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 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:

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"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 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-pâté, 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 fonds, cooks all seafood, lobster, shrimps, blanches sweetbreads and makes cheese crotons.

VEGETABLE—Cook 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; bisquits, 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-
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 benefitting 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 agricultor.

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 GOFDM 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.

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STEWARD—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-

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full; 2) date of birth, including zip code; 3) date of hire, 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."