

ANSWERING THE CHEF PROBLEM

The culinary school at The Greenbrier is one answer to the problem of where to find well-trained chefs

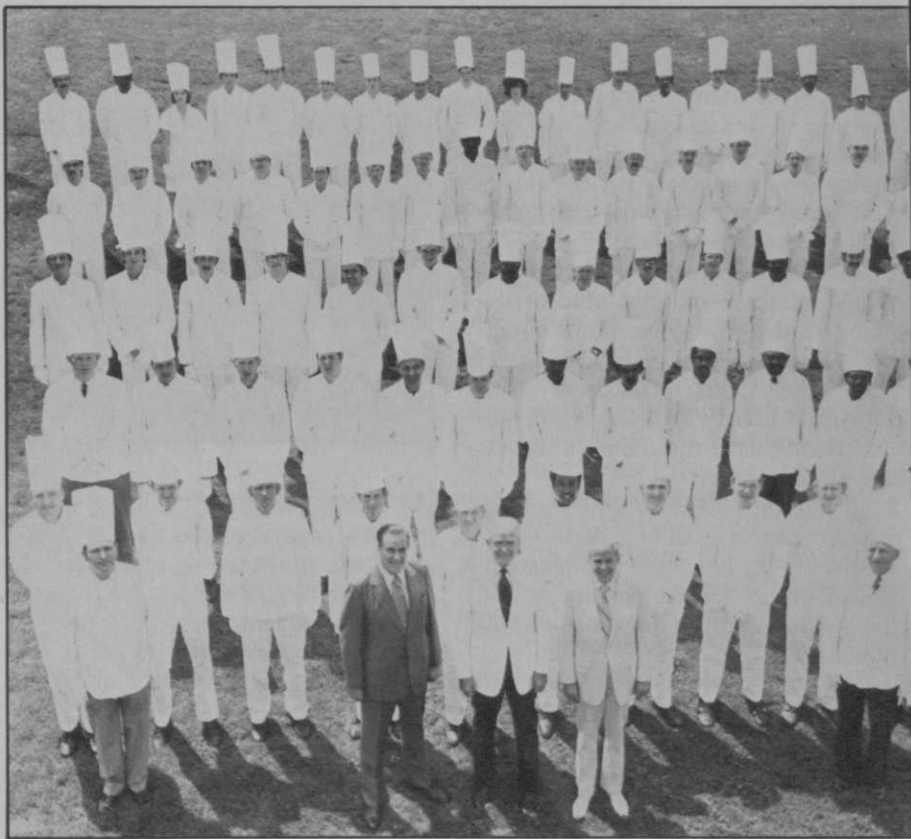
Along with good management, behind every profitable restaurant and club dining room is a good chef. But club managers and their association, more than ever before, have been struggling with the problem of where to find well-trained chefs.

Although not widely-known in the industry, the prestigious Greenbrier resort in White Sulphur Springs, W. Va., has been turning out highly qualified cooks, many of them potential chefs, since Hermann G. Rusch began his culinary school in 1957. Not only are the graduates expert in the culinary arts, but equally important, they are well-trained in the business side of kitchen economics. Here is one source to which the entire club industry can look in its search for chefs.

In 1957, Hermann G. Rusch, executive food director, with the support of E. Truman Wright, president and managing director, of The Greenbrier, decided that they would do something about the lack of trained cooks in this country. They would train their own, using the modern, gleaming Greenbrier kitchens for on-the-job training and the existing culinary staff as instructors. Thus, The Greenbrier Culinary Apprentice and Training Program was born.

The success of Rusch's brainchild is attestable by the extensive waiting list of fledgling cooks and would-be culinary masters and the high esteem in which the school is held by professionals already practicing in the field of culinary preparation.

Like the master-apprentice programs of Medieval Europe, the school stresses personal attention; the craft of cooking is passed on from teacher to



In front of last year's class are, left to right; Hermann G. Rusch, executive food director, E. Truman Wright, president and managing director, and Wesler T. Keenan, vice president and general manager.

student. With an enrollment of less than 40 students, this ideal can be made practicable. The analogy is carried further: each student is given free room and board and an hourly wage (which equals at least the Federal Minimum Wage requirements) on acceptance. No tuition is charged.

Seated in his office at The Greenbrier, surrounded by a tapestry of culinary awards from around the world, Swiss-born Rusch talks about his grand vision:

"Reading a good menu should make you hear a symphony, make you see a painting or hear a drama, and then it will raise the sum total of contentment and of the joy of living. One must be precise in calculation, if one is to excel in this art, which means the conscientious preparation of the simple food of everyday life or the more skillful concoctions of idle feasts and rare dishes. Planning menus is a creative process in which the culinarian puts all his soul, art and culinary knowledge in order to attain from

available ingredients a masterpiece worthy of presentation at the table. Its object can conceivably be no other than to increase the happiness of mankind."

Ideal? Yes, but idealism tempered by the discipline of a strict curriculum that was developed by a committee of men, selected by Rusch. These men had trained as apprentices in the finest hotels in Europe, where cooking is the highest art and service is a tradition hammered out of centuries of practice.

The training period for Greenbrier's students depends upon previous experience. For students who have attended the Culinary Institute of America, the training period is 27 months. Students who have attended vocational schools train for at least three years, and for high school students with no experience, the training period lasts from five to seven years, depending on an individual's ability.

Qualifications for acceptance, taken from the Culinary Manuscript, are as follows:

continued

CHEF PROBLEM continued

"Applicants must be 18 years or over, high school graduates, with culinary school training or comparable schooling desirable. High standards of health, personality (appearance and bearing) as well as character and personal habits must be met. He must, during the introductory period, evince a desire to learn and work effectively with his associates. Note:

1. An introductory, probationary period of three months; student decides in day-to-day working conditions, his own fitness and liking for such a demanding profession. It affords the Culinary Professor the opportunity to observe the trainee's success and qualities.

2. A rigorous, all-embracing two-year working course in all food departments leading to a 'practical' examination. Should he not receive passing grades, the student is given six months additional training.

3. Apprentices receive room and board. They are paid a basic salary for the first 12 months, with an increase for the final 15 months. An annual vacation of two weeks, with pay, is conveniently scheduled.

"The culinary apprentice, upon completion of his Greenbrier course, will have received training in both theory and practice in all phases of his profession. As his training progresses, there will be the essential classes in the mathematics of food buying, food storage and preservation, in the estimating of portion and meal costs, payroll control and other pertinent details. Naturally, his basic training will start with the fundamentals. . ."

Mathematics also enters into the study of nutrition, another Greenbrier classroom study. How far a student goes is determined by his ambition, skill and work habits. For a student who prefers the creative work of culinary performance in its various forms, the "undesirable" features of the trade are taken in stride. Hours are not the usual office hours, although larger establishments have a regular schedule. Vacation periods may have to be scheduled when business permits.

"The culinary apprentice shall be given such instructions and experience in the various culinary trades as will enable him to qualify as a competent chef. The apprentice will be transferred from one station to another following the schedule specified by the instructor.



An idyllic setting for a school (top photo); this, the north entrance of The Greenbrier Estate. Equestrians start at the colonnaded entrance for one of the breathtaking riding trails. Part of the students' training at The Greenbrier's



school for chefs (bottom photo) includes making many different kinds of breads. All culinary activities are conducted in the modern kitchens of The Greenbrier and under the supervision of experienced, senior chefs.

"The stations, their duties and functions, are listed below.

SAUCIER—Preparation of daily entrees, sauces, boiled, braised, potted and baked dishes. The glandular meats, spices, herbs and seasoning.

GARDE-MANGER (Cold Meat Man)—Garnishing, breading, buffet decorations, hot and cold canapés, sandwiches, appetizers, ice carving and ornamental work. Making paté, gelatin, and terrines.

BUTCHER—Meat cutting and preparation of poultry and fish, making stuffings, meat-paté, gelatin, paupiettes and brin.

ROAST—Roast meats and poultry. Makes the stuffing for turkey, duck, chicken and natural gravy.

BROILER (Grillardin)—Broils meats, poultry and fish. Prepares bacon, Virginia and York ham, sausage cakes, deerfoot sausages for breakfast.

FRY—Makes the egg dishes, cheese dishes, croutes, vegetable plates, pancakes, onion rings, fried potatoes.

SOUP—Make all the soups; cream, clear and puree. Makes the soup stock,

gravy, stock fish fands, cooks all seafood, lobster, shrimps, blanches sweetbreads and makes cheese croustons.

VEGETABLE—Cooks all vegetables and potatoes.

SALAD PANTRY—Makes all salads, combination and special. Cuts the fruits for breakfast, lunch and dinner. Squeezes oranges for juice and serves all compotes, jellies, butter and relishes.

TOAST PANTRY—Serves the bread, pastry, ice cream, cookies, cheeses, puddings and boiled eggs. Makes sandwiches, lunch boxes and dry buffet.

BAKING—Baking the various breads required at the hotel. Careful weighing, measuring of the ingredients used in various doughs; biscuits, muffins, French bread, rolls, English bread, raisin, rye, pumpernickel, Danish, doughnuts, coffee cakes, honey, Porterhouse and many more.

PASTRY—Production of the various types of cakes, cookies, pastries, puddings, charlottes. Prepares the fill-

continued on page 48

TORO, SPARTAN AID STUDY OF SHADE-TOLERANT GRASSES

EAST LANSING, MICH.—A joint grant of \$4,000 was presented by The Toro Company of Minneapolis and Spartan Distributors, Sparta, Mich., to Dr. James B. Beard to help further investigations of turfgrass shade adaptation.

Beard, who will head a six-man research team at Michigan State, said the investigations should greatly speed up the process of turfgrass breeding for shade adaptation, eventually benefiting the professional turfman and the homeowner.

Warren Schut, Spartan's president, praised Michigan State's outstanding turf program and its leadership in training turf specialists and in promoting the growth of healthy grass. Representing Toro at the ceremony was Dr. James R. Watson, vice president and chief agronomist.

TRUE TEMPER EXPANDS AMORY PLANT

CLEVELAND—True Temper Corp., a member of Allegheny Ludlum Industries, Inc., announced that the company was beginning construction of a major addition to its present installation at Amory, Miss. Total expenditures were estimated in excess of \$4.5 million and would include a 69,000-square-foot building expansion and new equipment for the processing of tubular steel and aluminum products. The new addition, a spokesman said, would increase the annual capacity of the total Amory installation by about 50 per cent. The major products produced at that plant are golf shafts, tennis racket frames and shafts for ski poles.

QUESTOR NET EARNINGS DOWN; SPALDING SALES UP

TOLEDO, OHIO—In its recently-released annual report, Questor Corp. reported net sales of \$366,497,000, a 9 per cent increase over 1972's net sales of \$335,259,000. Net earnings, however, reflected the problems of inflation: higher material and interest costs; material shortages, and Federal price controls. These factors were a major reason for the earnings decline of 22 per cent, from \$14,357,000 in 1972 to \$11,125,000 in 1973, said the report.

The recreational products group, the

Spalding Div., accounted in 1973 for 30.6 per cent of the total net sales figure. (This is second only to the automotive division's 46.9 per cent.) Its net sales for 1973 came to \$112,322, representing a 24.06 per cent increase over the 1972 figure of \$90,538. The four sports comprising the Spalding Division are tennis, billiards, skiing and golf. In the report the Top-Flite golf clubs and balls were singled out as a "continuing success story." The sales of Top-Flite balls, the report went on, exceeded forecasts for the second consecutive year, doubling capacity in 1973 and necessitating further additions for this year.

GRAFFIS CUP TO GO TO SECTION GIVING MOST TO NATIONAL GOLF DAY

LAKE PARK, FLA.—A perpetual trophy honoring the PGA section that contributes the most dollars on National Golf Day has been named the Herb Graffis Cup. Graffis, who with his brother Joe founded GOLFDOM 48 years ago, has been associated with the golf industry for half a century. He co-founded the National Golf Foundation, also with his brother Joe, and still serves on its board. He conceived and was the principal founder of National Golf Day in 1952, serving as an early chairman. He was also president of the National Golf Fund, the dispersing agent for monies generated by golf's only national fund-raising event, from 1966 to 1971, and still is on the board.

National Golf Day has been an event to which Graffis has lent generously of his talent, his energies and his vision. In so honoring him, this charitable event honors itself.

PROFESSIONAL GOLF REPORTS RECORD SIX MONTH EARNINGS

CHATTANOOGA, TENN.—Sales for the first six months of fiscal 1974 according to a report issued by Professional Golf Company, were \$9,300,000, up 39 per cent, from the first six months of fiscal 1973. Pre-tax profits were up 39 per cent. Earnings per share increased from \$.13 in 1973 to \$.18 in 1974.

Citing strong acceptance of all product lines as the reason for the increase, the company indicated that business continued to show strong gains into the third quarter, with profit margins rising despite increasing costs.

CHEF PROBLEM *from page 46*

ings, pie, custard puddings and sauces. Makes puff paste for patty shells, Napoleon Diplome, Peusians. Makes Berliner, Kugelhoph, Parisian Rings, Babas, French pastry, Viennese pastry, The baked Alaska, cherries jubilee, chocolate, omlettes, bacherin for parties. Decorates wedding cakes, birthday and anniversary cakes. Makes sugar baskets, ornaments and carves ice pieces.

STEWART—Canapés, buffet setups, barbecue, snacks and steak party setups. Food, china, glasses and silver. Regulates the schedules for the catering.

SUPERVISOR OF DISHWASHING—Supervising the cleaning of glass, china and silverware and distributing same in the Culinary Department.

STOREROOM—Issuing dry goods, vegetables, fruits, cheeses, dairy and pricing the requisitions.

FOOD CONTROL AND COST ANALYSIS—Controlling inventory, figuring daily food percentages and checking the daily purchases.

MENU MAKING—Menu variations for daily, special, banquets and receptions."

As might be expected, the graduation ceremonies, held every three years, are spectacular. Over 400 culinary show-pieces are displayed beneath crystal chandeliers in the elegant dining rooms. They are judged and graded by some of the world's most outstanding chefs and culinarians, who seem to approach their duties as judges with the utmost relish.

At the most recent graduation, which was held last November, Louis Bartenbach, vice president of La Société Culinaire Philanthropique and experimental chef/General Foods, delighted the young graduates by proclaiming that he had "never seen such a display. It is absolutely fantastic! Every minute detail is the design of a master."

Julia Child and her husband Paul were also among the visiting culinary experts. Never at a loss for words, the indomitable Mrs. Child exclaimed, "A spectacle like this upgrades the chef's profession," adding that she considers the Greenbrier's program a "finishing school for chefs where they learn to present what they cook."

Jack Sullivan, executive chef of the Disneyland Hotel and chairman of the board of the American Culinary Fed-

CLASSIFIED

BUSINESS OPPORTUNITIES

GOLF BOOM IN GERMANY. Need capital for first public Driving Range-Golf Course; Development assured! Equipment sales included in profit! Write % DONALD FIEBING, 11051 Meads Ave., Orange, Calif. 92669.

GOLF COURSES: Want to buy or sell a golf course? Our business is exclusively with golf courses. McKAY Realty—GOLF AND COUNTRY CLUB PROPERTIES. 15553 N. East St. (U.S. 27), Lansing, Mich. 48906.

USED GOLF CARS FOR SALE

USED GOLF CAR CLEARING HOUSE.

We have every make and model golf car in stock. If we don't have the golf car you want we will get it. Write or call collect for the golf cars of your choice. As is or reconditioned. Any quantity at the lowest possible prices and we handle the freight. NEDA Northeast Dealers Association. 420 Penn Street, Spring City, Pa. 19475. (215) 935-1111.

JOBS WANTED

P.G.A. PROFESSIONAL available. Thoroughly experienced all phases. Excellent player, teacher, promoter. Consider Pro-Superintendent. 20 years experience. Age 40, married. (517) 723-6595.

ARE YOU LOOKING FOR A GOLF PROFESSIONAL? ONE WHO WILL SAY "GOOD MORNING" TO YOUR MEMBERS? BE COURTEOUS AND HELPFUL TO MEMBERS AND GUESTS? NOT A PRIMA-DONNA? AN EXCELLENT TEACHER AND PUBLIC RELATIONS MAN? INTERESTED IN JUNIOR GOLF PROGRAMS AND ALL CLUB ACTIVITIES? IF YOUR ANSWER IS YES TO ALL THESE QUESTIONS, HIRE A "SMILE" IN YOUR PRO SHOP. CLASS "A" PGA MEMBER WITH OVER TEN YEARS EXPERIENCE IN ALL PHASES OF GOLF AND RELATED OPERATIONS. PRESENTLY EMPLOYED IN FLORIDA AS GOLF DIRECTOR AT A PRIVATE COUNTRY CLUB. SEEKING NEW EMPLOYMENT OUTSIDE FLORIDA. ALL INQUIRIES ANSWERED. WRITE BOX 702 % GOLFDOM.

WANTED—DISTRIBUTOR for Fine Quality Italian Leather Golf Gloves. Write Box 704 % GOLFDOM.

GOLF EQUIPMENT-NEW

GOLF CAR TIRES. Absolutely supreme quality. Toughest, heaviest tire ever made. Money returned if you don't agree. 18x8: 50x8 or 18x9: 50x8 Rib, \$10.00. Traction \$10.50. Tubes \$3.95. NORTH WEST SALES, 931 MacKenzie, Sunnyvale, CA 94087.

MISCELLANEOUS

TIRES: GOLFCART—ARMSTRONG FIRST QUALITY. 18x850x8—\$11.55. 18x950x8—\$11.95. 650x5—\$9.90. 800x6—\$11.35. Quantity discount for 12 or more. Other sizes available. Net, FOB. PUBLIC SERVICE TIRE, 100 Sweenydale Ave., Bay Shore, N Y 11706.

FOR SALE—good used Golf Balls for Practice Range (striped red). RAVEN GOLF, 6148 Thornycroft St., Utica, Michigan 48087. Tel.: 313-731-3469.

GOLF CAR TIRES First line 18x8.50-8, \$14.95, 18x9.50-8, \$15.25. Send for our complete tire line. Subject to mfgs. increase. GOLDEN TRIANGLE SPORTS, INC., 6317 Library Road, Library, PA 15129. Phone (412) 835-6898.

BRAND NAME Practice Balls excellent for tournaments or Invitationals. Free sample on request. RAVEN GOLF, 6148 Thornycroft, Utica, MI 48087.

REAL ESTATE

FOR SALE: 18 Hole Public Golf Course 6800 yards—72 Par—All Watered—Clubhouse—Swimming Pool—Driving Range—Living Quarters—Electric Carts—all maintenance equipment—increasing tourist potential—located on main Highway in Southeastern States—Negotiable Term—Low Interest. Write Box 703 % GOLFDOM.

GOLF COURSE—Nine Hole, grass greens, automatic water to greens and tees, ten acre natural lake, Kansas City area. \$135,000. Write Box 701 % GOLFDOM.

18 HOLE GOLF COURSE located in North Central Ohio. Clubhouse, Pro-Shop, 3 Bedroom residence, Recreation Building, Storage & Repair Building. 191 acres of which 50 acres is available for development. All mowing and maintenance equipment in excellent condition, 18 new golf carts. Tees and Greens watered, 2 large lakes. Excellent investment at \$470,000.00 Terms available. Respond to: WILFORD & CUMMINGS REALTY, P O Box 67, Avon, Ohio 44011. Ph. (216) 934-6145.

WAGE from page 44

full; 2) home address, including zip code; 3) date of birth, if under 19; 4) sex and occupation; 5) time of day and day of week on which the employee's work week begins; 6) regular hourly rate of pay in any work week in which the overtime premium is due; 7) daily and weekly hours of work; 8) total daily or weekly straight time earnings; 9) total overtime compensation for the work week; 10) total addition to, or deduction from, wages paid each pay period; 11) total wages paid each pay period, and 12) date of payment and pay period covered by payment.

Further questions on minimum wage may be answered by consulting the Wage and Hour Division of the Department of Labor or by writing the National Club Assn. for its monograph, "The Wage and Hour Law in Private Clubs." □

CHEF PROBLEM from page 48

eration, told the graduates, "For 20 years I've been hearing that chefs are no longer needed—that all food preparation will be done in factories hundreds of miles away. But the fact is, the demand for trained chefs is greater today than ever before."

His statement was underlined by Vincent Coyle, past president of the Société des Amis d'Escoffier, who stated, "There has been a dearth of club chefs over the years. Although not everyone can become a master chef, there will be a need for several thousand new personnel and hundreds of chefs each year for the next 10 years."

The smiling faces of the graduates reflected their pleasure in being among the world's most sought-after professionals. Their predecessors have chosen positions in country clubs, restaurants, vocational schools, private service—a few even opened their own restaurants and clubs. Many, of course, have stayed at The Greenbrier and are now helping conduct the training program. None, as far as The Greenbrier can determine, are unemployed.

The waiting list for applicants is just about as long as the waiting list for graduates, but The Greenbrier Culinary Apprentice Training Program is alive and well in West Virginia. You might try them the next time your club dining room needs a good chef. Their menus might cause your customers to sing Hallelujah. □