A STUDY OF THE ACADEMIC PREPARATION, PRACTICAL TRAINING AND RECRUITMENT OF FOOD SERVICE DIRECTORS IN SEVENTH-DAY ADVENTIST COLLEGES AND SECONDARY SCHOOLS IN THE UNITED STATES AND CANADA

Thesis for the Degree of M. A.

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Josefina Consul-Trinidad

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by

Josefina Consul-Trinidad

AN ABSTRACT

Submitted to the School of Advanced Graduate Studies of
Michigan State University of Agriculture and Applied Science
in partial fulfillment of the requirements
for the degree of

MASTER OF ARTS

School of Hotel, Restaurant, and Institutional Management

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Approved by _____

Josefina Consul-Trinidad

Institutional food services are at present confronted with the problem of recruiting better trained and academically qualified food service directors. Since the Seventh-day Adventist denomination operates institutional food services, the writer was led to investigate the problems that confront the denomination in recruiting academically qualified food service directors.

Purpose. The primary objective of this study is to determine why a scarcity of academically prepared food service directors exists in the Seventh-day Adventist denominational colleges and secondary schools.

Method. In understanding the study of this particular problem, the writer sought help from three different sources: (1) publications such as books, magazines, periodicals, pamphlets, reports, brochures, circular letters and personal correspondence with the Educational and Medical Departments of the General Conference of Seventh-day Adventists; (2) personal interviews with leading Adventist dietitians and directors of food services, students in the home economics course; and (3) a questionnaire survey sent to the denominational food service directors in the 68 colleges and secondary schools located in the United States (including Hawaii) and Canada, and to the home economics department heads of Adventist senior colleges in the United States and Canada.

The data gathered from these sources were compiled and tabulated.

Findings and interpretation. There were eleven points revealed in the findings which might help in the presentation of the problem under consideration. They are:

1. Of the 68 denominational high schools and colleges included in the survey, 54 responded, but three were eliminated because two of the respondents said that they did not operate a food service, and one was discarded because the answers were far-fetched, leaving 51, or 75 per cent.

2. The total meals served daily numbered 22,057, indicating that the Adventist food service contributes its part to institutional food service.

3. There were more females than males serving as food service directors. Forty-seven of the 51 respondents were females, and four were males. Encouragement should be given to the males to consider food service as a profession.

4. The ages of the respondents ranged from 22-67. Forty-one food service directors belonged in the 40-60 age group, 9 of them were in their twenties and thirties, while 2 did not give their ages. The findings showed that the majority of the food service directors were close to retirement age, which should serve as a challenge to the younger people to dedicate their life to the food service profession.

5. The majority of the food service directors were married. Of the 47 females, 33 were married, 6 were single, 6 were widows and 2 were divorced, indicating that the majority of the food service directors render dual service; first to their home, and second to their profession as food service directors.

6. According to academic preparation, there were 5 Masters of Arts or Science, 10 Bachelors of Arts graduates, 2 junior college certificates, 26 who had received their high school diplomas and 8 who had less than high school education, indicating that the majority of the food service directors did not meet the academic qualifications as stated in the Principal's Handbook of Administrative Procedures for Seventh-day Adventist schools.

7. The non-academically trained group, which numbered 36, was distributed as: 2 with junior college certificates had an average of 17 years in practical work, 26 with high school diplomas served an average of 11.5 years, and the non-graduate group had served an average of 16 years. The average years of experience of the non-academically qualified group was 15.6 years, while for the academically qualified group it was 12.3 years. The findings showed that where there was a lack of academic background, the non-qualified group exceeded the qualified group by 3.3 years of practical experience.

8. Of the three methods of up-grading food service directors, attendance at conventions and workshops appealed most to the food service directors, while attendance at summer school and regular school term had less appeal to food service directors.

9. The food service directors worked on an average of 8.5 hours daily and 52 hours weekly, overtime not included. The long tedious hours of daily toil with hardly a day off are deterring factors in recruitment.

10. Requests for larger working space, better equipment and more skilled help were expressed by the respondents as necessary changes to improve the efficiency of the food service work.

11. While financial remuneration is one of the important factors in recruitment, only one respondent made a remark about a high pay commensurate to the academic attainment of the food service directors serving in denominational food service, which would indicate that the food service directors were aware of the fact that the work they render is not measured in terms of a substantial pay check but in terms of self-sacrifice and devoted service.

The demand for better qualified food service directors is great. The profession should be made more attractive and appealing so as to aid greatly in recruiting qualified people.

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And lastly, to my loving husband and my three dear sons, Del, Jomie and Honie, and to my beloved parents, Mother and Father Pascual for the inspiration, encouragement and patience they have given me through the long hard years of my academic struggles, I dedicate the pages of this humble thesis.

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INTRODUCTION

The food service industry, among other industries, is contributing much to the economy of the nation. Tourism has given the industry its present recognition. Institutional food service also helps boost the industry. Since the last war, educational and medical institutions have opened their doors to the yearly increase of young people who are constantly in quest of knowledge. It is evident that such demand for education will continue. The very rapid growth of the school food service made necessary by the increased student population indicated that special attention and study should be given to this phase of the industry.

The food service operated by schools began as early as the twelfth century when the students in the colleges and universities in Europe ate in hostels. The management of this type of food service was in the students' charge. In England, particularly, the wealthy citizens provided funds for the poor students who were unable to pay their board while in school. As time went by, the managership of the food service was taken over by the administration of the

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The food service industry, among our industries, is contributing most to the economy of the nation. Certain factors have kept the industry its present position. Individual food service also helps boost the industry. Since the last war, many school and medical institutions have turned their doors to the yearly increase of year round people who are constantly in quest of knowledge. It is evident that a new trend for education will continue. The very rapid growth of the school food service made necessary by the increased school population indicated that special education and study should be given to this phase of the industry.

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school and it was evident that qualified food service directors were needed.

In the United States the early colleges and universities provided residence halls which operated their own dining rooms. It was said that in the sectarian schools, the clergymen were given the charge of the food service. As time went by marked changes as well as improvements have been made in the field of school food service work. At present there are different types of food service operated by the colleges and universities. Among them are: residence halls or dormitories with their own dining rooms, cafeterias, grills, fountains, sorority and fraternity dining rooms, the cooperative system and many others which came as the need for student feeding demanded.

Regardless of the type of food service adopted, the problem is common to all in the matter of choosing who should lead or administer the feeding of students. According to Bessie West and Ladelle Wood[1] the use of the food service facilities as laboratories for classes in institutional management is a common practice and doubtless has been a contributing factor of the high requirements maintained for college food service directors. Their work is not limited to student feeding but also includes the super-

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[1]West and Wood, Food Service in Institutions, p. 8.

vision of student labor as part-time workers. This type of labor supervision presents many problems not common to other types of food service which largely depend upon the employment of full-time workers.

Boarding schools may be divided into two types, the sectarian and the non-sectarian. In the non-sectarian schools the administration has few problems regarding the kinds of food that should be served. On the other hand, the sectarian schools are more or less confronted with the kinds of food that should be served. The food habits and religious convictions challenge the ability of the food service directors to serve meals that would attract both the eyes and the palate. In Roman Catholic boarding schools Fridays and Lenten season are days of abstinence and fasting. The food service directors in this case would have to plan meals which are generally acceptable to the boarders and which in no way would violate their religious vows.

The Protestants, on the other hand, also have many boarding schools. While they are not generally confronted with religious vows in the matter of food, as the Roman Catholics are on certain days, yet there are a few denominations which are particular about the food they eat and serve in their schools. One among these few Protestant denominations is the Seventh-day Adventist. The denomination follows the Bible teaching strictly on the proper selection

diet, considering meats as divided into two classes, "clean and unclean meat." The standards are set forth in the books of Leviticus and Deuteronomy in the Bible about meats fit and unfit for food.

This paper is intended to present the problem of running Seventh-day Adventist food service and how its success depends largely upon the selection of a highly qualified and competent food service director. In order to appreciate the problems that the food service director in denominational food service has, it is necessary to give a brief background of the original and fundamental beliefs of the Seventh-day Adventist church.

Historical Background of the Food Program of Seventh-day Adventists

The Seventh-day Adventist Church grew out of William Miller's following in the 1800's. During this time many theologians and Bible scholars in England and America believed, through careful study of the Bible, that Christ was coming to bring judgment upon the earth on October 20, 1844. When Christ failed to come on that date, a great disappointment came to the believers. The movement died out, but a few continued to search for more enlightening Bible truths.

Later on the remnants of the believers discovered that the date did not have a bearing upon the physical revelation of Christ upon the earth; rather it was the beginning of the investigative judgment.

> Scattered groups of believers in the soon coming of Jesus and the sacredness of the Sabbath day had lately adopted the name Seventh-day Adventists. Some of their leaders had been sick to death, and the Western Health Reform Institute, as the new institution in Battle Creek, Michigan, was called, had arrived to fulfill the real need in the struggling young church. Although a few individuals were conducting classes for Adventist children in 1872, the official school was established probably that year.[2]

Over a hundred years after the founding of the church, the Adventists reported that their message had been preached to about 183 countries and political divisions of the 205 listed by the United Nations. It was further reported that 98.5 per cent of the world field had already been reached by the Adventist message. At the General Conference held in Cleveland, Ohio, in June, 1958, the delegates were informed that the church membership had exceeded the one million mark.

Health reform is one of the outstanding tenets of the church among the many fundamental doctrines taught. The Adventists find support for their doctrines in the Bible in both the Old and New Testaments.

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In the Old Testament, Christians are enjoined to follow God's original plan for man's diet when He said, "Behold, I have given you every herb, bearing seed upon the earth, and every tree, in which is the tree yielding seed; to you it shall be for meat."[3]

As time passed by, man's diet was modified with the incorporation of the "herb of the field."[4] This modification was brought about as a result of Adam and Eve's disobedience when they ate of the forbidden fruit of the Tree of the Knowledge of Good and Evil.

The last modification in the diet of man was made after the flood, or the Great Deluge. It was at this time that God gave permission for man to eat flesh food. He said, "Every moving thing that liveth shall be meat for you; even as the green herb have I given you all things."[5] Although mention is made that "every moving thing that liveth" could be utilized as food, yet it did not imply that every beast or creature which met man's standards of food was to be used; otherwise no such distinction or separation between "clean and unclean meats"[6] would be mentioned in the Bible.

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[3] The Holy Bible, Genesis, Chapter 1, verse 29.

[4] Ibid., Genesis, Chapter 3, verse 18.

[5] Ibid., Genesis, Chapter 9, verse 3.

[6] Ibid., Levitious, Chapter 11, Deuteronomy, Chapter 14.

To illustrate that not all that moveth or hath life could be utilized for food, God ordered Noah to put into the ark seven of the clean animals and only two of the unclean. The purpose of this distinction was "to keep seed alive upon the face of the earth"[7] and to use as food in the period of emergency after the flood when plant life was destroyed.

Health Reform Among Non-Adventists

Decades before the founding of the Seventh-day Adventist Church, there were already diet and health reform movements taking place in England and America. Englishmen like Dr. William Lambe, John Frank Newton, P. B. Shelley, the poet, Joseph Brotherton, James Simpson and about 700 other adults and children belonged to the "vegetarian society" which was not influenced at all by any religious doctrines but by medical research and study and by their own personal conviction that they gained physical fitness through the food they ate.[8]

In America during the early thirties of the 1800's active campaigns on vegetarianism were being conducted and promoted. Dr. William Alcott of Massachusetts published

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[7]Ibid., Genesis, Chapter 7, verses 2 and 3.

[8]Robinson, D. E., The Story of Our Health Message, p. 44.

The Moral Reformer as an organ of healthful dietetics. Gerald Carson said, "The loudest cry in the gastronomic wilderness was that of Sylvester Graham, who opposed pork, salt, tobacco, salted foods, hot mince pie . . ., and whose name ever lives in the Graham bread and crackers."

During the westward movement in American history, conscientious food observers who were not Seventh-day Adventists had this to say, "There was much improper eating. Breakfast consisted of pork, beans, and pie. Salt fish diet, molasses, flour, condiments, ginger, a bag of salt and black pepper made up the lunch and menu dinner of the times."

A New York man who traveled much during the time observed that much reliance upon pork was the order of the day in the West. He said that everything consisted of pork, pork grease as far as the menus of the inns, hotels, and lodging places were concerned. "It is no wonder that the West yields a golden harvest to the doctors," the New York traveler added.

The period was not only one of improper eating but also of gluttony. The poor had a monotonous menu of pork, beans and bread. They ate these stuffs with gusto. The rich, on the other hand, abused their God-given appetite by the excessive eating of meats. It was observed that in the inauguration of the New England Railway, Mr. Parton, the reporter of the time, published the ten courses of

meats that graced the banquet table, besides the minor meat dishes numbering twenty-four, and equally as many other dishes. There were four kinds of bread, five kinds of condiments, twelve of desserts, pies, tarts and puddings. Liquor was not missing, of which there were ten.

It was also reported and observed that even doctors of the time, supposedly preachers of the gospel of health and temperance, "gorged themselves with indigestible foods in indigestible quantities." The dinner occasions lasted more than five hours on the banquet tables because of the preparation, abundance and variety of food. Even the families of ministers were not exempt from such gluttony and intemperance because their mid-day meals and dinners consisted of meats, rich gravies, aged pickles, highly seasoned vegetable dishes, condiments, cheeses, butter and rich desserts of pastries and ice cream.

Health Reform Doctrine of the Church

It was in this setting of appetite abuse that the Seventh-day Adventist health reform began. It was a reform against improper eating and overeating of the wrong kinds of foods that tend to deteriorate the physical body, which is considered as the "temple of the Holy Spirit."[9] Such

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[9] The Holy Bible, 1 Corinthians, Chapter 6, verses 19 and 20.

abuse was not only pointed out by the medical doctors but was also condemned by the Bible teachings regarding the care of the physical body.

Mrs. Ellen G. White,[10] an outstanding leader of her time, made public the divine revelation given to her that if Christians expect to be prepared for heaven, they should care much about what they take into their bodies, which are the "temples of the Holy Spirit."

On June 6, 1863, the whole program of health reform was given to her in a vision while she was at Otsego, Michigan.

> I saw that it was the sacred duty to attend to our health and arouse others to their duty. . . . We have a duty to speak, and to come out against intemperance of every kind: in working, in eating, in drugging, and then point them to God's great medicine of pure water, soft water for diseases, health luxury . . .
> I saw that we should not be silent upon the subject of health but should wake up the minds to the subject.

Of the health literature of that time and the principles expressed, we read:

> Between 1863 and the early 1900's, a considerable body of literature on food and health reform was produced. If we compare the facts and principles of nutrition expressed in that early period with the facts and principles of nutrition today, it can almost be said that they differ only in language. A nutrition language, as it is known today, did not exist at the time. The word "vitamin", dating back in its original form to 1911, is an excellent example.[11]

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[10] Robinson, D. E., Op. cit., p. 66.

[11] Food Service Director, Op. cit., p. 3.

Pioneers in Health Reform

Dr. Harvey Kellogg, Sylvester Graham, Charles Post and others were among those who, one way or another, contributed to the idea of healthful living through foods. The Kellogg cereals are known all over the world as having revolutionized the breakfast menu. The Graham bread and crackers were originally known for their wholesomeness. Mr. Post's concoction of a breakfast drink or beverage, known in the market as Postum, relieves the drinker of the nervous tension that caffein in coffee gives.

Since then many more enterprising individuals have ventured into the field of research in the use of natural foods and have produced meat substitutes which are found on the food market today. Dr. Harry Miller, one time missionary to China, discovered the secret of the poor Chinese man's vitality through the use of soybeans, the wonder bean, and its multiple by-products. Such products still bear his name.

All of the research and discovery of the use of natural foods were products of a religious movement that began in the early 1800's. It was a movement which

> . . . became an important civilizing factor in the habits of a rough society which in the 1870's and 1880's cooled their coffee in saucers, worked its

elbow like a fiddler when dining, "chawed" and spat and drank to the point of insensibility ... .[12]

Battle Creek, Michigan, became the center of a revolution in America's eating habits. Mr. Gerald Carson said that the diet revolt made vegetarianism endemic and revolutionized and standardized the American breakfast.

> It created the sizzling cereal industry, which with its crinkly goodies, its massive new variety, its 'built-in' maid service and its massive advertisement has influenced profoundly not only what the United States puts into its stomach but what goes into its mind.[13]

The Accepted Diet Among Seventh-day Adventists

Because of the strong religious convictions which Adventists have in regard to food as an important factor in preserving life as well as promoting physical and spiritual well-being, they carry these convictions even in the matter of administering their boarding schools. Such convictions are expressed in the following statement:

> . . . believing therefore that they exclusively belong to God and are not their own, having been bought with a price and that their bodies are sacred temples of the Holy Spirit, and are to be used only to glorify God, the Seventh-day Adventists have sought to learn from God's word how to have them live, what manner of

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[12]Carson, Gerald, The Cornflake Story, The American Heritage, p. 65.

[13]Ibid.

> of life would glorify Him most, and how and what they should eat and drink . . . to please Him.[14]

At present a majority of the members of the church are returning to the Edenic diet which includes fruits, nuts, vegetables and green things.

> It includes all the enormous number of wholesome, tasty, flavorful, luscious things that grow on the earth, the things a perfect God gave to a perfect man to keep him in perfect condition that he might live a perfect life.[15]

Objectives of Seventh-day Adventist Food Service

The Seventh-day Adventist Church has educational, medical and other institutions which are propagating the gospel of health. The primary objective of the food service in the institutions just mentioned is to serve nutritious and palatable vegetarian meals in harmony with Bible teachings. The denomination has totally eliminated in its institutions the serving of "clean meats" as permissible in the Bible and has instituted the ovo-lacto-vegetarian diet. As has already been mentioned in the first part of this paper, protein substitutes are derived from dried beans, nuts of all kinds, dairy products as well

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[14]Haynes, Carlyle B., The Seventh-day Adventists, Their Work and Teachings, pp. 75-76.

[15]Ibid., p. 76.

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as eggs, emphasis is given in the use of soybeans and their multiple products.

Soybeans contain 36 to 40 per cent of protein as found in meat, limas or navy beans, and four times that of protein found in eggs. These beans contain 18 to 20 per cent fat and oil, while carbohydrates account for 11 per cent, two per cent of these carbohydrates being in the form of starch. The rest of the soybean content is in the form of minerals which are highly alkaline and are beneficial in balancing the diet high in cereals. Soybeans are also rich in their vitamin content, with the exception of Vitamin D; all the other vitamins are found in considerable amounts.[16]

The use of spices and condiments are not encouraged, either. Tea and coffee are not found in the beverage list. They are considered stimulants that contain drugs with harmful effects on the health of those who use them. All of these taboos, however, are not the products of a fanatical philosophy but a strict adherence to the use of natural foods and the belief that "to be healthy is a part of good religion; and thus they glorify God in their bodies."[17]

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[16]Gardner, Schluntz, Little and Turner, Homemakers' Cookbook, p. 66.

[17]Haynes, Carlyle B., Op. cit., p. 77.

The Seventh-day Adventist denomination, through the International Research Foundation, has conducted research in the fields of nutrition and diet with emphasis on the ovo-lacto-vegetarian diet. In order to achieve the goal of health promotion among the members, the educational institutions such as colleges and boarding schools, as well as the hospitals, take the leadership in presenting to the laity the fact that vegetarianism is possible and practical.

The unique food habits and pattern of eating among the Adventists challenge the ingenuity of the food service directors given the charge of the medical and educational food services. They not only need the academic qualification to qualify them for such a delicate job, but they should also be acquainted with the objectives of the denomination in the promotion of the health of its members.

Some Aspects of Seventh-day Adventist School Food Service

The physical aspect of life has much to do with food if health is to be promoted and life prolonged. In an educational institution where the operation of residence halls and dormitories is a part of the organization, the administration has a grave responsibility in safeguarding the health of the student boarders. One of the best safe-

guards to the health of the student clientele is the operation of the food service in an efficient way. This holds true not only in sectarian school food service but in any food service as well. While the proper preparation of food demands considerable attention, yet the selection of the person to discharge the responsibility of food service leadership is equally as important.

The successful operation of the food service above all depends upon leadership. Leadership in the food service work not only means the employment of an individual who is acquainted with the physical and business management of the operation, but also the academic training and practical experience of the food service director through years of knowledge of food preparation. The food service director contemplating employment in a Seventh-day Adventist food service should be qualified in:

1. Denominational leadership, meaning that he or she, first of all, be a member of the Seventh-day Adventist church in good and regular standing.

2. The matter of educational training consistent with denominational health principles and a graduate of any S. D. A. college or hospital at least with the Bachelor's degree major or minor in home economics or institutional management.

3. The understanding of the business well enough to operate the department in a creditable manner.

4. The understanding of the housekeeping phase of food service.

5. The promotion of good public relations, that is; to be able to handle student personnel successfully,

and to be pleasant, approachable and sympathetic to student and teacher problems.

6. The possessing of a healthy body in order to cope with the strenuous job of a food service director.[18]

The enumeration of the qualifications of the food service director implies that the administration of any Adventist school which operates a food service should exercise wisdom in the choice and selection of the persons who should be entrusted with the leadership in food service as dietitians, nutritionists and food service directors. "A competent woman should be employed as matron or director of dining service. . ."[19] This statement was made a few years ago when the matter of feeding was a woman's job and an affair of the home. It being so, the woman was thought of as the most qualified at the time to be given the job of feeding people. However, this statement does not hold true any more, nor does it limit the fairer sex to a monopoly of the job. The man, who could do the job equally as well because of academic as well as practical experience, is also eligible. Then, too, much emphasis is being given to job specialization at present, so that the food service director work is gaining recognition as a profession and

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[18]Principal's Handbook of Administrative Procedures, Department of Education, General Conference of Seventh-day Adventists, p. 13.

[19]White, Ellen G., Counsels on Health, p. 314.

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4. The understanding of the housekeeping phase of food service.

5. The promotion of good public relations, that is; to be able to handle student personnel successfully,

and to be pleasant, approachable and sympathetic to student and teacher problems.

6. The possessing of a healthy body in order to cope with the strenuous job of a food service director.[18]

The enumeration of the qualifications of the food service director implies that the administration of any Adventist school which operates a food service should exercise wisdom in the choice and selection of the persons who should be entrusted with the leadership in food service as dietitians, nutritionists and food service directors. "A competent woman should be employed as matron or director of dining service. . ."[19] This statement was made a few years ago when the matter of feeding was a woman's job and an affair of the home. It being so, the woman was thought of as the most qualified at the time to be given the job of feeding people. However, this statement does not hold true any more, nor does it limit the fairer sex to a monopoly of the job. The man, who could do the job equally as well because of academic as well as practical experience, is also eligible. Then, too, much emphasis is being given to job specialization at present, so that the food service director work is gaining recognition as a profession and

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[18]Principal's Handbook of Administrative Procedures, Department of Education, General Conference of Seventh-day Adventists, p. 13.

[19]White, Ellen G., Counsels on Health, p. 314.

is therefore open to both men and women interested in food service leadership.

The Problem

Since the food service program of the Adventists is closely associated with their religious beliefs, there is need for careful study of the selection of the persons who should serve in the capacity of food service directors. First, they should have the academic training as well as experience obtained from an Adventist college, at least on the college level so that they may understand the problems typical of Adventist food habits. Second, they should be participants in other forms of training in a workers' development program if they do not have the academic background. And third, they should be able to understand the problems of management and how to cope with them.

The study of the educational background of present food service directors serving in denominational food service is significant because of the expanding educational program that the Adventists have, not only in America but also in their mission fields throughout the world. Boarding dormitories are as much a part of the operation of the administration of the educational institutions as the business office, instructional and vocational departments. The efficiency of the food service work in any boarding school would help attract students, thus enrollment would increase.

Statement of the Problem

The primary objective of the study is to determine why a scarcity of academically qualified food service directors exists in the Adventist denominational college and secondary school food services.

The study may indicate the areas in which employing institutions could develop, train and improve the work of the present food service director. The survey would also help the writer recommend improvements necessary to promote the food service work and the training of future food service directors.

Delimitation of the Study

While the food service work of the Adventist church would include hospitals, public cafeterias and others, the writer limits the presentation of the problem to secondary schools and colleges operating food service. Limiting the study to the schools mentioned above would give the writer a better chance to cover the subject more fully. The study would cover the 68 educational institutions found in the United States (including Hawaii) and Canada, which is one-fourth of the total number of educational institutions operated by the Adventists throughout the world.

The Educational Department of the General Conference of Seventh-day Adventists in Takoma Park, Washington, D. C., furnished the names of the school food service directors and the addresses of the boarding schools in the United States and Canada. The study of these boarding schools gives a certain advantage to the writer because the English language is the common vehicle of expression. Inasmuch as these places are in one continent (except for Hawaii) it also gives the writer the same idea of what is being done about food service work. The study of the other types of food service in such places as hospitals, public cafeterias and others would not be included because such food services may have problems not common to school food service.

Hypothesis

Because the present trend in all branches of academic and vocational pursuits is specialization, the writer presents two hypotheses for this study: (1) that the majority of the food service directors serving in the educational institutions of the Adventist denomination in the United States and Canada do not meet the academic qualifications as stated in the Principal's Handbook of Administrative Procedures, and (2) that adequate facilities for educational and practical training are available in the accredited Adventist colleges throughout the United States.

Definition of Terms

In order for the reader to understand the problem under consideration, the writer defined certain terms, phrases and words such as:

Food service director is the person who directs the food service in a boarding school or dormitory and who has the responsibility of managing, purchasing, planning and preparing of meals. Besides, the food service director is also a housekeeper, having a knowledge of hygienic rules, both in the preparation of food and the physical up-keep of the cafeteria. The food service director is business manager of his or her own department, and also a direct representative of the administration. Since the food service director is a faculty member, the students could express their problems and suggestions through him or her. Because of such responsibility the administration expects the food service director to execute the observance of the school regulations in the cafeteria. Another name for food service director is director of dining service.

Denominational food service is the food service typical of the Adventist patterns of eating and food habits as having something to do with the strict adherence to Biblical teachings about what should be eaten or not eaten. This type of food service makes the system entirely different from the usual food patterns and practices.

Ovo-lacto-vegetarianism is the diet pattern of the use of eggs, milk and their products, along with nuts, dried beans and plenty of fruits and vegetables in the daily menu.

Up-grading is a kind of program undertaken by the employing institution in order to step up the efficiency of the food service directors by sending them to summer school, seminars, conventions, institutes and workshops while they are in service.

Internship is the practical training that the students are required to take after graduation from college, which runs for a period of from nine to twelve months. The training is given by a recognized institution and the intern follows a prescribed program of practical study under qualified and competent supervisors with the approval of the American Dietetic Association.

In-service training provides the trainee an opportunity to work in the food service operation in order to apply the studies obtained in the classroom in practical experience in denominational food service work. This type of service or experience may not be required for graduation as the internship program is. The trainee may or may not undertake such training.

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Writer's Qualifications for Studying the Problem

The writer served in denominational food service in pre- and post-war years until recently when she was accepted as a student at Michigan State University in the School of Hotel, Restaurant and Institutional Management. She managed both a high school food service in the Island of Cebu in the Southern Philippines before the war and the college food service of Philippine Union College in Manila. She did not have any academic training nor academic qualifications in the field of dietetics or institutional management except for some practical experience.

The many problems which she encountered as a denominational food service director helped her to accept the challenge of going to school in order to qualify academically. It is her ardent desire to share with others what she has gained throughout the years of her studies by way of teaching and managing food services. Her advanced training would qualify her in the preparation and training of future food service directors for denominational food service employment not only in America but also in the mission fields.

Survey of Related Literature

The writer made a trip to Washington, D. C., where the headquarters of the General Conference of Seventh-day

Adventists is located, in order to secure primary and secondary materials for this study. The library of the General Conference did not have research materials or theses written on the subject. Because of the lack of materials for the study, the Educational and Medical Department personnel encouraged the writer to make a survey of the academic preparation as well as of the vocational training of food service directors now serving Adventist school food service.

The departments mentioned above gave such materials as: The Food Service Directors,* a monthly publication prepared by the Seventh-day Adventist Dietetic Association, (2) Nutrition and Food Service, a compiled convention report published by the International Research Foundation, which provides information on the operation of Adventist food service in the nutritional and managerial aspects, (3) college catalogues and school bulletins and (4) other publications such as Summaries and Tabulations, Academy Closing Report, 1957-58; College Closing Report, Seventh-day Adventist Colleges of the North American Division, 1957-58; excerpts from The Principal's Handbook of Administrative Procedures** for Seventh-day Adventist Schools, and Denominational Working Policies.

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*Appendix A.

**Appendix B.

The Michigan State University Library has on file theses by former graduates of home economics in Institution Administration. The writer found some materials which would help her in the training problem of the food service directors as ". . .such training assists in building self-confidence; and it prepares her step by step for responsibilities she hopes eventually to carry as an executive staff member in food production."[20]

K. H. Gardner further elaborates on the practical training as

> . . . necessary even if the food managers had already finished their college preparation because the food industry which includes restaurant operation, is well-organized and requires workers with skills in many lines, because a home economics graduate without experience does not have a full understanding of the well defined work schedules and job analysis.[21]

G. A. Miller,[22] in another thesis, mentions that the development of managerial leadership has been and continues to be another major problem of food service directors. The lack of qualified leaders in food service

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[20] Gardner, K. H., Comparative Study of the Economic and Professional Status of Food Service Managers, With and Without Training, Thesis, Master of Science Degree, 1949, p. 18.

[21] Ibid.

[22] Miller, G. A., A Study of the Effectiveness of Academic Preparation of Recent Home Economics Graduates as Related to Managerial Responsibilities in the Food Service Industry, Thesis, Doctor of Philosophy, 1959, pp. 2,3, 148, 149.

management has severely hampered the effectiveness of many in-service programs for training of labor personnel and the development of administrative talent.

From her own investigations G. A. Miller found that graduates, employers and educators agree that the educational needs for managerial success in the food service industry include both technical and managerial skills; that students should be encouraged to supplement their training through active participation in seminars, campus activities and summer work experience in the field.

In the study made by A. N. Moore,[23] she stresses re-emphasis on the need for periodic institutional self-study in order to evaluate the effectiveness of the educational program. There is a shortage of dietitians, particularly dietitians who are interested in the administrative aspects of food service and who have had adequate training in this important field of institutional food service, and by a feeling of responsibility on the part of the college faculty to do something to relieve the situation. The shortage will become more acute unless action is taken to interest a larger number of young people than has been done

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[23]Moore, A. N., A Study of the Attitudes of Recent Graduates Toward Their Educational Preparation for Food Service Administration in Home Economics and Hotel, Restaurant and Institutional Administration in Various Universities, Thesis, Doctor of Philosophy, 1959, pp. 58,59.

in the past in this profession which plays such an important role in maintaining and improving the health of our nation.

In the excerpts from previous studies made by the graduates of Michigan State University, the writer's position becomes stronger in agitating for better qualified food service directors. The urgent need for dedicated people in the food service field should not only be a concern of the administrators of the food service industry but also of educational leaders who more or less put up a cooperative program by means of adopting the curriculum to the food service needs of the industry.

Although denominational food service is treated in this paper, the writer finds identical problems which had been presented in the theses. Among them are: (1) insufficient academic background, (2) lack of practical experience after graduation from college, (3) women's monopoly of the profession, (4) marriage as a deterring factor in recruitment, (5) insufficient publicity to the profession so that not enough young people are attracted to the profession to consider it as a life time career, (6) adopting the curriculum to the male recruits in the home economics field so as to attract them, and (7) encouraging students to supplement their training by active participation in seminars, workshops and summer work experience.

In the denominational food service, the leaders of the denomination should sense the need and responsibility of recruitment by presenting before the laity the need for better qualified food service leaders as urgent as the need for preachers, medical workers and teachers to staff the growing educational program of the denomination.

Since the materials are so limited on the denominational food service directors' academic preparation and training, the writer believed that more information could be obtained from the food service directors themselves. This would only be possible by employing the questionnaire method. The survey questionnaire through the mail would offer the following advantages:

(1) The data obtained would have a direct bearing upon the problem that is under consideration.

(2) The returns would serve as references.

(3) Analysis of the data would enable the writer to organize the facts according to use and need of treating the problem.

(4) The data as well as the facts and information received are new and have not been used by anyone else.

The Survey Procedure

In this type of study the mail questionnaire offers the most practical way to obtain the data needed because

of geographic, language and time reasons as previously mentioned. Besides, this method would enable the writer to cover a greater area at the least possible expense. Personal mail is usually attended to, and in answering questions the respondents have time to reflect and give the answers to the questions asked. Because the respondent was not identified as a person but as an institution, he or she was free to give an answer which otherwise was difficult to obtain from the personal interview method.

The Preparation of the Questionnaire

The questionnaire was made up of twelve check-up questions, seventeen fill-in blanks and two free response type of question. Reference is made to Appendix C. The writer believed that this type of questionnaire would help the respondents answer the questions easily and rapidly.

The writer would also have an easier time in tabulating the data. The questions were classified under the following headings: (1) the name of the institution; (2) number of meals served a day; (3) personal information as to sex, marital status, and age; (4) educational preparation as to Master of Arts degree, Bachelor's degree, junior college certificate, high school diploma and others; (5) experience in the food service work, as in school, other types of food service work, and others not related

to food service; (6) up-grading; (7) daily and weekly work assignments; (8) help, skilled and unskilled; (9) objectives and satisfaction derived from denominational service; and (10) suggestions and recommendations.

There were several rough drafts made, studied and edited. A pilot questionnaire was presented to the Medical and Educational Departments of the General Conference of Seventh-day Adventists. It was returned with a few suggestions. The questionnaire was finally revised and presented to the major professor, Dr. Ralph Wilson.

The completed questionnaires were sent to two groups of respondents. The first group was comprised of the 68 food service boarding secondary schools and colleges in the United States (including Hawaii) and Canada. The second group was comprised of the 13 Adventist colleges in America and Canada. See Appendix D. It was necessary to send these two types of questionnaires because the first group would help the writer to obtain an impartial source of information about the food service director and her work. The second group of respondents would furnish the availability of materials, facilities and course offerings in the academic preparation of food service directors.

In order to obtain a good percentage of questionnaire returns, a cover letter was enclosed with the two-page questionnaire. See Appendix E. The letter explained to the

respondents the purpose of the survey and the contribution that they might give in the presentation and working of the problem by the writer.

Return of the Questionnaires

On March 2, 1959, 68 questionnaires were sent by mail to the food service directors of the Adventist schools. After the first week the first questionnaire was mailed back by a respondent. Before March ended, 30 questionnaires were received. After the second week in April, the questionnaires stopped coming in. On April 13, 1959, the writer sent follow-up letters to the 38 non-respondents. See Appendix F. On May 12, 1959, the total number of questionnaires returned was 54, but three were discarded, leaving 51, or 75 per cent. At this time the returned questionnaires were considered final so that the tabulations and analysis of the data were made.

On March 2, 1959, questionnaires were mailed to the 13 home economics department heads of the Adventist colleges in America and Canada. The total number of questionnaires returned was 12, which was 92 per cent.

Identification of the Respondents

In sending mail questionnaires for the purpose of survey, the information that is given or supplied depends

upon the understanding of the problem by the persons giving the information. If the questions are easy and clear, as well as short, it is likely that the desired information would be had. Of the 68 questionnaires sent to the boarding schools, 38 sent in complete answers, 13 respondents sent partially answered questionnaires so that a follow-up letter was sent for the second time, seven responding to the follow-up letter for complete answers. Two school food service directors sent back the questionnaires because they did not operate a food service. One questionnaire came back which gave far-fetched answers to the questions asked. Therefore the three questionnaires were discarded, leaving a final of 51 respondents, or 75 per cent.

One of the home economics department heads, on leave, promptly acknowledged the receipt of the questionnaire which was forwarded to her in England. She sent back the questionnaire with a complete report of her department and the effort she was making to help in promoting the food service work of the Adventists.

Table I shows the areas where the questionnaires were sent. The questionnaires sent and returned are represented by figures and per cent.

TABLE I

GEOGRAPHICAL AREAS REPRESENTED IN THE SURVEY

Locations	Number Sent	Number Returned	Per cent
1. New England	1	1	100
2. Mid-Atlantic	6	2	33
3. South-Atlantic	6	5	83
4. North-Central	17	12	70
5. South-Central	7	6	86
6. Pacific Coast	23	18	78
7. Mountain	5	4	80
8. Canada	2	2	100
9. Hawaii	1	1	100
	68	51	75

Table I shows that the greatest concentrations of Adventist colleges and secondary schools are found in the North Central and Pacific areas.

The 68 school services were distributed as follows: (1) boarding junior and senior colleges, 12; (2) boarding secondary schools, 31; (3) day schools serving lunch, 8.

Tabulation and Analysis of the Questionnaire Returns

The questionnaires were edited in order to prepare the groundwork for the tabulation. The questionnaire

included the following information: (1) name of the school, (2) number of meals served daily, (3) personal information about sex, age and marital status, (4) educational background, (5) practical experience or number of years in the food service work and other types of job, (6) up-grading, (7) daily and weekly as well as overtime assignment, (8) kind of help, skilled and unskilled, (9) two free response questions whereby the food service directors could evaluate the attitude of the administration about the food service work in their respective institutions.

The responses from each group were tabulated and analyzed. The use of figures and per cent explained the relationship between the groups. Tables were used to present the data for analysis.

Organization of the Remainder of the Thesis

The remaining portion of the thesis would be covered by Chapters II through V.

The analysis of the data concerning the academic preparation of the food service directors, the classification of their educational background as distributed among the 51 school food services, their practical experience and up-grading are presented in Chapter II.

In Chapter III the problems of recruitment as felt by institutional food service in general and denominational food service in particular are enumerated. Means to advertise the food service profession as well as to attract recruits are also discussed in this chapter.

The presentation of the educational program of the Adventists, which included courses in nutrition, dietetics and institutional management as well as the latest offering on the graduate level, is given in Chapter IV.

The presentation and study of the problem are concluded in Chapter V in the form of summaries, conclusions and recommendations.

CHAPTER II

ACADEMIC PREPARATION AND PRACTICAL EXPERIENCE OF FOOD SERVICE DIRECTORS

The food work, if at all expected to progress, should not only employ workers who have bread practical experience, but such experience should be coupled with academic preparation.

The survey that was made showed the formal education of the food service directors as:

	Number of graduates	Per cent
Master's degree	5	10
Bacheler's degree	10	18
Junior college certificate	2	4
High school diplema	26	51
Others	8	17
	51	100

The data indicate that 5 respondents, or 10 per cent, went beyond college and acquired their Master's degree; 10 graduated from college, which is 18 per cent; 2 had a junior college certificate, which is 4 per cent; 26 finished high school, or 51 per cent; and 8, or 17 per cent, did not have any degrees at all. They may have acquired an academic training below the high school level.

The 5 from the master's level and 10 from the college level, which gives 15 or 28 per cent, were those who met

the qualifications as stated in the Principal's Handbook of Administrative Procedures. The remaining 36, distributed as 2 junior college graduates, 26 high school graduates and 8 with less than high school education, need further academic training.

TABLE II

CLASSIFICATION OF RESPONDENTS
BASED ON EDUCATIONAL PREPARATION

Classification of institution	Degree Earned				
	M.S.	A.B.	Jr. College	H.S.	None
1. College Food Service	4	2	1	4	1
2. High School Food Service	1	8	1	22	7
	5	10	2	26	8

Four of the college food service directors were holders of the Master of Science degree, 2 were college graduates, one had two years of college, four finished high school, and one had not completed her high school program.

Of the 39 high school food service directors, one had a Master of Science degree, 8 had Bachelor of Arts or Science degrees, one had finished two years of college, 22 had finished high school and 7 did not complete their high school work.

The data indicate that in the college food service not all of the food service directors meet the qualifications stated previously. Six of the 12 college food service directors, or 50 per cent, had the educational qualifications suggested in the Principal's Handbook of Administrative Procedures and 6, or 50 per cent, did not have the suggested educational background.

Nine, or 24 per cent, of the high school food service directors had the suggested background; 30, or 76 per cent, did not meet the educational requirement.

On the basis of this finding, it would seem desirable that the food service directors who did not meet the suggested educational background should be up-graded in order to meet the educational qualifications of the food service directors. Opportunities should be made available to them by the employing institutions which would enable them to be acquainted with the modern techniques of food service operation in the areas of nutrition, personnel and business management of institutional food service.

Up-Grading of the Present Food Service Directors

In the questionnaire that was sent three questions requiring yes and no answers were included. They were questions that had a bearing upon the participation of the

respondent in the up-grading program for the food service directors. The first question was, "Have you attended summer school and taken courses pertaining to food service administration and management?" The responses to this question were as follows:

YES	17 or 33 per cent
NO	34 or 67 per cent

Most probably the 15 out of the 17 who responded with the yes answer were those who had earned their college and Master degrees, while the 34 who gave the no answer were the respondents who had high school education or less. The findings indicated that the present food service directors who did not meet the required qualifications should be encouraged to attend summer school so that the suggested academic level could be raised and perhaps the standards of the Seventh-day Adventist food service be improved also.

If this type of up-grading is desirable, then the employing institutions may require that the food service director attend summer school. If the need for up-grading is important or necessary, then it is highly recommended that the individual institution should include in its yearly budget provisions for up-grading as payment of salary in full of the food service director while she takes summer school work, payment of tuition and other expenses that

have a bearing upon the program. It may be assumed that the 34 who gave the no answer may have come from institutions which did not have any provision for the up-grading of food service directors and therefore did not have the opportunity to do something along academic up-grading. It may also be added that such up-grading program be continued every summer until the goal of meeting the academic requirement is reached.

It would be well to discover why 34 of the 51 food service directors were not responsive to the summer course offerings of the Seventh-day Adventist colleges in the field of nutrition and institutional management. Some of the contributing factors to the food service directors' indifference to the summer school program may be due to age, sex, social status and size of institution.

The age of the food service directors may be a contributing factor as shown in the following:

Range of years		Food Service Directors
1.	20-24	2
2.	25-29	1
3.	30-34	3
4.	35-39	3
5.	40-44	6
6.	45-49	14
7.	50-54	10
8.	55-59	4
9.	60-64	5
10.	65-69	1
	Total	49

Of the 51 respondents, 49 gave their ages. Two did not give their ages. The median age is 47 years as indicated by the survey. It might be assumed then that the food service directors of this age and older believe they are too old to go to school and take formal training through summer school attendance. Hence, summer school did not appeal to them. In this case, age may be a deterring factor.

Sex may be another factor to consider. Of the 51 respondents, four were males and the other 47 were females. Of the 47, six were single and the rest were married, widows, or divorced, with families. It may be assumed again that because of their domestic responsibilities they choose to stay away from the routine of institutional food service job during the summer months. Instead of signing a 12-month contract of employment, they work nine months or the regular school year. They would use the three months of summer for general housekeeping activities which they were not able to attend to during the fall, winter and spring months. To a majority who live in places where fruits are in abundance, the summer months may be the time for them to can foods for winter use.

Considering further the role of the married woman in the home, the manual side of housekeeping is only one of the many to be considered. Her social side should also

be considered. The family is a social unit and is therefore entitled to all the social activities that it can participate in. It is during the summer months that all members of the family could associate more closely because each is free of school work and the pressure of other occupational activities. It is during the summer months that the father of the family takes his annual vacation. He would like the family to spend the time traveling, visiting friends who could not be otherwise visited, or spending the summer break with his family in some lakeside or mountain resorts where they may live a life of temporary relaxation.

The salary earned by the food service director may be related to the size of institution she is serving. It is obvious that the more boarders the cafeteria has, the bigger the income. Schools with higher income could well support their teachers on salary during the summer months. However, there are also smaller schools, like the high schools, that operate only for nine months. In this case, there is not sufficient income to warrant the salary or any kind of financial aid to send the food service director to summer school.

According to the data, of the 51 high school and college food services, 30 schools serve from 300 - 1,500 meals a day, six boarding schools serve below 300 meals

daily, and the eight day-schools serve 230 lunches a day. Seven schools did not indicate in the questionnaire the meals served daily.

On the basis of the number of meals served daily, it would be quite feasible for 60 per cent of the schools to send their food service directors to summer school, because they could afford such an undertaking as indicated in the possible income derived from the meals served.

Where the respondents showed less interest in the area of up-grading, particularly attendance at summer school, the response to the second question showed favor among the food service directors. The second question which required a yes or no answer asked for responses indicating attendance at seminars, institutes, conferences, conventions and workshops.

> Have you attended food service seminars, institutes, conferences, conventions, workshops sponsored by the S. D. A. Educational and Medical Departments of the General Conference?

The response to the second question was as follows:

YES	44 or 86 per cent
NO	7 or 14 per cent

It would be well to explore why there was a good response on the part of the food service directors to this type of up-grading or continuing education. In the first place, this type of up-grading by means of attendance at seminars, institutes, conferences, conventions and workshops

are short courses of one or two weeks duration. Expenses incurred in sending food service directors to this type of up-grading are much less than sending them to summer school which would run from six to ten weeks of continuous study. While the business management of any institution is always after the minimum expense on every phase of its operation, it is obvious that the administration encourages the food service director to participate in this type of continuing education.

The second possible reason why a good response was obtained in this type of up-grading is that there is no pressure involved on the mental faculties of the food service directors. Attendance at conferences, workshops and conventions does not require any kind of studying or class preparation to fulfill certain academic requirements. The food service directors are not bothered with making the grades after the term by presenting projects, doing research work, and above all writing examinations which to many students are forms of unnecessary evil. This type of academic activity does not have any appeal to food service directors who have long passed the vigor and youth of student life.

Third, the informal way of gathering together and exchanging ideas meets the ideal of the group that has been accustomed to informal participation. They are given the

feeling that having a common interest with each other they may express themselves freely. (This is the writer's own observations when she attended the conventions and workshops sponsored by the Seventh-day Adventist denomination.

The fourth reason why food service directors prefer attendance at workshops, seminars, conventions and institutes is the thrill of seeing new places which otherwise could not be reached by them because of the expense in travel involved.

In this age of rapid progress in all phases of human endeavor, the acquiring of education through the regular course of attending classes is very evident among those who feel that they should grow and increase the knowledge that they already have. The third question on up-grading centers on the problem of working for a degree. The question was, "Are you now working for a degree?" The responses were as follows:

YES	5 or 9 per cent
NO	46 or 91 per cent

It may be assumed that some of the respondents were the ones who already had their degrees or who have a busy work program. According to the data furnished by the respondents on the work program they have at present, they work an average of 8.5 hours daily, and an average of 50-52

hours weekly. This being so, it would be rather impossible for them to do other things besides managing the food service. With such a pressed schedule in their work program, attending classes while in the employ of the institution would be an impossibility.

Another possible reason why food service directors could not study for a degree while they are employed is the fact that a great majority of the Seventh-day Adventist schools are located in little towns and villages which are miles away from the nearest college of higher institution of learning. Even granted that colleges and universities are within driving distance, yet the time of classes in such schools may not coincide with the daily off hours of the food service directors.

The last reason for the inability of the food service directors to go to school while working may have a bearing upon the inadequate mature help that the present food service directors have in the persons of part-time and student help. Because of this, the food service directors hesitate to leave the work in the care of immature students while they go to classes. This problem of having little help in the cafeterias was vocally expressed by the food service directors in the conventions and workshops attended by the writer. Then, too, the respondents indicated a

request for more mature help in their work in one of the free-response type of questions in the questionnaire.

In the working for a degree type of up-grading, only food service directors serving in college food service could have access to studying towards a degree while working. This is due to the fact that the home economics department is more or less coordinated with the food service and vice versa. Even with the opportunity of attending classes that the college food service directors have, the study shows that only six, or 50 per cent, of the food service directors serving in college food service had attained the academic requirement for food service directors. The inability of the college food service directors to take advantage of educational opportunities might be due to contributing factors, such as: lack of time, inadequately trained or skilled help, too many extra-curricular activities, less desire to pick up school work again due to age, and the satisfaction that they are doing a good job and enjoying their present lot.

Practical Training of Food Service Directors

In many instances, due to the shortage of qualified workers, applicants who have several years of practical experience in food service work are considered and accepted. Due to the need for food service personnel, the denomina-

tional institutions recruited food service directors whose qualifications were limited to practical experience and who were willing to do the job of quantity feeding.

The non-academically qualified groups have put in years of experience as follows: (1) the junior college group had an average of 17 years, (2) the group consisting of the holders of high school diplomas served an average of 11.5 years, (3) and the non-graduate of any course group had an average of 16 years. The academically qualified food service directors group, composed of the holders of the Master of Arts and Bachelor of Arts degrees, gave 11.5 years and 13 years respectively. These figures show that the non-academically qualified group had made up its academic deficiencies by practical years of experience. As one writer had said, "Experience is the mother of science."

Taking the average in years of experience by the two groups, the academically qualified food service directors put in an average of 12.3 years, while the non-academically qualified food service directors served an average of 15.6 years. The latter still surpassed the former by 3.3 years of practical experience.

Summary

The educational background as well as the practical training of the food service directors were presented in this chapter. The up-grading of food service directors, classification of the educational institutions they serve, as well as the social status as having something to do with their job, as: sex, age, meals served daily, and the number of hours they work daily and weekly were discussed fully in this chapter.

CHAPTER III

PROBLEMS IN RECRUITING FOOD SERVICE DIRECTORS

The previous chapter evaluated the educational preparation and practical training of food service directors presently in the employ of the colleges and secondary schools of the denomination. The academic preparation is one of the important considerations in recruitment. This chapter would present the other problems along with academic preparation which act as barriers in the recruitment of qualified food service directors.

The problem of recruiting academically qualified food service directors is not only limited to the Seventh-day Adventist food service but is common to other institutional and industrial food services. Alice J. Kirk[24] gives a startling report of why few of the students choose to work in the area of hospital dietetics and food service. The results of the interviews made with college students, hospital dietitians and food service directors in industry furnished the reasons for the indifferent spirit and cold

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[24]Kirk, Alice J., "Why There Are So Few Dietitians," Journal of American Hospital Association, May 16, 1959, p. 63.

attitude about food service. Five reasons are given why professionally and academically qualified dietitians and food service directors are not available. They are:

> (1) Dietetics and food service work are unfamiliar fields of study.
> (2) Information about the profession fails to reach groups at the appropriate age level group.
> (3) The fifth year of internship training is a deterring factor. Lack of funds to go on after college.
> (4) Discouraging word-of-mouth publicity about hospital dietitians has an unfortunate effect upon the recruitment.
> (5) The rapidly rising rate of early marriages among college students is having an adverse effect upon the profession.

Alice J. Kirk continues to say that the people presently employed in the dietetics and food service fields remain in their jobs only a short time because of (1) higher salaries offered in the Air Force, Navy, and Army; (2) professional and personal advancement are either lacking or limited; (3) long, tedious hours of work; (4) being away from home during mealtime, a problem of married dietitians and food service directors; (5) responsibilities of the position on a seven-day a week and all holidays on the job basis; (6) employment of low caliber kitchen help resulting in high turnover, thus the continuous work of re-training; (7) and the non-recognition of the work as a profession.

The food service people are disturbed about the problems that confront the food service industry. All kinds of encouragements are being made to attract more recruits

to this field. Alice J. Kirk summarizes the suggestions made in order to help solve the problems of the food service industry as:[25]

1. Increase the pay commensurate with the five-year study of dietitians and food service directors.
2. More time off duty so that they can attend conferences, conventions and workshops of a professional nature.
3. Employment of food service supervisors, clerks and secretaries to relieve the dietitians of routine tasks.
4. Regular evaluation of the services in some type of professional rating and specific definitions of responsibilities.
5. Acceptance of students during summer to work in food service set-ups which would later on become a good recruitment aid.
6. The close coordination and cooperation between hospitals and colleges in encouraging young people to choose this work as a life profession.

Much success would be had in getting more recruits to the food service work should such cooperation as described in the last suggestion be followed. The future of the food service work in institutions would be brighter than it is at present if more thought and consideration would be given to the five suggestions given above.

The Seventh-day Adventist educational and medical institutions are meeting identical problems in securing qualified food service directors. According to interviews made by the writer with the personnel in the Educational and Medical Departments of the General Conference of

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[25] Ibid., p. 74.

Seventh-day Adventists in Washington, D. C., the recruiting of food service directors is difficult because of the following reasons:

1. Prospective food service directors get married either in their senior year of college of immediately after their college graduation.
2. The job is tedious and requires long hours of work a day. Even weekends are spent in the cafeteria which otherwise could be spent as days off.
3. The food service job has not been given full recognition to be equal in status with other professions.
4. The equipment to work with is lacking, and sometimes working conditions are poor.
5. There is a constant dread and fear on the part of a young graduate dedicated to the food service work because of inexperience. They recollect the unfortunate experiences of the food service directors of their student days who had failed either in the business management or in the matter of public relations.
6. Better financial remuneration in other types of employment or employment in food service work outside the denomination.

The Seventh-day Adventist denomination is aware of the problems that confront its food service work. The denominational colleges, of which there are 13 in the United States and Canada, bear a heavy responsibility in the training of future food service directors. In one of the questions asked by the writer of the home economics departmental heads, "Why, in your own opinion, are most S.D.A. high school and college food services directed by non-graduates of the food courses?" the responses were as follows:

1. Shortage of qualified and well-trained food service personnel.

2. Lack of interest in this line of work because it is too confining, tedious, long hours of work both daily and weekly (physically too demanding), the cafeteria is a "torture chamber" and the "jack-of-all-trades" food service director.

3. Marriage.

4. The curriculum for medical and nursing students, along the sciences, especially chemistry subjects, are the same as those for students in food management.

5. The lack of professional recognition on a level with other professions.

6. The young graduates feel insecure about the work they would do because of inexperience. Instead of going into school food service, they go into hospital dietetics and other branches of home economics.

7. The offer of better pay, recognition and opportunities for advancement attract the students to employment in other branches of the home economics field.

Each of the reasons enumerated above will be discussed separately herewith and explained according to the observations, experiences and findings of the writer in the survey made.

(1) Shortage of qualified and well-trained food service directors is nation-wide and even universal. The awareness of this problem is felt even in government institutions. The State of California through the State Personnel Board encourages more young people to consider food administration as a profitable profession. In the State Bulletin on Careers in California, California State Personnel Board, published on December 11, 1959, the following stipulations were given:

> It is anticipated that there will be sufficient vacancies in positions for these classifications to permit appointment of persons not now employed by the State, in addition to present State employees who may qualify on a promotional basis . . .

by examinations on different dates set by the State Personnel Board which is nation-wide.

In order to attract food service administrators to consider employment in the food service field, the remuneration in salary ranges are:

Food Service Administrator I
$436-458-481-505-530

Food Service Administrator II
$556-584-613-644-676

A. Education and Experience - Food Service Administrator I

(1) Equivalent to graduation from college and completion of an approved internship in institutional management or membership to the American Dietetic Association may be substituted for the required internship.

(2) Equivalent to graduation from college with a Bachelor's degree in foods, nutrition or institution management.

(3) One year full-time paid experience in a hospital as a dietitian, nutritionist or food service manager, with responsibility for the technical direction of a group of diet pantry employees,

(4) Or three years of full-time paid experience as a dietitian, nutritionist, or food service director with responsibility for the technical direction of a group of dietary unit employees, one year of which must have been under the supervision of a professionally trained dietitian.

(5) Or one year of experience as a dietitian in the California State Service.

Education and Experience - Food Service Administrator II

(1) Equivalent from graduation and completion of an approved internship in institutional management or dietetics. Membership or eligibility for such membership may be substituted for the required internship.

(2) Experience of two years of full-time paid experience in a position comparable to that of a dietitian, nutritionist, or food service manager which has included supervisory responsibility for a program of food preparation, serving, buying, storage and nutritional accounting in a hospital, school, industrial plant or similar organization, serving a minimum of 500 persons per meal.

(3) Or a year of experience as a food service administrator in the California State Service.

B. California residence is not required for the examination.

C. Minimum rating of 70% must be attained in each part of the examination.

D. Personal qualifications include ability to analyze situations accurately and to adopt an effective course of action; sympathetic understanding of and willingness to work with the resident population of the State institution; personal cleanliness; good sense of smell and taste; and personal qualifications as the possession of essential personal traits as integrity, initiative, dependability, good judgment, and ability to work cooperatively with others.

E. Applicants must be in good health and free from disabling defects; must be United States citizens except as provided by the Labor Code, Section 1944 relating to the employment of non-citizens in professional work.

An analysis of the stipulations just mentioned to attract future food service directors makes it evident that there is a shortage of personnel to fill positions having to do with food service administration. In a letter from the California State Board replying to an inquiry in regard to the taking of Civil Service examinations, an encouraging thought was expressed as:

> . . . We suggest that you contact the California State Personnel Board after you complete the required education and internship. We are in constant need of Food Administrators and will consider you after you fulfill the minimum requirements. . .

If the government service which offers good pay and favorable conditions still finds difficulty in attracting workers for the food service work, it is likely more difficult for private institutions to have such workers, much more a denominational set-up where the financial reward or remuneration is interpreted in the language of service, sacrifice and missionary work.

(2) Food service work is too demanding. In the last question in the questionnaire asking respondents to give suggestions and recommendations, they expressed a desire to be given shorter working hours with weekends off.

The same problem was recognized and brought out in the three Seventh-day Adventist food service workshops held in the summer of 1958.

> It is very evident from the discussions that there are two main factors militating against our holding or recruiting food service directors. First, is the fact that it is a job for any individual to be responsible for serving three meals a day, seven days a week, month in and month out without adequate relief or assistance.[26]

The present food service directors work a daily average of 8.5 hours and a weekly average of 52 hours. These figures do not include the overtime involved on days of special occasions and activities where the school food service acts as the caterer. The daily routine and the long hours of toil give the food service directors little time to enjoy life and the fellowship of the family.

Besides the long hours of work, the food service directors are also expected to help in other activities of the school. He or she is expected to teach, doing two or three more assignments besides the managing of the food service. In the Principal's Handbook of Administrative Procedures for Seventh-day Adventist schools, page 13, under the subject DUTIES, sections (f), (h), and (i)

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[26]Circular letter to the Academy Administrators, College Presidents. Department of Education, General Conference of Seventh-day Adventists, Washington, D. C. September 4, 1958.

respectively, the following statements describe the other duties of the food service director:

> Be responsible for the laundry service of the school and of the student personnel,--the checking in and out of articles and the proper cleaning thereof in accordance with the provisions of the institution.
>
> Serve as a member of the Administrative Council and of the Government Committee when her employees are under consideration. (Administrative and Discipline Committees where student conduct is discussed.)
>
> Maintain staff status by teaching at least one regular class, preferably in her own field, in a set-up equivalent to that of other teachers in the school.

In some schools the food service directors do more than the duties stated above. Most often the administration expects too much, especially when the food service director has varied talents to display and where there is a lack of personnel, making the food service director a "jack-of-all-trades."

(3) Marriage. Marriage is a social reason which is beyond anybody's control. Unfortunately no figures are available to present it in a better way. However, according to the observations and the information given to the writer about three-fourths of the food service workers who had taken the course are married. To a newly married graduate the domestic responsibilities are so pressing that the home needs her more than any institution. It is only later that the mother of the home, after her children

are grown, would think of accepting employment. The survey shows that of the 51 food service directors, 47 were female. Of these 47, 42 or 83 per cent were married or widowed. The average age of the female respondents was 47 years. Only three of the female food service directors were of the 20-year age group. The findings indicate that even if the prospective food service directors were academically prepared and qualified, because of marriage they could not work in the food service for a number of years. As they grow older, using married life as the school of practical experience, they eventually gravitate to food service work.

(4) Adaptation of curriculum in the science field to students of foods, nutrition and related fields. Many students who have less preference for the sciences, especially the chemistry subjects, are discouraged about going into the home economics and related fields because they take scientific courses with the nursing, medical and other students who are enrolled in the highly scientific courses. Requests are made that those who are enrolled in the less scientific and technical courses be given only the elementary part of the courses, enough to make them understand the principles applicable to the work they would do in the future.

(5) Lack of recognition of the food service work as a profession on a level with the other professions. The idea that anybody who heads the food service is a mere cook and is therefore not entitled to any professional recognition still exists. We give credit to education which has elevated vocational endeavors on a level with the professions of the present. Universities as well as colleges give recognition to vocational courses, so much so that degrees are conferred on those who have completed training. An example of these vocations are cooking, housekeeping, barbering, dressmaking, tailoring and others. There is a school for cooks and chefs. After they have finished the prescribed training and course, they are given certificates and diplomas which enable them to locate jobs which would give them better pay because of the recognition of their training. The problem of non-recognition of the food service director's job would disappear eventually because of the program of the colleges and universities to place such vocations on a level with other professions. Institutional management, food service administration, housekeeping and other courses can now be taken in colleges and universities. After four years the students in these fields graduate with a Bachelor's degree, and if they are still interested in furthering their education, they can go beyond college and after further study receive the Master's

degree. In this way they have a greater chance of entering into administrative and managerial jobs. The universities frequently classify these courses under Business and Public Services.

In this survey 85 per cent of the respondents requested that the administration recognize their position and presence on the staff by: (1) informing them of the purchases made for their department, (2) informing them when certain classes would go out for field trips and other off-campus activities so that they would reduce the food preparation to avoid left-overs, (3) giving them a break from the tedious routine of cafeteria work, (4) communicating to them any change affecting meal and food service, and (5) keeping them informed of accounts and financial status of the cafeteria.

(6) Inadequacy of equipment. Gone are the days when physical strength was the only source of power to do things to accomplish work. The invention of labor saving devices has reduced the exertion of too much physical strength. The market is filled with a thousand and one devices to make labor much easier. The food service operation is not exempted from enjoying the use of modern equipment that has made work easier and more convenient. In the last question on free response the respondents

unanimously requested the installation of better labor saving equipment for the efficient operation of routine work in the food service department.

With this request was also a recommendation to expand the areas where they work, giving them enough space for storage, kitchen and dining room. It is hoped that these requests would be granted in due time as funds are available. The administration recognizes this need because it is one of the items discussed in the three workshops held in 1958.

> . . . The second factor is that in many institutions, our food service directors are working with inadequate equipment and facilities to efficiently prepare and serve our increased student population.[27]

(7) Financial risk of operating the food service. The food service operation is a business undertaking in itself. Being so, the food service director is the business manager of his or her little department. Whether few or many come and eat, still there is money involved in the operation. Besides the responsibility of the food service director to feed the student clientele three nutritious meals daily, the financial operation goes hand in hand with feeding. There are times when losses could not be helped due to some abnormal conditions which raise the

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[27]Ibid.

prices of raw food. In such cases the food service director could not just raise the prices of prepared food, because the administration has set the board of students. In cases where such abnormalities are encountered financial losses are incurred on the part of the cafeteria. Often the loss is reflected upon the food service director's management. Because of the financial risk, the young food service director, a fresh recruit, hesitates to take a chance, because of the fact that the administration expects to at least break even in the financial operation if profits could not be made.

(8) Better offer of financial remuneration outside the denomination. In general the attraction for any job is the amount of pay and the fringe benefits that go with it. Graduates of the food service, dietetics, nutrition and other related courses are more attracted to work in places where the pay is good, working hours are shorter, and weekends are free. The public hospitals, Air Force, Navy and Army attract young graduates to serve in such institutions and organizations. They meet less frustrations in serving an organization which employs highly skilled individuals and where there is a distinct consideration for division of labor. In private institutions, much more in denominational employ, much is expected of the individual. He should not only confine his activities in

[illegible] of [illegible]. In [illegible] the [illegible] director could not just [illegible] a [illegible] of [illegible] [illegible], [illegible] the [illegible] [illegible] of [illegible]. In [illegible] [illegible] facilities are encountered financial [illegible] [illegible] on the part of the customers. After [illegible] is [illegible] upon the food service director's [illegible]. Income of the financial [illegible], the [illegible] food service [illegible], [illegible] [illegible], [illegible] to take a chance. Because of the fact that the [illegible] distribution [illegible] to at least [illegible] even in the financial operation if profits could not be [illegible].

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to the work he is supposed to do, but often he has to help in some other areas, as has been mentioned in the early part of the chapter.

The added responsibilities to the food service director's work do not in any way alter the financial remuneration. According to the information on pay and other fringe benefits given the writer during an interview at the Seventh-day Adventist headquarters, the Manual on the Working Policy for denominational workers and employees gives the pay ranges and benefits in this area as:

Salary - $75-$78 weekly for male workers for 52 weeks.
$57-$60 weekly for female workers for 52 weeks.

Other benefits:
(a) Medical aid - half of the medical bill incurred.
(b) Two weeks vacation with pay.
Three weeks vacation for those who have served more than twenty years.
(c) House rent subsidy - any amount above 10 per cent of the salary is borne by the employing institution.
(d) Educational subsidy - children are helped with 25% of their tuition if not dormitory students, 50% of tuition and fees if living in the dormitory.
(e) Retirement - the employing institution gives from $325-$350 a year towards the retirement plan, if employee has served 20 years or more.
(f) Special provision is made for those who have faithfully served and are incapacitated before the 20 years is reached. The amount varies as adjustments are made according to the number of years served.

With the constant rise in the cost of living, the employees look to better job opportunities which would give

them better remunerative financial reward. The food service workers feel that they are as much entitled as other employees to seek for better job opportunities. This attitude and thinking among the food service directors found expression in the interviews made by Alice J. Kirk and the conclusion she reached as to why there is a great need of qualified food service directors.

> . . . The young people who are qualified for the food service jobs look to the hospitals, government employment in the Army, Navy and Air Force food services. They attract qualified food service directors because of better pay, professional advancement and promotion.[28]

(9) Frustrations in the food service work. According to R. J. Lichtenfelt* many of the frustrations in food service could be prevented if the business managers would give their whole-hearted support to the work that food service directors are doing. Mr. Richard J. Vogel[29] of Washburn University spoke in favor of the food service directors who are many times frustrated because of the indifferent attitude and spirit of the business administrators. He said:

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[28]Kirk, Alice J., Op. cit.

*Appendix G.

[29]Lichtenfelt, R. J., Frustrations in Food Service, From a paper presented at the Meeting of the Central Association of College and University Business Officers, August, 1958, p. 2.

If the institution is willing to do what an outside administrative group would be willing to do, namely, employ the most competent type of people to operate the food services, the results of the institution can be just as good.

R. J. Lichtenfelt summarizes the happier guidelines to a happier and more profitable college food service operation as:[30]

1. The business manager must realize that food service operation is not a job for the novice; rather, it is a highly specialized field and requires competent, experienced personnel, in sympathy with the aims and purposes of education. Therefore, he must resolve to employ a competent person and pay him the salary commensurate with the job requirements, responsibilities and qualifications.

2. Status is as important to food service directors as it is to other faculty members. In most instances, he is as well trained and qualified in his field as they are in theirs, and carries a heavier burden of work and responsibility. The food service director can do their work, but they cannot do his. He is on the firing line seven days a week, and there are no riots if the professor does a poor job of teaching. Therefore, the food service director should rank equally with a department head or professor, depending upon the size of the food service.

3. Express confidence in the food service director by giving him freedom and room in which to operate. And give him an important share in making decisions in his own area.

4. Assign responsibility to the food service director, but in so doing provide him with sufficient authority to carry his responsibilities.

5. Don't make it difficult for the food service director to get through the administrator. Schedule regular meetings with him at which administration and he, in an atmosphere of common interest, can be able to dispassionately discuss policies and problems relative to the food service operation.

In the survey made, one of the respondents expressed herself freely by stating that dietitians who are now serving the denominational food service in schools should be paid the same as those who are serving in hospitals, considering the investment made while in training and the heavy responsibilities given to him or to her as a food service director.

Summary

The need for qualified food service directors is great. It is not only a denominational concern but also national in scope. There are many frustrations in the food service work. Among them are: (1) insufficient financial pay, (2) long, tedious hours, (3) lack of attractive and appealing advertisement, (4) early marriages (after college or even before graduation), (5) over-burdened curriculum, (6) lack of professional recognition, (7) feeling of insecurity among the new graduates because of inexperience, (8) poor working conditions and lack of better equipment, and (9) indifference of business administrators.

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CHAPTER IV

EDUCATIONAL PROGRAM ON FOOD SERVICE UNDERTAKEN BY THE DENOMINATION

In the previous chapter, the academic preparation of food service directors for recruitment was presented. The lack of academically qualified food service directors serves as a set-back in recruiting food service directors to fill positions in public as well as private institutional food service. Many colleges and universities have sensed the need for a curriculum that would fit the needs of the food service industry.

The educational program as well as the facilities available for the training of Seventh-day Adventists who are dedicated to the food service work will be presented in this chapter.

The food service industry is one of the largest of industries. According to statistics it has increased 350 per cent in the last 29 years. In the State of California alone, the food service business is the third largest in retail trade. It has identified its status with industries, medical as well as educational institutions and public services as: hotels, restaurants, cafeterias, cafes, lunch counters, refreshment stands,

drive-ins, and many other miscellaneous food establishments.

The growing popularity of the industry as "the other dining room" outside the home has challenged educational institutions to offer courses and confer degrees along the lines of food service management. The great contribution of the food service industry to the economics of the country necessitates the employment of well-trained and better qualified food service directors. Hence, colleges and universities, being aware of the great need of food service leaders, have included among the many professional course offerings, institutional management, a course which could at present be considered as a major in both the undergraduate and graduate levels.

Since the Seventh-day Adventist denomination has a unique deitary system, its educational and medical departments, through the 13 colleges it has throughout the United States and Canada, offer courses on dietetics, nutrition, institutional management, quantity cookery and allied courses. Such courses are in harmony with the health principles that the denomination believes and promotes.

The following is a listing of the courses offered by the 12 Seventh-day Adventist colleges in the United States and Canada that responded to the survey:

Name of College	Courses	Credits
1. Atlantic Union College South Lancaster, Massachusetts	1. Nutrition for Nurses	3
	2. Nutrition and Foods	3
	3. Experimental Cookery	3
	4. Quantity Cookery	3
	5. Institutional Management	3
2. Canadian Union College Alberta, Canada	1. Foods and Nutrition	3
3. La Sierra College Arlington, California	1. Institutional Management	3
	2. Institutional Purchasing	3
	3. Institutional Layout and Equipment	3
	4. Quantity Cookery	3
4. Madison College Madison, Tennessee	All general Home Economics courses, Dietetics and Nutrition	
5. Oshawa Missionary College Oshawa, Ontario, Canada	All junior college courses in Foods and Nutrition	
6. Pacific Union College Angwin, California	1. Quantity Foods	3
	2. Advanced Foods	3
	3. Experimental Foods	3
	4. Institution Experience	3
	5. Nutrition	3
	6. Production, Organization & Management	3
	7. Food Demonstration Techniques	3
	8. Personnel Management	3
	9. Institutional Management	3
	10. Seminar in Institution Management	1 or 2
	11. Marketing	3
7. Southern Missionary College Collegedale, Tennessee	1. Institutional Management	3
	2. Quantity Cookery	3
	3. Personnel Management	3

8. Southwestern Junior College Keene, Texas	All junior college food courses	
9. Union College Lincoln, Nebraska	1. Quantity Cookery 2. Food Service Management	3 3
10. Walla Walla College Walla Walla, Washington	1. Institution Food Administration 2. Institution Food Preparation 3. Institution Management Administration	3 3 3
11. Washington Missionary College Washington, D. C.	1. Quantity Cookery 2. Institutional Management 3. Accounting	3 3 3
12. College of Medical Evangelists Loma Linda, California	All food and management courses on the graduate level.	

The courses are normally offered for the third and fourth year students in college. The data received in the survey indicated that the students enrolled in the food courses mentioned above are required to have laboratory experiences in the food service of the college in which they are enrolled. The students graduating from the Bachelor of Arts or Bachelor of Science courses may have a major or a minor in the dietetics or nutrition fields which are included in the home economics curriculum.

Besides the laboratory requirement for students enrolled in the food courses, the students are also required to help in food lectures and demonstrations in and out of the campus during the junior and senior years.

The Graduate Program in Dietetics and Nutrition

The College of Medical Evangelists in Loma Linda, California, the pioneer medical school of the Seventh-day Adventists, offers graduate courses in nutrition and dietetics as well as in institutional management. In 1956 the program of internship in the fields of dietetics and nutrition was inaugurated. A Master of Science degree is conferred to students whose major field is foods and nutrition, and a minor in physiology, physiologic chemistry, bacteriology or institution management.

The dietetic internship program follows two plans: the first and second plans. In the first plan the student earns academic credits with internship. The student under this plan applies for graduate standing by registering for a minimum of 15 semester hours of graduate work which could be applied towards a Master's degree, provided that his grade point average is 3.00 or above. Along with the academic requirement is the writing of a thesis which the graduate student presents and defends. The subject of the thesis should be approved by the department wherein he is enrolled. Thesis credits may be from four to six units depending upon the subject and scope it covers. The candidate may work on his thesis while absent from the

campus provided that the academic requirements have already been completed. Besides the diploma awarded to the student, he is also entitled to a certificate of internship which makes him eligible for membership in the American Dietetics Association.

The second plan is largely confined to dietetic internship without graduate credit. The internee attends all classes, lectures, seminars, and conferences but does not receive any academic grades nor credit during the course. A certificate of internship is granted at the completion of the course after a year. The candidate is eligible for membership in the American Dietetics Association. In this plan the candidate does not receive a degree.

The dietetic internship program offered by the Seventh-day Adventist White Memorial Hospital in Los Angeles was approved by the American Dietetics Association in 1957. Another Adventist hospital, the Loma Linda Sanitarium and Hospital, in Loma Linda, in San Bernardino County, California, provides opportunity for students to practice clinical and administration of dietary services. Besides these two hospitals run by the denomination, two other government hospitals, the Los Angeles County Hospital and the Los Angeles County Public Health Department welcome

students from the Adventist hospitals to observe and participate in hospital dietetics.

The dietetics internship program is a twelve-month or a full year of work-study program which can be taken on the Los Angeles campus of the College of Medical Evangelists, where the White Memorial Hospital is located. A great part of the internship is done in this hospital with affiliations to the two government hospitals previously mentioned. The remaining portion of the dietetic internship is taken on the Loma Linda Campus of the College of Medical Evangelists.

The following are the objectives of the dietetics internship program:[31]

1. To teach the importance of diet in the maintenance of health and in the recovery from disease and to guide in the application of nutritional knowledge of clinical situations.

2. To instruct in the principles of diet therapy and to encourage cooperation with the physician and other members of the medical team.

3. To instill consciousness of the necessity for the student to make practical application of the principles of healthful living to himself and the awareness of his responsibility in teaching them to others.

4. To train in various phases of administration of the dietary service including purchasing, production and serving of food to patients, personnel, staff and others.

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[31]Bulletin of the College of Medical Evangelists, College of Graduate Studies, 1958-60.

5. To promote the development of satisfactory attitudes in the area of human relations.

6. To stimulate scientific curiosity that will lead to honest, accurate research and provide opportunities and facilities for research.

7. To inspire with glory of Christian service and instill ideals and attitudes which will enable the student to succeed in discharging his professional obligations to himself, his organization and his community.

Requirements for admission in the dietetics internship. The applicant for the dietetics internship certificate program should have a Bachelor's degree with a major in foods, nutrition or institutional management from an accredited college. The credits earned from such courses should be those recommended by the American Dietetics Association.

Current Nutrition requirements. One of the precise requirements of an approved dietetic internship is that the applicant be fully informed on the current developments in nutrition. The limit of time which may elapse between completion of academic requirements in nutrition or related subjects and admission to an approved dietetic internship program is five years. If the applicant has not met this requirement, it is necessary to present three semester hours of advanced nutrition to become eligible for appointment. If the applicant with the above requirements has not been actively employed within the last five years in

a position which demanded that he be informed on the newer knowledge of nutrition, he must present either:

(1) credit for additional study from an accredited college or university in nutrition, related science, or institution administration within the last five years; or

(2) a minimum of at least six months of full-time or 12 months half-time experience in some area of dietetics supervised and endorsed by an active member.

The American Dietetics Association offers two plans for membership. The bulletin issued by the association which was revised in October, 1956, and printed for the third time in October, 1957, states that until October, 1962, applicants for membership in the association may qualify by presenting either Plan I or Plan II. Plan I and Plan II are explained in the following:

PLAN I
(to be discontinued October, 1962)

		REQUIRED	RECOMMENDED
SUBJECT GROUP	SEMESTRAL HOURS**	COURSES	COURSES
CHEMISTRY	12	General Inorganic Organic Physiological with laboratory***	Analytical Food Advanced Biochemistry Quantitative

**To translate these hours to fit quarter system, multiply by 1½ semester hours.

***Graduate of approved administrative internships may substitute Food Chemistry for Physiological Chemistry, at discretion of the internship director.

(Continuation of Plan I)

BIOLOGY	6	Human Physiology Bacteriology	Zoology General Biology
SOCIAL SCIENCES	9	Any 2 of: Psychology Sociology Economics	Adv. Psychology Personnel Management Community Organization Consumers Economics Economic Geography
EDUCATION	3	At least 1: Educational Psychology Methods of teaching Principles of Education	Methods of Teaching Nutrition
FOODS	6	Food Selection and Preparation Meal Planning and Service	Experimental Cookery
NUTRITION AND DIETETICS	6	At least 2 of: Normal nutrition Advanced Nutrition Diet and Disease	A course (seminar) to read & interpret current literature (scientific)
INSTITUTION MANAGEMENT#	6	Quantity Cookery Organization and Management	Accounting Institution Marketing[x] Institution Equipment[x]

Courses listed under the subject group, Institution Management, while desirable, are not required of applicants who are employed in public health agencies.

[x]Usually required for graduates entering approved administrative internship and applicants from the field of institution management.

The second plan or Plan II is shown in the following:

PLAN II *

GROUP I	SEMESTRAL HOURS 8-10
Basic Foods, required Nutrition, required (Prerequisite or concurrent - 3 courses from Group II)	
GROUP II	**20-25**
Inorganic Chemistry Organic Chemistry Human Physiology Bacteriology Physiological or Biological Chemistry Food Chemistry Physics Other Advanced Nutrition Courses	
GROUP III	**12-20**
Psychology Education Sociology Anthropology Economics Personnel Relations	
GROUP IV	**12-25**
Experimental Foods Diet Therapy Quantity Cookery Institution Equipment	Purchasing Organization and Management Accounting Cost Control

*60 total semestral hours required with not less than the minimum number of hours indicated in each group.
Revision to Plan II became effective on October 13, 1956.

The requirements previously enumerated would apply to applicants who seek admission to the dietetic internship approved by the American Dietetics Association. For those who are interested in becoming members of the association, the same requirements apply. To those who desire reactivation of their membership to the association after inactivity of five years, such reinstatement could be reconsidered by fulfilling the same requirements.

The Seventh-day Adventist denomination recognizes the need of a dietetic association in order to reach the objectives of the church through the colleges and the medical institutions that operate around the globe. As early as the twenties, the School of Dietetics in the College of Medical Evangelists in Loma Linda, California, offered undergraduate degrees in the field of Dietetics and Nutrition. As the need for better qualified dietitians and nutritionists was felt, the early graduates, who are the leaders of the denomination in the fields of dietetics and nutrition at the present, formed the nucleus of the Seventh-day Adventists Dietetics Association.*

The final organization of this association was realized on December 28, 1954, when officers were elected to lead in achieving the objective of helping in the propagation of the gospel through health evangelism and food service.

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*Appendix H.

Conventions, Seminars, Institutes and Workshops

In addition to the educational and medical institution facilities offered to food service directors, dietitians and nutritionists, food service workers are also urged to attend conventions, seminars, institutes and workshops usually scheduled during the summer months. Attendance at these kinds of meetings gives an opportunity to those who have limited academic background to become acquainted with the present needs and the modern trends as well as the development of food service work in general and Adventist food service in particular.

One of the most outstanding conventions on nutrition and dietetics sponsored by the denomination was held at La Sierra College, Arlington, California, from June 7-10, 1954. It was held immediately after the World Conference of Seventh-day Adventists in San Francisco, California, on May 24 - June 5, 1954. The attendance at this convention represented the world-wide work of the Adventists in that 252 delegates attended plus a number of guests from all over the United States. Eleven countries were represented at this convention. The delegates were missionaries and national religious workers serving in the medical and educational food services coming from the countries of Australia, Austria, Canada, France, Guam, India, Jamaica,

South America, Philippines,* Singapore and other Asian countries.

The nutrition convention was sponsored by the International Nutrition Research Foundation, located at the Loma Linda Food Company, in Arlington, California. Two of the convention's objectives were:[32]

> (1) To review the origin, purpose and present day application of instruction given by God many years before science had searched out the basic facts of nutrition itself.
> (2) To assist the International Nutrition Research Foundation in planning a broad program of research that will avoid from the beginning the pitfalls and extremism that once plagued the church and partly obscured important principles.

The topics considered and discussed during the convention were on nutrition, its application to the physical existence of the church members in close conjunction with Biblical and church doctrines of healthful living and the problem of food service in the institutional phases of the work of Adventists. Because of the unique food habits of the Adventist church, the burden rests upon the International Nutrition Research Foundation to explore the field of nutritional research to discover more about the original

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*Writer one of the delegates.

[32]Nutrition and Food Service Convention Report, International Nutrition Research Foundation, La Sierra, California, June 7-10, 1954, p. 3.

and natural foods that God has given through nature, whereby man's existence might be more prolonged than it is now.

> For many years in this country we have made use of the word International; first by the International Nutrition Laboratory, established in 1939 at Mt. Vernon, Ohio. When it was dissolved in 1950, a new organization was developed named the International Nutrition Research Foundation. Our interest is in world nutrition, as the name indicates. The requirements for adequate nutrition are very much the same for the entire human family whether they belong to the yellow, black or white race. While the quantity of foods, carbohydrates, and oil requirements differ according to climatic conditions, the body building materials such as proteins, vitamins, minerals intended for growth and maintenance are the same regardless of climate, altitude or soil. So the problem before us is to evaluate the earth's bountiful supply of foods and transform indigenous products into well-balanced dietaries such as will be suitable to the eye and taste appeal of each class and race of people, which can be healthfully prepared and secured within the economic reach of the people.[33]

The next big topic discussed was the importance of food service on the campus. All allied topics as, balanced institutional diets, menu planning, production management, high food standards in preparation and service, purchasing, portion control, labor problems and costs, instructor training in nutrition and others were discussed and covered in detail.

The delegates were inspired, and when they reached home they became food service leaders in their respective

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[33] Ibid., p. 8.

areas, laying further plans to stimulate in everyone nutrition consciousness, with particular consideration in the improvement of institutional food service. Thus was recognized the point that was brought out in the meetings that the food service director is a mighty important person who controls the disposition of all about him by the food he prepares and serves.

In October, 1954, the Medical Department of the General Conference of Seventh-day Adventists published for the first time a bulletin* intended for the food service directors in each of the academies, colleges and hospitals of the organization, recognizing in print the role of the food service director.

> We have now come to realize more fully the truth of the instruction given by the servant of the Lord to His remnant church regarding the food served in our institutions. The type of food served, the methods of preparation, and the way it is served vitally affect the lives of the students in our schools and the patients in our institutions. This connection has not always been realized in the past; it is now time to wake up and realize that the Food Service Director is a mighty person. . .[34]
>
> With this realization, the North Pacific Union Conference conducted a convention for Food Service Directors. It was the first of such conventions in

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*Appendix I.

[34]Director of Food Service Bulletin, Medical Department, General Conference of Seventh-day Adventists, Washington, D. C., October, 1954.

> our denomination and was held by Mr. Clinton Wall, Food Service Director of Walla Walla College Food Service.[35]

The first Food Service Workshop was attended by all the food service directors from the North Pacific Union Conference, which included the states of Idaho, Montana, Oregon and Washington. The food service director of Forest Lake Academy was the only one who attended from outside the North Pacific Union Conference. The workshop gave an opportunity to the food service directors in attendance to share and work together in the kitchen of the Walla Walla College Food Service. It was enjoyed by everyone, and consideration was given to repeating it again to give the food service directors from the other Union Conferences of the North American Division the same privilege as the ones in the North Pacific Union Conference.

The summer of 1958 was significant in the institutional food service work of the denomination for then three workshops were held in three different places in the United States. Mr. Clinton Wall, Food Service Director of Walla Walla College in Washington, directed these three workshops.

The first workshop was held July 14-18 at Union College in Lincoln, Nebraska. All the food service

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[35] Ibid.

directors of Adventist schools in the Mid-Western States attended.

The second workshop was held July 27 - August 1 at Blue Mountain Academy in Hamburg, Pennsylvania. All the Adventist food service directors from the East and South-east of the United States attended this workshop.

The third one was held in Walla Walla College, Walla Walla, Washington. All Adventist institutional food service directors from the Northwest Pacific areas, Northern states, California, Arizona, and Canada were present. The director of food service of the College of the Pacific in Stockton, California, a non-Adventist college, was also present. The Philippines was also represented in the person of the writer. Approximately 85 per cent of the educational institutions of the North American Division had been represented in these three workshops.

Evaluation of these workshops. The spirit of motivation and inspiration on the part of the food service directors was keenly felt. They were so eager to learn new ways that may prove helpful to the operation of their cafeterias. They left the workshops refreshed with new ideas and a strong determination to apply all that had been presented in their respective food service.

The workshops began with the devotional hour every morning, in accordance with the Biblical injunction, "whatsoever ye do, whether ye eat or drink, do all to the glory of God." Guest speakers were invited to present uplifting thoughts for the day through the study of the Holy Bible. Such study had bearing upon the problems of how to be physically fit for the work being done on earth and for the preparation of the life to come.

The devotional hour was followed by discussions of pertinent topics such as: management, student labor, nutrition, personnel administration, equipment and cafeteria layout, business management, menu planning, and problems that confront food service in particular.

The afternoon hours were used as laboratory periods. The kitchen of Walla Walla Food Service served as the laboratory. The group was divided into smaller groups with definite assignments for the day in the different areas of food service. Recipes* were exchanged, and the best from each institution were tested and sampled by everyone.

In the evenings motion pictures were shown about nutrition and food service work in government and private schools. After the pictures, the group was divided into

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*Appendix J.

different committee meetings that discussed the problems which confront the particular food service served by the delegates. The last night of the workshop was used in making recommendations in the interest of the denominational food service to the Educational and Medical Departments of the General Conference.

The following summaries are of some of the recommendations made at the three workshops:[36]

Administration and Policy

Food Service Directors' Workshop	That the next food service director's workshop be held in each region every two years, the next series to be in 1960.
Consultant	That adequate consultant assistance from recognized denominational sources be made available for the medical and educational institutions to assist in: (1) new food service units, (2) remodelling existing units, and (3) purchasing and placement of adequate and modern equipment.
Necessary equipment	That such equipment as is deemed minimum to the functions of the academy food service in the most efficient and most economical manner be installed by the institution at the earliest possible date.
Secretarial Assistance	That the food service director be provided with adequate secretarial assistance in the office to record

[36]Compiled recommendations from the three Food Service Directors Workshops, Summer, 1958.

	purchases, inventory, menu planning and other essential office work pertaining to food service administration.
Assistant	That all food service directors have at least one full-time assistant regardless of the size of the school.
Assistant's Training Program	That a program of training for the assistant food service director be probided, so as to allow the food service director to attend institutes, conventions, workshops when available as well as providing regular relief on days off.
Key Workers	That methods of attracting and holding key workers in the food service be arranged with the administration; this to include financial adjustment when necessary.
Student Labor	That the food service department not be required more student labor than is needed for the most efficient operation of the department, thus avoiding the necessity of overtaxing supervisory personnel and impairing the service of the department.
Overhead	That consideration be given to the food service department carrying an unusually heavy overhead, rather than basing the future budgets on the profit and loss statement alone.
Cost Information	That a system be set up in each food service so that the director has the full information on the cost of all foods used in the department and that he or she be furnished with current monthly operating statements of the food service.
Purchases	That all food and equipment purchased for the food service be discussed with the food service director <u>before</u> purchase.

Director's meals	That food service directors and other staff personnel who are required to take their meals in the dining room be placed on the same basis as other workers whose work requires them to be away from home, and that no charge be made to such staff members for their meals.
Scheduling Events	That in order to make it possible for efficient planning in the food service department, administrators be requested to adopt some form of long range scheduling which will designate the time of all major events such as banquets, music tours, school or class picnics or other special events affecting the food service or its staff members.
Dining Hour Schedules	That effective precautions are taken to insure that dining hours are not infringed upon by class or chapel schedules.
Home-grown Products	That the administration be provided a listing of the advantages and disadvantages in the use of home-grown products and duscuss the farm program in advance with the food service director.
Fortified milk	That all the dairies of our schools be certain that they fortify the milk consumed by the students with Vitamin D.
Health Examinations	That all the staff members of the food service have a regular health examination including tuberculin testing, skin test and x-ray.

In one of the free response questions in the questionnaire sent, the respondents gave recommendations identical to what had previously been enumerated in regard to school administrators and their administrative relationships with

the food service directors. The recommendations stemmed from what the food service directors need in order to enhance an efficient operation of the food service.

The food service workshops prove to be a practical outlet of a group to express itself freely. When a group expresses a common need there are better chances of being heard and recognized. Such recommendations when recognized may not only benefit a limited group but may become items in a denominational policy.

Education of Food Service Directors

Summer School Courses	That our colleges be encouraged to offer special summer courses for food service directors in such areas as: institutional management, nutrition, and foods; and that food service directors be sent to these schools by their respective institutions. Furthermore that where such courses are not offered by our own colleges that the food service directors be encouraged to avail themselves of such courses at local universities in the area of food service and nutrition.
Libraries	That a library be established for each food service director, containing as current books on nutrition, journals on nutrition, dietetic and food management subjects. Furthermore, these publications are to be easily accessible to the director and such would be provided and furnished by the institution.
Films	That films pertaining to current problems in food service and nutrition be shown regularly, both for

	the director and the staff members to keep them aware of the latest methods and information.
Leave of Absence	That the food service directors be provided with a leave of absence every five years to enable them to work toward certification or degree, this being a reward for faithful and efficient service.
Food Service Directors' Bulletin	That this bulletin published by the General Conference be continued and that: (1) more recipes for entrees be included, (2) suggested floor plans for kitchens be included, (3) suggested new equipment be recommended, (4) a bibliography for food service directors be prepared and (5) a column be devoted to information on special items for non-denominationally prepared food service directors.
Apprenticeship	That study be given to the establishment of an apprenticeship for food service directors, preferably two years in length, at one or more of our own colleges.

The recommendations for educating good service directors through attendance at summer school and granting them leave of absence every five years for certification and degree indicate the growing consciousness on their part to keep pace with the times. Along with working towards certification and degree were recommendations on audio-visual education.

Apprenticeship was also mentioned in the previous chapter on Problems in Recruiting Food Service Directors as a practical means to prepare future food service directors.

It would also be a recruitment aid especially if the two years recommended for apprenticeship would be allowed.

Health Education

Health Council	That each educational institution initiates the formation of a Health Committee, its function to foster a school health program, including health education through its food service. The members to include: the school nurse, school or community physician or dentist, the food service director, principal, the deans of men and women, physical education instructor, home economics instructor and the Bible instructor.
Health Week	That an annual health emphasis week be established, during which time instruction on healthful diet, among other items be emphasized.
Unhealthful Foods	That the sale of items not fostering good health, such as soda pop, candy bars, and between-meal-snacks be eliminated from the food service and any other places in the school campus. Furthermore, that fresh fruits, nuts, etc., be emphasized in place of rich desserts served regularly in the cafeteria.
Fruit Drinks	That fresh fruit beverages be served in place of prepared punch and soft drinks, both at mealtime and on special events (picnics, etc.).
Health Instruction	That a regular course in health be implemented in the academy curriculum, as recommended by the General Conference (see Guide for Health and Physical Education in S. D. A. Secondary Schools, $1.25, General Conference Department of Education). Furthermore, in addition to this

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

	course, health instruction be integrated into other areas, such as Bible classes, physical education, etc.
Main Meal	That the main meal be served at noon and a luncheon-type of meal be served for the evening service.
Bulletin Boards	That every food service department post bulletin boards at strategic points for the education of all eating in the cafeteria, that these be regularly supplied with interesting and informative material on health and nutrition.
Staff members to eat in the Dining Hall	That staff members be invited to eat regularly in the dining hall, to establish their interest in good nutrition both for themselves and to show their interest in the students' nutrition.

The recommendations on this section in Health Education indicate the growing consciousness of the food service directors to live and practice closely the health principles that the denomination believes in. They are aware of their responsibilities as the propagators and preachers of the gospel of good health in their respective department--the food service.

Denominational Publications to Aid Food Service Directors

Publications such as magazines, journals, bulletins and others are practical means of communication among the members of any organization. The food service directors

serving in denominational food service are kept posted and informed through the Food Service Directors, a monthly bulletin prepared by the Seventh-day Adventist Dietetic Association for the Medical Department of the General Conference of Seventh-day Adventists in Takoma Park, Washington, D. C. The Seventh-day Adventist Dietetic Association has its main office and headquarters in Los Angeles, California.

The need for a bulletin was felt during the first Food Service Directors Convention and Workshop held in August, 1954, at Walla Walla, Washington. It was in October, 1954, two months after the convention that the first publication came out. Its masthead was "F D." It was first known as Directors of Food Service Bulletin. It was published by the Medical Department of the General Conference in Washington, D. C. The original copy of this bulletin is found in the Appendix.

At present the bulletin is known as Food Service Directors, bearing the insignia of the Seventh-day Adventist Dietetic Association. The bulletin presents topics on meals, menu planning, nutrition, cost accounting, management, foods, personnel training, sanitation and other subjects pertinent to nutrition and food administration. The last page of the monthly bulletin usually gives new

vegetarian recipes which the food service directors sample in their food service.

The food service directors are enjoined as well as encouraged to give contributions to the bulletin in the form of tested recipes proven to be useful and popular in their respective food services. They are also requested to send their comments on the material and content of the bulletin that they receive from month to month. Articles are also solicited from the food service directors.

Other Materials Available From the Seventh-day Adventist Dietetic Association

Pamphlets. The Seventh-day Adventist Dietetic Association sends materials free of charge on the following topics: "A Dietetic Internship," "A Study of the Dietitian in the United States," "Chart Your Course Toward Dietetics," "Dietetics as a Profession," "Dietitians in Demand," "Look Ahead--The Future is Bright," "Academic Requirements for Active Membership in the American Dietetics Association and Entrance to Dietetic Internship," "Requirements for Membership in the Seventh-day Adventist Dietetic Association," and "Constitution of the Seventh-day Adventist Dietetic Association."

Posters. Posters are mailed to anyone who is interested in promoting the nutrition, dietetics and institution

management work. The posters depict the need for qualified men and women to serve in the dietetics field. Among the posters mailed to the interested party are: "Dietetics--A Career for Better Living," "A Career for Men and Women--Dietetics," "You are Equipped for Many Careers," "A Dietetic Intern," "Would You Like to Manage Food Production?" and "Interesting Jobs." All of these posters are prepared to interest young people who are deciding what to do for a lifetime career.

Slides. A set of 50 colored slides on dietetics as as a career is prepared by the Seventh-day Adventist Dietetic Association for audio-visual purposes. The slides are explained by script which is found in every third slide upon projection on the screen.

Films. Besides the 50 colored slides, a film was produced by the Seventh-day Adventist Dietetic Association, entitled "A Service of Love," a half-hour sound moving picture depicting the story of a dietitian's dedication to her profession and how she lives out her dedication. This film is intended to arouse the interest of young men and women in a satisfying and rewarding career. It is also an informative film which shows to the public the role that a dietitian plays in serving humanity. This film is loaned, and no charge is made for its use. Both the slides and the

film could serve as a feature in any lecture, program or club meeting. The film can be borrowed by writing to: Community Relations Office, College of Medical Evangelists, 1720 Brooklyn Avenue, Los Angeles 33, California.

The Future of the Food Service Work

The future is bright for young people who are interested in working as food service directors not only in the government and private institutions but also in the denominational food service. In one of the brochures distributed by the American Dietetic Association captioned, Dietitians in Demand, the following statement is made about the future of the food service managers and dietitians:[37]

> Dietitians are needed today, and they will continue to be needed far into the future. This field offers inspiration and a feeling of reward from . . . helping patients return to health--Hospital Dietetics, . . . guiding people toward desirable eating habits--Community Nutrition, . . . managing a high-standard food service--Administrative Dietetics.

As a matter of encouragement and advertisement, the brochure gives the following: yearly salary ranges from $3,600 for beginners and $10,000 and even more for those who have years of experience behind them and successful administration of food services in the past; shorter working hours of eight hours a day and forty to forty-four hours weekly; and the

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[37] Dietitians in Demand, American Dietetic Association.

recognition of the profession as essential and valuable to the community where the dietitians and food service directors serve.

In the monthly publication put out by the College of Medical Evangelists, The Medical Evangelist, with special reprint for the School of Dietetics, Dr. Ruth Little reiterates the need for trained dietitians and food service directors. The need presents a bright future for food service workers. She said:

> The need for dietitians (directors of food service, too) is acute. The College of Medical Evangelists, School of Dietetics has been established to help fill the constant and continuous call for dietitians. Seventh-day Adventist dietitians are located not only in various areas of the United States, but also in South America, Africa, India, Ethiopia, Europe and other parts of the world. One recently left for Bangkok. Dietitians are needed as educators, food editors, lecturers, public health workers, research workers, administrators of college and academy food service, school lunches, industrial cafeterias, commercial restaurants, demonstrators of food and equipment, as well as administrative, therapeutic and teaching dietitians in the hospitals. The opportunities for service are unlimited and the field is world-wide.[38]

In a recent letter received by the writer from the president of the Seventh-day Adventist Dietetic Association, Mr. Paul Damazo, about an inquiry in the future of denominational food service work, he said,

> The future food service plans for our denomination in my estimation are as follows: 1. We are working

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[38]Little, Ruth, The Medical Evangelist, "The School of Dietetics," January, 1958, p. 4.

on the cooks and bakers training program. One geared to college and academy, the other for hospitals. 2. It is our plan to start a food service supervisors training program as soon as possible to train food service managers for our smaller institutions. 3. We have undertaken the greatest career recruitment program in the history of our denomination of dietetics as a career. This along with our color film on dietetics and other recruitment work will do a tremendous amount to interest young people to enter the profession of dietetics.

The call for more food leaders finds response in the College Closing Report of Seventh-day Adventist colleges in the North American Division, published by the General Conference Educational Department, Washington, D. C., for the school year 1957-58, where the number of Adventist young people has increased in enrollments for food courses offered by the different Adventist colleges in America. The number of students are distributed as follows:

In the dietetics field

Freshmen	11
Sophomore	7
Junior	12
Senior	5
Total	35

In general Home Economics

Freshmen	88
Sophomore	59
Junior	31
Senior	23
Total	201

Other classifications

Post graduate	2
Graduate	1
Special	3
Total	6

The denomination is not behind in promoting the food service work among the young people who are the prospective dietitians and future food service directors of Adventist educational and medical institutional food services. The facilities for academic training, the various publications, different audio-visual materials, the program of continuing education for present food service directors, the graduate study internship programs all point to the bright future of the food service work of the denomination.

CHAPTER V

SUMMARIES, CONCLUSIONS, AND RECOMMENDATIONS

Before one could appreciate the problems of the Seventh-day Adventist institutional food service, he should first be acquainted with the historical background of the denomination which has a great influence upon the dietary patterns and habits of the Adventists.

The purpose of this study is to determine why a scarcity of academically prepared food service directors exists in the Seventh-day Adventist denominational colleges and secondary schools. The study is important because of the unique food patterns and habits of the Adventists. The expanding educational program of the Adventists due to increase in membership year by year, opens the door of opportunity for more young people to dedicate their future life to the food service work. In view of these reasons, there is a great need for more qualified food service directors to manage denominational food service.

The basis for the study of this paper centers upon two hypotheses: (1) that a majority of the present food service directors serving in denominational school food

services do not meet the educational qualifications or academic preparation as stated in the Principal's Handbook of Administrative Procedures for Seventh-day Adventist schools, and (2) the educational training facilities on the undergraduate level are available in the senior colleges of the denomination as well as the graduate courses in dietetics, nutrition and institutional management and practical training in the form of the dietetic internship program offered by the College of Medical Evangelists at Loma Linda, California.

The Seventh-day Adventist school food service, its history and the denominational requirements for employing food service directors were presented in Chapter I. The method of approach used in the study of the problem was also considered in this chapter.

An analysis of the food service directors' academic and practical background were discussed. The data indicated that out of the 51 respondents, 36 or 70.5 per cent do not meet the academic qualifications. In the colleges where the food service directors are assumed to be college graduates, only 6 or 50 per cent meet the academic qualifications.

The Seventh-day Adventist colleges every summer offer summer school courses, and the food service directors should take advantage of these in order to up-grade them-

selves. Conventions, institutes, seminars and workshops are forms of continuing education for food service directors who find it impossible to go to summer school.

The majority of the food service directors who lack the academic background have long years of experience in the food service work and others allied to food management, hence, they are able to carry their job as well as those who have academic training. The sex, age and social status have some bearing upon the work of the food service directors so that the survey indicated that the average age of the food service directors is 47 years. Out of the 51 respondents, 47 were female and 4 were male. Of the 47 female, 43 were married, widowed and/or divorced; only 4 were single.

Chapter III covered the problems which confront recruitment of the food service workers in general and the denominational food service director in particular. Such problems are: (1) shortage of better qualified and well-trained food service personnel, (2) lack of interest in this line of endeavor because it is too confining, tedious, long hours of work both daily and weekly, (3) marriage of graduates soon after graduation, (4) curriculum of the medical students in the matter of sciences is the same as that of those taking nutrition or dietetics and is therefore difficult for prospective dietitians, (5) lack of

recognition of the food service work as a profession on a level with other professions, (6) young graduates feel unequal to the task of handling teen-agers in the matter of discipline, and therefore they go into hospital dietetics and other branches of the food service work where the problems are less, (7) offer of better pay, (8) shorter working hours by the day and the week, (9) recognition of the profession and opportunities for advancement as well as retirement privileges attract more of the better qualified dietitians and food service directors to go into military, naval and air force employment. Each of these problems was discussed in detail.

In Chapter IV was described the educational training facilities that the Adventist colleges have in preparing dietitians and food service directors, nutritionists and other food service personnel. Besides the college degrees offered by the senior colleges, a graduate program of degrees and dietetic internship is offered by the College of Medical Evangelists at Loma Linda, California, with the permission and approval of the American Dietetic Association. After such training the graduate is also given a certification of membership to the American Dietetic Association.

The denomination, through the Medical Department of the General Conference of Seventh-day Adventists, continues to promote and encourage young people as well as those who

are now serving as food service personnel to consider food service as a promising profession by various media of publicity, activities, publications, audio-visual aids, conventions, workshops and even scholarships, although such scholarships are limited due to lack of funds.

Conclusions

The conclusions derived from the study are:

The first hypothesis, that a majority of the present food service directors do not meet the educational qualifications as set forth by the denomination was proven to be true. The findings indicate that 36 out of the 51 respondents, or 70.5 per cent, lack the academic preparation, and that only 15, or 29.5 per cent, of the present food service directors in denominational schools meet the educational qualifications. The possible reasons for the lack of academically qualified food service directors were summarized as follows:

(1) Early marriages among prospective food service workers and personnel.

(2) Food service work is too demanding and taxing on the physical strength.

(3) The food service director's job does not appeal to young people who are considering their life career or profession because of the lack of professional recognition.

(4) In most secondary school food services working conditions are below par. The pieces of equipment to work with are inadequate and insufficient.

(5) The young inexperienced graduate believes that the financial responsibility and risk are great in running a food service.

(6) Little or no active recruitment for the food service work is carried on by Seventh-day Adventist institutions.

(7) The Seventh-day Adventist institutional administrators do not seem to feel the need for qualified food service directors.

(8) The financial reward is not commensurate to the effort expended.

(9) Government and other private institutions offer better pay, shorter working hours, days off and holidays, annual vacation with pay and other fringe benefits which appeal to the young people.

The second hypothesis, that educational facilities are available in training future food service directors, was proven to be true. The 12 senior colleges operated by the Adventists in the United States and Canada offer adequate courses and training for future food service directors in home economics. After college the graduate of the nutrition, dietetics and food service management

curriculum courses could pursue his or her studies on the graduate level by entering the College of Medical Evangelists in Loma Linda, California. After a full year of study, a Master of Arts degree is conferred on the candidate besides the certificate of internship which makes it possible for the candidate to be a member of the American Dietetics Association.

For the food service directors who believe that they are too old to go back to school and up-grade themselves, there are available nutrition and food service conventions, seminars, institutes and workshops. The Educational and Medical Departments of the General Conference of Seventh-day Adventists should plan for more conventions and holding them regularly for the academically non-qualified food service directors to help them advance with the trend of the times.

The Adventist nutritionists and dietitians have formed an auxiliary Seventh-day Adventist Dietetic Association (SDADA) which promotes the principles of nutrition and dietetics among the various institutions of the denominational organization. The SDADA also publishes a monthly bulletin, the Food Service Director which is sent to all food service directors, dietitians and nutritionists free of charge. This makes possible the regular communication of information and ideas on efficient operation of

the food service, modern nutritional and dietetic trends.

From the findings and data presented it is therefore concluded that a continuous agitation on the part of denominational food leaders for better qualified food service directors be had; that such need be presented before the young people as urgent and important as the need for preachers, medical workers, and other denominational workers; and that such responsibility for recruiting and presenting the need for qualified food service workers be not only limited to the food leaders, but should also be the burden of the preachers and ministers because the health reform program of the church is an indispensable part of the Advent message.

Recommendations

In order to have well-trained and better qualified food service workers as nutritionists, dietitians and food service directors, the writer recommends the following:

(1) In order to make the food service work more attractive to the young people, food service directors should be given academic recognition and professional status. First, place them on the same salary scale as that of the academic teachers with degrees. In this way

the food service directors would feel that their efforts are well rewarded.

Second, grant them the same privileges that the academic faculty enjoys.

(2) Raise the standards of the college food service by up-grading the food service directors who do not meet the academic qualifications by means of short period training, auditing and studying which would award them vocational certificates.

(3) The institution served by the food service director who is academically qualified should inaugurate a program of sabbatical leave after five years of service. The food service director should be encouraged to up-grade himself or herself in order to obtain post-graduate degrees. The institution should help defray school expenses such as tuition, board, room and personal expenses or give the food service director a monthly salary as allowance.

(4) Adequate full-time help should be given the food service directors in matters of assistants and secretarial help.

(5) In order not to make the food service work boring, give the food service directors shorter hours of work daily and weekly with weekends and holidays off to spend with their families.

(6) The food service department should be given sufficient allocation of funds for development and improvement of the operation.

(7) The business manager should work closely with the food service director in making wholesale and quantity purchases for the cafeteria.

(8) Encouragement should be given to students who show special interest in this type of work in the form of scholarships and grants to help them finish college. They should be given a place to practice or intern, which training would enable them to find a place in institutional food service.

(9) Where the curriculum in the home economics field is inadequate, raise the standards by the addition of more courses which would prepare the students for better training in the food service work.

(10) The schedule of conventions, institutes, seminars and workshops should be a regular program in order to help those who find it impossible to attend academic classes.

(11) The recommendations stated above should not only be applicable to the denominational institutions of the United States and Canada, but should also be for all food leaders serving in the mission fields. The Educational Department of the General Conference of Seventh-day

Adventists should inaugurate a program by which food service directors, dietitians, nutritionists and other food service workers from the mission field would be allowed to come to the United States and spend a year or two in denominational colleges where they could take courses that would lead to certification or degree, with their transportation, school expenses and personal allowance being paid by their respective mission or employing institution.

Food Service Directors

Prepared by the SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION
for the Medical Department of the
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MEALS—MEALS—MEALS *

by Shirley T. Moore, Dietitian
New England Sanitarium and Hospital

Food means many things to many people.

It is the physical substance of which the body is made; but it is also the symbol of much that concerns the spirit. It is one of the child's first rewards for good behavior. It is an expression of family love, or a common substitute for the affection which the eater craves without receiving.

Some foods are popularly associated with feasting, while others equally nourishing are considered evidence of dire poverty. Thus food becomes a sign of economic status, and a symbol of one's acceptance by his associates.

All these aspects of food enter into the care and feeding of students, patients, and the public. Nevertheless, the food service director's first consideration is to nourish and to build the physical life.

To be classified as food a substance must do one or more of three things:

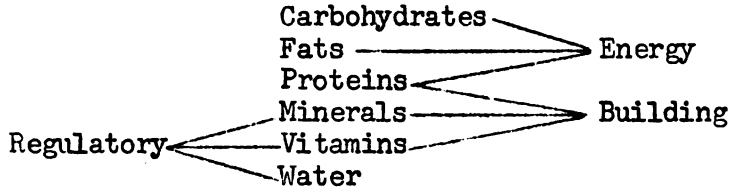
(1) build or repair tissue
(2) provide energy for activity
(3) regulate inner body processes

To maintain life all three of these types of substance must be provided. Then they are provided in the correct amounts and varieties to maintain the best level of health, we say that the diet is balanced.

Such a statement sounds as if one must eat just such and such amounts of this food and that. Many persons, in fact, habitually eat according to a set pattern. But fortunately for the average appetite --and the average institution budget--foods come in quite a variety of shapes and styles, at a variety of prices.

* With this article the FOOD SERVICE DIRECTORS' BULLETIN begins a series on menu planning, which will include the following topics: (1) The balanced diet (this issue), (2) Denominational standards, (3) Principles of menu making, (4) Menu planning for special groups, (5) Meal planning for special occasions.

The substances which carry on these three activities can be grouped in the following way:



This grouping presents an over-simplified picture, since actually most types of nutrients show some slight function as regulators, while the building activities of proteins, minerals, and vitamins differ considerably. However, this classification helps to clarify the basic food functions. Because of the value of the building and regulatory nutrients, foods which are high in protein, minerals, and vitamins are called the "protective foods." It is these foods which are low in the poorly balanced diet.

Among the greatest dietary sins of the American people is the habit of eating excessive carbohydrates (starches and sugars) and fats to the exclusion of the protective foods. This habit seems to develop whether one has ample money to spend on food, or whether the food money is scarce and one has to struggle to provide quantity as well as quality.

This unbalance is found frequently in institutions feeding youngsters. These often haughty little eaters like potatoes, bread, pie, ice cream, and other sweets, and complain bitterly over vegetables, salads, and many healthful protein dishes and desserts.

Potatoes, bread, macaroni, and pie are less expensive than fresh fruits and many vegetables, in the quantities in which these fresh foods should be eaten. So the little palates are satisfied along with the budget, but the little bodies do not fare so well. There is one solution to the nutritive problem--the purchase and preparation of foods high not only in carbohydrate or fat content, but also in minerals and vitamins.

Most carbohydrate foods in their natural form contain small amounts of indigestible bulk called cellulose. The bran of wheat, the skins and some seeds of fruits, and the fiber of vegetables are examples. This cellulose, in normal amounts, is good for the healthy intestinal tract. In abnormally large amounts, or in those persons with gastrointestinal diseases, it can be harmful. It is well to remember that bran, as such, is no more a natural food than is white flour.

Good quality carbohydrates include whole grain cereals, whole grain or enriched bread, starchy vegetables (potatoes, corn, peas, limas, etc.), bananas, dried fruits, most fruit juices, and other like foods. Fats of good quality come to us in the form of egg yolk, cream and whole milk and their products, olives and avocados, and in limited amounts of some visible fats such as fortified margarine.

MINERALS AND VITAMINS

Calcium is said to be the mineral most often lacking in America's meals. Milk is the outstanding source of calcium. For the person who does not care

for milk there are other sources among the greens, including collards, mustard, turnip or kale. These greens are not commonly used in many parts of the country. Spinach and some other common forms of the leafy vegetables contain calcium in a form which the human body cannot absorb, so that they are not sources of this mineral. Many fruits, vegetables, nuts, and legumes contain some calcium, but it is necessary to use these foods in liberal amounts and a wide variety to acquire enough of the mineral from them alone. Most, if not all, soy milks on the American market have been fortified with adequate calcium.

Iron is found liberally in a number of vegetables, particularly the green leafy vegetables, in dried fruits, egg yolk, whole grain breads and cereals, and nuts. White breads and cereals which have been enriched also contain iron, although some question has been raised about the value of the form of iron used in the enriching process.

There should be no deficiency of minerals in the meal pattern which contains generous amounts and varieties of fruits, vegetables, whole grain breads and cereals, legumes, nuts, and dairy products.*

Among the thrilling tales of science are many stories of vitamin research. We can scarcely imagine life before the days of our vitamin alphabet. Sickness was acknowledged to be the lot of mortals; it was assumed to be the will of God.

The word "vitamin" was coined in 1911, but the search for unknown substances which would cure or prevent scurvy--a vitamin C deficiency--goes back for hundreds of years. Once upon a time it was suggested in European medical circles that scurvy was the basis of all disease to which mankind was subject. Likewise, in the 18th century Giuseppi Cerri, an Italian gentleman, demonstrated the effect on pellagra of a liberal diet, although he had not the faintest concept of the vitamin known today as niacin.

Today, among the approximately 50 nutrients known to be necessary to health, are a number of vitamins which for purposes of classification are known as fat-soluble or water-soluble. The practical distinction between the two lies in the fact that the fat-soluble group--A, D, E, and K--can be stored in the body to a greater extent than the water-soluble group--C, B-complex, and P--which tend to be excreted via the kidneys. (The water-soluble group are also more readily lost in the cooking process.)

Occasionally this storage potential becomes a hazard when some over-enthusiastic consumer takes too many--or too potent--drug store vitamins. Overdoses of vitamin A are known to occur at times among persons taking huge quantities of vitamin A capsules, and occasionally one hears of overdosage with vitamin D. Vitamin K seems to resist storage, although the body may have a slight reserve in the liver. Vitamins A, B-complex, C, and D seem to be the occasionally scarce factors in the American meal pattern.

Vitamin A is obtained from milk products containing butter fat. Thus whole milk but not skim milk is a good source of the vitamin. However, one need not be dependent upon butter fat for this vitamin, since green leafy and yellow vegetables and many fruits contain the plant substance from which the body's own chemical plant can produce the vitamin.

*The use of iodized salt is recommended in those sections of the country where iodine is lacking in the soil and water.

The B-complex vitamins come to us from a wide variety of fruits, vegetables, cereals, legumes, nuts, and dairy products. Enriched bread, flour, and cereal contain three of the B vitamins in amounts equal to those in whole grain products.

Citrus fruits and juices and tomatoes are well known as sources of vitamin C. It is not so well known that melons, particularly cantaloupe, strawberries, green peppers, and a number of other green vegetables also contain liberal amounts of C. The acid content of the citrus fruits and tomatoes protects the vitamin C from rapid destruction when exposed to air. The vitamin C content of the green vegetable, on the other hand, is quickly lost when the vegetable is shredded and a large surface thus exposed to air. Heating also destroys much of the C content, and other large amounts are lost when the vegetable water is not used.

Sunlight and milk fortified with vitamin D are the most dependable sources of the D vitamin, short of cod liver or other D-potent oils.

PROTEINS

For many years scientists have studied the question of how much daily protein the individual should consume. Protein itself was not recognized until about the year 1840. At that time a German scientist, Liebig, discovered a food substance differing from sugars, starches, and fats, and obviously vital to life.

In the later 1800's and the early 1900's scientists made very high estimates of the amounts of protein needed by the working man. These estimates were based on amounts known to be consumed daily by certain groups of apparently healthy adult men in this and other countries. Such estimates were set at figures well over 100 grams daily. Later on, more scientific work was done with human subjects to determine the actual amount of protein utilized by the body. Such experiments indicated that much less protein was sufficient.

Another controversial point has been complete versus incomplete proteins. All proteins are composed of amino acids. Of the more than 20 known amino acids, 10 are essential to the child and 8 to the adult. The "complete" protein is one which contains all 10 of these amino acids in sufficient amounts to take care of all the body's need for protein, provided the food is eaten in sufficient quantity. An "incomplete" protein would be insufficient, regardless of amounts eaten, to provide all the needed amino acids, since not all of them are present in that food.

In the early days of our protein knowledge it was argued that the complete protein was the logical protein to supply the body's needs. We now know that the body does not care in the least whether its amino acids come in food packages containing all eight or ten essential ones or in separate packages, as long as the total number are all present at the same time. The blood stream for instance does not care whether its needed amino acids arrive in the stomach in the form of milk--a complete protein--or in two separate foods served at the same meal, such as a tasty gluten dish with a side dish of lentils.*

*See "Are Nonflesh Proteins Adequate?", Review and Herald, August 7, 1958.

However, the food service director has another problem to consider, not encountered by the individual planning meals for himself. That problem is the taste buds of his clientele. Perhaps the child or the patient does not like both products--he enjoys the gluten steak, but does not eat the lentils, or vice versa. Therefore, a wide range of protein foods, both complete and incomplete, becomes essential to provide variety, satisfaction, and good nutrition on the institution menu. It is never safe to limit the choice of items to those which would satisfy the bare scientific requirement.

Approximately 25 to 30 grams of pure protein per day has been determined by controlled laboratory experiments as the bare protein level for the healthy human adult who is currently in a good state of nutrition. In practical meal planning, however, where one cannot duplicate the laboratory conditions of exactness, this amount is too low. In other words, given the ideal conditions and a completely balanced diet otherwise, these figures would suffice; given the usual conditions of haphazard food choices, infections, or other health conditions, such a level is dangerously low.

With all these factors in mind, the recommended daily allowance for adults in the United States has been set at 58 grams for the woman of average size and normal weight, and 70 grams for the average man. These figures provide a liberal margin of safety for most persons, and are quite compatible with the generous standard of American living. They are certainly not too high for good health--nature is well equipped to take care of a reasonable excess.

The person who must build new tissue--the child, the developing athlete, the pregnant and the nursing mother, the person with a debilitating illness or a fever--needs additional protein. The boy, for instance, should eat more protein than his dad. The 14-year old boy's recommended allowance is 85 grams, or 15 grams above the recommended amount for the average adult male. School and hospital meals, therefore, should offer liberal amounts of protein, in a variety of forms, every day.

Many vegetarian entrees contain little protein. Loaves containing quantities of crumbs, leftover vegetables, etc., produce an extremely false sense of security. Aside from the protein factor, these dishes may be excellent foods, and if some good source of protein, such as soy flour or skim milk powder, is added; or if they are served as non-protein entrees and accompanied by a good protein dish, then the low protein objection has been removed. Bread dressing is another tasty entree, which should be combined with a product high in protein to provide a source of building food.

Proteins are found liberally in milk and milk products other than butter and cream, in eggs, soy products other than soy oil, in legumes (dried beans, peas, lentils, garbanzos), vegetable proteins (gluten and other prepared products), and in some nuts.

ENRICHMENT

Often in an effort to avoid additives in foods, the other extreme is reached. There are reports of persons who, in an effort to avoid using "bleached" flour, have purchased unbleached, refined, and unenriched products, and in the effort to avoid a possible or imaginary danger have acquired a very real B-vitamin deficiency.

It may be true that not all additives have been tested as thoroughly as they should be; nevertheless the U.S. Food and Drug Administration is on the alert at all times, and we should feel more confidence in this organization than in the food faddists and quacks who profit by our fears.

A good general rule to follow is the use of natural, unrefined products where these foods are obtainable in sanitary and palatable forms and at prices not exceeding their value. When substitutes must be used, purchase the most nutritious products available and combine them wisely with other foods which will help to increase their value. Unenriched white bread should never be used. If the whole grain products cannot be used, or if the clientele needs a variety (they usually demand some white bread) be sure the product is enriched.

Macaroni and spaghetti should not make up a large proportion of the starch part of the diet. When they are used, combine them with foods which are high in some of the protective factors, such as cottage cheese or tomatoes. Serve them with fresh, crisp green salads, or with fresh fruits. Thus, the over-all meal value will be much higher than it would be without these protective foods.

One other caution appears to be in order. Much publicity is being directed toward the problem of high fat, high cholesterol, high calorie diets and their probable ill effects on the U. S. population. Animal fats, including egg yolk and cream or butter fat, are high in cholesterol. Cholesterol in normal amounts is necessary to life. In abnormally high amounts it is more and more believed to be closely related to atherosclerosis and heart disease.

Obviously dietary sources are not the only sources. Cholesterol is produced within the body by processes not wholly understood even by scientists who are constantly studying the problem. But as time goes on the concensus among scientists is more and more in favor of the importance of dietary factors.

Let us not limit the effectiveness of our lacto-ovo-vegetarian regime by too great emphasis on large quantities of eggs in our menus--eggs for breakfast, entrees and desserts consisting largely of eggs for dinner, souffles for lunch or supper. And let us learn to use cream and butter and other fats moderately and not as substitutes for the natural flavors of the foods they are designed to promote but not to smother.

One final phase of the balanced diet is highly important--the area of preparation. In any food service there is a problem of loss of nutrients. Some vegetables must be prepared ahead. Foods must stand in a heated area for longer than ideal periods of time. There are always leftovers which will lose more of their value in reheating and reserving.

Let us face these facts and plan wisely to avoid as many losses as possible. Frozen foods thawed in the closed package lose less of their vitamin content than those thawed in an opened package. Refrigerated vegetables deteriorate less rapidly than those stored in a warm room. If the serving time is more than 15 minutes the quick cooking vegetables at least can be cooked in relays instead of at one time. More raw foods can be made available to balance the inevitable losses in the products requiring advance peeling, cutting, and standing. As far as is compatible with variety and the tastes of the clientele, foods can be prepared in ways which do not involve much peeling and cutting or shredding. All these elements are part of the meal planning process.

At the hospital administrators' meeting during the last General Conference session, held in Cleveland, Ohio, an old standard found expression in a new phrase: "Seventh-day Adventist institutions should be noted for their good food!"

Who has not heard the old saying "The way to a man's heart is through his stomach?" The food service director's version reads in reverse: "The way to a man's (or woman's or child's) stomach is through his heart." The first step is surely the planning process, which begins with a balanced diet.

* * *

READY SOON !

Two new leaflets for use in Seventh-day Adventist hospitals and schools:

WHAT ABOUT MEAT? This leaflet explains why meat is not served. It is clear and concise, and very much to the point. It fills a need which has been evident for years, for a brief and well worded discussion of why the patient does not find meat on his tray. All material is up to date.

WHAT SHALL WE DRINK? This is a companion leaflet to WHAT ABOUT MEAT? It contains information on coffee, tea, and cola drinks.

Price per leaflet: 2¢. Order from the SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION, 1720 Brooklyn Avenue, Los Angeles 33, California.

* * *

HAVE YOU READ ?

"Beginnings of the Recommended Dietary Allowances," and "Revised Recommended Dietary Allowances--1958," September JOURNAL OF THE AMERICAN DIETETIC ASSOCIATION.

"Fatty Acid Composition of Food Fats," October JOURNAL OF THE AMERICAN DIETETIC ASSOCIATION. (A study from the College of Medical Evangelists.)

"In-Patient Dietary Instruction and the Hospital Setting," November JOURNAL OF THE AMERICAN DIETETIC ASSOCIATION.

"American Dietetic Association Convention Report," November 16, HOSPITALS.

"Special Dietary Services That Build Good Will," October 1, HOSPITALS. (You may experience a good feeling, as this editor did, to realize that you are already providing most of these services.)

"Food Distribution Technics Are Changing," October THE MODERN HOSPITAL.

"Protein Requirements of Children," November NUTRITION REVIEWS.

"Temperature Damage to Frozen Foods," October INSTITUTIONS.

APPENDIX B

Excerpts from Principal's Handbook of Administrative Procedures for Seventh-day Adventist Schools, page 13.

"J. The Director of Dining Service

"1. Importance

"a. 'And of all institutions in our world the school is the most important! Here the diet question is to be studied; no one person's apetite, or tastes or fancy, or notion is to be followed; but there is need of great reform; for lifelong injury will surely be the result of the present manner of cooking. Of all the positions of importance in that college (academy),--the first is that of the one who is employed to direct in the preparation of the dishes to be placed before the hungry students; for if this work is neglected, the mind will not be prepared to do its work, because the stomach has been treated unwisely and cannot do its work properly." Fundamentals of Christian Education, p. 226.

"b. 'A competent woman should be employed as matron (director of dining service) . . . Every worker should seek to educate himself to perform his work expeditiously. The matron should teach those under her charge how to make quick, careful movements. Train the young to perform the work with tact and thoroughness. Then when the hours of work are over, all will feel that the time has been faithfully spent, and the workers are rightfully entitled to a period of rest." Counsels on Health, pp. 314,315.

"2. Qualifications

a. Be a thorogoing Christian, a member of the Seventh-day Adventist church in good and regular standing.

b. Be a college graduate with at least a minor in home economics. (She should be given all the advantages offered other members of the staff for graduate study along lines of institutional management, home economics.)

c. Understand the principles of healthful living as taught by the Seventh-day Adventist church, and possess breadth of vision sufficient to prevent her taking narrow, fanciful, or fanatical views on the food question.

d. Understand business well enough to be able to operate her department in a creditable manner.

e. Be a good housekeeper, prompt, neat, clean, and careful to save. (She should wear a white uniform at all times when on duty, the cost of landering the same to be borne by the school.)

f. Be able to handle student personnel successfully, and be pleasant, approachable, sympathetic to student and teacher problems.

g. Enjoy good health and be strong enough to carry the many duties which her task will place upon her.

"3. <u>Duties</u>

a. At least in the smaller and medium-sized academies be responsible for the service departments related to the ordinary management of a good home: the kitchen, the dining room, the bakery, the laundry, and the general housekeeping connected therewith.

b. Be responsible for the preparation and serving of all meals on time, and for the cleanliness and supervision of the dining room.

c. Be responsible for the preparation of the menus and the provision for a well-balanced diet for those under her charge.

d. In counsel with the business office, be responsible for the purchase, storage, and conservation of all food supplies to be used in her department.

e. Be responsible for the bakery in all its subdivisions and the services expected thereof.

f. Be responsible for the laundry service of the school and of the student personnel--the checking in and out of all laundry articles and the

proper cleaning thereof in accordance with the provisions of the institution.

g. Act as consultant and/or counsellor for all faculty and/or student organizations that require food service from the school.

h. Serve as a member of the Administrative Council, and of Government Committee when her employees are under consideration.

i. Maintain staff status by teaching at least one regular class, preferably in her own field, in a set-up equivalent to that of other teachers in the school

Note: Obviously no one person can carry the load just described. Therefore, sufficient help must be provided so that the work can be done efficiently. In some schools there are older girls who can bear considerable responsibility, and the director of dining service will be happy to use such when available; but responsible persons must be provided to head up the cooking, the bakery, and the laundry service. Provision must also be made for the director of dining service to have some free time each day, and she should have at least one week end "off" each six weeks period, as well as the greater part of Thanksgiving and Christmas vacations. No human being can be expected to do this most delicate work without time to think and plan."

APPENDIX C

A SURVEY of the VOCATIONAL PREPARATION OF FOOD SERVICE DIRECTORS IN SEVENTH-DAY ADVENTIST SECONDARY SCHOOLS AND COLLEGES IN THE UNITED STATES, CANADA, AND HAWAII

1. Name of School _____

2. Number of meals served daily _____

3. Personal Information:
   (a) Sex: Male _____ Female _____
   (b) Marital Status: Single _____ Married ____ Widow _____
   (c) Age: _____

4. Educational Background:
   (a) Graduate (Circle degree held) M.A., M.S. or Ph.D.
   Name of College of university _____
   Name of curriculum _____

   (b) College Graduage Yes ____ No ____
   Name of college of university _____
   Name of curriculum _____
   Major field _____ Minor field _____

   (c) High School Graduate Yes _____ No _____

   (d) Special courses taken Yes _____ No _____

   Name of course _____

5. Experience:
   (a) Number of years in school food service work _____
   (b) Number of years in other types of food service work
   Restaurant _____ Hotel _____ Cafe _____
   Bakery _____ Hospital _____ School lunch _____
   Food Stands _____ Others _____
   (c) Number of years of experience in other kinds of work not related to food service _____

6. In-Service Training:

   (a) Have you attended summer school and taken courses pertaining to food service administration or management? Yes _____ No _____

   (b) Have you attended food service seminars, institutes, conferences, and workshops? Yes _____ No _____

   (c) Are you now working towards a college degree?
   Yes ____ No ____

7. How many hours do you work?
   (a) regular daily assignment _____
   (b) regular weekly assignment _____
   (c) average weekly overtime _____

8. Do you have enough help? Yes ____ No ____
   (a) Do you have an assistant? Yes ____ No ____
   (b) How many full-time helpers do you have? ____
   (c) How many part-time helpers do you have? ____
   (d) Are your student helpers Home Economics food majors? Yes ____ No ____
   If your answer is yes, how many are? ____

9. Give a list of the things that give you satisfaction in giving your service to food work. (b) Also give your objectives.

10. (*CONFIDENTIAL) Please list the things that you would want the administration of your school to consider, which you think might help improve your efficiency as a food service director and the food service work as a whole.

*(Any information given along this line will be for statistical purposes and would not in any way reflect the administration of the institution.)

APPENDIX D

A SURVEY OF THE SEVENTH-DAY ADVENTIST HOME ECONOMICS PROGRAM THAT TRAINS AND PREPARES FUTURE FOOD SERVICE DIRECTORS FOR DENOMINATIONAL WORK

1. Name of college _____

2. Name of courses offered in food management and food administration:

3. Total number of Home Economics food majors graduated from 1947 to 1958._____

4. Number of your graduates employed in denominational food service in North America:

   (a) Sanitariums and hospitals _____
   (b) secondary boarding schools or academies _____
   (c) colleges _____
   (d) other types of denominational food work like:
   Health food factory_____ Health food stores_____
   Health food restaurants or public eating places_____

5. Number of your graduates located in foreign mission lands _____

6. Do the Home Economics Department and college cafeteria coordinate with each other in preparing food service workers? If so, in what ways?

7. Are all Home Economics food majors required to work in the cafeteria to earn part of their way through and to gain experience in their major field? Yes ____ No____

8. Why, in your own opinion, are most academy food services or cafeterias directed by non-graduates of food courses?

9. What suggestions could you give to encourage more SDA young people to consider the importance of food service work as a means of propagating the gospel?

APPENDIX E

MICHIGAN STATE UNIVERSITY
OF AGRICULTURE AND APPLIED SCIENCE • EAST LANSING

SCHOOL OF HOTEL • RESTAURANT AND INSTITUTIONAL MANAGEMENT • KELLOGG CENTER

March 2, 1959

Dear Food Service Director:

I have been Food Service Director of Philippine Union College in Manila and am on leave for further training.

I am at present taking graduate studies in food service administration at Michigan State University in East Lansing, Michigan. My special topic of study is the food service work of the Seventh-day Adventists and the contribution that the denomination is giving in matters of health reform.

In my effort to write a thesis that will have recommendations valuable to all of us in food service work, you can help greatly with the information that only you have.

Will you take the few minutes necessary to fill in and return the questionnaire I have enclosed--in time for me to organize the facts for a thesis due in early spring?

I will appreciate it and believe that with your help we can all benefit from the findings.

Sincerely yours,

Josefina Consul-Pascual (Mrs.)

JCP:klo
enc.

APPENDIX F

MICHIGAN STATE UNIVERSITY

OF AGRICULTURE AND APPLIED SCIENCE • EAST LANSING

SCHOOL OF HOTEL • RESTAURANT AND INSTITUTIONAL MANAGEMENT • KELLOGG CENTER

March 14, 1959

Dear Fellow Food Service Director,

Thank you very much for the quick response you had afforded my letter and questionnaire.

There is one item though that I would request you again to give a detailed information of and that is question number 2 on page 1, which asks for the number of meals served a day. For example you have:

150 for breakfast
200 for lunch
250 for dinner or supper
600 average number of meals served daily

I would like to have this information because in the presentation of my paper, I would mention the total number of meals SDA food services cater to the SDA youth.

I hope that you are finding great joy in serving the Lord through the food gospel. It is hard but most enjoyable, isn't it?

Thank you for your cooperation. May the Lord continue to bless us with health to carry on the wonderful work on health reform.

Sincerely yours in Christ,

Mrs. Josefina C. Pascual

MICHIGAN STATE UNIVERSITY

OF AGRICULTURE AND APPLIED SCIENCE • EAST LANSING

SCHOOL OF HOTEL • RESTAURANT AND INSTITUTIONAL MANAGEMENT • KELLOGG CENTER

April 13, 1959

Dear Fellow Food Service Director,

I am so grateful to the responses that had been received from the colleges and secondary schools of the denomination lately.

As I noticed in my list of return questionnaires, your school has not yet turned in the data that I would need for the study that I am going to undertake.

I would like that your school be represented in the survey so that all of us food service directors could discover the areas where we need improvement. Being furnished with the data and information of such areas would enable us to present recommendations to the General Conference Education and Medical Departments for the improvement of the food service work of the denomination as a whole.

Would you not now please send your questionnaire with its complete answers? Thank you very much.

Sincerely your co-worker,

Mrs. Josefina Consul-Pascual

APPENDIX G

Business Managers, it's in your power
to prevent the more frequent

FRUSTRATIONS IN FOOD SERVICE

by
R. J. Lichtenfelt
Director, Keeler Union and College Food Services
Central Michigan, Mount Pleasant

The greater part of college and university physical expansion since World War II has taken place in the areas of housing and food service. With this unprecedented growth there, of course, developed problems that required the services and experience of specialists, specialists in the areas of accounting, counseling, psychology, science, public relations, personnel relations, and administration.

RECOMMENDATIONS OFTEN IGNORED

The ironical, and often discouraging, outcome of this employment of specialists, in many instances, has been the way in which their advice, experience and recommendations have been ignored or overruled. This is particularly true in regard to food services, where business officers often make vital decisions in regard to: (1) construction design, (2) layouts, (3) equipment needs, (4) board rates, (5) personnel increases, and (6) hours of service. All of these decisions they make without sufficient experience or evidence to support their conclusions and, often, without any consultation with their food service director.

This has been confirmed by the president of a large food service management firm, whom I quote:

"We find that a school administrator's reaction to a proposal, suggestion or recommendation by one of our people is acted upon more quickly than if it were made by his own food service director."

Is it any wonder that so many food service directors are frustrated in their work, or feel stymied and hamstrung by superiors who lack the vision, experience and technical knowledge necessary for making decisions in this tremendous field of food services?

The food service industry has, in the last 10 years, witnessed a revolution of such magnitude in equipment, kitchen design, layouts, foods technics, methods and research that it staggers the imagination. I cannot conceive how

a business officer, or anyone outside of this field, can be so expert when food service people themselves must work madly just to keep abreast of changes.

When it comes to deciding whether a college or university should manage its own food service or make a contract with a concessionaire, to my mind there can be no issue for those schools who feed more than 500 students. Colleges and universities can no more abdicate their responsibility in this area than they can shun responsibility for student housing, student health, student discipline, the college curriculum, or the business and finance department!

Colleges and universities are obligated to provide their students with sound diets and a wholesome atmosphere and to protect their health with sanitation standards of the highest degree. These and other necessary services are not achieved by remote control (or by some district office). They can be accomplished only by a college employed person, sympathetic to the fundamental functions, goals and purposes of the college, who is in the arena of action 24 hours a day.

The claims of commercial caterers to control costs, to maintain quality satisfaction, and to eliminate student dissatisfaction can be met equally well, if not better, by a college or university operated food service. Richard G. Vogel of Washburn University hit the nail squarely on the head when he stated that "if the institution is willing to do normally what an outside administrative group would be willing to do, namely, employ the most competent type of people to operate the food services, the results of the institution can be just as good." I would add to Mr. Vogel's statement: Give the trained, competent food services director authority!

UNFAIR COMPARISON

A college or university has no right to expect its food service director, hampered by restrictions, unreasonable demands, indecision on the part of policy makers, and unjustifiable requests, to operate as freely and as effi-

ciently as an unfettered concessionaire. I am not acquainted with any concessionaire who carries the tab for all visiting guests of the college or university; who absorbs the entertainment expenses of the president; who operates efficiently and profitably during slack or vacation periods; who is forced to increase his expenses by working personnel on a basis entirely unlike those of other similar establishments in their area, and who, at the same time, provides service and quality food of the highest type at the lowest possible price! In spite of the limitations imposed upon them, many food directors, with great conscientiousness and effort, still do a very commendable job.

If the food service operation is a problem on your campus, and the business officer sincerely and honestly seeks a solution to it, I would suggest that he approach it with this attitude in mind:

1. He must realize that food service operation is not a job for a novice; rather it is a highly specialized field and requires competent, experienced personnel, in sympathy with the aims and purposes of education. Therefore, he should resolve to employ a competent person and pay him a salary commensurate with the job requirements, responsibilities and his qualifications.

2. Status is as important to food service directors as it is to other faculty members. In most instances he is as well trained and qualified in his field as they are in theirs, and carries a heavier burden of work and responsibility.

The food service director can do their work, but they cannot do his. He is on the firing line seven days a week and there are no riots if the professor does a poor job of teaching. Therefore, the food service director should rank equally with a department head or professor, depending upon the size of the food service.

3. Express confidence in the food service director by giving him room and freedom in which to operate. And give him an important share in making

decisions in his own area.

4. Assign responsibility to the food service director, but, in so doing provide him with sufficient authority to carry out his responsibilities.

5. Don't make it difficult for the food service director to get through to the administrator. Schedule regular meetings with him at which administration and he, in an atmosphere of common concern and interest, can dispassionately discuss policies and problems relative to the food service operation.

These are the guidelines to a happier and more profitable college food service operation.

From a paper presented at the meeting of the Central Association of College and University Business Officers, - Chicago, 1958.

COLLEGE and UNIVERSITY BUSINESS, Vol. 25, No. 2, August 1958

CONSTITUTION

BY-LAWS

Constitution

Article I. NAME

The name of this organization shall be SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION.

Article II. PURPOSES

This Association is a nonprofit church-related professional organization whose general purpose is to mobilize behind education and health service the full support of the organization in all of its spiritual, professional, and practical manifestations, and in particular to direct itself to the following primary purposes:

A. To enlist its members as dedicated Christians, as active and participating members of the Seventh-day Adventist Church, and as informed champions of the principles and practices espoused by the Church.

B. To motivate its members in the attainment of the highest standards in the practice of their profession, to the end that they may —

1. Carry on a progressive personal program of professional betterment by means of formal education, of informing themselves on current findings in nutrition and allied fields, and of regular attendance at learned and professional meetings.
2. Maintain the practice of continuing evaluation of existing dietetic service, for the purpose of progressive improvement, with particular emphasis on the church-related health and educational institutions.
3. In general, protect the status of the profession and contribute to its advance.

B. To foster the dissemination of information and knowledge to the end that members may —

1. Further cooperation among members and between members and associates in allied fields.
2. Seek improved understanding and recognition of the dietitian's function and contribution in health, educational, and evangelistic aspects of church work.
3. Enlighten lay people by means of nutrition education and health evangelism.
4. Promote an active program of recruitment of students to prepare to qualify in the profession.

C. In particular to carry out the following specific purposes and objectives:

1. To publish an official magazine of the Association.
2. To organize chapters and guide in their activities so as to make them effective for the good of the Association.
3. In general to do any and all acts which shall be essential in promoting the ideals and objectives of the Association.

Article III. MEMBERSHIP

A. Classifications of membership in this Association shall be Active, Honorary, Junior members and associates.

B. A Charter Member shall be all dietitians and Heads of Home Economics departments present at either La Sierra Nutrition and Food Service Convention held June, 1954, or the first national Seventh-day Adventist Dietetic Association meeting held December 28, 1954.

Article IV. GOVERNMENT

The government of this Association shall be vested in a Council comprised of the elected officers.

Article V. OFFICERS

A. The officers of the Association shall be a President, a President-elect, a Secretary, and a Treasurer.

B. The elections, terms of office, and duties of officers shall be specified in the Bylaws.

Article VI. AMENDMENTS

This Constitution may be amended at any annual meeting of the Association by a two-thirds vote of the Active Members present. The proposed amendments shall have been submitted in writing to each member at least thirty days prior to the meeting.

Bylaws

Article I. NAME

The name of this organization shall be SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION.

Article II. PURPOSES

The purposes of this Association shall be as stated in the Constitution.

Article III. MEMBERSHIP

Section 1. Membership Classifications

Classifications of membership in this Association shall be Active, Honorary, Junior Members, and Associates as hereinafter defined.

Section 2. Active Member

A Charter Member or dietitian who is an active member of the American Dietetic Association and who is a member of the Seventh-day Adventist Church is eligible to be an Active Member.

Section 3. Honorary Member

By unanimous vote of the Council, invitation to become an Honorary Member may be extended to a person who has made a notable contribution in nutrition or allied fields.

Section 4. Junior Member

A Seventh-day Adventist college senior qualifying for a dietetic internship and a dietetic intern enrolled in an internship approved by the American Dietetic Association is eligible to be a Junior Member for the duration of the senior college year and the internship upon the payment of dues specified in the Bylaws.

Section 5. An Associate

A qualified person who is not a member of the American Dietetic Association, but who is a Seventh-day Adventist, shall be eligible to be an Associate on the following basis:

EDUCATION: A bachelor's degree, the course work having included or been followed by basic academic course work in foods, nutrition, or institution management as recommended by the American Dietetic Association.

EDUCATION AND EXPERIENCE: A bachelor's degree in the field of General Home Economics followed by at least three years of successful experience in teaching Home Economics or three years of successful experience in a position of responsibility in a hospital, college, or other food service.

CERTIFICATE COURSE: All graduates of the certificate course of the old College of Medical Evangelist School of Dietetics.

Section 6. Application for Membership

A. Application for membership shall be made on the form supplied by the Secretary of this Association upon request from the applicant.
B. The Secretary shall present the membership application to the Council for final action.
C. A nonaccepted candidate for membership may re-apply after a period of one year has elapsed.
D. Honorary membership is conferred upon the invitation of the Council.

Section 7. Membership Card

An annual membership card bearing the name of the person to whom it is issued, the classification of membership, and the signature of the Secretary of the Association shall be issued to each member.

Section 8. Rights of Membership

A. An Active Member shall be eligible to cast one vote and to hold office.
B. A Junior or an Honorary Member or Associate shall not be eligible to vote or to hold elective office but may serve as a member of committees.

Article IV. DUES

A. Dues for the ensuing fiscal and calendar year shall be payable in June.
B. Dues for the current fiscal year shall be payable upon acceptance for membership.
C. Annual dues for an Active Member shall be five dollars.
D. An Honorary Member shall be dues-exempt.
E. Annual dues for a Junior Member shall be one dollar.
F. Annual dues for an Associate shall be three dollars.
G. Life Membership dues shall be seventy-five dollars.
H. A member failing to pay dues before July 1 shall be sent a reminder by the Secretary. Failure to pay before August 31 shall cause the member to forfeit all rights to membership and to have his name removed from the roll.
I. Reinstatement to membership may be made upon the payment of dues in arrears.

Article V. COUNCIL

Section 1. Membership

The governing body of this Association shall be a Council comprised of the officers elected at the annual meeting of the Association. Such Appointed Staff members as are deemed essential, not to exceed three in number, may attend meetings of the Council as advisory members without power to vote. The President of the Association shall be chairman of the Council.

Section 2. Term

The Council shall organize promptly after each election and shall serve until the subsequent election.

Section 3. Correspondence

The Council may transact business by correspondence, and the written vote shall be held valid.

Section 4. Duties and Powers

The duties and powers of the Council shall be:

A. To conduct, to manage, and to control the affairs and business of the Association.
B. To make, to prescribe, and to publish rules and regulations not inconsistent with the Constitution and the Bylaws.
C. To act upon applications for membership.
D. To appoint and remove at pleasure the agents and employees of the Association and to prescribe their respective duties, fees, and compensations.
E. To organize and establish, or to authorize the establishment of, chapters and to have general supervision and control of the same.
F. To keep a complete record of all proceedings; to keep a full, complete, and accurate account of all monies; to present annually a certified statement of all receipts and disbursements; and to keep all records open for examination and inspection upon request of any member made to the elected officer having jurisdiction of the records involved.
G. To appoint standing and special committees.
H. To fill vacancies.

Article VI. OFFICERS

Section 1. Nomination

A nominating committee appointed by the President shall bring before the Association at the annual meeting nominations for officers, submitting one or more names for the following offices, the President-elect annually and the Secretary and the Treasurer biennially.

Section 2. Election

A. Voting on the names of nominees for officers shall be by written ballot.
B. The candidate receiving the highest number of votes shall be declared elected.

Section 3. Term

A. The term of office shall begin at the ajdournment of the annual meeting at which the officer is elected.

B. The President-elect shall be elected annually, shall automatically become President at the close of the year during which he has been President-elect, and shall serve until the election at the subsequent annual meeting.

C. The Secretary and the Treasurer shall be elected biennially and shall hold office for two years.

Section 4. Vacancies

If an office other than that of the President becomes vacant, the remaining members of the Council shall appoint a successor to serve for the unexpired term.

Section 5. Duties

A. The duties of the President shall be:

1. To be the chief executive officer of the Association and of the Council.
2. To preside at meetings of the Association and of the Council.
3. To carry out the Bylaws of the Association.
4. To see that all actions of the Council are carried into effect.
5. To call meetings of the Association and of the Council.
6. To appoint, with the approval of the Council, the members of the standing committees.
7. To be an ex officio member of each committee without power to vote.

B. The duties of the President-elect shall be:

1. To attend meetings of the Association and of the Council.
2. To assist the President in such duties as may be requested of him by the President.
3. To familiarize himself with the duties of the President.
4. When so delegated by the President, to preside over official meetings of the Association or the Council.
5. To become President of the Association for the year following his term as President-elect.
6. To become President upon the resignation or inability of the President to serve, for the balance of the unexpired term and for the folloming term.

C. The duties of the Secretary shall be:

1. To attend meetings of the Association and of the Council.
2. To keep minutes of all meetings of the Association and of the Council.
3. To give notice thirty days in advance of the time and place of meetings of the Association and the business to be considered.

4. To notify members thirty days in advance of the expiration of dues and to notify members of delinquent dues.
5. To receive dues and deposit the same with the Treasurer.
6. To notify officers of their election and committees of their appointment.
7. In general, to conduct the correspondence of the Association.

D. The duties of the Treasurer shall be:

1. To keep the Association solvent.
2. To raise funds.
3. To deposit dues and funds in the name and to the credit of the Association.
4. To pay all bills.
5. To keep a full, complete and accurate account of all transactions.
6. To present annually a certified statement of all receipts and disbursements.
7. To keep all records open for examination and inspection.

Article VII. APPOINTED STAFF

Section 1. Staff Members

The Council shall appoint a Publicity Secretary, an Editor, publicity and editorial assistants as necessary, and such other appointed staff members as shall be deemed essential.

Section 2. Duties

A. The duties of the Publicity Secretary shall be:

1. To provide items of interest to members.
2. To disseminate newsworthy items to official church periodicals.
3. To promote the preparation of articles and stories intended to interest young people in the career of dietetics.
4. To develop plans for intensive recruitment of students to prepare in Seventh-day Adventist college for service in the profession.

B. The Editor shall be responsible for the publication of the official organ of the Association.

Section 3. Term

Appointed staff members shall be appointed biennially by the Council.

Article VIII. COMMITTEES OF THE COUNCIL

Section 1. Standing Committees

There shall be five standing committees of the Council:

Administration
Community Education
Diet Therapy
Professional Education
Publications

Section 2. Appointment and Term

A. The President shall appoint the chairman of each committee annually subject to the approval of the Council.

B. The chairman of each committee shall select such members of the Association as he may wish to comprise the membership of the committee.

C. Specifically, the Publications Committee shall include (1) the Head of the School of Dietetics of the College of Medical Evangelists, (2) the Publicity Secretary, (3) a head of a senior college home economics department, and (4) such other persons as the Council shall select.

D. The committee shall serve for one year.

Section 3. Function

A. The committees shall be responsible, subject to the approval of the Council, for the development and implementation of such projects as will benefit the profession along lines indicated by their designation.

B. Specifically, the Publications Committee shall determine the policies governing the publications of the Association.

C. The chairman of each committee shall give a semiannual report to the President and an annual report to the Association.

Section 4. Special Committees

Special committees may be appointed by the President subject to the approval of the Council.

Article IX. CHAPTERS

A. This Association shall encourage the establishment of local Chapters for the purpose of promoting the objectives of the Association, providing activities for its members in local areas, providing mutual help among members in local areas, and serving as a medium for distribution of information for this Association.

B. The Council shall have full power to organize, establish, and control, or authorize the establishment of, Chapters of this Association.

C. Members of the Association desiring to organize a Chapter shall have power to elect a chairman and such other officers as are deemed essential; to adopt a constitution and bylaws not inconsistent with the purposes of the Association; to control their business and collect Chapter dues; and to do such other things as may be essential to promote the interest of such Chapters and of the Association generally.

D. A Chapter shall use the name ".....
Chapter of the Seventh-day Adventist Dietetic Association," inserting therein such name as may properly designate the Chapter.

E. The Constitution and Bylaws, and all amendments to the same, of each Chapter shall be reviewed and approved by the Council before becoming effective.

Article X. ANNUAL MEETING

Section 1. Time and Place

An annual meeting shall be held in conjunction with the annual meeting of the American Dietetic Association or at a suitable time and place selected by the Council.

Section 2. Special Meeting

A special meeting of the Association may be called by the Council or by a written request signed by ten members of the Association in good standing. An action taken at a special meeting shall be subject to ratification at the next annual meeting.

Article XI. QUORUM

Section 1. Annual Meeting

Fifteen per cent of the Active membership of the Association shall constitute a quorum at any annual meeting, but the lack of a quorum at such a regular meeting shall not prevent those present from proceeding with the program of the day.

Section 2. Special Meeting

Fifteen per cent of the Active membership of the Association shall constitute a quorum at a special meeting.

Article XII. FISCAL YEAR

The fiscal year shall begin July 1 of each year and end June 30 of the same year.

Article XIII. RULES OF PROCEDURE

The rules of parliamentary practice comprised in ROBERT'S RULES OF ORDER shall govern the proceedings of the Association, subject to the special rules which have been or may be adopted.

Article XIV. AMENDMENTS

Amendments to these Bylaws may be made at any regular meeting of the Association by a two-thirds vote of the Active Members present.

Constitution

of

THE SEVENTH-DAY ADVENTIST
DIETETIC ASSOCIATION

Adopted December, 1954

Central Office
WHITE MEMORIAL HOSPITAL
1720 Brooklyn Avenue
Los Angeles 33, California

APPENDIX H

CONSTITUTION AND BY-LAWS

SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION

REVISIONS OF BY-LAWS OF SDADA CONSTITUTION

Article III. MEMBERSHIP

Section 4. Junior Member

A College senior qualifying for a dietetic internship who is a member of the Seventh-day Adventist Church or a dietetic intern enrolled in an internship approved by the American Dietetic Association who is a member of the Seventh-day Adventist Church is eligible to be a Junior Member for the duration of the senior college year or the internship upon the payment of dues specified in the Bylaws.

Section 5. An Associate

CERTIFICATE COURSE: All graduates of the certificate course of the College of Medical Evangelists School of Dietetics who are members of the Seventh-day Adventist Church.

Section 6. Application for Membership

D. Honorary membership is conferred by invitation of the Council.

Article V. COUNCIL

Section 1. Membership

The governing body of this Association shall be a Council comprised of the officers elected at the annual meeting of the Association, the President of the School of Dietetics, Alumni Association, the Publicity Secretary, the Chairman of the Publication Committee, the Editor of the Dietitians' Digest, the Director of the School of Dietetics, and other members of the Association, not to exceed three in number, appointed by the President. The President of the Association shall be chairman of the Council.

Section 4. Duties and Powers

G. To approve standing and special committees appointed by the President.

Section 5. Time and Place of Meetings

Council meetings shall be held at regularly stated intervals, at least bi-monthly, on a scheduled day, time and place. All members shall be notified one week in advance.

Article VI. OFFICERS

Section 1. Nomination

A nominating committee shall be appointed by the Council at least ninety days before the annual meeting of the Association which shall submit at least two names for each of the following offices: The President-elect annually and the Secretary and the Treasurer biennially.

Section 2. Election

A. The ballot shall be mailed to all active members not later than thirty (30) days prior to the annual meeting, stating the date prior to which ballots must be returned.

C. Copies of the Constitution and book of procedures containing the duties of each officer shall be given to each officer by the secretary immediately after election to office.

Section 5. Duties

A. The duties of the President shall be:

6. To appoint, with the approval of the Council, the chairmen of the standing committees and to notify them of their appointment.
8. To carry out such additional duties as listed in the President's book of procedures.

B. The duties of the President-elect shall be:

7. To carry out such additional duties as listed in the President-elect's book of procedures.

C. The duties of the Secretary shall be:

6. To notify officers of their election.
7. In general, to conduct the correspondence of the Association and to carry out such additional duties as listed in the Secretary's book of procedures.

D. The duties of the Treasurer shall be:

8. To carry out any additional duties listed in the Treasurer's book of procedures.

Article VII. APPOINTED STAFF

Section 1. Staff Members

The elected officers shall appoint a Publicity Secretary and an Assistant; and Editor of the Dietitians' Digest; and Editor of the Food Service Director's Bulletin, and such other appointed staff members as shall be deemed essential.

Section 2. Duties

A. The duties of the Publicity Secretary shall be:

5. To carry out such additional duties as outlined in the Publicity Secretary's book of procedures.

B. The Editor of the Dietitians' Digest shall be responsible for the publication of the official organ of the Association as outlined in the Editor's book of procedures.

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APPENDIX H

CONSTITUTION AND BY-LAWS

SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION

Section 5. An Associate

A qualified person who is not a member of the American Dietetic Association, but who is a Seventh-day Adventist, shall be eligible to be an Associate on the following basis:

EDUCATION: A bachelor's degree, the course work having included or been followed by basic academic course work in foods, nutrition, or institution management as recommended by the American Dietetic Association.

EDUCATION AND EXPERIENCE: A bachelor's degree in the field of General Home Economics followed by at least three years of successful experience in teaching Home Economics or three years of successful experience in a position of responsibility in a hospital, college, or other food service.

CERTIFICATE COURSE: All graduates of the certificate course of the old College of Medical Evangelist School of Dietetics.

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B. The Secretary shall present the membership application to the Council for final action.
C. A nonaccepted candidate for membership may re-apply after a period of one year has elapsed.
D. Honorary membership is conferred upon the invitation of the Council.

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An annual membership card bearing the name of the person to whom it is issued, the classification of membership, and the signature of the Secretary of the Association shall be issued to each member.

Section 8. Rights of Membership

A. An Active Member shall be eligible to cast one vote and to hold office.
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A. Dues for the ensuing fiscal and calendar year shall be payable in June.
B. Dues for the current fiscal year shall be payable upon acceptance for membership.
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D. An Honorary Member shall be dues-exempt.
E. Annual dues for a Junior Member shall be one dollar.
F. Annual dues for an Associate shall be three dollars.
G. Life Membership dues shall be seventy-five dollars.
H. A member failing to pay dues before July 1 shall be sent a reminder by the Secretary. Failure to pay before August 31 shall cause the member to forfeit all rights to membership and to have his name removed from the roll.
I. Reinstatement to membership may be made upon the payment of dues in arrears.

Article V. COUNCIL

Section 1. Membership

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Section 2. Term

The Council shall organize promptly after each election and shall serve until the subsequent election.

Section 3. Correspondence

The Council may transact business by correspondence, and the written vote shall be held valid.

Section 4. Duties and Powers

The duties and powers of the Council shall be:

A. To conduct, to manage, and to control the affairs and business of the Association.
B. To make, to prescribe, and to publish rules and regulations not inconsistent with the Constitution and the Bylaws.
C. To act upon applications for membership.
D. To appoint and remove at pleasure the agents and employees of the Association and to prescribe their respective duties, fees, and compensations.
E. To organize and establish, or to authorize the establishment of, chapters and to have general supervision and control of the same.
F. To keep a complete record of all proceedings; to keep a full, complete, and accurate account of all monies; to present annually a certified statement of all receipts and disbursements; and to keep all records open for examination and inspection upon request of any member made to the elected officer having jurisdiction of the records involved.
G. To appoint standing and special committees.
H. To fill vacancies.

Article VI. OFFICERS

Section 1. Nomination

A nominating committee appointed by the President shall bring before the Association at the annual meeting nominations for officers, submitting one or more names for the following offices, the President-elect annually and the Secretary and the Treasurer biennially.

Section 2. Election

A. Voting on the names of nominees for officers shall be by written ballot.
B. The candidate receiving the highest number of votes shall be declared elected.

APPENDIX H

CONSTITUTION AND BY-LAWS

SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION

Section 3. Term

A. The term of office shall begin at the ajdournment of the annual meeting at which the officer is elected.

B. The President-elect shall be elected annually, shall automatically become President at the close of the year during which he has been President-elect, and shall serve until the election at the subsequent annual meeting.

C. The Secretary and the Treasurer shall be elected biennially and shall hold office for two years.

Section 4. Vacancies

If an office other than that of the President becomes vacant, the remaining members of the Council shall appoint a successor to serve for the unexpired term.

Section 5. Duties

A. The duties of the President shall be:

1. To be the chief executive officer of the Association and of the Council.
2. To preside at meetings of the Association and of the Council.
3. To carry out the Bylaws of the Association.
4. To see that all actions of the Council are carried into effect.
5. To call meetings of the Association and of the Council.
6. To appoint, with the approval of the Council, the members of the standing committees.
7. To be an ex officio member of each committee without power to vote.

B. The duties of the President-elect shall be:

1. To attend meetings of the Association and of the Council.
2. To assist the President in such duties as may be requested of him by the President.
3. To familiarize himself with the duties of the President.
4. When so delegated by the President, to preside over official meetings of the Association or the Council.
5. To become President of the Association for the year following his term as President-elect.
6. To become President upon the resignation or inability of the President to serve, for the balance of the unexpired term and for the folloming term.

C. The duties of the Secretary shall be:

1. To attend meetings of the Association and of the Council.
2. To keep minutes of all meetings of the Association and of the Council.
3. To give notice thirty days in advance of the time and place of meetings of the Association and the business to be considered.

4. To notify members thirty days in advance of the expiration of dues and to notify members of delinquent dues.
5. To receive dues and deposit the same with the Treasurer.
6. To notify officers of their election and committees of their appointment.
7. In general, to conduct the correspondence of the Association.

D. The duties of the Treasurer shall be:

1. To keep the Association solvent.
2. To raise funds.
3. To deposit dues and funds in the name and to the credit of the Association.
4. To pay all bills.
5. To keep a full, complete and accurate account of all transactions.
6. To present annually a certified statement of all receipts and disbursements.
7. To keep all records open for examination and inspection.

Article VII. APPOINTED STAFF

Section 1. Staff Members

The Council shall appoint a Publicity Secretary, an Editor, publicity and editorial assistants as necessary, and such other appointed staff members as shall be deemed essential.

Section 2. Duties

A. The duties of the Publicity Secretary shall be:

1. To provide items of interest to members.
2. To disseminate newsworthy items to official church periodicals.
3. To promote the preparation of articles and stories intended to interest young people in the career of dietetics.
4. To develop plans for intensive recruitment of students to prepare in Seventh-day Adventist college for service in the profession.

B. The Editor shall be responsible for the publication of the official organ of the Association.

Section 3. Term

Appointed staff members shall be appointed biennially by the Council.

Article

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APPENDIX H

CONSTITUTION AND BY-LAWS

SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION

Article VIII. COMMITTEES OF THE COUNCIL

Section 1. Standing Committees

There shall be five standing committees of the Council:

Administration
Community Education
Diet Therapy
Professional Education
Publications

Section 2. Appointment and Term

A. The President shall appoint the chairman of each committee annually subject to the approval of the Council.

B. The chairman of each committee shall select such members of the Association as he may wish to comprise the membership of the committee.

C. Specifically, the Publications Committee shall include (1) the Head of the School of Dietetics of the College of Medical Evangelists, (2) the Publicity Secretary, (3) a head of a senior college home economics department, and (4) such other persons as the Council shall select.

D. The committee shall serve for one year.

Section 3. Function

A. The committees shall be responsible, subject to the approval of the Council, for the development and implementation of such projects as will benefit the profession along lines indicated by their designation.

B. Specifically, the Publications Committee shall determine the policies governing the publications of the Association.

C. The chairman of each committee shall give a semiannual report to the President and an annual report to the Association.

Section 4. Special Committees

Special committees may be appointed by the President subject to the approval of the Council.

Article IX. CHAPTERS

A. This Association shall encourage the establishment of local Chapters for the purpose of promoting the objectives of the Association, providing activities for its members in local areas, providing mutual help among members in local areas, and serving as a medium for distribution of information for this Association.

B. The Council shall have full power to organize, establish, and control, or authorize the establishment of, Chapters of this Association.

C. Members of the Association desiring to organize a Chapter shall have power to elect a chairman and such other officers as are deemed essential; to adopt a constitution and bylaws not inconsistent with the purposes of the Association; to control their business and collect Chapter dues; and to do such other things as may be essential to promote the interest of such Chapters and of the Association generally.

D. A Chapter shall use the name "..... Chapter of the Seventh-day Adventist Dietetic Association," inserting therein such name as may properly designate the Chapter.

E. The Constitution and Bylaws, and all amendments to the same, of each Chapter shall be reviewed and approved by the Council before becoming effective.

Article X. ANNUAL MEETING

Section 1. Time and Place

An annual meeting shall be held in conjunction with the annual meeting of the American Dietetic Association or at a suitable time and place selected by the Council.

Section 2. Special Meeting

A special meeting of the Association may be called by the Council or by a written request signed by ten members of the Association in good standing. An action taken at a special meeting shall be subject to ratification at the next annual meeting.

Article XI. QUORUM

Section 1. Annual Meeting

Fifteen per cent of the Active membership of the Association shall constitute a quorum at any annual meeting, but the lack of a quorum at such a regular meeting shall not prevent those present from proceeding with the program of the day.

Section 2. Special Meeting

Fifteen per cent of the Active membership of the Association shall constitute a quorum at a special meeting.

Article XII. FISCAL YEAR

The fiscal year shall begin July 1 of each year and end June 30 of the same year.

Article XIII. RULES OF PROCEDURE

The rules of parliamentary practice comprised in ROBERT'S RULES OF ORDER shall govern the proceedings of the Association, subject to the special rules which have been or may be adopted.

Article XIV. AMENDMENTS

Amendments to these Bylaws may be made at any regular meeting of the Association by a two-thirds vote of the Active Members present.

APPENDIX H

CONSTITUTION AND BY-LAWS

SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION

Constitution

of

THE SEVENTH-DAY ADVENTIST
DIETETIC ASSOCIATION

Adopted December, 1954

Central Office
WHITE MEMORIAL HOSPITAL
1720 Brooklyn Avenue
Los Angeles 33, California

APPENDIX H

CONSTITUTION AND BY-LAWS

SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION

REVISIONS OF BY-LAWS OF SDADA CONSTITUTION

Article III. MEMBERSHIP

Section 4. Junior Member

A College senior qualifying for a dietetic internship who is a member of the Seventh-day Adventist Church or a dietetic intern enrolled in an internship approved by the American Dietetic Association who is a member of the Seventh-day Adventist Church is eligible to be a Junior Member for the duration of the senior college year or the internship upon the payment of dues specified in the Bylaws.

Section 5. An Associate

CERTIFICATE COURSE: All graduates of the certificate course of the College of Medical Evangelists School of Dietetics who are members of the Seventh-day Adventist Church.

Section 6. Application for Membership

D. Honorary membership is conferred by invitation of the Council.

Article V. COUNCIL

Section 1. Membership

The governing body of this Association shall be a Council comprised of the officers elected at the annual meeting of the Association, the President of the School of Dietetics, Alumni Association, the Publicity Secretary, the Chairman of the Publication Committee, the Editor of the Dietitians' Digest, the Director of the School of Dietetics, and other members of the Association, not to exceed three in number, appointed by the President. The President of the Association shall be chairman of the Council.

Section 4. Duties and Powers

G. To approve standing and special committees appointed by the President.

Section 5. Time and Place of Meetings

Council meetings shall be held at regularly stated intervals, at least bi-monthly, on a scheduled day, time and place. All members shall be notified one week in advance.

Article VI. OFFICERS

Section 1. Nomination

A nominating committee shall be appointed by the Council at least ninety days before the annual meeting of the Association which shall submit at least two names for each of the following offices: The President-elect annually and the Secretary and the Treasurer biennially.

Section 2. Election

A. The ballot shall be mailed to all active members not later than thirty (30) days prior to the annual meeting, stating the date prior to which ballots must be returned.

C. Copies of the Constitution and book of procedures containing the duties of each officer shall be given to each officer by the secretary immediately after election to office.

Section 5. Duties

A. The duties of the President shall be:

6. To appoint, with the approval of the Council, the chairmen of the standing committees and to notify them of their appointment.
8. To carry out such additional duties as listed in the President's book of procedures.

B. The duties of the President-elect shall be:

7. To carry out such additional duties as listed in the President-elect's book of procedures.

C. The duties of the Secretary shall be:

6. To notify officers of their election.
7. In general, to conduct the correspondence of the Association and to carry out such additional duties as listed in the Secretary's book of procedures.

D. The duties of the Treasurer shall be:

8. To carry out any additional duties listed in the Treasurer's book of procedures.

Article VII. APPOINTED STAFF

Section 1. Staff Members

The elected officers shall appoint a Publicity Secretary and an Assistant; and Editor of the Dietitians' Digest; and Editor of the Food Service Director's Bulletin, and such other appointed staff members as shall be deemed essential.

Section 2. Duties

A. The duties of the Publicity Secretary shall be:

5. To carry out such additional duties as outlined in the Publicity Secretary's book of procedures.

B. The Editor of the Dietitians' Digest shall be responsible for the publication of the official organ of the Association as outlined in the Editor's book of procedures.

Section 2. Appointment and Term

A. The President-elect becomes President and is chairman of the annual meeting the last hour in order to speak of plans for the coming year. He shall appoint the chairman of each committee subject to the approval of the Council and they shall serve during the term of office of the President who appointed them. These committee chairmen are notified immediately by the President indicating their duties.

B. The chairman of each shall select no less than two (2) and preferably four (4) members from among members of the association. Members selected by the chairman are to be reported to the President as soon as possible.

C. Specifically, the Publication Committee shall include: (1) the chairman of the committee, (2) the President of the Association, (3) the Editor of the Dietitians' Digest (4) the publicity Secretary, (5) the Director of the School of Dietetics of the College of Medical Evangelists, (6) a chairman of a Senior College Home Economics Department, and (7) such other persons as the Council shall select.

Section 4. Special Committees

Special committees may be appointed by the President subject to the approval of the Council. The committee chairmen are to be notified by the President outlining their duties, giving the names and addresses of the members of their committee, stating the time and place to which their report should be made upon completion of their work.

SEVENTH-DAY ADVENTIST

MAIN OFFICE — 1720 BROOKLYN AVENUE

DIETETIC ASSOCIATION

LOS ANGELES 33, CALIFORNIA

OFFICE OF THE
PUBLICITY SECRETARY

REQUIREMENTS FOR MEMBERSHIP IN THE SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION

SECTION 1. MEMBERSHIP CLASSIFICATIONS

Classifications of membership in this Association shall be Active, Honorary, Junior Members, and Associates as hereinafter defined.

SECTION 2. ACTIVE MEMBER

A Charter Member or dietitian who is an active member of the American Dietetic Association and who is a member of the Seventh-day Adventist Church is eligible to be an active member.

SECTION 3. HONORARY MEMBER

By unanimous vote of the Council, invitation to become an Honorary Member may be extended to a person who has made a notable contribution in nutrition or allied fields.

SECTION 4. JUNIOR MEMBER

A Seventh-day Adventist college senior qualifying for a dietetic internship and a dietetic intern enrolled in an internship approved by the American Dietetic Association is eligible to be a Junior Member for the duration of the senior college year and the internship upon the payment of dues specified in the Bylaws.

SECTION 5. AN ASSOCIATE

A qualified person who is not a member of the American Dietetic Association, but who is a Seventh-day Adventist, shall be eligible to be an Associate on the following basis:

EDUCATION: A bachelor's degree, the course work having been included or been followed by basic academic course work in foods, nutrition, or institution management as recommended by the American Dietetic Association.

EDUCATION AND EXPERIENCE: A bachelor's degree in the field of General Home Economics followed by at least three years of successful experience in teaching Home Economics or three years of successful experience in a position of responsibility in a hospital, college or other food service.

CERTIFICATE COURSE: All graduates of the Certificate course of the old College of Medical Evangelist School of Dietetics.

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[illegible]

[illegible]

[illegible]

At this convention the dietitians met and drew up rules and bylaws for the forming of the S.D.A.D.A. A meeting was called December 28, [illegible] in the Lake Union Area Image, and officers were elected as follows:

President	Clifton Hall
Vice-President	Dr. Ruth Little
Sec. Treasurer	Avis Dixon
Pub. Relations	Pearl Burgess
Asst. Pub. Relations	Mrs. Church

Constitution Committee--
Chairman - Lydia Sommerberg
[illegible] Jacobson
[illegible] Miller
[illegible] Nixon
[illegible]

[illegible]

The 1st annual convention of the S.D.A.D.A. was held in Miami, Fla., Oct. 27, 1956, preceding the A.D.A. Convention. Dr. Little presided.

The 2nd annual convention was held at Gilbertsville, Pennsylvania, Oct. 6, 1957, preceding the A.D.A. Convention. Dr. Little presided.

The 3rd annual convention was held at Miami, Florida, Oct. 21, 1957 preceding the A.D.A. Convention. Clinton Hall arranged the program but was unable to attend. Dr. Little, president-elect, presided. At that time it was decided to hold a mid-annual meeting in the area of the headquarters which was at C.M.A., Loma Linda Campus, and the first meeting took place at the Glendale Sanitarium dining room January 26, 1958. Eighty-nine members and guests were present. Miller Snyder and Dr. T. R. Flaim were the guest speakers.

The 4th annual convention was held at Takoma Park, Washington, D.C., October 17-19, 1958 preceding the A.D.A. Convention at Philadelphia. Guest speakers were Lois Burnett, E. E. Cossentine, Dr. T. R. Flaim, Joyce Wilson Rose and Walter Carl Sundin. **Lydia Sonnenberg, president-elect, presided in the absence of Dr. Little.**

Although the S.D.A.D.A. is a young organization it is growing in stature and in wisdom, and, as was said about the Master Teacher, we hope "in favor with God and man". The Council has many meetings endeavoring to perfect the structure of the organization and to promote activities that shall demonstrate the best principles of good nutrition as revealed in the writings of the Bible and Mrs. E. G. White, and the findings of scientific research.

The general purpose of the association as stated in general in the Constitution is to mobilize behind education and health service the full support of the organization in all of its spiritual, professional, and practical manifestations.

Note: If you know of any corrections or additions to this report, please let us know. Naturally in the beginning the notes are rather fragmentary as we were just budding out.

Ruth W. Jacobson

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[illegible]
[illegible]
[illegible]
Little, Ruth
Stagg, Jennie

May 23, 1954 Dietetic Council
at General Conference
Little, Dr. Ruth—chairman
DeFord, Nellie—secretary
Dumse, Paul
Dixson, Avis
Landon, Etta Snyder
Miller, Martha
Sonnenberg, Lydia
Stagg, Jennie
Van Gundy, Dorothea
Wall, Clinton

June 7-10, 1954 Committee
at I.N.R.F. Convention
Adams, Esther
Burch, Ada May
Dumse, Paul
Dixson, Avis
Gardner, Esther L.
Jacobsen, Ruth W.
Little, Ruth
March, Alice G.
Miller, Martha
Nixon, Zella H.
Schlunts, Daisy
Sonnenberg, Lydia
Stagg, Jennie
Van Gundy, Dorothea
Wall, Clinton

Dec. 28, 1954 meeting
at L. L. San. Annex Lounge
Officers elected:
President - Clinton Wall
Pres-Elect. - Dr. Ruth Little
Sec. Treas. - Avis Dixson
Pub. Relations - Paul Dumse
Assoc. Pub. Rel. - Alice G. March
Constitution Committee:
Chairman - Lydia Sonnenberg
Ruth Jacobsen
Martha Miller
Zella H. Nixon
Jennie Stagg
Others present:
Fonda C. Chaffee
Catherine Foreman
[illegible] Nelson
[illegible]

[illegible]
[illegible]
[illegible]
[illegible], [illegible]
Dixson, Avis
[illegible], [illegible]
Carr, Vivian
Gotham, Lucille J.
Crelar, Charlotte C.
Green, Hazel Dennie
Hartmuller, Eppie Chang
Kohler, Mrs. Frank
Landon, Etta Snyder
Lewis, Erma Landis
Little, Dr. Ruth
Longfellow, Veta Mae
March, Alice Garrett
Nelson, Florence K.
Shinkaw, Toly
Van Gundy, Dorothea
Wall, Clinton
Wilson, Joyce

2nd S.D.A.D.A. Convention, [illegible]
Oct. 8, 1956
[illegible], [illegible]
Fenn, Della
Dumse, Paul
Foreman, Jean
Harris, Thelma Bruner
Little, Dr. Ruth
Longfellow, Veta Mae
March, Alice G.
Nelson, Florence K.
Van Gundy, Dorothea
Wall, Clinton
Wilson, Joyce

3rd. S.D.A.D.A. Convention, [illegible]
Oct. 21, 1957
Adams, Elsie L.
Bishop, June
Carr, Mrs. J. Arthur
Chaffee, Fonda C.
Christensen, Dorothy
Dumse, Paul
Hartmuller, Eppie Chang
Jacobsen, Ruth W.
Knecht, Edwin L.
Little, Dr. Ruth
Longfellow, Veta Mae
Lorenz, Olga
March, Alice G.
Moore, Shirley T.
Shook, Alethea
Sonnenberg, Lydia
[illegible]

[illegible]
Anderson, Allie
[illegible]
Bailey, [illegible] & Husband
[illegible] & Husband
Blair, Elvira Lee
Braun, Erica
Bunch, Ada May
[illegible], Janice [illegible]
Butler, Margaret
Byers, Mary Philmon
Chaffee, Fonda C.
Christensen, Frances
Crooks, Hulda Hoehn
[illegible], Earl & Wife
Davidson, Evelyn & Husband
[illegible], Charlene [illegible]
[illegible], Lucile [illegible]
Gardner, Esther L.
Graham, James & Wife
[illegible], Esther Harmon
Hanson, Vera Mae M. & Husband
[illegible], Marjorie Cell
[illegible], Avis [illegible]
Hermann, Catherine
Hudson, Jennie [illegible]
Hunt, [illegible] & Husband
Jacobson, Ruth W. & Husband
[illegible], Ruth
La Salle, Louise
Little, Dr. Ruth
Miller, Martha
Nelson, Arleen
[illegible], Zella H.
[illegible], Louise
Reynolds, Helen E.
[illegible], Florence Hurd
[illegible]
[illegible] Winifred I.
[illegible]
[illegible]
[illegible]
[illegible]
[illegible]
Van [illegible]
[illegible]
Williams, [illegible] & Husband
[illegible]

[illegible]
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[illegible]
[illegible]

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[illegible]

11th Annual Convention, [illegible]
Oct. 17-19, [illegible]
[illegible]
Brown, Julia V.
[illegible], Paul
[illegible], Dr. Frances
Davis, Mrs. Anne D.
Foreman, Jean
Hansen, Vera Mae [illegible]
[illegible]
[illegible]
[illegible]
[illegible]
[illegible]
[illegible], Mrs. [illegible]
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ACCOMPLISHMENTS OF SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION

1. PRODUCED FIRST COLOR MOTION PICTURE ON DIETETICS AS A CAREER

The Association produced the first professional sound-color motion picture in the world on dietetics as a profession. It is called "A Service of Love", and is thirty minutes in length. It depicts the story of a Christian dietitian and her dedication to her profession. This film has done much good in influencing professional people toward our denomination. Many reports from state officials, officers of the American Dietetic Association, college, university and high school administrators from almost every state in the country gave favorable comment relative to the quality and the effectiveness of the film. It was shown twice at the National American Dietetic Association Convention which convened at Milwaukee, Wisconsin, as well as many leading universities and state Dietetic Association conventions throughout the country.

This film was produced by the Seventh-day Adventist Dietetic Association at cost of $14,000 in cash plus the donation of over 1,000 man-hours of free labor by officers and the Association's film committee members. The completed film, plus 20 prints, including reels, cans, and cases were donated to our denomination by being given to the College of Medical Evangelists at no cost whatsoever.

In addition, the Seventh-day Adventist Dietetic Association included in a prominent location and in large letters, "Produced by the Seventh-day Adventist Dietetic Association FOR THE SCHOOL OF DIETETICS of the COLLEGE OF MEDICAL EVANGELISTS, Los Angeles and Loma Linda, California."

2. M. V. CAMP FOOD SERVICE MANUAL

Published M. V. Camp Food Service Manual at a cost of $500 plus hundreds of hours of donated labor, and presented these free of charge to all M. V. Camps and some school lunch programs.

3. FOOD SERVICE DIRECTORS' BULLETIN

The Association provides all materials to the Medical Department of the General Conference that are published in the Food Service Directors' Bulletin. These go to all hospitals, sanitariums, colleges, academies, school lunch programs, and self-supporting institutions.

4. MAKES PROFESSIONAL NUTRITIONAL & DIETETIC INFORMATION AVAILABLE TO INSTITUTIONS AROUND THE WORLD

The Association supplies help and information as requested to many institutions in the mainland and overseas. Hundreds of hours of time (over and above regular work time) have been spent in giving professional help to large and small institutions. Examples:

a. One officer, alone, spent over 200 hours drawing and assembling material and information for the Food Facilities Engineering plans for one of our large overseas hospitals. The cost for the services from an outside concern would have been $2,000 for the professional service.

b. Other food service plans have been drawn by officers of the Association for schools in the mainland.

c. Scores of letters have been answered and help given to the institution requesting information.

5. PUBLISHES DIETETIAN'S DIGEST

The Association publishes the Dietitian's Digest as the official publication of the organization. It is sent to all Seventh-day Adventist Dietitians around the world in addition to supplying the Medical Department with a quantity for their use.

6. PRODUCED COLOR SLIDES ON DIETETICS AS A CAREER

These sets are comprised of 50 colored slides on Dietetics as a profession. A written presentation was published to be used in conjunction with the set being used for recruitment purposes in our schools.

7. POSTERS PRINTED ON DIETETICS AS A PROFESSION

The Association printed a three-color poster on Dietetics and distributed these free of charge to all of our schools. In addition, over 1,000 posters, printed by the American Dietetic Association, have been purchased & distributed.

8. PAMPHLETS ON DIETETICS DISTRIBUTED

Over 3,000 pamphlets and brochures have been distributed to heads of Home Economics Departments and interested young people.

9. ARTICLES ON NUTRITION PUBLISHED

Articles on nutrition topics have been supplied as requested for publication in denominational periodicals.

10. ARTICLES ON DIETETICS AS A CAREER HAVE BEEN PUBLISHED

11. LARGE-QUANTITY RECIPES SUPPLIED TO OUR INSTITUTIONS

An excellent set of 100 institutional large-quantity recipes were prepared by the president of the Seventh-day Adventist Dietetic Association and made available to the Loma Linda Food Company. They in turn have distributed these to all of our institutions and Junior Camps free of charge.

12. CONDUCTED FOOD SERVICE WORKSHOP

Officers organized and conducted a six-week workshop for denomination Food Service Directors as well as several institutes of lesser duration.

13. SEVENTH-DAY ADVENTIST DIETETIC ASSOCIATION CONVENTIONS

The Association has provided three Seventh-day Adventist Dietetic Association conventions for Adventist dietitians in conjunction with the National American Dietetic Association conventions. At these we have had representation from the General Conference Medical Department.

14. MATERIALS FURNISHED TO THE MINISTRY MAGAZINE

The Association is supplying regular columns to The Ministry Magazine on vital scientific nutrition information and topics. The heading for this new feature is called "Nutrition Today".

15. ORGANIZATION OF PUBLICATIONS COMMITTEE

The Association has appointed a Publications Committee including:

1. The head of the School of Dietetics of the College of Medical Evangelists.
2. Publicity Secretary of the Association.
3. The head of a senior college Home Economics Department.
4. One additional member of the Association.

The purpose of this Publications Committee is to develop and determine the policies governing the publications of the Association. All publicity information by the Association will have been cleared through this Publications Committee for accuracy and scientific information, research, background, validity et cetera. In addition, all other materials published by the Association will have been cleared through this committee prior to publishing.

16. PORTFOLIO OF CAREER MATERIALS

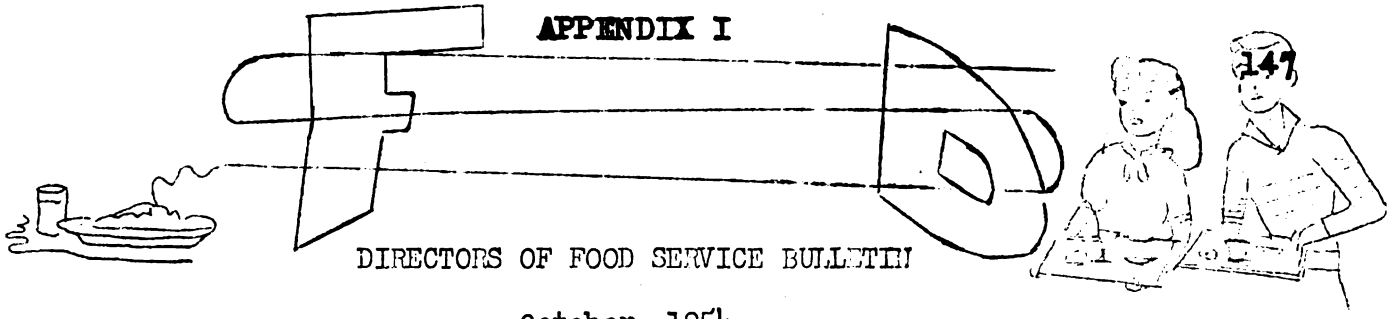
Approximately 100 portfolios of career materials on Dietetics as a Profession have been sent to heads of Home Economics Departments of all our colleges and academies. Included in each portfolio were six posters and nine brochures; also a form entitled "Career Materials Available From The Seventh-day Adventist Dietetic Association". Heads of Home Economics Departments can order quantities of these materials free of charge to be handed to interested young people.

17. CAREER RECRUITMENT BOOTH AT GENERAL CONFERENCE

The Medical Booth was shared by the Association at the recent General Conference for the purpose of career recruitment. Many types of information on Dietetics as a career were made available.

18. ARTICLES FOR WORLD WIDE UNION PAPERS

The Medical Department of the General Conference requested of the Association a continuous series of nutrition articles to be printed regularly in all Union Conference papers around the world. The first articles are currently being prepared and will be appearing presently.



DIRECTORS OF FOOD SERVICE BULLETIN

October, 1954

General Conference of S.D.A.
6840 Eastern Avenue, N.W.
Washington 12, D.C.

Medical Department
Joyce Wilson, R.N., Asso. Sec'y.

SOMETHING NEW FOR YOU!!

Food Service Directors, you are important people.

Because of the important part you play in the lives of students and patients, we feel that it is high time you have a method of communication and information specifically for you. Thus it is that the Medical Department of the General Conference, with this October issue, starts a bulletin intended for Food Service Directors in each of our academies, colleges, and sanitariums.

We have now come to realize more fully the truth of the instruction given by the servant of the Lord to this remnant church concerning the food served in our institutions. The type of food served, the methods of preparation, and the way in which it is served, vitally affect the lives of the students in our schools and the patients in our institutions. This connection has not always been realized in the past; it is now time that we wake up, and realize that the Food Service Director is a mighty important person. He controls the disposition of all about him, by the food he prepares and serves!

With this realization, the North Pacific Union Conference this summer conducted a convention for Food Service Directors. It was the first such convention in our denomination, and was held by Mr. Clinton Wall at Walla Walla College. All Directors within the Union were present, as well as one from Forest Lake Academy in Florida. It proved a real inspiration and assistance to those present. We intend to bring you reports of these meetings in future bulletins. For this first issue we have chosen to give you the copy of an opening talk given by Elder L. R. Rasmussen, Associate Secretary of the Department of Education in the General Conference. Upon reading it, we are sure you will see why we have chosen this talk for presentation to you. We need to remember that the Lord is our Guide, and the Spirit of Prophecy instruction should receive first place in our planning.

Each bulletin will contain tested recipes found useful by food services in our denomination. Contributions and comments are urgently requested. This is your bulletin; it will be what you make it.

Joyce Wilson, R.N.

THE IMPORTANCE OF A BALANCED DIET IN ACADEMIES

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(Lecture given August 23, 1954, at Food Directors' Institute, Walla Walla College)

I have a great conviction regarding the importance of the well-balanced diet in our academies--and this applies to any of our institutions--and its tremendous effect upon this denomination. I am glad this group is meeting to discuss this problem and that this denomination is awakening to the fact that we are facing a denominational tragedy. It is now one hundred and one years since the first little church school was opened, and eighty years since our first college was started. We are awakening to the fact that for a long time we have neglected some important matters that we should have been giving attention to, and today we are reaping the results. One of these items of importance is the diet of the youth comprising the Seventh-day Adventist church. We are facing some real problems in our academies and other institutions.

This morning I should like to read two statements from the Spirit of Prophecy that I did not know were there before. They are by divine inspiration, and I hope that everyone of you who has something to do with the health and food service in one of our institutions will measure himself by these statements. One is found in Fundamentals of Christian Education, page 43: "The one who prepares the food that is to be placed in our stomachs, to be converted into blood and to nourish the system, occupies a most important and elevated position."

The other statement is also found in Fundamentals of Christian Education, pages 226 and 227. It was a message to those who had charge of our first college at Battle Creek. I did not know before that this statement, which we use so often, was given in connection with the food service in our institution at Battle Creek. "Of all institutions in our world, the school is the most important." We, as educational folks, have published this and quoted it to promote our work: "The school is the most important institution in the world." But in what connection was it given? It was given in connection with the type of diet that we ought to find in that institution. Here the diet question is to be studied. Mrs. White said, "I dwell upon this as essential." When starting out the educational work of this denomination, of all positions in Battle Creek College, the first in importance was that of the one who was employed to direct in the preparation of the dishes that were to feed the hungry students. "There should be a skillful thorough cook, that will give ample supplies of substantial dishes to the hungry students." Ibid. p. 226.

After stating that the school is the most important of all institutions, the message then proceeds right into the diet question. I began to wonder whether the one who directs the food service is really as important as all that. I thought the Bible teacher was quite important, the principal, the dean, and others. But, my dear friends, when I began to study this carefully, I found that the Spirit of Prophecy has given us ample instruction, but we have not always followed it. As a school administrator, both in our academies and college for a good many years, I always felt that the spirit and morale of the school would be able to take care of itself pretty well if I had what we used to call a "good matron."

We have ten thousand Seventh-day Adventist youth in the academies of this denomination in the North American Division and another ten thousand in our colleges who are eating in our cafeterias. We are affecting the lives of twenty thousand youth here in the United States--youth who are being fed three times a day in our cafeterias--I hope it is three times a day. And this cafeteria service affects the morale and the spirit of the institutions. I am not going to talk of how it affects their health. That is over my depth, and I will let these good folks who are professionals in that field do that. But looking at it from a parent's and an administrator's standpoint, the cafeteria affects the whole school. It affects the life of the student and may spell success or failure to that student. The whole denomination is vitally affected by the food service we have in our schools. On page 195 of Education, we are told that the health of our students is more important than the learning. What affects the health more than the diet?

This statement is also from Education, page 195. "Since the mind and the soul find expression through the body, both mental and spiritual vigor are in a great degree dependent upon physical strength and activity; whatever promotes physical health, promotes the development of a strong mind and a well-balanced character. Without health, no one can as distinctly understand or as completely fulfil his obligations to himself, to his fellow-beings, or to his Creator. Therefore, the health should be as faithfully guarded as the character. A knowledge of physiology and hygiene should be the basis of all educational effort." Here we come back to the importance of the diet in an academy for our youth. Their character, their spirituality and their mental development are all affected by their health.

The poet Milton said, "The hungry sheep look and are not fed." I want to say, dear friends, one of the tragedies we face today is that the hungry students in our schools look up and are not fed. Now that may be said regarding something else besides diet; but we have not followed the early instruction that was given to us in the Spirit of Prophecy of glorifying, elevating and making the professional standing of the one who prepares the food as important as the work of other teachers. We have found some good strong woman--someone without any professional training--who could stand it to get up early in the morning and stay up late at night to feed something to these students three times a day.

Even at this date, I am not sure we are going to be able to open some of the academies. We have principals, English teachers and history teachers; but because of our whole lack of perspective, we are not able to find even that "good strong individual" to go in and put some food on the tables three times a day. You cannot have a school if you cannot feed the students.

Whenever I receive a telegram in my office that says, "Will you find a food director for us," I shudder. I do not know where to turn to find such an individual. And they must secure an untrained, unqualified incompetent individual; and thus we put food on the tables that affects the lives of our students not only while they are in school, but in later life as well.

The opportunities in the food service line in this denomination ought to challenge the very best, the brightest and the most competent individuals. I believe it deserves that. I am glad to tell you that the General Conference and others are awakening to the fact that something must be done for this situation in which we find ourselves. We face some tragedies today, not only in

not finding qualified individuals to serve as directors of food service, but also in what this unfortunate situation is doing to the lives of some of our young people.

Here are some statements by doctors and dietitians in America:

"The careless dietary habits of our youth in our academies are impairing the health of our future workers and our future church members."

"The modern American adolescent is in many cases seriously undernourished."

"American eating establishments are committing robbery and murder on a mass scale."

Dr. Mack, who conducted the mass studies in human nutrition in Pennsylvania, says, "America's worst eating habit is the skipping of breakfast, or taking time for only a roll and a cup of coffee."

In the Pennsylvania studies it was found that the young people who went without breakfast were vitally affected. I find that the young people of this denomination are not going to breakfast. I suppose they developed the habit at home, but it is a serious one. I visited an academy (not in this union). I went down to breakfast and found only six students out of one-hundred and fifty students. They said in that school they did not have worship before breakfast, so nobody got up for breakfast. Simple nutrition education can improve the physical, mental, moral and spiritual well-being and happiness of our youth.

In the July, 1954, issue of the Journal of the American Dietetic Association, I read an article on the effect on schoolboys of omitting breakfast. It was written by Dr. Tuttle, Department of Physiology and Nutrition, College of Medicine of the State University in Iowa City, Iowa. Her report showed that the majority of the boys had a definitely better attitude and a better scholastic record during the period when breakfast was included in the daily dietary regime than when it was omitted. For example, some of the boys were careless and inattentive during the late morning hours when breakfast was omitted. As I went on reading of the effects of missing breakfast, I thought again of the number of youth in this denomination who are failing to have any breakfast in the morning. Would I dare say that this number includes ten thousand of the twenty thousand? That is happening across this denomination--not only with girls, who are trying to reduce at an age when they ought not to be, but with boys as well.

Let us look at this from a practical point of view. Breakfast should be the meal at which you serve more students than any other; but this is not generally so. It wasn't when I was an administrator. Instead, it was in the evening at dinner time. We must think of this question not only in its relation to the spirit and morale of the school, but also its effect upon our denomination. The youth that are going to be leaders in our churches are now eating in your cafeterias during the period of life, adolescence--from fourteen to eighteen years--when nutrition means more to them than at any other age. This is a period of life when they are growing, developing and changing. Still we haven't given the thought and attention to this situation that we should.

We give a great deal of emphasis these days to character development. We might go into the food service and see whether that has any effect. If there is a lack of intellectual interest on the part of your students, go to the cafeteria; the answer may be found there. If there is a lack of moral stamina in the institution, the reason might be found in the kitchen. If you find a careless attitude and a bad spirit on the campus, you might go into the dining room and sample the food. Do the students fail to respond to spiritual things? The answer may be found around the cafeteria deck. Do you find emotional instability just at the time of life when it is needed most? It may be caused by malnutrition in adolescence. When you study some of the statements given to us in the Spirit of Prophecy, you will find that the work of our food directors is of tremendous importance.

In the Army we find that one out of four of the eighteen-year-old boys rejected by the Army was rejected because of physical conditions. The answer may be found in teen-age nutrition. The Army has learned that, but we have not yet awakened to that fact. And yet we feed twenty thousand youth, who are going to be leaders in this denomination.

I am a member of the Appointees' Committee of the Mission Board, and I am tragically alarmed to find that, on many days, over half the youth whose names are discussed, who have finished our colleges, are physically unfit for mission service. We turn down more because they cannot pass the physical examination than for any other reason. Time after time I have watched long lists rejected, turned down, released from the call. They are not old people, but those right in the prime of life--between twenty and thirty--who have finished academy and college. But they cannot go; the girls have anemia, the boys have something else wrong. When one sits there day after day, he begins to realize that somebody ought to wake up and help change the picture.

We have boats loaded with youth in their late twenties and thirties coming back from the mission fields. We never publish the list in the Review and Herald of the folks that are streaming home. We publish the list of those who are going out. It would alarm people to know the number returning. We are reaching into the mission offerings every Sabbath and taking out money to bring folks back home--because we failed to spend a little in providing a proper diet in our institutions.

Two years ago a bloodmobile came to the campus of one of our colleges. The Red Cross people later called the chairman of the college board and said: "There is something wrong. We find there are more students on this campus of the Adventist College who are so anemic we can't use their blood than we have found for a long time." They wondered what was wrong.

The chairman of this college board was sitting in the Fall Council where we were going over the wage scale. I said, "There may be a reason for all this. We have never made the matron's wage scale equal to that of the other teachers." (Matron was the term we used when I was in school, but that does not apply very well to these men here. I am glad to see more men--and we ought to have more--coming into this work.) Believe it or not, those presidents voted to put the wage scale for the directors of food service above that of the other teachers; I think the maximum is a dollar or so above right now. I was sorry that it had to take something like this to jar us into realizing what was going on.

I wondered just how much the diet did affect young people. I looked up some of the sources on diet, and then I referred to the Spirit of Prophecy. I noticed that the diet affects the mental and moral vigor, causes lethargy, affects the character and mental and spiritual powers, causes mental breakdown, dulls moral sensibilities, clouds the brain, makes the thoughts sluggish, and causes degeneracy. One could just go on and on with page after page of what the diet does. Maybe our teachers could find in the cafeteria the answers to some of the mental conditions.

You dietitians know that "Whoever violates moral obligations in the matter of eating and dressing, prepares the way to violate the claims of God in regard to eternal interests." Counsels on Health, p. 73.

"Scanty, ill-cooked food depraves the blood by weakening the blood-making organs. It deranges the system, and brings on disease, with its accompaniment of irritable nerves and bad tempers." Counsels on Diet and Foods, p. 257.

"It is a sacred duty for those who cook to learn how to prepare healthful food. Many souls are lost as a result of poor cookery." Ibid., p. 257. It goes that far--many souls are lost, eternally lost. Yet we haven't given this matter the attention that we should.

"The relation of diet to intellectual development should be given far more attention than it has received. Mental confusion and dulness are often the result of errors in diet." Education, p. 204.

"The downfall of many a promising youth might be traced to unnatural appetites created by an unwholesome diet." Education, p. 204.

I could go on repeating many passages here. I have one regarding the Bible teacher: "Bible teaching will make but a feeble impression upon those whose mental faculties are benumbed by indulgence of appetite." Counsels on Health, p. 68. Bible teachers in the school may be making a feeble impression. What is the trouble these folks won't accept spiritual truth? The answer may be that their minds are benumbed because of wrong food.

When I read these statements they struck me with a tremendous force. I hope to use a few of them in another meeting of the Fall Council that is coming soon, because I believe that the men who are heading our institutions, the chairmen of the boards, and others need to give more attention to this whole question.

I have been talking with Drs. Flaiz and McFarland of the Medical Department of the General Conference. We have had some discussions on this subject of a balanced diet in our schools, and they have been after us in the Educational Department. They have been visiting around and eating in our cafeterias. I want to say that I always get plenty of food, more than I need in most of them. But, is a meal of potatoes, macaroni, corn and bread balanced? Is a little fruit too costly in the mid section of the United States to feed those students some fruit? Are vegetables so scarce on the coast that we can't give them any green vegetables.

We ought to have a program of training and internship for young women and young men. I don't want to leave out the men, for I think that more and more we are going to have men in our institutions for this type of work.

At the present it is not a question of getting a balanced diet; it is a question of finding someone to put anything on the table. We just cannot find individuals. "Oh," you say, "we have a dietetics school." That is good, but I have marked their graduates off. I don't know whether they would do the work. Perhaps it is our fault. Perhaps we could correct the situation if we gave the food service directors more help. I'm talking from the point of view of the administrator, who has to balance the budget. We have come to a critical situation.

Just before I left home I had four phone calls from schools that are starting in a week and have nobody there to feed the students. The principals are desperate and don't know what to do. Then the Secretary of the General Conference called up and wanted to know where he could find three matrons that we could send overseas. I said, "Do you mean now?"

"Yes," he said, "the schools are going to start in a few weeks over there." I answered, "We cannot even find enough to take care of our needs at home. And I'm not talking about competency; I'm just talking about anybody."

So I think there needs to be a revival. Part of the problem may rest with those of us who have been in the work for a long time. One of the tragedies we are facing in this denomination is the large number of people who are standing in line for certain occupations. They are becoming disappointed, frustrated and disallusioned youth. Yet we have other fields that are suffering because it is impossible to find individuals to do the job.

We ought to be giving more attention to the development of those who can prepare an adequate balanced diet for these growing adolescent boys and girls, so that right in the critical time of their lives they don't become emotionally unstable and break.

I have been reading some reports of tests made on the children in Europe. One was published in one of those magazines like Colliers or the Ladies' Home Journal, entitled "Are We and Our Children Getting Too Soft?" by Harvey Henderson. One of the things pointed out was that considering the results even with the shortage of food over there and the abundance of food here, there must be something lacking in the dietary habits of the American adolescent. We are finding in America today that our American youth are not physically keeping up with the European youth. Part of this may be due to the lack of muscular activity, as over there they all ride bicycles and get exercise. But the watered-down processed foods in America are failing to give to the youth here what the youth of some of these more underprivileged countries, where they have to forage from the garden, are getting.

I say, dear friends, we need a revival somewhere; we need something to take place among those of you who are doing the job to encourage more to go into this work. If we don't, we face a denominational tragedy, and I don't know what we are going to do. We just don't have enough properly qualified individuals. They are staying out. I could give you some of the reasons that have been given to me why several quit this year and are not willing to go on longer and serve in our own institutions. It isn't just because of pay, although I do think that ought to be just as high as we would pay anyone else, but there are some conditions that should be given attention.

We need a greater program of promotion to get some of the best qualified individuals and those with the best minds to see the importance of and enter this work. I hope that you will help us, because we are more than a bit concerned, and we hope that something will be done so that we can train more and that we can have some interns in training for this work.

GREEN RICE

Rice, Brown	4 lbs.
Cheese, Grated	2 lbs.
Margarine, Melted	1½ lbs.
Onions, Ground	2 lbs.
Parsley, Chopped	12 oz.
Peppers, Green	1 lb. 12 oz.
Eggs	5 cups
Milk	1 3/4 qt.
Cream	1 3/4 qt.
Salt	1/3 cup

1. Wash rice. Add water 1½ times volume of rice. Cook in steamer for 30 minutes.

2. Grate cheese, chop onions, parsley, and green peppers. Add all ingredients to rice.

3. Mix well and pour 1½ gallons of mixture into oiled #200 pan.

4. Bake 1½ hours at 400° F.

5. Serve with mushroom sauce.

6. Serves 100

GREEN RICE
(Family-size recipe)

Rice, Brown	1/4 lb.
Cheese, Grated	3/4 cup
Margarine, Melted	3 T.
Onions, Ground	½ cup
Parsley, Chopped	2 cups
Peppers, Green	1/3 cup
Eggs	5
Milk	3/4 cup

1. Wash and put brown rice in boiling salted water and cook for 5 minutes.

2. Finish cooking in double boiler or steam in kettle until almost done.

3. Add all ingredients to rice. Combine well. Place in oiled baking pan and bake one hour at 375° F.

4. This entree may be served plain or with rich white sauce, egg gravy, or mushroom sauce.

5. Serves 6

BLACK BOTTOM PIE
(one pie)

Sugar, Granulated	1 cup
Cornstarch	2 T.
Salt	$\frac{1}{4}$ tsp.
Milk, Whole	2 cups
Egg Yolks	3
Gelatin	$\frac{1}{2}$ cup plain Vega-Jel
Water	$\frac{1}{2}$ cup
Vanilla	1 tsp.
Egg Whites	3
Chocolate, Grated	1 square or 3 T. cocoa

1. Cook sugar, cornstarch, salt, milk, and egg yolks in double boiler. Remove from heat.

2. Dissolve gelatin per instruction, add vanilla, and add to the first mixture.

3. Divide this mixture in half and add to one, the chocolate or cocoa. More chocolate may be added if stronger flavor is desired.

4. Cool white mixture, then add beaten egg whites.

5. Let both set in refrigerator until they begin to thicken.

6. Beat each mixture until smooth.

7. Pour chocolate mixture into graham cracker pie shell. Add white mixture when the chocolate is sufficiently congealed to support it. Serve with whipped cream and/or grated chocolate. Refrigerate until served.

GRAHAM CRACKER PIE CRUST

Graham Crackers, Ground Fine	$1\frac{1}{2}$ cups
Sugar, Powdered	1/3 cup
Butter	$\frac{1}{2}$ cup
Flour	1 tsp.

1. Mix all together with finger tips.
2. Pat mixture firmly into pie pan. Chill.

BLACK BOTTOM PIE

Sugar	18 lbs.
Cornstarch	10½ oz.
Salt	3 T.
Milk	4½ gallons
Egg Yolks	9 dozen
Gelatin (boxes of 4 pkg. each)	10
or Vega-Jel	4¼ gallons
Water	4½ quarts
Chocolate, Grated	6½ cups
Egg Whites	9 dozen
Vanilla	½ cup

1. Cook sugar, cornstarch, salt, milk, and egg yolks in double boiler. Remove from heat.

2. Dissolve gelatin in hot water, add vanilla and add to the first mixture.

3. Divide this mixture in half and add to one half the grated chocolate.

4. Cool the white mixture--then add the beaten egg whites. (Do not beat the egg whites until they are dry.)

5. Let both set in the refrigerator until they begin to thicken.

6. Beat each mixture until smooth.

7. Pour chocolate into graham cracker pie shell, then add white on top. Serve with whipped cream or/and grated chocolate.

8. Refrigerate until served. This recipe must be followed exactly as written for a satisfactory product.

9. Makes 36 pies--9 3/4 inch.

We wish to thank Mr. Clinton Wall, of Walla Walla College, for these recipes. He has included a family-size recipe for each dish. Take it home and try it.

APPENDIX J

TWENTY-FIVE

WORKSHOP RECIPES

Prepared at
Blue Mountain Academy
Union College
Walla Walla College

July-August 1958

Prepared for you
from the kitchen of

Walla Walla College Food Service
Clinton A. Wall, Director

INDEX

BAKED BEANS

Ingredients	100 servings
Navy Beans	10 lbs.
Molasses	1 qt.
Onions, chopped fine	2 lbs.
Green Peppers, chopped	1 lb.
Brown sugar	1 lb.
Salt	½ cup
Tomato soup	1 50-oz. can
Tomato paste	¼ #10 can

1. Wash navy beans and soak overnite.
2. Cook beans in water in steamer with salt for one hour.
3. Blend all ingredients.
4. Pour 1½ gallons into each oiled "200" pan.
5. Bake at 350° for 1½ hours.
6. One serving equals 4 oz.

BANANA BREAD

Ingredients	7 pans
Shortening	4 lbs.
Sugar, granulated	8 lbs.
Buttermilk, or sour	4 cups
Flour	8½ lbs.
Soda	2 oz.
Bananas	10 ½ lbs.
Salt	3 oz.
Eggs	1½ qts.

1. Cream shortening and sugar.
2. Add eggs and mix until light.
3. Add alternately sour mild and sifted dry ingredients.
4. Add mashed bananas.
5. Put 5 pounds of batter per pan. (19 x 4 x 4 pan)
6. Bake in greased pan lined with paper at 350° for 1½ hours.
7. Cut in 32 per pan loaf.

NOTE: If different size pan is used it should not be filled more than 2/3 full.

BANANA FRUIT PUNCH

Ingredients	5 gallons
Frozen orange juice	3 32-oz. cans
Lemonade*	2 12-oz. cans
Bananas, ripe (peeled)	5 lbs.
Pineapple juice	1 46-oz. can
Water	3 gal.
Ice	2 qts.

* Or 1 cup lemon juice and 3/4 lb. sugar

1. Put frozen orange juice and lemonade in 5 gal. container.
2. Put bananas in blender, add pineapple juice and blend well.
3. Add ice.
4. Fill container with water.

BLUEBERRY MUFFINS

Ingredients	100 servings
Sugar	3 lbs.
Shortening	1 lb. 8 oz.
Eggs	2 cups
Flour	4 lbs. 10 oz.
Baking Powder	3 oz.
Salt	2 T
Milk	5 cups
Blueberries, frozen	3 lbs.

1. Cream shortening and sugar well.
2. Add eggs and beat until light.
3. Add alternately flour and milk.
4. Add floured berries (mixing as little as possible).
5. Put in lined muffin tin using No. 16 scoop.
6. Bake at 375° from 30 to 45 minutes.

NOTES: Heat ovens to 450° as muffins cool them down about 75° then turn back to 375° after muffins are in.

Batter will be stiff due to cold berries.

CHILLED PEACH SALAD

Ingredients	100 servings
Oranges, peeled and diced	2 qts.
Fruit cocktail	1 #10 can
Grapes, Tokay	2 lbs.
Bananas	5 lbs.
Vanilla	1 T
Whipping Cream	2 qts.
Sugar	12 oz.
Peach Halves	100 halves

1. Drain peach halves and chill. Chill salad plates.
2. Peel and dice oranges. Drain fruit cocktail and chill.
3. Cut grapes in halves and remove seeds. Slice bananas.
4. Whip cream and add sugar and vanilla.
5. Blend all ingredients except peach halves.
6. Place one peach half hollow side up on bed of lettuce on chilled salad plate. Place one #20 scoop of filling in each peach and serve.

CRANBERRY RELISH

Ingredients	100 servings
Cranberries, fresh	4 lbs.
Oranges	8 medium
Apples	4
Sugar	4 lbs.
Salt	½ tsp.

1. Wash cranberries and sort out spoiled ones. Drain.
2. Wash and quarter oranges and apples, removing seeds. Do not peel.
3. Grind all together in food grinder.
4. Blend sugar and salt with other ingredients. Let stand several hours or over night.

Red food coloring may be added.
Yield: 4 quarts = 100, 1¼ oz. servings.
NOTE: This product may be frozen for use when cranberries are out of season.

CRANBERRY SNOW

Ingredients	2 pan (96 servings)
Raspberry gelatin	6 qts.
Cranberry relish, see recipe	2 qts.
Cottage cheese, small curd	½ gal.

1. Mix gelatin according to directions and let set until it begins to congeal.
2. Add cranberry relish.
3. Pour half of the gelatin into 18" x 12" pans.
4. When partially congealed sprinkle cottage cheese over gelatin.
5. Pour remainder of gelatin over the cottage cheese layer.
6. Return to refrigerator for 6-8 hours.
7. Cut with clean sharp knife 6 x 8.

NOTE: Depth of finished salad should be 1½ inches.

EGGPLANT CASSEROLE

Ingredients	100 servings
Eggplant	100 slices
Oil	2 cups
Bread crumbs	2 qts.
Eggs, beaten	2 cups
Onions, chopped fine	2 lbs. 4 oz.
Green Peppers, diced	3 lbs.
Cheese, grated	2 lbs. 8 oz.
Tomato soup	4 50-oz. cans

1. Wash eggplant and slice into ½ inch slices.
2. Dip into beaten eggs and then in crumbs. Fry on the griddle at 350° until brown. Sprinkle with salt.
3. Braise onions and green peppers to a light brown.
4. Arrange in oiled "200" pans in layers in the following order: One layer of eggplant, then onions and peppers, then cheese. Repeat. Pour the tomato soup over all.
5. Bake at 350° for twenty minutes.

FRENCH BAKED POTATOES

Ingredients	100 servings
Potatoes, medium	100
Bread crumbs	3 qts.
Paprika	6 Tbs.
Salt	7 Tbs.
Garlic Salt	4 Tbs.

1. Sort out uniform size peeled potatoes. (4 to 5 oz.)
2. Mix bread crumbs, paprika, salt, and garlic salt together.
3. Dip about 15 potatoes at a time in oil. Place in a small collander to drain.
4. Roll in crumbs. Place on 18 x 25 bake sheets.
5. Bake in hot over; start on 500° F. for 30 minutes; then turn down to 400° F. for one hour.

GOLDEN DRESSING

Ingredients	1 quart	1 gallon
Pineapple juice	3/4 cup	3 cups
Lemon juice	3/4 cup	3 cups
Sugar	8 oz.	2 lbs.
Eggs	1½ cups	1 ¼ quarts

1. Beat eggs slightly. Add juices and sugar and blend.
2. Cook in double boiler stirring constantly until thickened.
3. Cool well. Use on fruit salads. Can be mixed in various preparations with whipped cream.

GREEN RICE

Ingredients	100 servings
Rice, natural	4 lbs.
Cheese, grated	2 lbs.
Margarine	1½ lbs.
Green onions, chopped fine	2 lbs.
Parsley, chopped	12 oz.
Green Peppers	1 lb. 12 oz.
Eggs	5 cups
Milk	1 3/4 qts.
Cream	1 3/4 qts.
Salt	1/3 cup

1. Wash and cook rice, adding 1½ times water, in steamer for 35 minutes.
2. Grate cheese, chop parsley, and green peppers, and onions. Add to rice.
3. Mix well and pour 1½ gallons of mixture into oiled "20C" pan.
4. Bake 1½ hours at 400°.
5. Serve with mushroom sauce.

HOMINY A LA VIOLET

Ingredients	100 servings
Onions, chopped fine	5 lbs. 8 oz.
Celery, chopped	4 lbs. 8 oz.
Margarine	1¼ lbs.
Salt	2½ T
Hominy, Golden	3 #10 cans
Tomatoes	1 #10 can
Cheese, cheddar	1½ lbs.

1. Braise onions and celery in margarine.
2. Drain hominy and add.
3. Add tomatoes and salt. Heat.
4. Add grated cheese just before serving. Do not boil.

PEANUT BUTTER COOKIES

Ingredients	300 cookies
Shortening	2 lbs.
Sugar, brown	2 lbs. 8 oz.
Sugar, granulated	2 lbs. 3 oz.
Peanut Butter	2 lbs. 12 oz.
Eggs	2 cups
Salt	1½ tsp.
Flour	3 lbs. 12 oz.

1. Cream shortening and sugars. Add peanut butter.
2. Add eggs and beat well.
3. Sift dry ingredients and add to first mixture.
4. Using 1 level tablespoonful of batter for each cookie, roll into balls between palms of hands.
5. Place on oiled bake sheets and press with a fork.
6. Bake at 375° for 6 to 8 minutes.
7. Three cookies per serving.

PINEAPPLE COOKIES

Ingredients	300 cookies
Shortening	3 lbs.
Sugar, brown	3 lbs.
Sugar, granulated	3 lbs.
Eggs	2 cups
Flour, sifted	6 lbs.
Baking powder	3 oz.
Soda	3 tsp.
Salt	3 tsp.
Crushed Pineapple, drained well	2 qts.
Nuts, chopped	1 1/3 lb.
Vanilla or lemon juice	4 2/3 tsp.

1. Cream shortening and sugars. Add eggs and beat well.
2. Add dry ingredients, then pineapple, nuts, and flavoring.
3. Drop with #40 scoop onto lightly oiled bake sheet, in rows 5 x 7.
4. Bake at 375° for 15 to 20 minutes. Loosen from bake sheet as soon as they are taken from oven.
5. Serve three cookies per serving.

NOTE: When dropping cookies use two # 40 scoops. Alternately dip them in hot water.

PINEAPPLE SQUARES

Ingredients	2 pans
Pastry	
Shortening	1 lb. 4 oz.
Flour	2 lbs. 8 oz.
Salt	2 T
Water	$1\frac{1}{2}$ cups
Filling	
Crushed pineapple	$2\frac{1}{2}$ qts.
Cornstarch	1 lb. 3 oz.
Water	$4\frac{1}{2}$ qts.
Sugar	$2\frac{1}{4}$ lbs.
Salt	2 T
Butter	$1\frac{1}{2}$ T
Yellow coloring	2 tsp.
Topping	
Macaroon coconut	4 lbs.
Eggs, whole	$4\frac{1}{2}$ cups
Vanilla	2 T
Sugar	3 lbs.
Water	2 3/4 cups

1. Line 18"x 24"bake sheets with the pie pastry as for pie shells.
2. Prebake in oven at 350° until slightly brown.
3. Mix a little water with cornstarch.
4. Add to pineapple and cook.
5. Add salt, sugar, butter, and yellow coloring.
6. Spread pineapple filling on cooled pastry sheets.
7. Mix macaroon coconut with eggs and vanilla.
8. Boil sugar and water to soft ball stage (about 238°); then pour over coconut and eggs and mix well.
9. Spread the mixture on top of the filling.
10. Bake until slightly brown--375° for 15 to 20 minutes.

PIZZA PIE

Ingredients	100 servings
Dough:	
Milk	2 cups
Shortening	6 oz.
Sugar	4 oz.
Yeast	1 oz.
Salt	2 tsp.
Flour	2 lbs. 12 oz.
Eggs	4

1. Scald milk; add shortening, and cool to lukewarm in cold water.
2. Grease mixing bowl and dough hook before starting the dough.
3. Put flour, sugar, milk, shortening, and eggs into mixing bowl.
4. Crumble yeast into small bowl and add salt. Stir until yeast is dissolved. Add to mixture and mix at medium speed for three minutes or until smooth ball of dough forms.
5. Turn into oiled bowl and let rise until double in bulk. Knead down. Allow to rise again for a short time; then divide into 1 lb. portions.
6. Brush 1 T oil in each pan. Roll dough to fit in 12 x 20 inch counter pans and let rise 10-15 minutes.

Filling:	
Margarine	12 oz.
Onions	1 lb. 5 oz.
Burger	3 30-oz. cans
Vegex	2 oz.
Tomato Paste	½ #10 can
Tomatoes, broken	1 #10 can
Oregano	1 T
Garlic Salt	½ T
Salt	2 tsp.
Sage	1 tsp.
Sugar	¼ cup
Paprika	1 T
Cloves, ground	1 tsp.
Lemon Juice	6 T
Cheese, grated	4 lbs.
Parsley, chopped	1 cup
Mushrooms, chopped (optional)	1 16-oz. can

1. Braise onions, burger in margarine. Add seasonings and mix well. Add tomato paste and tomatoes. Remove from heat; add Vegex.
2. Sprinkle 8 oz. of cheese over dough in each pan.
3. Pour 1 3/4 quarts of burger mixture on dough in each pan. Sprinkle with another 8 oz. of cheese. Sprinkle with ½ cup mushrooms.
4. Bake at 450° for thirty minutes or until dough is done.
5. Cut 6 x 4 with scissors.
6. Sprinkle with chopped parsley before serving.

NOTE: This may be frozen. It serves well re-heated.

RICH NOODLE DISH

Ingredients	100 servings
Noodles, egg, medium	4 lbs.
Onions	2 lbs.
Eggs, hard boiled	21
Olives, chopped	1 lb.
Mushroom soup	3 50-oz. cans
Cheese, Cheddar, grated	1 lb. 12 oz.
Tomato juice	1 #10 can
Bread crumbs	1 lb.
Salt	To taste

1. Cook noodles in boiling salted water. Rinse and drain.
2. Braise onions in oil. Boil eggs and slice. Grate cheese.
3. Blend all ingredients except bread crumbs. Place $1\frac{1}{2}$ gallons in each oiled "200" pan and sprinkle with bread crumbs or potato chips.
4. Bake at 325° for one hour.
5. One serving equals $4\frac{1}{2}$ ounces.

SALAD DRESSING

Ingredients	6 gallons
Eggs	1 qt.
Salad Oil	2 gal. 1 qt.
Flour	2 lbs.
Sugar	1 lb.
Lemon Juice	$5\frac{1}{4}$ cups or 10 T lemon powder
Salt	$7\frac{1}{2}$ oz.
Water	3 gal.
Egg coloring	$1\frac{1}{2}$ tsp.

1. Beat eggs, until frothy; add oil slowly. Continue to beat in electric mixer while preparing other ingredients.
2. Mix flour, sugar, salt, and lemon juice. Add to boiling water in steam jacket kettle. Cook until thickened. Boil only 1 minute; turn off and let simmer 3 minutes. DO NOT OVER-COOK
3. Add second mixture to egg and oil emulsion.
4. Add egg coloring to obtain desired shade.
5. This is a basic formula and may be changed orflavored to best suit the needs of the consumer.

SAVORY GARBANZOS

Ingredients	100 servings
Margarine	10 oz.
Onions, diced	1½ lb.
Peppers, chopped	½ lb.
Tomatoes	1 1/3 #10 cans
Garbanzos	4 #10 cans

1. Braise diced onions and peppers in steam jacket kettle.
2. Break up large pieces of tomato and add to the first mixture.
3. Add drained garbanzos. If too dry add some of the juice.
4. Simmer slowly for 10 minutes.
5. One-half cup equals 1 serving.

SPECIAL SALAD PLATE

Ingredients	100 servings
Apples, Red Delicious medium	25
Bananas, medium	50
Peach Halves	50
Pear Halves	50
Grapes, seedless, 1 oz. clusters	8 lbs.
Oranges, medium	50
Lettuce	
Pineapple slices	2 #10 cans (100 slices)

1. Prepare fruit, drain, chill.
2. Arrange artistically on chilled lettuce-lined 9 inch dinner plates the following:

   Apple--3 slices
   Bananas--½
   Peach half--1
   Pear half--1
   Grape cluster--1
   Oranges--3 slices
   Pineapple--1 slice

3. Garnish with golden dressing and finely chopped almonds or pecans.

STROGONOFF

Ingredients	100 servings
Onions	$1\frac{1}{4}$ lb.
Mushrooms	2 lb.
Celery	$2\frac{1}{2}$ lb.
Vege-Burger	$2\frac{1}{2}$ 30-oz. cans
Margarine	4 oz.
Garlic Salt	$2\frac{1}{2}$T
Tomato Soup	3 51-oz. cans
Buttermilk	$2\frac{1}{2}$ qts.
Salt	1 T
Tomatoes	$\frac{1}{2}$ #10 can
Bean Sprouts	1/3 #10 can

1. Sauté mushrooms, celery, onions and burger in melted margarine.
2. Add tomato soup, buttermilk, tomatoes, bean sprouts and seasonings.
3. Simmer slowly for 1 hour.
4. Serve $\frac{1}{2}$ cup on #12 scoop of natural rice.

STUFFED PROTEENA

Ingredients	100 servings
Oil	2 cups
Celery, diced fine	1 lb. 8 oz.
Onions, chopped fine	1 lb. 8 oz.
Eggs	$1\frac{1}{2}$ qts.
Milk, skim	2 qts.
Bread, dried, cubed	2 gal.
Savorex	9 oz.
Sage	2 T
Proteena	6 30-oz cans
Salt	2 T

1. Dice celery and onions very fine.
2. Place in kettle with oil and heat. Add savorex and seasonings. Simmer for 20 minutes.
3. Meanwhile, soak bread cubes and drain off excess water.
4. Mix eggs and milk and add to bread. Combine all ingredients, except proteena.
5. Slice proteena to get 16 one-half slices per can.
6. Pour 1 gal. of dressing into each oiled "200" pan and place the proteena slices evenly standing up with rounded side up. Arrange 40 slices per pan. (14-12-14)
7. Bake at 350° for 1 hour, with <u>bottom element on low</u>.

TOMATO CATCHUP

Ingredients	$2\frac{1}{2}$ gal.
Lemon juice	$2\frac{1}{2}$ qt.
Whole cloves	4 T
Broken stick cinnamon	4 T
Celery seed	4 T
Ground onion	$1\frac{1}{2}$ cups
Sugar	10 cups
Tomato paste	6 qt.
Salt	$\frac{1}{2}$ cup
Lemon concentrate	1 T

1. Put spices and onion into 1 quart of lemon juice and bring to boil. Then set aside for about 20 minutes. Drain liquid from spices.
2. Add other $1\frac{1}{2}$ qts. of lemon juice, tomato paste.
3. Add salt and sugar and concentrate.
4. Chill well before serving.

VEGE-BURGER PLATE

Ingredients	100 servings
Lettuce	5 heads
Cheese 1" x $3\frac{1}{2}$"	200 slices
Olives	300
Tomatoes, sliced 2 $\frac{1}{4}$" diameter	200
Pickle slices or circles	300
Potato chips	3 lbs.
Burger Buns, Whole Wheat	100

1. Slice tomatoes, cut pickle circles; arrange neatly in pans to chill until serving time. Cut ribbon cheese and separate.
2. Arrange attractively on 9 in. plate: 2 slices of tomato on lettuce bed, 2 slices of cheese and 3 of pickles; add 3 olives and $\frac{1}{2}$ oz. of potato chips. Leave space for burger bun. (See burger recipe)

NOTE: Use only good lettuce leaves for plate. Be sure to have right amount of ingredients before starting.

Arrangement for Speedy Assembly

Lettuce	Tomato/Cheese	Pickles/Olives	Potato Chips	Burger Rack
1	2	3	4	5

VEGE-BURGERS

Ingredients	100 servings
Burger	7 30-oz. cans
Eggs	$1\frac{1}{2}$ quarts
Onions, finely chopped	1 lb.
M.S.G.	2 T
Garlic Salt	1 T
Soy Sauce	$2\frac{1}{2}$ T
Bread Crumbs	1 cup
Flour	6 oz.
Salt	2 T

1. Chop onions finely.
2. Beat eggs slightly.
3. Blend all ingredients well.
4. Measure with # 16 scoop and fry on griddle at 350°.
5. Serve hot in whole wheat buns with salad dressing, relish, and other garnishes as desired.

WEINERS IN BLANKETS

Ingredients	100 servings
Vege-weiners	8 #$2\frac{1}{2}$ cans
Flour	2 lbs. 10 oz.
Baking Powder	$1\frac{1}{2}$ oz.
Salt	$\frac{1}{2}$ oz.
Shortening	11 oz.
Milk	3 cups

1. Make biscuit dough.
2. Divide dough and roll to $\frac{1}{2}$ inch thickness. Cut into rectangular pieces 3" x 2".
3. Wrap each weiner in one piece of dough. Place in oiled "200" pans and bake 20 minutes at 400° F.
4. Serve hot with brown gravy.

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