

There are exceptions. Mrs. Helen Gilligan Finn (she would rather be called Mrs. than Ms.) is the head professional at the Douglaston GC in New York City. She sells merchandise, rents carts, runs (with her husband's help) the operations of the pro shop, which she leases from the city, and gives lessons—an average of 12 a day during the warm months.

In New York City where the woman's liberation movement is so strong an influence that some giant corporations now have quotas for female executive positions, one would think that Mrs. Finn had carried the banner of women's rights to every pro shop in the New York metropolitan area.

"Equality, hell," she says, "I come in often at five o'clock in the morning on weekends in the summer and often don't leave until after eight o'clock at night. I'm sure most of the other pros with city courses put in the same hours. Sure I'd like to see more women in the pro shop. I think it

would be good for women golfers and men golfers."

Mrs. Finn never has marched in parades, never been to a rally supporting women's rights; she wears no buttons reading, "Women Now!" and if asked who Kate Millet was she'd probably inquire if she were on the staff of Wilson or Spalding. Mrs. Finn would much rather talk about Ben Hogan and how he contributed to the modern golf swing.



PHOTOS BY PER-OLOF ODMAN

"I wouldn't be a golf pro if it weren't for men. Everything I know about golf I know from men," she says. "Although I had become a member of the LPGA, I never seriously thought about being a head professional. Golf had always been a refreshing game to me. But when I and about several hundred other school teachers were let go, a pro I'd known told me there was an opening here at Douglaston and I should apply. I did. I mailed my application and then went for an interview. There were seven of us—six men and me. A man from the parks commission looked at us and then said, 'A woman, my God, are we going to be in trouble if we don't hire her. Women's Lib will be down on us.'"

After more than 80 years of municipal golf in New York City, of which there are 13 regulation courses operated by the Parks Commission that total more than 1,752 acres and get more than 750,000 rounds of play annually, this is the first time a woman

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Would-be male golfers show no more reticence in learning the rudiments of the game from Helen Finn than in buying the accouterments of the game from her.

NEW RYAN REN-O-THIN

You're looking at a unique machine built to catch the thatch it removes. The Deluxe Ryan Ren-O-Thin. Our all-new, professional model power rake with optional catcher attachment.

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New Minimum Wage: HOW WILL IT AFFECT CLUBS?

With the signing of S 2747 (the Fair Labor Standards Amendments of 1974) into law, golf clubs were presented with an new set of payroll problems. These include a new minimum wage scale, new regulations for overtime and new restrictions on student employment.

The original law, the Fair Labor Standards Act of 1938, has been frequently amended since that date; most importantly in 1949, in 1961 and in 1966. Each new set of amendments has brought more and more of the club industry under the act.

Past experience has shown that the act and its amendments are very easy to violate unknowingly. Clubs should reevaluate their employment and payroll practices in the light of the new amendments in order to save dollars in the future; even an unintentional violation can bring severe penalties.

WHO IS COVERED?

You were covered under the 1961 amendments if your club's gross income was over one million dollars or if your club was engaged in interstate commerce. Further, if any individual employee was engaged in producing goods, transporting them across state lines or communicating with non-resident members living in other states, that person was considered to be engaged in interstate commerce and was covered whether or not the club was subject to the law.

Clubs were covered by the 1966 amendments if they grossed between \$250,000 and one million dollars, whether or not they were engaged in commerce.

New dollar volume coverage. The 1974 amendments set new dollar volume ceilings for clubs grossing less than \$250,000 as follows: 1) Effective January 1, 1975, the ceilings are reduced to \$225,000; 2) effective January 1, 1976, the ceilings are reduced from \$225,000 to \$200,000, and 3) effective January 1, 1977, the dollar volume exemption will be repealed.

WHAT IS GROSS INCOME?

The Wage and Hour Division of the

This economic broadside fired from Washington promises new burdens on the already swollen club labor budget

by KEN EMERSON

EXECUTIVE DIRECTOR
NATIONAL CLUB ASSN.

Department of Labor has defined a club's gross income as including the following: initiation fees; direct charges for use of club facilities; food and beverage sales or charges; athletic or sporting rental fees; lodging and valet charges; membership dues and assessments paid as a condition of continued membership, and fees paid by members to club professionals, whether or not accounted for to the club.

It should be noted that under this definition golf lessons and golf shop sales must be included in the club's gross income, even though they may not be directly reported to the club.

MINIMUM WAGE RATES

Those clubs covered by the 1961 amendments to the Fair Labor Standards Act will increase minimum wages on the following scale: 1) to \$2 an hour after May 1, 1974; 2) to \$2.10 an hour beginning January 1, 1975, and 3) to \$2.30 an hour beginning January 1, 1976.

Those clubs covered by the 1966 and 1974 FLSA Amendments will be subject to increases on the following scale: 1) \$1.90 an hour after May 1, 1974; 2) \$2 an hour beginning January 1, 1975; 3) \$2.20 an hour beginning January 1, 1976, and 4) \$2.30 an hour beginning January 1, 1977.

OVERTIME PAY

With one exception, all club employees are covered by Section 7(a) of the law, which requires that clubs pay one and one-half of the regular rate of pay for all hours in excess of 40 per work week. Many clubs, however, have taken advantage of Section 13(b) (8), which exempted the food and beverage

employees of the club from overtime rates.

The 1974 amendments alter this section as follows:

Beginning May 1, 1974, food and beverage employees must be paid time-and-a-half for over 48 hours work in any work week.

Effective one year after that, May 1, 1975, overtime rates shall be paid after 46 hours.

A year later, May 1, 1976, overtime rates must be paid after 44 hours, and the following year, commencing May 1, 1977, the overtime exemption will be repealed entirely.

The "regular rate" of pay upon which overtime is based may be higher than the minimum wage, but it cannot be less. The "regular rate" includes all remuneration except gifts, discretionary bonuses, payments made toward cash profit-sharing or savings plans, payments for unworked time, traveling expenses and like payments, daily or weekly overtime, premium pay when it is equal to time and one half for nonscheduled work days and suggestion awards.

The regular rate for an employee paid solely on an hourly basis is the employee's hourly rate. Not less than one and one-half times this rate must be paid to covered employees after 40 hours of work in a work week.

For the employee who is paid a salary for a specified number of hours a week, a "regular rate" is obtained by dividing the weekly salary by the specified number of hours. One-half this rate is due to the employee for each hour over 40, up to the specified number of hours, after which time one and one-half the regular rate is due.

If a salary is paid as straight time pay for whatever number of hours are worked in a work week, and is large enough to provide pay at or above the minimum wage rate for the longest week reasonably expected to be worked by the employee, the regular rate is obtained by dividing the salary by the total hours worked each week. One-half this rate is due for all hours worked in excess of 40 in the work-week.

continued

MINIMUM WAGE continued

If a salary is paid on other than the weekly basis, the weekly pay must ordinarily be determined in order to compute the regular rate and the overtime pay. Example: if the salary is paid for half a month, it should be multiplied by 24 and the product divided by 52 to get the weekly equivalent. A monthly salary should be multiplied by 12 and the product divided by 52.

Note: The Fair Labor Standards Act does not require premium pay for Saturday, Sunday or holiday work, as such, or vacation, severance pay or a discharge notice.

TIPPED EMPLOYEES

New restrictions have been placed on Section 3(m) of the Act, which regulates the amount of tips that may be applied to the minimum wage. Under the new amendments, the law continues to permit tips to count for an amount of up to 50 per cent of the applicable minimum wage rate, but now requires that such employees must be informed by the employer of the provisions of the law and permits the tip credit only when all tips received by such employees are retained by them. The amendment does not, however, prohibit the pooling of tips among employees who have customarily and regularly pooled their tips in the past.

GOLF PROFESSIONALS

Golf professionals are generally not considered independent contractors of the kind referred to in Section 3(r) by the Department of Labor. Such independent contractors are limited to those who perform related activities for an enterprise as distinguished from those who perform such activities as *participants* in an enterprise.

The golf professional however, will usually qualify for an executive exemption under the law. However, in most cases, his employees, including his assistants, would be covered under the act to the same extent as other employees of the golf club.

CADDIES

Golf course caddies are usually engaged to serve the needs of particular players for substantial periods of time, and their services are generally directed by, and are of a most immediate benefit to, the player himself. Arrangements vary from player to player

and from club to club, but the player, in one way or another, is expected to pay for the services rendered to him by the caddie. Because of these circumstances and the lack of applicable judicial guidance, the Wage and Hour Division is not presently asserting that caddies are employees of the golf course operator: this is an opinion that could change in the future should circumstances warrant it. However, caddies would not qualify for the exemption in cases where they are engaged by the club to perform such duties as maintaining greens, golf shop, or locker room. In such cases, an employment relationship would be considered to exist, and the operator would have to pay the caddie in accordance with the minimum wage and overtime pay requirements for the hours spent in such activities.

EQUAL PAY PROVISIONS

Under the equal pay provisions of the act, an employer may not discriminate on the basis of sex by paying employees of one sex at rates lower than he pays employees of the opposite sex, in the same establishment for doing equal work on jobs requiring equal skills, effort and responsibility when the work is performed under similar conditions.

Wherever a state law requires that a woman must be paid daily overtime, the same requirement applies to a man in the same job.

EMPLOYMENT OF STUDENTS

Section 14 of the Act has been amended by the 1970 law to restrict a club's ability to employ full-time students. The new amendments stipulate that such full-time students may be paid a minimum wage of \$1.60 an hour or 85 per cent of the current minimum wage, whichever is higher. With the exception of vacation periods, full-time students working at the special minimum wage rates must be employed on a part-time basis and cannot work more than 20 hours in any one work week.

In addition to the limitation on individual hours, the amendments also place regulations on the total number of students who may be employed by a club and the total number of student hours worked.

Clubs employing up to four full-time students. A club may employ up to four full-time students at the special rates without regard to the proportion

of student hours of employment to the total hours worked by all employees of the club. However, in order to employ even these four students, the club would have to certify to the Secretary of Labor that their employment will not reduce the full-time opportunities of non-student employees.

To employ more than four full-time students, the club must now secure a special certificate from the Department of Labor and adhere to certain restrictions on the total number of student hours worked.

Clubs covered prior to the 1974 amendments can take the greater of the following:

1) Proportion of student hours of employment to the total hours of employment of all employees during the preceding 12 months.

2) The maximum proportion for any corresponding month of student hours of employment to the total hours of employment of all employees at any time before the effective date of the 1974 amendments.

3) A proportion equal to one-tenth of the total hours of employment of all employees in the club.

In the case of a club that has not been covered before the 1974 amendments, it may select one of the following three, whichever is greatest:

1) The proportion of hours of employment of students in the club to the total hours of employment of all employees for the corresponding month of the 12-month period immediately prior to the effective date of the amendments.

2) The proportion of student hours of employment to the total hours of employment of all employees of the club for the corresponding month of the immediately preceding 12-month period.

3) A proportion equal to one-tenth of the total hours of employment of all employees of the club.

RECORDS

The Fair Labor Standards Act requires that certain records be kept by every employer, but does not spell out any particular form of records. Most of the required information is of the kind that clubs usually keep in ordinary business practices and in complying with other laws and regulations.

Some of the specific record-keeping items required by the regulations are the following: 1) name of employee in

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ANSWERING THE CHEF PROBLEM

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

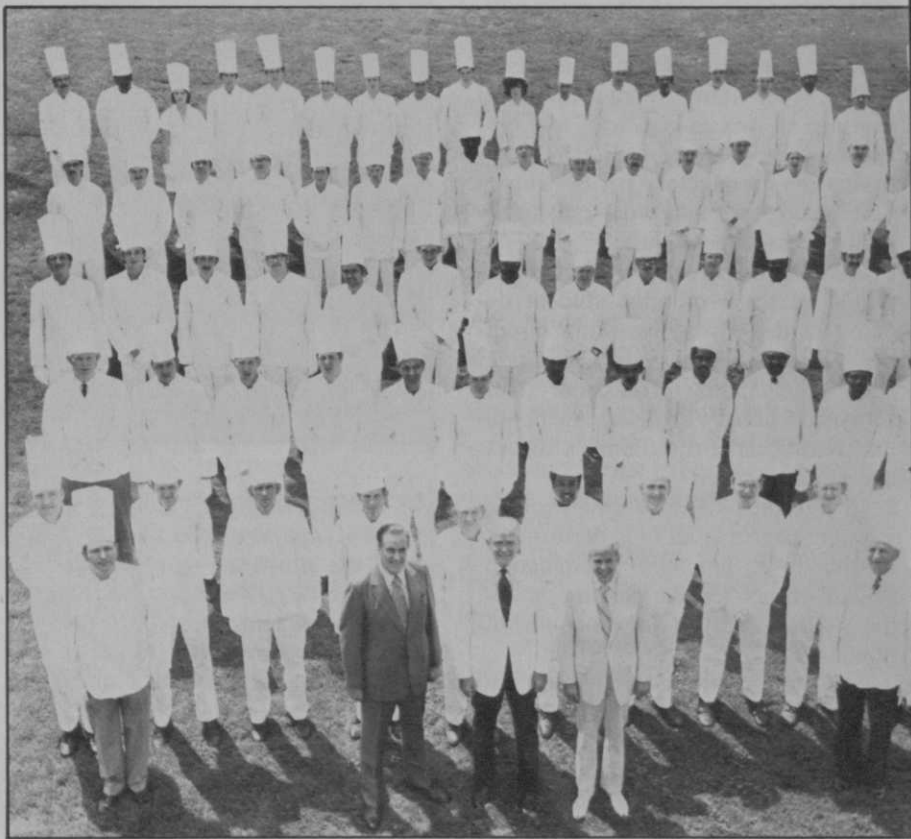
Along with good management, behind every profitable restaurant and club dining room is a good chef. But club managers and their association, more than ever before, have been struggling with the problem of where to find well-trained chefs.

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 croutons.

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-

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NEWS OF THE INDUSTRY

Fourteen Firms Named in 'Pro Only' Suit

CHICAGO—A major sporting goods retailer here has filed an \$8.4-million suit in United States District Court against 14 manufacturers for allegedly being denied access to "pro only" lines of golf equipment. The plaintiffs, Morris H. Mages and Laurence Mages, who operate sporting goods businesses under the names of Morrie Mages Sports, Morrie Mages Sports, Inc., and M. M. Winder Sports, Inc., claim that the manufacturers' alleged restrictive merchandising policies have cost them an annual loss of \$280,000, with a capitalized value of \$2.8 million, for which they are entitled to treble damages.

Reading like "Who's Who in Golf," named in the suit were: Acushnet Sales Company, Brockton Footwear (manufacturers of Foot-Joy shoes), Brunswick Corp. (parent firm of MacGregor), Burton Golf Company, Dunlop Tire and Rubber Corp., Charles A. Eaton Company, Hillerich & Bradsby, Karsten Mfg. Company, Professional Golf Company (manufacturers of the First Flight and Arnold Palmer lines), Ram Golf Corp., Spalding Sales Corp., Uniroyal Inc., Victor Comptometer Corp. (parent firm of the Victor Golf Company), and Wilson Sporting Goods Company.

The Mages' suit charges that the defendants "have knowingly and unlawfully combined, conspired, agreed, and have entered into a tacit understanding, together and with each other,

as well as with other persons, organizations, and/or associations, including, but not necessarily limited to, members of The Professional Golfers' Association of America, to unreasonably restrain the trade and commerce of golf equipment, and to monopolize for the golf professional, the said trade and commerce of golfing equipment, and to protect the golf professional from competition, all in violation of . . . 'The Sherman Act.'"

The case has been assigned to Judge Bernard M. Decker of the U.S. District Court for the Northern District of Illinois, Eastern Division.

GOLFDOM noted in its November/December 1973 issue (page 71) that the charges in this case would be "similar to those involved in the Golf City, New Orleans, litigation." In fact, co-counsel for the Mages case is Henry L. Klein, the attorney representing Golf City in New Orleans. He shares duties on the Mages case with Chicago attorney Stanley P. Sklar.

The three-year-old Golf City case is due to come to trial between October 14 and October 31 this year. Of the original 14 defendants named in the suit, remaining in the case are: Charles A. Eaton Company, Hillerich & Bradsby, Ben Hogan Company, Karsten Mfg. Corp., Irving King, Professional Golfers' Assn. of America, Uniroyal and Wilson. The other companies settled out of court and were dismissed from the suit.

ASSOCIATION OF CLUB EXECUTIVES FORMED

DEERFIELD, ILL.—A new association, The International Assn. of Club Executives, has been formed to improve the

professional status and performance of club management.

According to temporary chairman and former Club Managers Assn. of America president, G. V. Marlatt, the

association will provide an excellent centralized medium for the exchange of information and ideas within the international club management industry.

Qualifications for membership include four years experience in professional club management at the time of the membership application and approval of an existing club managers association in the applicant's native country.

Subscription for American membership will be \$100 a year; however, the various associations around the world will be asked to subscribe an amount at their discretion to help the fledgling organization get started.

Interested persons are asked to contact the temporary chairman, G. V. Marlatt, 435 Deerfield Rd., Deerfield, Ill. 60015. Charter memberships will be closed out at a forthcoming meeting in February, in Vancouver, B.C.



Paul R. MacDonald (right), vice president, Sports Division, Dunlop Tire & Rubber Corp. of Buffalo, N.Y., was recently elected a member of the board of directors of the National Club Assn. On hand for MacDonald's election was New York Republican Congressman Jack F. Kemp (left), who discussed legislative and legalistic matters pertaining to the private club industry at the association's annual convention in Washington, D.C.

continued

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 Diplomate, 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.

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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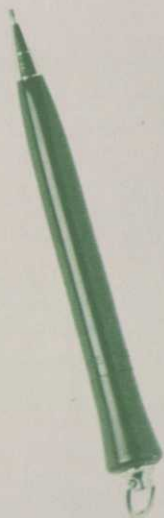
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Gary Player

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