page 39).
4. In the case of all students entering after June 1, 1955, the completion of eight terms in residence.*

<i>Specifically Required</i>	<i>Semester Hours</i>
Hotel Accounting: 81, 82, 181, 182	16
Hotel Administration: 100, 114, 171	8
Hotel Engineering: 260 plus twelve additional hours.....	15
Foods: Hotel Administration 120, 220, 201†, 206, 214, and 215.....	23
Economics: 103, 104 plus three additional hours.....	9
English: 111, 112.....	6
Speech and Drama 201‡.....	3
Total Specifically Required	80
<i>Hotel Electives</i>	16
<i>Free Electives</i>	24
Total Semester Hours Required for Graduation.....	120

A suggested program of courses arranged by years appears on pages 77-79. The specifically required courses there indicated account for eighty of the total of one hundred and twenty hours. From the list of hotel electives (page 80) some combination of courses, the credit for which totals at least sixteen hours, is also to be taken. The remaining

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

†Institution Management 200 plus one hour of hotel electives or Institution Management 210 may be substituted for Hotel Administration 201.

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

twenty-four hours may be earned in courses chosen at will, with the approval of the adviser, from the offerings of any college of the University, provided only that the customary requirements for admission to the courses chosen are met.

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

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



A flotilla of sailboats is towed out for an afternoon sail on Cayuga Lake.

Cornell's fortunate location in a resort area provides students with a wholesome choice of winter and summer outdoor activities. The campus, located on a hill between two gorges, is renowned for its beauty. Waterfalls cascade down its gorges into Cayuga Lake, largest of the Finger Lakes. The Cornell crew's boathouse and the Cornell Corinthian Yacht Club are situated on the lake shore. Beebe Lake, on the campus, provides a safe place to swim and canoe during the warm months and serves as an outdoor skating arena in winter. Figure skaters prefer the artificial ice rink in Lynah Hall, where the hockey games are played.



"Fledglings Fly." A senior briefs freshmen on dining room service, one phase of their operation for the Student Leadership Club (\$600,000) and the Student Club (2,000 members).

CURRICULUM*

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

THE FRESHMAN YEAR

Specifically Required	<i>Semester Hours</i>
Orientation (<i>Hotel Administration 100</i>).....	2
Accounting (<i>Hotel Accounting 81 and 82</i>).....	8
Introductory Course in Reading and Writing (<i>English 111 and 112</i>).....	6
Psychology for Students in Hotel Administration (<i>Hotel Administration 114</i>)...	3
Food Preparation (<i>Hotel Administration 120 and 220</i>).....	6
Mechanical Drawing (<i>Hotel Engineering 260</i>).....	3
	28

Suggested Electives

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

THE SOPHOMORE YEAR

Specifically Required

Hotel Accounting (<i>Hotel Accounting 181 and 182</i>).....	8
Chemistry and Its Application to Food Preparation (<i>Hotel Administration 214-215</i>).....	10
Elective courses in hotel engineering‡.....	6
An elective course in expression:.....	3
Public Speaking (<i>Speech and Drama 201</i>)	
Oral and Written Expression (<i>Extension Teaching 101-102</i>)	
	27

Suggested Electives

Lectures on Hotel Management (<i>Hotel Administration 155</i>)†.....	1
Personnel Administration (<i>Hotel Administration 119</i>)†.....	3
Business Communication (<i>Hotel Administration 238</i>)†.....	3
Report Writing (<i>Hotel Administration 154</i>)†.....	2
Food and Beverage Control (<i>Hotel Accounting 184</i>)†.....	3
Accounting Machines in Hotels (<i>Hotel Accounting 288</i>)†.....	1
French, Spanish, or other modern languages, according to preparation†.....	6

*This arrangement is offered for illustration. Variations of it are acceptable provided only that the requirements for the degree as set forth on pages 74-75 are met. The courses mentioned are described in detail on pages 9-35.

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

‡The requirement in elective hotel engineering may be satisfied by any of the elective courses offered by the Department of Hotel Engineering and described on pages 20-22.

THE JUNIOR YEAR

Specifically Required

	Semester Hours
Modern Economic Society (<i>Economics 103-104</i>).....	6
Quantity Food Preparation: Principles and Methods (<i>Hotel Administration 201</i>)	4
Meats, Fish, and Poultry (<i>Hotel Administration 206</i>).....	3
Law of Business (<i>Hotel Administration 171</i>).....	3
Elective courses in hotel engineering‡.....	6
	22

Suggested Electives

Lectures on Hotel Management (<i>Hotel Administration 155</i>)†.....	1
Resort Management (<i>Hotel Administration 113</i>)†.....	1
Personnel Administration (<i>Hotel Administration 119</i>)†.....	3
Seminar in Personnel Administration (<i>Hotel Administration 219</i>)†.....	2
Problems of Human Behavior in the Hotel and Restaurant Industry (<i>Hotel Administration 116</i>)†.....	2
Law as Related to Innkeeping (<i>Hotel Administration 172</i>)†.....	2
Law of Business: Contracts, Bailments, and Agency(<i>Hotel Administration 272</i>)†	2
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>)†...	2
Business Communication (<i>Hotel Administration 238</i>)†.....	3
Hotel Public Relations (<i>Hotel Administration 176</i>)†.....	1
Hotel Promotion (<i>Hotel Administration 178</i>)†.....	1
Hotel Advertising (<i>Hotel Administration 179</i>)†.....	1
Auditing (<i>Hotel Accounting 183</i>)†.....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)†.....	3
Hotel Accounting Problems (<i>Hotel Accounting 185</i>)†.....	2
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>)†.....	2
General Survey of Real Estate (<i>Hotel Administration 191</i>)†.....	2
Fire and Inland Marine Insurance (<i>Hotel Administration 196</i>)†.....	3
Liability, Compensation, and Casualty Insurance (<i>Hotel Administration 197</i>)†...	3
Quantity Food Preparation: Principles and Methods (<i>Institution Management 210</i>)†.....	4
Food Service Management and Catering (<i>Institution Management 310</i>)†.....	3
Food Selection and Purchase (<i>Institution Management 220</i>)†.....	3
Stewarding (<i>Hotel Administration 118</i>)†.....	2
Classical Cuisine (<i>Hotel Administration 202</i>)†.....	2
Smorgasbord (<i>Hotel Administration 203</i>)†.....	2
Wines (<i>Hotel Administration 125</i>)†.....	1
Post-Harvest Handling of Vegetable Crops (<i>Vegetable Crops 12</i>)†.....	3
Economic Fruits of the World (<i>Pomology 121</i>)†.....	3

‡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 20-22.

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

THE SENIOR YEAR

Specifically Required

	Semester Hours
An elective course in economics§.....	3

Suggested Electives

Lectures on Hotel Management (<i>Hotel Administration 155</i>)†.....	1
Personnel Administration (<i>Hotel Administration 119</i>)†.....	3
Human Relations (<i>Hotel Administration 217</i>)†.....	2
Supervisory Training in Hotels (<i>Hotel Administration 218</i>)†.....	2
Seminar in Personnel Administration (<i>Hotel Administration 219</i>)†.....	2
Labor-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>)†.....	3
Law of Business: Contracts, Bailments and Agency (<i>Hotel Administration 272</i>)†	2
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>)†..	2
Report Writing (<i>Hotel Administration 154</i>)†.....	2
Hotel Public Relations (<i>Hotel Administration 176</i>)†.....	1
Hotel Promotion (<i>Hotel Administration 178</i>)†.....	1
Hotel Advertising (<i>Hotel Administration 179</i>)†.....	1
Auditing (<i>Hotel Accounting 183</i>)†.....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)†.....	3
Hotel Accounting Problems (<i>Hotel Administration 185</i>)†.....	2
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>)†.....	2
General Survey of Real Estate (<i>Hotel Administration 191</i>)†.....	2
Fire and Inland Marine Insurance (<i>Hotel Administration 196</i>)†.....	3
Liability, Compensation, and Casualty Insurance (<i>Hotel Administration 197</i>)†..	3
Food Service Equipment (<i>Hotel Engineering 361</i>)†.....	3
Food Selection and Purchase (<i>Institution Management 220</i>)†.....	3
Restaurant Management (<i>Hotel Administration 122</i>)†.....	2
Commercial Airline Feeding (<i>Hotel Administration 123</i>)†.....	1
Institution Organization and Administration (<i>Institution Management 320</i>)†...	3
Special Problems in Foods (<i>Hotel Administration 353</i>)†.....	2
Smorgasbord (<i>Hotel Administration 203</i>)†.....	2
Wines (<i>Hotel Administration 125</i>)†.....	1
Post-Harvest Handling of Vegetable Crops (<i>Vegetable Crops 12</i>)†.....	3
Economic Fruits of the World (<i>Pomology 121</i>)†.....	3
Prices (<i>Agricultural Economics 115</i>).....	3
Taxation (<i>Agricultural Economics 138</i>).....	3
Private Enterprise and Public Policy (<i>Business and Public Administration 202</i>)..	3
Economics of Wages and Employment (<i>Industrial and Labor Relations 340</i>)....	3
Development of the American Economy and Business Enterprise (<i>Business and Public Administration 375</i>).....	3
Recent Economic and Business Changes (<i>Business and Public Administration 511</i>)	3
Transportation (<i>Business and Public Administration 575</i>).....	3

§The requirement in elective economics may be satisfied by Hotel Administration 316, Agricultural Economics 115 or 138, or by any course in economics beyond Economics 103-104.

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

HOTEL ELECTIVES

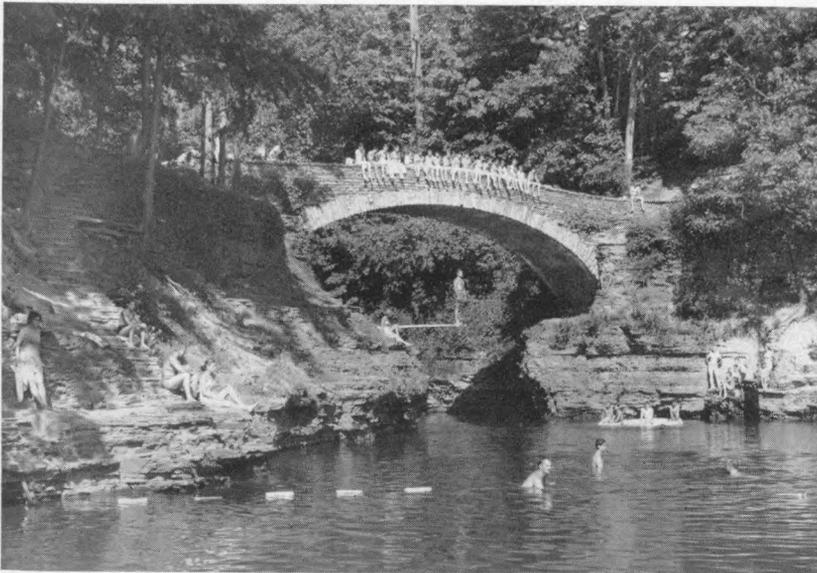
(From this list at least 16 semester hours are to be taken to satisfy the hotel elective requirement.)

Mathematics in Accounting (<i>Hotel Accounting 89</i>).....	2
Auditing (<i>Hotel Accounting 183</i>).....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>).....	3
Hotel Accounting Problems (<i>Hotel Accounting 185</i>).....	2
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>).....	2
Front Office Procedure (<i>Hotel Accounting 188</i>).....	1
Problems in Hotel Analysis (<i>Hotel Accounting 189</i>).....	2
Internal Control (<i>Hotel Accounting 286</i>).....	2
Accounting Machines in Hotels (<i>Hotel Accounting 288</i>).....	1
Special Studies in Accounting and Statistics for Hotels (<i>Hotel Accounting 289</i>)... 2,	3
Resort Management (<i>Hotel Administration 113</i>).....	1
Problems of Human Behavior in the Hotel and Restaurant Industry (<i>Hotel Administration 116</i>).....	2
Research and Techniques in Personnel Administration (<i>Hotel Administration 216</i>).....	3
Labor-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>).....	3
Human Relations (<i>Hotel Administration 217</i>).....	2
Stewarding (<i>Hotel Administration 118</i>).....	2
Supervisory Training in Hotels (<i>Hotel Administration 218</i>).....	2
Personnel Administration (<i>Hotel Administration 119</i>).....	3
Seminar in Personnel Administration (<i>Hotel Administration 219</i>).....	2
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Smorgasbord (<i>Hotel Administration 203</i>).....	2
Food Selection and Purchase for the Institution (<i>Institution Management 220</i>)..	3
Restaurant Management (<i>Hotel Administration 122</i>).....	2
Club Management (<i>Hotel Administration 222</i>).....	1
Interior Design for Hotels (<i>Housing and Design 130</i>).....	2
Personal Typewriting (<i>Hotel Secretarial Studies 37</i>).....	2
Shorthand Theory (<i>Hotel Secretarial Studies 131</i>).....	4
Secretarial Typewriting (<i>Hotel Secretarial Studies 131</i>).....	2
Secretarial Procedures (<i>Hotel Secretarial Studies 138</i>).....	4
Business Communication (<i>Hotel Administration 238</i>).....	3
Hotel Housekeeping (<i>Textiles 140a</i>).....	1
Tourism (<i>Hotel Administration 56</i>).....	1
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>)	
Special Problems in Food (<i>Hotel Administration 353</i>).....	2
Report Writing (<i>Hotel Administration 154</i>).....	2
Lectures on Hotel Management (<i>Hotel Administration 155</i>).....	1
Special Hotel Equipment (<i>Hotel Engineering 261</i>).....	3
Water Systems (<i>Hotel Engineering 262</i>).....	3
Steam Heating (<i>Hotel Engineering 263</i>).....	3
Electrical Equipment (<i>Hotel Engineering 264</i>).....	3
Hotel Planning (<i>Hotel Engineering 265</i>).....	3
Hotel Structures and Maintenance (<i>Hotel Engineering 266</i>).....	3
Refrigeration and Air Conditioning (<i>Hotel Engineering 267</i>).....	3
Preliminary Programing (<i>Food Facilities Engineering 360</i>).....	3
Preliminary Planning (<i>Food Facilities Engineering 361</i>).....	3
Food Service Equipment—Layout and Design (<i>Food Facilities Engineering 362</i>).....	3
Food Service Equipment—Working Drawing (<i>Food Facilities Engineering 363</i>).....	3

Specifications and Contract Supervision
(Food Facilities Engineering 364)..... 3
 Hotel Textiles *(Textiles 370)*..... 3
 Law as Related to Innkeeping *(Hotel Administration 172)*..... 2
 Law of Business: Contracts, Bailments, and Agency *(Hotel Administration 272)*.. 2
 Law of Business: Partnerships and Corporations *(Hotel Administration 274)*.... 2
 Hotel Public Relations *(Hotel Administration 176)*..... 1
 Hotel Promotion *(Hotel Administration 178)*..... 1
 Hotel Advertising *(Hotel Administration 179)*..... 1
 Sales Promotion *(Hotel Administration 278)*..... 1
 Nutrition and Health *(Food and Nutrition 190)*..... 2
 General Survey of Real Estate *(Hotel Administration 191)*..... 2
 Fundamentals of Real-Estate Management *(Hotel Administration 192)*..... 2
 Fire and Inland Marine Insurance *(Hotel Administration 196)*..... 3
 Liability, Compensation, and Casualty Insurance *(Hotel Administration 197)*... 3
 General Bacteriology *(Bacteriology 1)*..... 6
 Post-Harvest Handling of Vegetable Crops *(Vegetable Crops 12)*..... 3
 Economic Fruits of the World *(Pomology 121)*..... 3
 Modern language, according to preparation..... 6

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.



Beebe Lake is a favorite place for swimming and sunbathing.

SUGGESTED PROGRAM FOR PROSPECTIVE RESTAURATEURS

THE FRESHMAN YEAR*

Orientation (<i>Hotel Administration 100</i>).....	2
Accounting (<i>Hotel Accounting 81</i>).....	4
Restaurant Accounting (<i>Hotel Accounting 82</i>).....	4
Introductory Course in Reading and Writing (<i>English 111-112</i>).....	6
Psychology for Students in Hotel Administration (<i>Hotel Administration 114</i>)...	3
Food Preparation (<i>Hotel Administration 120-220</i>).....	6
Mechanical Drawing (<i>Hotel Engineering 260</i>).....	3
Typewriting (<i>Hotel Secretarial Studies 37</i>).....	2
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THE SOPHOMORE YEAR

	30
Hotel Accounting (<i>Hotel Accounting 181</i>).....	4
Intermediate Accounting (<i>Hotel Accounting 182</i>).....	4
Chemistry and Its Application to Food Preparation (<i>Hotel Administration 214-215</i>).....	10
Special Hotel Equipment (<i>Hotel Engineering 261</i>).....	3
Water Systems (<i>Hotel Engineering 262</i>).....	3
Public Speaking (<i>Speech and Drama 201</i>).....	3
Lectures on Hotel Management (<i>Hotel Administration 155</i>).....	1
Preliminary Programing (<i>Food Facilities Engineering 360</i>).....	2
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THE JUNIOR YEAR

	30
Quantity Food Preparation: Elementary Course (<i>Hotel Administration 201</i>)....	4
Meats, Fish, and Poultry (<i>Hotel Administration 206</i>).....	3
Modern Economic Society (<i>Economics 103-104</i>).....	6
Law of Business (<i>Hotel Administration 171</i>).....	3
Electrical Equipment (<i>Hotel Engineering 264</i>).....	3
Preliminary Planning (<i>Food Facilities Engineering 361</i>).....	3
Personnel Administration (<i>Hotel Administration 119</i>).....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>).....	3
Lectures on Hotel Management (<i>Hotel Administration 155</i>).....	1
Wines (<i>Hotel Administration 125</i>).....	1
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THE SENIOR YEAR

	30
An elective course in economics.....	3
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Smorgasbord (<i>Hotel Administration 203</i>).....	2
Stewarding (<i>Hotel Administration 118</i>).....	2
Menu Planning (<i>Hotel Administration 124</i>).....	1
Post-Harvest Handling of Vegetable Crops (<i>Vegetable Crops 12</i>).....	3
Economic Fruits of the World (<i>Pomology 121</i>).....	3
Restaurant Management (<i>Hotel Administration 122</i>).....	2
Human Relations (<i>Hotel Administration 217</i>).....	2
Fire and Inland Marine Insurance (<i>Hotel Administration 196</i>).....	3
Refrigeration and Air Conditioning (<i>Hotel Engineering 267</i>).....	3
Food Service Equipment (<i>Hotel Engineering 361</i>).....	3
Law of Business: Partnerships and Corporations (<i>Hotel Administration 274</i>)....	2
Hotel Advertising (<i>Hotel Administration 179</i>).....	1
Sales Promotion (<i>Hotel Administration 278</i>).....	1
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*This program is suggested for illustration. Many variations are available.

SUGGESTED PROGRAM FOR PROSPECTIVE CLUB MANAGERS*

THE FRESHMAN YEAR

Orientation (<i>Hotel Administration 100</i>).....	2
Accounting (<i>Hotel Accounting 81</i>).....	4
Restaurant Accounting (<i>Hotel Accounting 82</i>).....	4
Introductory Course in Reading and Writing (<i>English 111-112</i>).....	6
Psychology for Students in Hotel Administration (<i>Hotel Administration 114</i>)...	3
Food Preparation (<i>Hotel Administration 120-220</i>).....	6
Mechanical Drawing (<i>Hotel Engineering 260</i>).....	3
Typewriting (<i>Hotel Secretarial Studies 37</i>).....	2
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THE SOPHOMORE YEAR

Hotel Accounting (<i>Hotel Accounting 181</i>).....	4
Intermediate Accounting (<i>Hotel Accounting 182</i>).....	4
Chemistry and Its Application to Food Preparation (<i>Hotel Administration 214-215</i>).....	10
Special Hotel Equipment (<i>Hotel Engineering 261</i>).....	3
Water Systems (<i>Hotel Engineering 262</i>).....	3
Public Speaking (<i>Speech and Drama 201</i>).....	3
Meats, Fish, and Poultry (<i>Hotel Administration 206</i>).....	3
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THE JUNIOR YEAR

Quantity Food Preparation: Elementary Course (<i>Hotel Administration 201</i>)....	4
Club Management (<i>Hotel Administration 222</i>).....	1
Modern Economic Society (<i>Economics 103-104</i>).....	6
Law of Business (<i>Hotel Administration 171</i>).....	3
Electrical Equipment (<i>Hotel Engineering 264</i>).....	3
Refrigeration and Air Conditioning (<i>Hotel Engineering 267</i>).....	3
Personnel Administration (<i>Hotel Administration 119</i>).....	3
Human Relations (<i>Hotel Administration 217</i>).....	2
Law as Related to Innkeeping (<i>Hotel Administration 172</i>).....	2
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Wines (<i>Hotel Administration 125</i>).....	1
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THE SENIOR YEAR

Labor-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>).....	3
Preliminary Programing (<i>Food Facilities Engineering 360</i>).....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>).....	3
Interpretation of Hotel Financial Statements (<i>Hotel Accounting 186</i>).....	2
Electives in the humanities.....	19
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*This program equals or exceeds the recommendations of the Club Managers Association of America.



PRACTICE REQUIREMENT

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

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

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

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

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 and tactics make every effort to expedite their practice work early. By working the full vacation periods of thirteen weeks and by filing extra reports it is possible to satisfy the practice requirements and to attend the final summer training camp.

Similarly students enrolled in the Navy Reserve Officers Training Corps who must make summer cruises should anticipate the practice requirements as much as possible.

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, persons of reasonable ability should have no difficulty in making arrangements.

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

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

Maitre d'Hotel, Mirror Lake Inn, Lake Placid, New York
 Auditor, C. I. Panagulias & Co., Pittsburgh, Pennsylvania
 Assistant to President, Seminole Hotel, Jacksonville, Florida
 Room Service Host, Southward Inn, Orleans, Massachusetts
 Night Auditor, Harbor Point Club, Harbor Springs, Michigan
 Assistant Manager, Spruce Mt. Lodge, Silver Bay, New York
 Chef, Windcliff House, South Haven, Michigan
 Bartender, Lake Placid Club, Lake Placid, New York
 Trainee, Sheraton Astor Hotel, New York City
 Assistant Manager, Howard Johnson's, Williamstown, Massachusetts
 Apprentice Chef, Plaza Hotel, New York City
 Manager, Fire Island Beach Club, Ocean Beach, New York
 Food & Beverage Controller, Shelburne Hotel, Atlantic City, New Jersey
 Information Clerk, St. Francis, San Francisco, California
 Chef, Big Wolf Club, Faust, New York

Food Checker, Skytop Lodge, Skytop, Pennsylvania
 Baker, Macomber Hotel, Cape May, New Jersey
 Night Auditor, Hotel Statler, Buffalo, New York
 Front Office Cashier, Chapman Park Hotel, Los Angeles, California
 Assistant Steward, Rochester-Sheraton, Rochester, New York †
 Dining Room Captain, Bermudiana Hotel, Hamilton, Bermuda
 Food Checker, Montauk Manor, Montauk, New York
 Kitchen Steward, Feather River Inn, Blairsden, California
 Storeroom Clerk, Waldorf-Astoria, New York City
 Desk Clerk, Green Mountaineer Hotel, White River Junction, Vermont
 Bellman, Sain's Hotel, Mt. Freedom, New Jersey
 Trainee, The Plaza (Hilton Hotels), New York City
 Traveling Auditor, National Hotel Co., Galveston, Texas
 Trainee, Howard Johnson's, Asheville, North Carolina
 Junior Host, Mountain View House, Whitefield, New Hampshire
 Assistant Food Manager, Memorial Hospital, Wilmington, Delaware
 Desk Clerk, Revere Hotel, Morristown, New Jersey
 Manager, Tennis Club of Rochester, Rochester, New York
 Inspector, Duncan Hines, Inc., Ithaca, New York
 Waiter, Statler Inn, Ithaca, New York
 Circuit Operator, Sheraton-Park Hotel, Washington, D. C.
 Manager, Dunes Club, Ocean City, Maryland
 Desk Clerk, Edgewater-Reef Hotel, Honolulu, T. H.
 Steward-Manager, Sodus Bay Yacht Club, Sodus Point, New York
 Restaurant Trainee, Van-de-Kamp's Restaurant, Los Angeles, California
 Assistant Manager, Westwood Country Club, Rocky River, Ohio
 Bellman, Cornwallis Inn, Kentville, Nova Scotia
 Hostess, Hulett's Hotel, Hulett's Landing, New York
 Room Clerk, Jackson Lake Lodge, Moran, Wyoming
 Catering Manager, McLure Hotel, Wheeling, West Virginia
 Bar Manager, Country Villa, Bushkill, Pennsylvania
 Assistant Steward, Lake Spofford Hotel, Spofford, New Hampshire
 Bus Boy, Hotel Syracuse, Syracuse, New York
 Secretary, Pocono Manor Inn, Pocono Manor, Pennsylvania
 Dining Room Captain, Lake George Club, Diamond Point, New York
 Cook, Bookbinder's Sea Food House, Philadelphia, Pennsylvania
 Houseman, Atlantis Hotel, Kennebunk, Maine
 Sales Representative, Hotel Statler, New York City
 Trainee, Imperial Hotel, Tokyo, Japan
 Cashier, John Bartram Hotel, Philadelphia, Pennsylvania
 Dining Room Captain, Mayflower Hotel, Akron, Ohio
 Desk Clerk, Atlanta Biltmore, Atlanta, Georgia
 Assistant Manager, Carr House, Wolfeboro, New Hampshire
 Voucher Clerk, Hotel Statler, Buffalo, New York
 Floor Steward, The Robert E. Lee, Winston-Salem, North Carolina
 Assistant Chef, Griswold Hotel, Groton, Connecticut
 Purchasing Steward, Hotel Cleveland, Cleveland, Ohio

EXPENSES

A DETAILED statement regarding fees and expenses will be found in the *General Information Announcement*, which will be sent on request. The fees, in comparison with those of state-supported institutions, may appear high. The student should bear in mind that he is investing four years of his life in his education and that he should match that investment with the best possible training.

Each term the student becomes liable on registration for:

Tuition*	\$600.00
College and University General Fee	112.50
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Total per term	\$712.50

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

HEALTH SERVICES AND MEDICAL CARE

These services are centered in the University's Gannett Clinic (out-patient department) and in the Cornell Infirmary (hospital). Students are entitled to unlimited visits at the Clinic; laboratory and X-ray examinations indicated for diagnosis and treatment; hospitalization in the Infirmary with medical care for a maximum of fourteen days each term and emergency surgical care. The cost for these services is included in the College and University general fee. On a voluntary basis, insurance is available to supplement these services. For further details, see the *General Information Announcement*.

SELF-SUPPORT

A study of student budgets suggests that a minimum of \$2,600 is necessary for the student meeting his yearly expenses in cash. 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 \$1,600 or \$1,800. Many earn more, but the sacrifice in time and energy and the drain on classroom work are heavy, especially the first year. Savings from summer earnings usually range from \$400 to \$1,200.

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

SCHOLARSHIPS AND OTHER AID

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

Financial aid is available from the general scholarship funds 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 Hotelman are also available.

APPLICATIONS

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

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

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

Prospective students are eligible also for a number of scholarships awarded by non-Cornell agencies. They are described on page 95.

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 the student's scholastic record as well as to his over-all promise.

SCHOLARSHIPS AWARDED BY THE SCHOOL OF HOTEL ADMINISTRATION

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

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

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

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

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

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

THE A. E. 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 a year. The award is open to a needy student who is a citizen of the United States and a resident of metropolitan New York.

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

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

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

THE HERBERT L. GRIMM MEMORIAL SCHOLARSHIP consists of the income from an endowment of approximately \$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 \$1,500 a year.

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

THE KOEHL, LANDIS, AND LANDAN SCHOLARSHIP is an annual grant of \$150 donated by the advertising firm of that name.

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

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

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

Another scholarship of \$100 is supported by an anonymous donor.

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

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

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

THE CORNELL HOTEL ASSOCIATION makes an annual donation of \$100 to support a scholarship in the name of that association.

THE FRANK A. McKOWNE SCHOLARSHIP, originally established by the School itself in memory of Mr. McKowne and in recognition of his many years of service as chairman of the Committee on Education of the American Hotel Association and as a trustee of the Statler Foundation, was endowed in 1952 by the Statler Foundation through a gift of \$30,000.

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

THE HOTEL ASSOCIATION OF NEW YORK CITY MEMORIAL SCHOLARSHIPS, established by that association as memorials to its deceased members, are of \$500 a year each and 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 ANHEUSER BUSCH SCHOLARSHIPS, supported by an annual donation of \$1,500 from Anheuser Busch, Inc., of St. Louis, consist of annual grants of \$500 a year.

THE BOSTON STEWARDS, a branch of the International Stewards and Caterers Association, donates up to \$400 a year for the assistance of students from the Boston metropolitan area.

THE ELLSWORTH MILTON STATLER SCHOLARSHIPS were established by the Statler Foundation (Trustees: Alice M. Statler, E. H. Letchworth, and Michael J. Montesano) 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 up to \$1,000 each, according to need.

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

THE INVITATION CLUB AWARD was created by a donation of \$500 from the Invitation Club of New York. It may be used to honor the senior who has shown the most improvement in his scholarship during his four years in the School of Hotel Administration.

THE PITTINGER SCHOLARSHIP was created by 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, consultant to the Statler Foundation and long-time friend of the School, in the name of his two sons, E. C. Callis, '42, and H. B. Callis, Jr. '49, is supported by the income from an endowment of over \$5,000.

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 ODENBACH SCHOLARSHIP is supported by annual grants by Fred J. Odenbach, for many years a leader in the hotel business of New York State. In the award, preference is given to needy students from the Rochester, New York, area.

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

THE HOWARD JOHNSON SCHOLARSHIPS, initiated in 1955, are maintained by annual grants from the Howard D. Johnson Company. The two scholarships each carry a stipend of \$500 and are awarded on the basis of promise and need, with preference given 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, H. A. Montague, President.

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

THE ARTHUR G. DAVIS MEMORIAL SCHOLARSHIP, supported by the National Association of Hotel and Restaurant Meat Purveyors, provides \$250 in alternate years.

THE HILTON HOTELS INTERNATIONAL SCHOLARSHIP of \$500 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 Aschafenburg who solicited contributions from friends and alumni.

THE SEAPAK SCHOLARSHIP of \$500 was established by the Seapak Corporation, J. Roy Duggin, President, for the benefit of students of demonstrated need and ability.

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

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

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

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

THE AL GREEN SCHOLARSHIP in the amount of \$1,000 was established by the Al Green Enterprises to aid needy and worthy students interested especially in restaurant work.

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

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

THE ATLANTA SCHOLARSHIP in the amount of \$500 a year is supported by annual donations from the Atlanta Trading Company.

THE GREENBRIER SCHOLARSHIP of \$1,000 a year is supported by an annual grant from The Greenbrier, White Sulphur Springs, West Virginia, Walter J. Tuohy, President, E. Truman Wright, '34, Manager.

THE ROBERT W. SAMSON MEMORIAL SCHOLARSHIP is maintained by annual grants from The 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 are raising a fund of \$10,000.

THE CLUB MANAGERS ASSOCIATION SCHOLARSHIP was initiated by a donation of \$200 from the Club Managers Association of America.

THE HERMAN B. SARNO SCHOLARSHIP was established by a gift from Mr. Sarno, President of the Associated Hotels Management Company, in the amount of \$1,500.

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

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

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

THE HUGH J. KEENAN SCHOLARSHIP was established, in memory of his father, by Walter H. Keenan of the Hotel Alpena, Alpena, Michigan, and is maintained by annual grants of \$1,000.

SCHOLARSHIPS AWARDED BY OTHER AGENCIES

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

THE TAYLOR SCHOLARSHIP FOUNDATION, Charles Taylor, President, awards "all-expense" scholarships to selected students of Greek descent. Details are obtainable from the Foundation at 50 Central Park South, New York 19, New York. Applications should be filed not later than March 1 of the year of admission.

THE H. J. HEINZ COMPANY presents each year to a qualified graduating high school senior a scholarship of \$1,000 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, 8 South Michigan Avenue, Chicago 3, Illinois.

THE STATLER SCHOLARSHIP FOR HAWAII was established by the Statler Foundation to encourage prospective hotel workers in Hawaii to seek university training in hotel administration. Applications should be filed not later than March 1 of the year of admission with W. H. Coulter, Box 2360, Honolulu 4, Hawaii.

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

GRANTS, PRIZE, AND ASSISTANTSHIPS

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

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

Upperclass students ranking high in scholarship are eligible for appointment as student assistants. These positions pay up to \$1,200 a year and represent excellent experience opportunities.

LOANS

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

Short-term loans in small amounts may be arranged through the secretary of the Cornell Society of Hotelmen, Associate Professor Robert Beck, 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.

SHORT SUMMER COURSES AND WORKSHOPS FOR EXECUTIVES

TO MEET the needs of those who are actively engaged in hotel or restaurant work but who may be able to spend a week or more in study, the School of Hotel Administration offers a series of short unit courses during the summer. One, two, or three weeks in length, they cover such topics as Hotel 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, Hotel Engineering and Maintenance, Hotel Housekeeping, and Hospital Operation.

Workshops for executives in the hotel, restaurant, and club industry are held at frequent intervals.

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



Workshops for hotel, club, and restaurant managers are held each year at the School of Hotel Administration. During the summer the School

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