

4-1983

A study to identify the need for videotaped training material for civilian clubs

Terry Clark

Florida International University

DOI: 10.25148/etd.FI14060846

Follow this and additional works at: <https://digitalcommons.fiu.edu/etd>

 Part of the [Hospitality Administration and Management Commons](#)

Recommended Citation

Clark, Terry, "A study to identify the need for videotaped training material for civilian clubs" (1983). *FIU Electronic Theses and Dissertations*. 2372.

<https://digitalcommons.fiu.edu/etd/2372>

This work is brought to you for free and open access by the University Graduate School at FIU Digital Commons. It has been accepted for inclusion in FIU Electronic Theses and Dissertations by an authorized administrator of FIU Digital Commons. For more information, please contact dcc@fiu.edu.

A STUDY TO IDENTIFY THE
NEED FOR VIDEOTAPED TRAINING
MATERIAL FOR CIVILIAN CLUBS

by

TERRY CLARK

A hospitality project submitted in partial
fulfillment of the requirements for the degree of

MASTER OF SCIENCE

in

HOTEL AND FOOD SERVICE MANAGEMENT

at

FLORIDA INTERNATIONAL UNIVERSITY

Committee in charge:

Professor Ted White

Doctor Donald Greenaway

April 1983

To Doctor Donald Greenaway and Professor Ted White

This hospitality project, having been approved in respect to form and mechanical execution, is referred to you for judgment upon its substantial merit.

Dean Anthony G. Marshall
School of Hospitality Management

The hospitality project of Terry Clark is approved.

Professor Ted White

Doctor Donald Greenaway

Date of Review:

ABSTRACT

A STUDY TO IDENTIFY THE NEED FOR VIDEOTAPED TRAINING MATERIAL FOR CIVILIAN CLUBS

by

Terry Clark

The purpose of this study is to determine if there is a need and a market for the production of video-taped employee training films specifically geared to subjects unique to club management. Data was collected by telephonic inquiries to the major commercial film houses affiliated with the production of hospitality training films, by inquiry with all nationally organized club management associations, and routine queries with professionals in the field on the subject matter. The hypothesis is upheld by the research and the study goes further to suggest an answer to this need by production of training films.

ACKNOWLEDGMENTS

My sincere appreciation to the people listed below:

Professor Ted White - for his untiring enthusiasm, interest and expertise in completing the video tape.

Gene Marshall - for the idea that generated this project and related activities.

Don Sheehy - for his unending support to the project and to the student chapter of CMAA at Florida International University.

South Florida Seminole Chapter, CMAA - for their continued support of the project and the student chapter, CMAA.

Dean Tony Marshall - for his support of the student chapter, CMAA.

Student members, Sunblazer Student Chapter (FIU), for their willing responses to all requests and support of the project.

Cynthia - my lovely wife, who spent many days and nights alone, so I could accomplish the goals of CMAA and complete this project.

TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
ABSTRACT	i
ACKNOWLEDGMENTS	ii
THE PROBLEM AND ITS SETTING	1
Objectives	1
Hypotheses	2
DEFINITION OF TERMS	3
ASSUMPTIONS	8
THE REVIEW OF THE RELATED MATERIAL	10
ANALYSING OBJECTIVES AND RELATED RESULTS	24
SUMMARY AND CONCLUSIONS	34
APPENDICES	35
BIBLIOGRAPHY	36
VITA	38

THE PROBLEM AND ITS SETTING

This project hopes to show there is a need in civilian clubs for a broadly based selection of videotape training material, specifically, produced with club operations in mind, that managers can use in periodic employee training sessions to upgrade the overall efficiency and operation of the club.

OBJECTIVES

The first objective. The first objective is to determine what is available in the hospitality industry in the form of videotaped employee training material specifically geared to club management.

The second objective. The second objective is to use this special project as meritable contribution by student members of Club Managers Association of America in competition for the annually presented Student Chapter Achievement Award.

The third objective. The third objective is to create a mechanism to produce revenue for the Student Chapter at Florida International University in the form of selling a video cassette training film.

The fourth objective. The fourth objective is to encourage the national board of directors of Club Managers Association of America to endorse the concept of student chapters annually producing a videotaped training film that will, in turn, establish a film library dedicated solely to the management of clubs.

THE HYPOTHESES

The first hypotheses is that a need exists for videotaped training material specifically produced for club operations that can be inexpensively produced by student chapters of Club Managers Association of America.

The second hypotheses is that the videotaped training films can be processed for orders, marketed and controlled by national headquarters of the Club Managers Association of America.

THE DEFINITION OF TERMS

Club. A club is any gathering of selective, specific humans in a defined, delineated place for any social or recreational activity.¹

Club Managers Association of America (CMAA). The Club Managers Association of America is a non-profit membership organization composed of club managers representing over 3,000 private clubs throughout the world.²

The objectives of the Association include:

1. To promote and advance friendly relations between and among persons connected with the management of clubs and other associations of similar character.
2. To encourage the education and advancement of its members.
3. To assist club officers and members through their managers, to secure the utmost in efficient and successful operation.

Club Managers Association of America Membership Categories:³

Provisional Member. A person who at the time of applying

¹Ted E. White, Club Operations and Management, CPI Publishing Co. Inc., Boston, Mass., 1979, p. 2.

²1982-1983 CMAA Yearbook (Confidential Copy), CMAA Nat'l. HQ., Bethesda, Maryland 20817, p. 18.

³Ibid., p. 35.

for and election to membership in the Association, and is employed as an executive, manager, or assistant manager of an entity defined as a private membership club.

Active Member. A dues paying club connected member entitled to hold office and take part in all business affairs of the Association.

Associate Member. An associate member is a disengaged active member that retains the entitlement of membership without the right to vote or hold office until the time he reengages in a position of club management.

Student Member. An individual who is enrolled in a hospitality course of instruction in an accredited college, university or school for undergraduate or graduate students. Such membership does not entitle the holder to vote or hold office in the Association.

Retired Member. Active or associate member who is at least sixty-five years old who has been a member of the Association for an aggregate period of fifteen years.

Honorary Member. Any individual who has rendered special service of value for the promotion and advancement of the welfare of the Association.

Surviving Spouse Member. A membership status afforded surviving spouses of a CMAA member that entitles member social privileges, publications, newsletters and magazines. .

CMAA Student Chapter.⁴ A dues paying membership non-

⁴1983 CMAA Student Chapter Handbook, (CMAA National HQ, Bethesda, Maryland), p. 6.

profit association located at an accredited college, university or school hosting courses in hospitality management. Objectives of the Student Association are to:

1. Inform college and university students about club management as a profession, to make them aware of the career opportunities in club management and to serve as the liaison between the practicing professionals and the academic community.
2. To provide students with employment opportunities within the club industry by means of part-time employment during the academic year, through opportunities for summer employment, work-study internships, and by placement guidance upon graduation.⁵

All student chapters are required to have a CMAA liaison manager and faculty advisor.

CMAA Liaison Manager.⁶ An active CMAA member who acts as an advisor and works with student chapter, faculty members, and the local CMAA chapter.

Club Management Institute.⁷ The Club Management Institute is the official educational section of CMAA, managed by the

⁵1983 CMAA Student Chapter Handbook, op. cit., p. 13.

⁶Ibid., p. 12.

⁷1982-1983 Yearbook, op. cit., p. 48.

Institute Committee (five active members of the Association appointed by the Association President) to develop and maintain a program of education in which the most advanced principles and precepts of professional club management will be available at all times to those who are employed in the club management field, and to universities which offer club management as a regular or special course of study for students who desire training in the subject.

Mid-Management Referral Service.⁸ A monthly listing, published by the National Office and received by officers of each chapter, containing names and qualifications of applicants interested in securing positions at a club as assistant manager, maitre'd or food and beverage assistant.

Student Development Committee.⁹ A committee of active club members whose scope it is to develop, promote and execute programs to make students attending hospitality schools aware of CMAA and the opportunities available within the club management profession.

Student Chapter Achievement Program.¹⁰ The chapter achievement program is one of recognition by CMAA for outstanding work and successful accomplishments by the student chapters within the Association. Areas of judging include:

⁸1983 CMAA Student Chapter Handbook, op. cit., p. 16.

⁹1982-1983 Yearbook, op. cit., p. 10.

¹⁰1983 CMAA Student Chapter Handbook, op. cit., p. 14.

(1) Educational Programs; (2) Membership Growth; (3) CMAA Involvement and Published Articles; (4) Employment in Clubs; (5) Special Projects. The first student chapter achievement award will be presented for the school year 1982-1983.

Information, Research and Publications Committee (IRP Committee).¹¹ The IRP Committee composed of active members whose scope it is to evaluate the need for compiling professional and industry data through Association surveys and other means. Also, general responsibility for and supervision of external publications of CMAA and the responsibility of advising the Board of Directors of procedures that would make such publications effective and useful.

ASSUMPTIONS

ASSUMPTIONS:

The first assumption. The first assumption is there is a need in the private club management profession for training material, other than textbooks and other printed matter, to allow managers to conduct periodic employee training sessions.

The second assumption. The second assumption is that student chapters throughout the United States will have the resources to produce subsequent training videotapes.

THE IMPORTANCE OF THIS STUDY

Outside of governmental agencies, there is currently no production of audio visual aids available in commercial or association libraries that covers specifically the subject of hospitality management in private country clubs. Many of the member demands common to the club operations do not exist in the hotel, airline, resort or restaurant operations. These unique methods of operation are not commonly appreciated by hourly-waged employees and are slowly learned through perseverance and experience in the club. Employees who may be apprised of the unique methods of club operations through the exposure to this training material may allow them the opportunity to adjust more rapidly and be a better employee of the club.

If accepted for further development, this project will be a precedent setting step forward in furthering the educa-

9

tion and development of club employees, thus enhancing the quality of service club members expect, and exemplifying the professional manner in which employees meet the members wants, needs, desires and expectations.

The precedent setting method of educational programs will illustrate once again the Club Managers Association of America's dedication to their objective to provide education to persons connected with the management of clubs and to promote and encourage efficient and successful club management.

If accepted for further development, the project will serve as a vehicle to educate student members through the annual production of subsequent training films on varied subjects unique to the operation of clubs.

THE REVIEW
OF THE RELATED LITERATURE

A Historical Overview

Training of "tavern" employees has always been an area requiring attention. The hospitality industry, borne from the family operated taverns has changed significantly throughout the years. The model tavern was operated by the family nucleus with the father being overall manager, the mother or daughter in the kitchen, and other family members attending to the details of service. Outside the family resources would come the hard labor in the maintenance and upkeep of the tavern.¹² Skills were basic and training was passed on from older members of the family to younger members.

The introduction of new equipment, machinery and an interest in nutrition and sanitation in the late 1800s changed the conceptual framework of the hospitality industry and made formal training a necessity.¹³ At this point taverns changed to hotel and restaurant operations. The method of most of the training in the hospitality industry then and even recently is expressed in the following excerpt:

¹²Donald E. Lundberg; James P. Armatas, The Management of People in Hotels, Restaurants and Clubs, 3d Edition; (Wm. C. Brown Co. Pub., Dubuque, Iowa, 1974), p. 66.

¹³Ibid.

Your dilemma is shared by many: desperate for help, you grab the first warm body of (sic) the street and put him/her to work washing dishes, bussing or waiting tables, greeting guests, mixing drinks, doing God only knows what...in a business where the ratio between customer and customee (that's you and your swill (sic) help) is as close to one-to-one as you can get outside of a message parlor and ought to be-- in many instances--as intimate; and then, when your profits start to drop off and when your employee turnover becomes so great you've decided (and rightly so) to replace your service entrance with a revolving (sic) door, you wonder how it all happened and decide, like your pal (sic) down the street who just happens to be contemplating another wholesale revision of his/her menu and the prices thereon, to blame the recession.¹⁴

In the middle of the 1900s the U.S. Government, with the Department of Labor, recognized a void in the training of personnel in the food service industries and spent 100 million dollars to expand and speed up training employees in the hotel and restaurant industry.¹⁵ This coincided with the greatest boom of the industry during and following World War II.

Hospitality training programs throughout the United States developed in a large number of high schools, community

¹⁴Author Unknown, "Training: The Only Way to Fly," Hospitality, July 1975, p. R38.

¹⁵Lundberg and Armatas, op. cit., p. 157.

colleges and vocational schools in the past 50 years. Along with these increased educational opportunities, such great institutions as the Culinary Institute of America are producing some of the best skilled and qualified work force for the industry than ever before.

With the tremendous growth of the fast food restaurants, chain hotel and restaurants and management contract operations in the past thirty years, much time and money in the personnel departments has been expended to formalize the training techniques of employees. Development of policy and procedure manuals, job descriptions, task analysis, orientations and testing has become commonplace with some of the leaders in the industry. This, too, is necessary because of the sophisticated equipment and the scientific approach to operations that has come with this equipment. Layout and design of facilities have been geared to accept a particular performance level of the employee and every effort is made by designers to make efficiency in operation high and errorless as much as possible.

Basics of Training

Many managers know what they expect from employees but do not communicate this need either through praise, constructive criticism, training or testing.

With a good training program the club can achieve many benefits, among them are:

- (1) Increased Learning Rate
- (2) Increased Quality of Performance
- (3) Decreased Breakage and Spoilage
- (4) Reduced Number of Accidents
- (5) Reduced Labor Turnover
- (6) Reduced Absenteeism
- (7) Increased Production

Among these the most obvious outcome of training is increased productivity (and that means profits) which should result for the employee increased earning power, prepare them better for advancement and give them an increased feeling of security and economic independence.

Donald Lundberg and James Armatas express this in form of an equation:

$$P = \text{COMPETENCE} \times \text{MOTIVATION}$$

P = Performance

P = Proficiency

P = Proficiency

P = Productivity

P = Knowledge

P = Profit

Competence implies knowledge, education and particularly training.

They continue to add that training consists of a 4-step job instruction method:

- (1) Prepare the learner - place in proper position
- (2) Demonstrate the operation
- (3) Have the person do the job
- (4) Follow-up

Other methods of instruction may include:

- (1) Orientation lecture and tours
- (2) Sponsor training
- (3) Role Playing and skits
- (4) Problem situation and skits

On the orientation and sponsor training methods, the following is excerpted from Hospitality, July 1975 article:

One of the most important things in training is indoctrination of the people when they first come to you. The majority of the employee turnover happens the first day, the first week. It is simply because the fellow just doesn't feel like he's really been accepted in his first day, his first week.

"I always tell people to think back to the first day they were on a job in food service. You couldn't even go to the restrooms because nobody told you where it was. And you didn't know what to eat or where to eat. At the end of the week, everybody got paid and you didn't. You thought they'd forgotten you."¹⁶

¹⁶Jack Miller, "Training," Hospitality, July 1975, p. R38.

Segment of the Market - Clubs

Very little written material has been published on the training of personnel in the civilian clubs. Membership associations such as Club Managers of America and Club Managers Association of America have, as their foundation, educational programs, but these programs and seminars are geared primarily to the management level of education. However, Club Managers Association of America does offer written training materials and films on the following subjects:

Food Preparation

Give Your Eggs a Break
 The Hamburger Sandwich
 A Cool Head for Salads
 Fast Sandwich Making
 Preventing Waste
 Vegetable Preparation

Food Service

Food Service is People Service
 Taking the Order
 Mr. Bus Boy
 Selling Wine and Liquor

Sanitation

Why All the Fuss?
 Rules Make Sense

Management

Eye of the Supervisor
 Motivating Through Insight
 Flight Plan
 Delegate--Don't Abdicate
 The Time Machine
 The Manager and the Law

It is apparent here that areas of concentration are on

the preparation of foods and management and many more key skilled and unskilled functions within the club could be explored through education.

A fact finding search of related material does bring to light inspiring highlights of training in clubs. In two unrelated articles, five years apart, the name of Jack Miller appears as a leader in the field of club management training. Professor Miller was an associate professor in the Department of Hotel, Restaurant and Institutional Technology at Community College of St. Louis, Forest Park Campus, and later became Chairman of the department. He states his philosophy of employee training:

The critical thing in your (manager's) career planning--what you are doing 10, 15 or 20 years from now--depends on how well you are doing your job right now. The people who work for you will let you succeed to the degree they want you to succeed.

If they are going to help you, you are going to have to help them by training them, by giving them the tools to do their jobs. I know you don't have the time, but somehow you're going to have to go in and give on-the-job training under a systematic program.¹⁷

Professor Miller was a former club employee and restaurant manager prior to his activities with the community college. He has also made many contributions of time and talent to the National Restaurant Association. The key to his philosophy is

¹⁷Eldon Miller, "Training Program? You're Kidding!," Club Management, December 1976, pp. 16-18.

the systematic on-the-job training program. He stated that such a program would consist of:

- (1) A training budget
- (2) Qualified instructors
- (3) Demonstrations
- (4) Audio/visual aides

And the essential ingredient is for management participation in the training. "Actually get in the trenches and show your employees how the job is done. It will be tough; it will be time-consuming. But in the long run, it should pay in improved staff performance and club operations."¹⁸

Jack Miller and several associates from the Community College were featured speakers at a regional Club Managers of America meeting where the emphasis was on employee training. Some managers, especially those of smaller clubs, openly questioned the value of training. Their complaints ranged from low pay, small number of employees, satisfied membership with what they have in employees.

Even after several hours of seminar, reluctance existed on the part of these professional club managers to a need for a systematic program of training for "their" clubs.

The U.S. Army goes a long way to formally educate and train the club managers. They also, in the past ten years, have developed many training aids such as training briefs for

¹⁸Eldon Miller, op. cit., p. 18.

employee training at each site, to be taught by managers. These training briefs are inexpensively reproduced and can be given to the employee for observance during the training session and later for reference. Over 100 training briefs include such specific subjects such as:

Security of Your Assets	Beverage Control
Food Preparation	Food Spices and Garnished
Standardized Recipes	Bingo Operations
Risk Management	Monte Carlo Gaming Nights

Other training aids come in the form of film, either 16mm or 3/4" video tape that are produced by the U.S. Army Club and Community Activities Management Directorate in Washington (the main staff agency for overview of club operations). These presentations are very professionally produced on specific subjects and are supplemented by training briefs and a short examination. Examples of what is available in audio-visual aids for the employee training program are listed below:¹⁹

BEVERAGE CONTROLS

SF-20-564	Cash Controls
SF-20-565	Inventory Controls
SF-20-566	Sales Accountability Controls

¹⁹Author Unknown, "Films and Videotapes," Army Host, September/October 1981, p. 6.

FOOD MANAGEMENT

Marketing, Menu Item Development and Merchandising

Product Development and Specifications

Food Purchasing

Receiving, Storing and Issuing

Food Production

Food Controls

Service and Sales Accountability

OTHER FILMS AVAILABLE

Receiving Meats

Napoleon and The Empress Recipe

Mexican Extravaganza (How to Do a Promotion)

Improved Technology

Tremendous advancement in technology has improved the quality of video presentations in the past forty years. From 32mm camera cinematography to the present 1/2" video cassette television systems are benefits to the user.²⁰ In the past ten years technological improvements in the quality of equipment including cameras and players, have made the television receiver the most accepted, preferred and economical method of producing and using video presentations. Major movie producing companies, television broadcasting companies, and other commercial film makers are converting 16mm film or 3/4" video tape to the 1/2" Video Home System (VHS) or BETA format to make it

²⁰"How to Make Smart Video Connections," Pamphlet by Xantech Corporation, 1982, p. 1.

available to the user who can economically purchase a video recorder/player and use it in a variety of uses. These video recorders/players can be purchased for as little as \$250 and have the capability to record from the television, or play pre-recorded video tapes on a variety of receivers ranging from five inches to six feet in area covered.

Higher cost of video recorders/players depends on the additional capabilities the purchaser may desire on the machine. This method of viewing video presentations is predicted to be the best method for years to come because of the capability of the system, the economical purchasing price of the equipment and materials associated with the production, and the end user acceptance to the product.

Commercially Produced Training Films

The leader in commercially produced training films in the food preparation and service areas is National Educational Media, Incorporated, located in Chatsworth, California.²¹ Institutions, businesses, schools, and military and governmental agencies in 100 countries use these films to set higher standards of job performance while helping employees to achieve those standards.²² They also cover such subjects as professional management, communications and selling, cashiering and security,

²¹Telephone call between writer and Bill Bartelt, U.S. Army Club, Washington, D.C., April 1983.

²²NEM Inc., 1982 Catalog, National Educational Media, Inc., p. 1.

hotel and tourism, and public health. A listing of film titles available for rent or purchase in the professional Food Preparation and Service Series include:²³

FOOD PREPARATION

- | | |
|---|--|
| (1) Deep Fat Frying | (10) Braising and Stewing |
| (2) Give Your Eggs A Break | (11) Vegetable Preparation |
| (3) Carving the Rib Roast | (12) Simmering and Poaching |
| (4) The Hamburger Sandwich | (13) Short Order Cookery |
| (5) Broiling | (14) The Microwave Oven |
| (6) A Cool Head for Salads | (15) Sauteing and Pan Frying |
| (7) Sandwich Preparation and Presentation | (16) Soup Preparation |
| (8) Fast Sandwich Making | (17) Preparing Stocks |
| (9) Roasting | (18) Kitchen Knives:
Safe and Efficient Use |

INTERNAL CONTROLS

- (1) Portion Control: A Team Effort
- (2) Preventing Waste
- (3) Using Standardized Recipes
- (4) Receiving and Storing
- (5) Food Purchasing I: General Principles
- (6) Food Purchasing II: Let the Buyer Beware
- (7) Bar Management: Internal Controls

FOOD SERVICE

- (1) Courtesy: Food Service is People Service
- (2) Courtesy: The Inside Story

²³NEM Inc., op. cit., p. 12.

FOOD SERVICE-cont.

- (3) How Do You Look When it Counts?
- (4) Taking the Order
- (5) Presentation of Food and Beverage
- (6) Table Settings
- (7) Bussing
- (8) Rush Hour Service
- (9) Cafeteria Service
- (10) Hosting
- (11) Banquet Service
- (12) Buffet Layout and Service
- (13) The Efficient Bus Person-Assisting the Server

BEVERAGE SERVICE

- (1) Selling Wine and Liquor
- (2) Bartending
- (3) Bar Management: Internal Controls
- (4) Hand Washing of Kitchen Utensils and Glassware

SAFETY

- (1) Kitchen Safety: Preventing Falls
- (2) Kitchen Safety: Preventing Burns
- (3) Kitchen Safety: Preventing Machine Injuries
- (4) Kitchen Safety: Preventing Cuts and Strains
- (5) Kitchen Safety: Preventing Fires
- (6) Care and Cleaning of Kitchen Equipment
- (7) Dining Room Safety

SANITATION/HYGIENE AND PUBLIC HEALTH

- (1) Dish Machine Operator
- (2) Sanitation and Hygiene: Why the Importance?
- (3) Sanitation and Hygiene: Basic Rules
- (4) Dining Room Sanitation
- (5) Sanitation: Rodent and Insect Control
- (6) Personal Grooming and Hygiene

Each of these film presentations are available in the following formats:²⁴

- (1) Standard 16mm color/sound film
- (2) 3/4" V-Matic and 1/2" Betamax and VHS video-cassettes
- (3) Super-8mm Automatic Cartridge System

In addition to the film product, these films are supplemented with student study guides, discussion leader's guide, and an instructors guide. This instructional material rents for approximately \$70 each, per week, or can be purchased for approximately \$300 average per subject of instruction.

²⁴NEM Inc. Catalog, op. cit., p.20.

ANALYSIS OF THE OBJECTIVES

AND RELATED RESULTS

Objective one. The first objective is to determine what is available in the hospitality industry in the form of video taped employee training material specifically geared to club management.

Telephonic inquiries to headquarters of the National Restaurant Association, International Military Club Executives Association, Club Managers Association of America, National Educational Media, Inc., Continental Film Products Corporation and the U.S. Army Club and Community Activities Directorate, plus library search within film libraries, have resulted in the identical answer to this subproblem. There is no company currently in existence that is producing videotaped employee training films outside of governmental agencies.* The U.S. Army has discontinued duplication of their food and beverage management videotaped series because many of the systems and procedures depicted in the film have become obsolete.²⁵ This training material has been replaced by food and beverage technical manuals. The U.S. Air Force Club Systems are continuing to use video-taped presentations to teach and test skills of employees. The U.S. Army spokesman commented that the films certainly filled a void in education during that period, but there are no short or long term plans to produce any further

²⁵Telephone call with Bill Bartelt.

*Specifically geared to civilian club management.

video-taped training material. They have tasked individual unit managers to implement a periodic training program on a regularly scheduled basis covering many subjects unique to club operations. This training schedule is supplemented with written material for the instructor and employee.

The second objective. The second objective is to use this special project as a meritable contribution by student members of CMAA in competition for the annually presented Student Chapter Achievement Award.

The criteria for selecting one of 17 active student chapters for presentation of the Annual Student Chapter Achievement Award was created by the student development committee, agreed upon by officers of each student chapter, liaison manager and faculty advisor, and approved by the CMAA National Board of Directors for implementation effective the 1982-1983 School Year.²⁶ A tentatively completed (period runs through June 1983; however, our Spring semester concludes April 22, 1983) entry summary is included as Appendix A. This entry will be examined by the Student Development Committee of CMAA. The committee will present a traveling trophy award to the chapter selected as the winner with a miniature trophy to be kept by the winning chapter. The first winners for school year 1982-1983 will be properly recognized at the 1984 CMAA National Convention to be held at the Opryland Hotel, Nashville; Tennessee,

²⁶"The Chapter Achievement Award for Student Chapters," CMAA Pamphlet, 1982-1983, p. 1.

during the period February 12-14, 1984.

The third objective. The third objective is to create a mechanism to produce revenue for the student chapter at Florida International University in the form of selling a videotaped cassette training film. This objective was reached with the production of such a film that was made available for marketing and is on file with the FIU Media Center. Outline of objective completion follows.

Purposes

- (1) To create a professionally produced, high quality, color, videotaped training film. The subject of the film will be unique to the club management field and the quality will be such as to attract the desire of CMAA members to purchase the film for use in employee training sessions at their clubs.
- (2) To develop a vehicle with revenue producing capability to offset expenses for student travel and lodging to local, regional, and national CMAA conferences.

Background

In June of 1982, Gene Marshall, a director of the South Florida Seminole Chapter, approached four members of the Sunblazer Student Chapter (FIU) with an idea to produce a

training film as an entry into the annual idea fair contest sponsored by CMAA. This was to be a cooperative project with a dual purpose of the idea fair contest for the Seminole Chapter submission and a revenue generating project for the Student Chapter. A chronology of events leading up to the actual production of the film follows:

September 3, 1982: A steering committee meeting was held at Florida International University between four student members, four Seminole Chapter Members and the faculty advisor, Ted White. Gene Marshall indicated the Seminole Board had approved \$500 to offset initial expenses of the film that would be returned to the Seminole Chapter if sales generated sufficient revenue. Ted White stated that the School of Hospitality Management had agreed to the project and the University's film media department would support the production of the film. Ted White was selected as director and script writer for the project and he discussed six major areas of concern:

- (1) Script - The script should focus on Country Club service. One table of four guests will be served French style service and the other four guest table will be served "American Club Style Service."
- (2) Location - Don Sheehy, Liaison Manager for the Sunblazer Student Chapter (FIU) and General Manager, Westview Country Club, offered his facility, food, and personnel for the project.

- (3) Finances - Financing will be required for payment of transportation, labor materials and professional editing of the film. The suggested price of the film will be discussed later.
- (4) Personnel - A mixture of students and Seminole Chapter Members will be used for the eight guest acting roles. Support personnel for the shooting of the film will come from the Sunblazer Student Chapter.
- (5) Releases - Copyrighting of material will require some investigation.

September 7, 1982: At this meeting Ted White introduced a brief script and provided it to the group for comments and rapid return to him for completion. Major outcome of this meeting was the title, "Your Club: It Serves You Right," as recommended by John Gerecter, Seminole Chapter Member. Length of the film was agreed upon as 10-15 minutes.

October 13, 1982: At this meeting Ted White provided an updated script which included camera angles, audio, camera field, time spans and a prop list. It became apparent at this meeting that a great deal of expertise, other than club management skills, in the field of movie production was needed to produce any type of film. The steering committee reiterated their gratitude to Ted White for his talent in this area and

the dedication he was demonstrating during the project meeting. Professional narration was agreed upon by the committee. Development of music score to accompany the film must be accomplished. Dress of guest actors and employees was determined. Final decisions were made by the committee on the menu. Suggested selling price of the finished production was still pending.

November 3, 1982: At this steering committee meeting, a complete review of the script was made. Many personal opinions of likes and dislikes in the techniques of service, proper food items and service, and preferences dominated the decision making on the script. It was clear at this time that continual changes would take place unless a deadline was established for possible changes to the script. It was agreed upon by the steering committee that no more changes would be made to the script after this revision. Ted White had spent many hours writing the script based on input from the steering committee. Copy of final script is at Appendix B. A two-day (one for rehearsal, one for shooting) time table was established for production. The projected production dates were scheduled for January 14, 1983, and January 21, 1983. Many arrangements had to be made between actors, purchases of materials, scheduling of shooting crew (FIU media), location set up, food procurement, crew assistants and labor. The effectiveness of this coordination was essential in view of the limited production time.

January 14, 1983: The production rehearsal was, in essence, a dress rehearsal in view of the fact shooting would commence the following Friday. All involved (minus FIU media) met at the Westview Country Club and spent the greater part of the day deciding location, angles, props, positions, narrative, lighting, acoustics.

January 21, 1983: A total of 26 people were directly involved in the shooting of the film. All labor and food products of Westview Country Club staff were donated by Don Sheehy and the Westview Country Club. Actors from the Seminole Chapter and Sunblazer Student Chapter were volunteers. Support crew and production assistants were volunteers. Transportation costs were borne by participating volunteers. FIU media personnel donated personnel and equipment for the shooting. The only direct expense included:

<u>Item</u>	<u>Each</u>	<u>Quantity</u>	<u>Amount</u>
3/4" Video Tapes	20.34	10	\$203.40
VHS Video Cassettes	18.10	3	54.30
Graphics	-	-	4.34
Narrator	35 or older	3	105.00
Editing (JB)	-	-	<u>135.00</u>
		Total:	<u>\$502.04</u>

The shooting of film totaled 48 minutes of camera time which included audio. Many takes of settings were made; however, more takes would have been preferred if time allowed. The direction of the shooting was completely under the control of Ted White. Its success would not have been possible without his vast prior experience and expertise. Participating members

arrived on the scene at 11:00 A.M. and the concluding scenes were shot at 9:30 P.M. Control, patience, and good direction led to the success of the shooting session.

January 22, 1983-March 7, 1983: During this period extensive rough editing, narration dubbing, musical score addition, and final editing was completed in the FIU Media Center.

The narrator was a professional broadcaster. The musical score was written and performed within the FIU School of Music (This alleviated any possibilities of copyright infringements). The FIU Media Center was lacking in the proper equipment to fade and add the audio, thus the quality of audio was not up to expectations. If a commercial firm with extensive equipment would have been hired (at a considerable expense) the quality could have been improved. Additionally, since State production equipment was used, individual credits such as actors' names, production names, etc., could not be illustrated as credits on the film. The film was copyrighted by The Sunblazer Student Chapter (FIU) and the School of Hospitality Management, Florida International University.

Also during this period a thought provoking written examination to accompany the training film was written and published. Copy of accompanying examination is at Appendix C.

March 9, 1983: The premiere showing of the film was accomplished before an audience of Seminole Chapter Members at

their monthly meeting. The film was well received. At the meeting a survey was taken among the managers to determine how many of them would buy the film for use in their clubs and how much should be charged for the film. Many managers stated they would buy the film (influenced group) and the agreed selling price was established at \$100. (NEM Training films average over \$300 each). This selling price has been accepted by The Seminole Chapter and The Sunblazer Student Chapter (FIU).

March 13, 1983-March 18, 1983: The film was continuously aired adjacent to the student booth at the National Conference in Caesar's Palace, Las Vegas. The reception from CMAA managers was very good and unsolicited requests for copies were turned into the student booth during the conference. The film was critiqued by the best in the business and only favorable comments were voluntarily received by Sunblazer Student Chapter Members attending the conference.

The fourth objective. The fourth objective is to encourage the National Directors and related committees of the Club Managers Association of America to endorse the concept of student chapters annually producing a videotaped training film library dedicated solely to the management of clubs. Inclosed as Appendix D of this study is correspondence to the National Office outlining the proposal, requesting adoption, and outlining responsibilities of all parties concerned to implement this project. The action will go first to the Information,

Research and Publications Committee and then will be presented for vote by the Board of Directors.

Ms. Julie Bebardeleben, staff representative for the IRP Committee at National Headquarters, endorses the concept of producing videotaped training films to facilitate easy training techniques in clubs and advancing the educational goals of the Association. She has professional background in broadcasting and was enthusiastic about the concept. The response received from the National Office will clearly represent the success of this fourth objective.

SUMMARY AND CONCLUSIONS

Summary

This project has been successful mainly due to the contributions of all parties involved:

- A. The Sunblazer Student Chapter (FIU)
- B. The Seminole Chapter, CMAA
- C. The Faculty Advisor, Mr. Ted White
- D. The Liaison Manager, Mr. Don Sheehy
- E. The Faculty and Staff, Florida International University

It has taken many months of planning, organization, meetings, detail writing, research, cooperation, coordination, and voluntary contributions of time and talent of those participating. It is not an easy project to undertake for people outside the field of film production. It requires a special expertise in film producing. It is even more complicated working with the limited budget and at the same time trying to achieve a quality presentation. It requires a driving force to cause all of these aspects of the project to materialize, and thankfully this writer was able to provide that ingredient.

Conclusion

Hopefully this project will not be concluded. Instead, this project will be the start of continuing benefits in education and financial assistance to all student chapters of CMAA and to the overall goals of the Association.

APPENDICES

APPENDIX A



FLORIDA INTERNATIONAL UNIVERSITY

TAMIAMI CAMPUS • MIAMI, FLORIDA 33199 • (305) 554-2591

HOSPITALITY MANAGEMENT

Student Development Committee
Club Managers Association of America
7615 Winterberry Place
Bethesda, Maryland 20817

Dear Committee Members:

This cover letter will serve as a supplement to your approved entry form for the 1982-1983 Student Chapter Achievement Award Competition. Paragraphs will coincide with numbers and letters printed on your scoring criteria.

Paragraph 1A: Admittedly our chapter has been negligent in the proper recording of meeting minutes. The dates listed on the entry form not accompanied by minutes were reconstructed from personal calendars, training film minutes, or from correspondence to the membership announcing future meetings. This material follows page 5 of entry form. Most business meetings were held at the Hospitality School. At least one member from the student chapter attended each senior chapter meeting and reported that activity back to the membership. Two senior members were hosted by the students to address a club management class at the University.

Paragraph 1C: One field trip this year was simply outstanding and benefited those attending tremendously. Roger Omlie, Pine Tree Country Club, DelRay Beach, Florida, with three other CMAA Club managers from Indian Creek, DelRay Dunes and Quail Ridge Country Clubs, treated fourteen student members to an orientation visit to each of the clubs which are located within a three-mile proximity of each other. At one club a specific topic such as "Relations with the Board of Governors" was discussed, another subject at the second club, etc., culminating with a luncheon with all students and managers.

Paragraph 4a: Rich Gorman, Howard Wilson, Paul D'Andrea, Samuel Smith, George Martin, Roger Weger, Terry Clark, Mike Nelson and Gary Tobiczky have all worked in clubs.

Paragraph 4B: As a result of membership in the student chapter and attendance at the National Convention, Patricia Lyons will be employed by the U.S. Army in Germany as a club assistant manager and Marsha Hempstead will be employed as the



FLORIDA INTERNATIONAL UNIVERSITY

TAMIAMI CAMPUS • MIAMI, FLORIDA 33199 • (305) 554-2591

HOSPITALITY MANAGEMENT

assistant food and beverage manager of the Memphis Country Club.

Paragraph 5A: The most important aspect of our student chapter activities this year has been the development and production of a video-taped training film entitled, "Your Club: It Serves You Right." A project paper covering this subject is included as Inclosure 3. The completed video cassette (VHS) has been provided the committee under separate cover.

This project took the expertise, experience, knowledge, talent, time, drive and perseverance of all involved to complete. Each meeting in the development stage was an education in itself. Involvement in the development and production required working with senior managers, the liaison manager, the faculty advisor, and employees of clubs. The students involved with this project gained more insight into the operations of clubs than could have been possible in a classroom.

Your attention is invited to page 26 of the project report that deals specifically with the video-training film produced cooperatively with the South Florida Seminole Chapter.

Respectfully Submitted,

TERRY CLARK
President, Sunblazer Chapter

TED WHITE
Faculty Advisor



**THE
CHAPTER
ACHIEVEMENT
AWARD**
FOR
STUDENT CHAPTERS



STUDENT CHAPTER ACHIEVEMENT PROGRAM

A. SUBJECT

The chapter achievement program is one of recognition by the Club Managers Association of America for outstanding work and successful accomplishments by the student chapters within the association.

Chapters summarize and document their involvement in activities and present the results to the association for evaluation and finally for appropriate recognition at the Annual Conference.

The Chapter Achievement Program is separate from the Chapter President's annual report. The association bylaws require all Chapter Presidents to submit an annual. The chapter achievement program is optional and has no requirement for participation.

B. PREPARING THE ENTRY

Participating chapters are required to complete an entry form which has been approved by the Student Development Committee. Additionally, the chapter may use any supporting data and information they wish to accompany the form.

The quality, appearance and substance of supporting material will also be evaluated and will become part of the judging criteria.

Entries must be submitted to the National Office no later than July 31, unless otherwise noted. The entries will contain material pertaining to the chapters' activities for the entire school year (Sept.-June). The entries will remain in the possession of the National Office. Chapters who wish to have their entries returned must provide for appropriate arrangements.

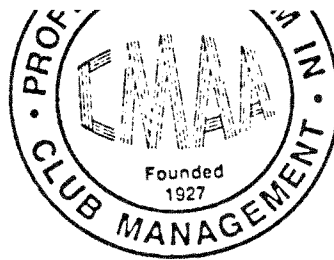
C. JUDGING

Judging is the responsibility of the designated committee. Primary areas for judging are:

1. Educational Programs
2. Membership growth
3. CMAA involvement and published articles
4. Employment in clubs
5. Special projects

D. AWARDS

The committee will present a traveling trophy award to the chapter selected as the winner with a miniature trophy to be kept by the winning chapter. Other appropriate recognition will be extended to other entries



CRITERIA FOR SCORING POINTS FOR
STUDENT CHAPTER ACHIEVEMENT AWARD COMPETITION

SUBJECT	SCALE OF:
1. EDUCATIONAL PROGRAMS	1 - 25
A. Include copies of all chapter minutes (How do these programs relate to club management?)	
B. Chapter meetings Social/business/educational/ fund raising	
C. Field trips	
2. MEMBERSHIP	1 - 10
A. Membership growth by percentage	
B. Number of new members	
C. Attendance of meetings by percentage	
3. CMAA INVOLVEMENT and PUBLISHED ARTICLES	1 - 20
A. Number of members attending Conference	
B. Number of members attending Regional Meetings	
C. Number of members attending senior CMAA Chapter meetings	
D. The chapter's contribution to student chapter development	
E. Authored articles appearing in Club Management magazine and OUTLOOK. (Include articles)	
4. EMPLOYMENT IN CLUBS	1 - 15
A. Number of members that have/are employed at clubs (state names)	
B. Number of members that graduated and entered the club management profession (state names)	
5. SPECIAL PROJECTS	1 - 15
A. Could include: research in special projects as it relates to club management; working with clubs solving problems	
POINTS TO BE EXERCISED BY COMMITTEE JUDGEMENT	1 - 15
A. These points will be based upon the chapters' achievement and growth as it relates to the progress of the chapter and club management and quality of the entry itself.	



STUDENT CHAPTER ACHIEVEMENT AWARD COMPETITION

Name of the Chapter Phi Kappa Phi Date 1/10/11
Name of the College/University Franklin University
Chapter President John J. ...
Chapter Vice President ...
Chapter Secretary ... Treasurer ...
Chapter Faculty Advisor ...
Chapter Liaison Manager ...
Sponsoring CMAA Senior Chapter(s) ...

Submitted by:
Name _____
Address _____

Telephone number () _____

NOTE:
Pages 3 - 5 of this packet MUST BE COMPLETED and SHOULD ACCOMPANY YOUR ENTRY.
Five categories are represented within the chapter achievement competition.
In order to maintain uniformity for all entries, it is suggested that each topic be tabbed in accordance with the category.

1. EDUCATION (Include minutes of the meeting)

A. Type of Meeting (social/business/ educational/fund raising)	B. Date	Members Attending (number)
EDUCATIONAL	SEP 3, 1982	5
EDUCATIONAL	SEP 7, 1982	4
SOCIAL	SEP 9, 1982	30
BUSINESS/FUND RAISING	SEP 14, 1982	12
EDUCATIONAL	OCT 13, 1982	1
BUSINESS/FUND RAISING	OCT 19, 1982	9
EDUCATIONAL	NOV 3, 1982	3
SOCIAL	DEC 14, 1982	5
EDUCATIONAL	JAN 13, 1983	6
EDUCATIONAL	JAN 14, 1983	12
EDUCATIONAL	FEB 12, 1983	14
BUSINESS/FUND RAISING	FEB 27, 1983	8
TOTAL	(CONTINUED ON REVERSE) →	

C. Field trips
(where and senior chapter)

QUARTZ CREEK / PINE TREE	South Florida	"Pine Tree"
WILLY DUNN / TADWIN CREEK	CC'S Seminole Chapter	CC'S
Wesleyan University	Miami	Wesleyan
TOTAL	2	

2. MEMBERSHIP

A. The number of members in the chapter in September	55
B. The number of members in the chapter in June	31
C. Membership growth (increase/decrease) by percentage	74%
D. Number of new members recruited into the chapter this year	10
E. Average number of members who have attended chapter meetings throughout the year. (State in percentage)	25%

July 6, 1982

Members Present

1. Terry Clark
2. Roger Weger
3. Phil Smith
4. Patricia Lyons
5. Steven Corics
6. Charlie Deuth
7. Will Cheever
8. Marsha Kempsted
9. Meghan Beetel
10. Ray Valentino
11. Pete Martin

The meeting was called to order by President Terry Clark at 11:30 am.

Treasurer Report:

Treasurer Roger Weger stated that as of 6 July 1982 there was \$159.40 in the Club's treasury.

The letter has been written to Stouffer's for the reimbursement of \$75.00 spent on decorations for our 16 March reorganization function.

The Student Government Association has established an account for use by CMAA in the amount of \$25.00 for the fiscal year.

Election of Officers:

A motion by Phil Smith that the club's officers assume their duties at the beginning of each Fall semester and their term run through the end of Spring semester. Patricia Lyons second the motion. The motion carries.

A motion by Pete Martin that officer elections be conducted in April of each year was second by Patricia Lyons and unanimously carried.

President Clark asked for a response of individuals interested in filling the vacant positions of secretary and for treasurer. Patricia Lyons expressed an interest in filling the position of Secretary. President Clark, Phil Smith and Roger Weger would appoint the new chapter treasurer at the conclusion of the meeting.

A motion by Phil Smith that the Sgt. of Arms (Gordon Lincaid) by committing to remain in his position, rather than move up to the vacated position of secretary as stated in the Chapters Constitution was introduced. The motion was second by Will Cheever and unanimously carried.

Fund Raising:

Roger Neger stated that presently there were 30 active CMAA members on the FIU campus. President Clark added that with other members of the chapter in the Miami area the CMAA membership was currently over 50 members.

President Clark stated that the Chapter needed to generate funds in order to send student CMAA members to the National CMAA Convention to be held in Las Vegas Nevada in March 1983.

President Clark referred to a discussion which he had had with Mr. Gene Marshall to develop a video tape on the subject of service in a club environment. The tape would be made here at FIU and marketed nationally to CMAA club Managers on a purchase or rental agreement. This project will be undertaken this Fall and will need the total support of all the student CMAA members.

President Terry Clark then solicited the members for other fund raising ideas.

Meghan Beutel suggested the selling of lemon-aide and ice-tea at a public beach.

President Terry Clark asked Meghan to accept the position of Fund Raising Chairperson.

A proposal by Steve Cordes to conduct a raffle was suggested. The prizes of the raffle would include donated dinner by the Miami area hotels and restaurants. Professor White offered to assist in the acquiring the tickets required for the raffle.

Progressive Club Day:

President Terry Clark read the letter of Roger Omlie concerning the Progressive Club Day. Members attending will meet at 8:00 am on Saturday 10 July in the DM Parking Lot A car pool will be formed with our expected arrival at the Quail Ridge Country Club at 9:20 am. The dress is casual for this function.

Other Business:

President Terry Clark suggested that the Chapter have a party in the early part of the Fall semester in conjunction with a membership drive.

A CMAA booth in conjunction with the SGA orientation will be looked into to increase the club's membership.

Will Cheever suggested that a party on board a fishing boat which could be themed as "A Welcome Aboard Party" be persued. Will has been asked to research the feasibility of such a party.

A motion was made by Pete Martin that the meeting be adjourned and second by Phil Smith. The motion was unanimously carried and the meeting was adjourned at 12:21 pm.

A special committee meeting was called to order at 10:07 am September 3, 1982, for discussion on the service videotape.

Members in attendance: Terry Clark
Marsha Hempsted
Patricia Lyons
Gordon Kincaid
Professore Ted White

Guests from Seminole Chapter: Gene Marshall
Alfred Bassato
John Gerecter
Don Sheehy

The meeting was opened with an opening statement by Gene Marshall. Gene stated that this film on service of Country Clubs and catering is a Student Achievement Award program. The directors will be awarded \$500 to get the film underway. The proceeds of the produced film will go to the student chapter.

Professor White has taken the job of writing the script and the production of the film. He proposed we go through 6 points needed for starting the production.

1. Script - Professor White will make a broad outline. The script is directed to Country Club Service. It will consist of both services (American Club Service and French Service) We will have 4 couples at 2 tables.

Gene Marshall brought up the point on - how to make a training video tape as a project in itself.

2. Shooting - It was agreed by Don Sheehy to have the shooting done at Westview.
3. Actors - The people that are professionals in the service area will be used. A mixture of students of the Sunblazer Chapter and members of the Seminole Chapter will also be used.

Terry Clark suggested on equal mix of jobs for professors, students and managers for casting due to the Student Achievement Award approach.

4. Location and Props - The location is at Westview and props will be accessible at the location.
5. Finances - We will need the production professionally edited. Rehearsal will take one day. Shooting will also take one day. (10 hours)
Payment for transportation and labor.

The \$500 given to us by the Seminole Chapter will be placed in the bank and we will draw separate checks as the production goes on.

6. Releases - They will be needed to use the club and for all the actors in case of any accidents. (legal purposes)

Professor White will have the broad outline out in the mail to Gene, Don, Alfred, and John for reviewing and comments by Wednesday, September 8. Then a follow up meeting on Friday, September 17, at 10:00 am in Professor White's office. Five working days will be needed for completion of the script after reviewing.

The video will be considered as CMAA property for circulation.

The question was brought up about copywriting the videotape. Don Sheehy will follow up on the particulars.

The committee decided to sell the tape to other country clubs. The price will be determined after the production.

The deadline for completion will be January 15, 1983.

Meeting adjourned at 11:00 am.

Patricia Lyons
Secretary, CMAA, Sunblazer Chapter

The second special committee meeting on the videotape "Your Club-It Serves You Right" was called to order at 10:05 A.M. September 7, 1982.

Members in attendance:

Terry Clark
Marsha Hempsted
Gordon Kincaid
Roger Weger
Professor Ted White

Guests from the Seminole Chapter:

John Gerecter
Gene Marshall
Don Sheehy

The meeting was opened with discussion of the script Ted White had written and mailed to committee members and advisors.

It was suggested that a title be chosen that indicates the videotape is oriented to club service rather than the current title- "The Art of Dining", that suggests all phases of hospitality dining.

The favored two suggestions were:

1. The Right way in Club Service
2. Your Club- It Serves You Right

From these, the latter, "Your Club- It Serves You Right" was chosen.

There was total agreement on the scripts stated subtitle and the discussion moved on to the length of the tape. Gene Marshall remarked that the length of the example film on service shown last week was short enough to be interesting but long enough to get the information across correctly. That film lasted approximately 15 minutes. Professor White agreed to write the script with a 10 minute minimum and 15 minute maximum time structure in mind.

A menu for the film was decided that would be colorful and pleasing enough to photograph well and also portray the expert culinary efforts available in clubs today. (The written menu will be given at a later date).

In order to demonstrate two common types of service in the club field, the members agreed the two tables would have varying types of service.

Table #1-American Club Service (Plate or Silver Service)
with chocolate souffle and coffee for dessert.

Table #2- French Service (Or Semi-French with either
Chef or Waiter Captain serving tableside)
with a Dessert Cart and Cordial Cart after
dinner.

The following variations in the script were suggested and
agreed upon.

1. Scene 1:

Valet Parking a Bentley (or other prestigious
car reflecting "Westviews" elite membership.-
Compliments of Don Sheehy!)

2. Scene 2a has been added:

Camera shot of dining room full of happy guests.
**Actors and Actresses to be Sunblazer chapter
members, Seminole chapter members, and various
WCC members , all to be decided on next meeting.

3. Scene 8:

White Wine and not Champagne will be served at
table #2.

The Host at Table #2 will be giving all the orders.

4. Scene 11 or 12:

Separate Checks are to be mentioned for Table #1.

5. Scene 12:

Appetizers are ordered for table #1.

6. Scene 19A:

Appetizers are served at Table #1.

7. Scenes 16-21:

In one or more of the Westview Country Club Manager
DON SHEEHY will appear in the dining room to greet
his members briefly.

8. Scene 23:

The phrase "Thank-you very much, please come
again" was to definitely be emphasized in the
script.

. Maitre'd or Waiter/Waitress appears at table to
help with their wraps.

9. Scenes 24-25:

Chef in uniform will be appearing to brief the
servers on the menu.

10. Scene 11:

The Maitre'd will be the inspector of the Dining Room set-up. A complete inspection will include:

- A. Seats Brushed
- B. Plates positioned correctly with the total setting and in-line with the seats.
- C. Clean and Flawless linen service.

A Personnel Inspection including:

- A. Nails
- B. Make-up
- C. Hair
- D. Jewelry
- E. Proper Dress

Flower presentations on table were suggested and to be further discussed at the next meeting.

It was agreed that the \$500 gift from the Seminole chapter would be returned by the Sunblazer Chapter upon the receipt of profits from the sale of the first videotapes.

The next discussion centered on possible further teaching benefits of the videotape. It was suggested that 3-5 questions would be printed on the end of the film with yes, no, A,B, or C answers. An example would be:

- The entree is served from the-
- A. Right
- B. Left
- C. Over every members head

The narrator of the film is yet to be agreed upon, but there are a few favored candidates in the running!

There was a brief discussion of possible future training films if this film is a success.

Everyone around the table offered their congratulations and thanks to Ted White and his well detailed script and organizational abilities.

The Meeting was adjourned at 11:15 A.M.

*** The original meeting scheduled on October 8, 1982 has now been scheduld for Wednesday, October 13, 1982 and will still be held at Don Sheehy's Westview Country Club.

Marsha A. Hempsted
Treasurer, CMAA, Sunblazer Chapter

Sept. 14, 1982

Members Present

1. Patricia Lyons
2. Will Cheever
3. Pete Martin
4. Brain Lawrence
5. Paul D'Andrea
6. Steve Cordes
7. Marsha Hempsted
8. Ted White
9. Bob Shoomer
10. Gordon Kincaid
11. Roger Weger
12. Terry Clark

The meeting was called to order by President Terry Clark at 12:20 pm.

The minutes of the last meeting on July 6, and minutes of the special committee meeting were read by Secretary Patricia Lyons.

Other Correspondence:

Christmas Party at Westview by Don Sheehy on Dec. 14.

Professor White expressed that it would be a good idea to attend. It is a couple affair and if you are interested let Professor White know.

Dinner Party at Delray Beach Club on Nov. 11.

Treasurer Report:

New Balance is \$238.09.

Treasurer Marsha Hempsted changed banks due to heavy service charges.

Fund Raisers:

Meghan Beetle was not at the meeting and we will wait for a report the following meeting.

Membership Drive:

Welcome Aboard Party is under construction by Will Cheever. We have a choice of places we can use.

Terry Clark expressed that finding a place was not the problem it's the funds.

Those invited to the party are chapter members, new members, and raffle ticket holders.

Vidoe Project:

Special committee meeting will be held on Sept. 17 with members of the Seminole Chapter.

Marsha Hempsted has shown an interest in documenting the film project.

The purpose of this wideo is for the Idea Generation Award in March and also to raise money.

If we receive endorsement from Horace of CMAA we can receive \$100.

Money will go to CMAA Student Chapter.

Goals of Last Year:

We failed our goals by not getting jobs for CMAA members. We must be around Seminole Chapter Meetings etc. to get exposed.

Our next meeting will be on October 19, Tuesday at 12:15 room 144. Marsha will make sure that it is well publicized.

Meeting was adjourned at 1:00 pm.

FIU SUNBLAZER CHAPTER
SEMINOLE CHAPTER, FL.
SPECIAL VIDEO TAPE COMMITTEE

October 13, 1982

The third special committee meeting on the video tape "Your Club- It Serves You Right" was called to order at 10:08 a.m. October 13, 1982.

Members present from Sunblazer Chapter: Marsha Hempsted and Professor Ted White.

Members present from the Seminole Chapter: John Gerecter, Gene Marshall and Don Sheehy.

Meeting was brought to order by Gene Marshall with discussion on the Student Achievement Award. He expressed regret the National CMAA wouldn't be opening this category for competition until the 1984 convention. He then questioned the possibility of using this video tape for the student category in 1984 with a positive answer.

Next discussion was on what category to submit the video tape in for the Seminole Chapter. Upon advice from Charles Smith, the following three were decided on:

- a. The Educational Award
- b. The Idea Fair Award
- c. The Chapter Award

Gene Marshall then suggested an educational program be marketed along with the film such as the National Educational Media presents. This consists of a sheet with multiple choice questions on the films. The Nem materials were then turned over to Ted White to prepare an example questionnaire to be presented at the next meeting.

The next discussion centered on the new script Ted white prepared and presented. Ted has provided camera shots, the audio, camera focus, and time spans in the new script. The script and prop list are to be reviewed and commented on by the special committee members at the next meeting.

The subject of the narration once again came up with Ted White taking suggestions and the final responsibility for finding the individual of distinction with a resonant voice.

Movie background will be provided by Ted White. Music must be changed in order to be unrecognizable, otherwise it is distracting.

Gene Marshall volunteered to bring the topic of the video tape up at the Seminole Chapter meeting Tuesday, October 19, 1982. Volunteers from both the Seminole and Sunblaxer Chapters are definitely required to produce the film.

FIU SUNBLAZER CHAPTER
Special Video Tape Committee Minutes
October 13, 1982

Don Sheehy volunteered his WCC staff for the employees in the film, with a male/female team doing the serving.

The eight guest actors in the film will be: John Gerecter and wife, Gene Marshall and Don Sheehy's wife, Walker Brown and Sunblazer Chapter student, and Terry Clark and wife.

John suggested alternates be chosen in case all actors were not available.

Dress of the actors and actresses was decided to be formal. Jackets with ties for men, dresses for women.

The marketing aspects of the film was brought up by Gene. He suggested a mailing piece as was used by the Minnesota Restaurant and Food Association for their training films. The example and proposal was turned over to Ted White for input at the next meeting.

Don and Ted have the menu all planned out. The subject of cost, due to repetitive shooting and food preparation, came up. Financial arrangements will be discussed later.

Discussion on copyright aspects of the film were tabled until Don's legal lawyer has a response from the contacted copyright lawyer.

Ted estimated the films maximum expense to be lower than initially expected. A mere \$15 a film? Three years ago NEM marketed their films for \$75. The price for our video tape is still pending.

The final subject was raised by Gene as to the feasibility of Sunblazer Chapter students attending the National CMAA Convention in Las Vegas. Possibly arranged by advance film sales in the Seminole Chapter.

Ted White provided some possible answers:

- Lodging - Provided in University Dormitories, free of charge.
- Registration - Horace Duncan usually waves registration fees for students.
- Meals - Must pay the required members price.
- Transportation - \$278 round trip.

The next special committee meeting is scheduled for Friday, October 22, 1982, at 2:00 p.m. at the Westview Country Club.

Meeting adjourned at 11:10 a.m.

Respectfully submitted,
Marsha A. Hempsted
Treasurer, CMAA
Sunblazer Chapter

APPENDIX B

APPENDIX B

YOUR CLUB

IT SERVES YOU

RIGHT

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# 1 OF

PRODUCTION SCRIPT

SCENE

TITLE YCISYR

NUMBER

DATE October 1982

"Your Club It Serves you Right!"

CAMERA

VIDEO

AUDIO

Intro music fade in
music to conversation level.

Music level down to
background decibels.

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 1

TITLE YCISYR

NUMBER _____

DATE _____

CAMERA

VIDEO

AUDIO

Camera in back
of pickup truck
aimed straight on
to club entrance
Park truck about 12'
from entrance door.
Tilt up to transom. M.S.

Center the name of club
"Westview Country Club."

"We, you and I, have been
invited to spend an evening
observing the operation of the
Westview Country Club dining
room. Here the food and service
is considered the very best.

"Gene Marshall is Chairman of the film
project and the other C.M.A.A. Seminole
Chapter Committee members are: Alfred
Bassato, John Gerecter and Don Sheehy."

MUSIC

Back ground music continues.

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 2

TITLE YCISYR

NUMBER

DATE

CAMERA

VIDEO

AUDIO

Move truck parallel to club entrance. Keep camera in truck bed. Park 12' from entrance. Left side of car about 20' away. Wide angle shot, want complete front of car in the picture.

Car is parked about 20' from club entrance. On signal car slowly approaches, stopping at entrance. Car's approach is to be as far as possible from the steps.

NARRATOR

Narration continues, "The Club valets are on hand to park cars from member guests."

MUSIC

Background music continues under the narration.

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 3

TITLE YCISYR

NUMBER

DATE

CAMERA

Camera position
at rear of car.
Tilt up, shoot
obliquely at attendant
coming down step. Pan
to left lowering camera
for straight on shop.
Use MS, cut at knees.
Pan right and tilt up.
Follow to landing.

VIDEO

Attendant starts down
steps and approaches car.
Ladies in front and back to
right of driver and
gentleman in the rear
seat.

Attendant opens front door
first & assists first lady
out. She moves to the front
of the steps. Attendant
closes front door and opens
rear door, assisting lady
out.

Attendant leaves camera
range around rear of car.
Gentlemen enter around
front.

Gentlemen join ladies
and start up stairs in
group.

AUDIO

NARRATION

Attendant "Good evening

----- Good evening

----- ."

Second Lady "Thank you ----".

MUSIC

Background music continues under
conversation.

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 4

TITLE YCISYR

NUMBER

DATE

CAMERA

VIDEO

AUDIO

Camera positioned
in door of dining room.
Slowly pans from left to
right. LS focus at least
12' in front.

Scene to show persons
dining in the dining
room.

NARRATOR

"It is obvious that the members
fully utilize the amenities
offered. Note the generous spacing
between tables to provide a degree
of privacy.

MUSIC

Background music continues.

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF PRODUCTION SCRIPTSCENE 5TITLE YCISYRNUMBER DATE CAMERAVIDEOAUDIO

Position camera on dolly inside entrance to dining room to right of door. MS-oblique pick up guests as they appear in doorway. Side entrance of Maitre d' Dolly back to include the entire party.

Guests come through the door in pairs slowly. As they get completely inside the room, with the ladies on their left and the maitre 'd approaches from the left. Maitre'd stops as guests form semi-circle, backs to door.

NARRATION

Maitre'd "Good evening!"

Mrs. --- "Good evening"

MUSIC

Conversation under background of music, under narration to simulate crowded dining room. This is done with minimum of eight persons (male and female) reading different news items, using at least four different voices inflections. Background music is playing. Actors thru for same decibel level as music.

NARRATOR

NOTE THAT A CAPTAIN IS INSPECTING THIS TABLE (AS HE DOES ALL TABLES) TO ASSURE HIMSELF THAT IT IS SET CORRECTLY AND

PRODUCTION SCRIPT

SCENE 6

TITLE YCISYR

NUMBER

DATE

CAMERA

VIDEO

AUDIO

Camera on dolly setup at apex of triangle formed with two tables. Tilt down MS on table #1

Stay with table top at bottom of picture.

Zoom in for captain to pour an oz. of wine. for A's and C's testing.

Party of four are seated at table 1. A is the host, D,B are the ladies, C man. Captain is standing between A&B. The host had ordered wine as an appetizer and the captain is showing the label to A. The captain then removes the cork and places it in front of A's plate. He then pours an oz. into A's glass and steps back. A tasted the wine and nods his approval. The captain then pours wine clockwise for B and D, Then C&A.

Captain then places wine in bucket and exits to the left.

NARRATOR

"We are going to view two different types of dining that our club offers. At this table the host and hostess have invited guests to celebrate his promotion to chairman of the Board. In consultation with the manager last week, he has planned the entire dinner to be served in traditional French style with only minor variations. The 2nd table will order from the menu and be served American Club Style. In this type of service the entree is placed and garnished in the kitchen, then placed before the guest. The vegetables and potatoes are then served individually by the server.

The captain serves the wine, as the host and hostess have invited guests to celebrate his promotion to chairman of the Board. In consultation with the manager last week, he has planned the entire dinner to be served in traditional French style with only minor variations. The 2nd table will order from the menu and be served American Club Style. In this type of service the entree is placed and garnished in the kitchen, then placed before the guest. The vegetables and potatoes are then served individually by the server.

MUSIC

Background music continues without background conversation.

PRODUCTION SCRIPT

SCENE 7

TITLE YCISYR

NUMBER _____

DATE _____

CAMERA

VIDEO

AUDIO

Maitre d' leads guests into scene followed by captain. They meet guests, Maitre d' exits to the left.

Captain stands between A and B to take beverage orders on a note pad.

Camera covers table #2, as Maitre d' & captain seat guests. camera straight on MS.

NARRATION

Maitre d' "Enjoy your evening."

Male Guest- "Thank you"

Captain "May I serve you any cocktails?"

Male Guest "YES, THANK YOU."

NARRATOR

The captain is taking the orders by standing between two guests. He uses the order-clock procedure. He will usually be given the ladies order first, but will leave space to put each order into it's proper place. CAPTAIN LEAVES.

THE BUS BOY SERVES WATER
(NOTE THAT HE HOLDS GLASSES BY THEIR STEMS. NEXT HE SERVES INDIVIDUAL BREAD AND BUTTER TO EACH MEMBER WHO DESIRES IT. THIS IS A NICE

PRODUCTION SCRIPT

SCENE * 8

TITLE YCISYR

NUMBER

DATE

CAMERA

Camera on table #2. MS cut in as server is serving last drink. Hold while host raises glass to propose toast. Pan left to table #1.

VIDEO

The guests are seated at table Drinks are in front of B,C,and D.

Scene starts with servor #2 placing drink for A along side of service plate.

A raises glass to propose toast as other guests comply scene changes to table #1.

Servor #1 is serving the soup course to B, then C,D, and A.

Captain follows replenishing wine glasses.

Guests are conversing with each other. Heads turning, lips moving, very slow action . One conversation at a time starting with B.

AUDIO

NARRATOR

"In our club the service plate remains on the cover until the entree is served. The service is prompt, very gracious, but unobtrusive (never showy) and our personnel like their jobs and show it by their attitude and job performance.

They wait for the members to speak first, never starting a conversation (not connected with service) and always with a smile."

Traditionally we serve from the left and remove from the right, with the exception of beverages".

MUSIC

Background music continued.

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 9

TITLE YCISYR

NUMBER

DATE

CAMERA

VIDEO

AUDIO

Camera on
Captain who has table
with salad ingredients
between the 2 tables.
He is facing the camera
Use MS then zoom for CS
of first his hands and
salad. Stay through
first plate preparation.
Then back to MC to show
server # 1 removing
salad dishes. Use straight
on shots as much
as possible.

Captain is facing camera
behind table with Caesar
salad ingredients on it.
He starts putting in his
materials, then tossing
the salad.

Camera zooms in to closeup
of his hands and salad bowl.
He prepares the first plates.

Server #1 now moves to right
hand end of table, receives
salad for guests B and D and
serves them.

NARRATOR

"We are now going to observe
the entire "French Style" dinner
being served. Care is taken to
see that the salad ingredients
are coated with the dressing but are
not broken into smaller pieces.

The plating is done so that the
complete salad is in the center
of the plate.

The salad dishes are removed from
the right and placed on a tray
under this system the table is
cleared smoothly and quietly.

The server follows two basic principles (1) he
does not remove any plates until all the guest
have finished, and (2) he removes (and if
necessary replaces) all used flat ware.

MUSIC

Background music continued.

PRODUCTION SCRIPTSCENE 10TITLE YCISYRNUMBER DATE CAMERA

Camera on Captain who is circling the table displaying the roast. MS to start, CS on tray.

Captain then places tray on table in front of chef. MS of chef working, then CS of plate.

MS of server serving B.

VIDEO

Captain enters from left and slowly displays roast on tray - he moves from A to C then back to A where chef and table await the roast.

Chef carves and prepares one plate. Plate is passed to server.

AUDIO

"The manager has arranged with the chef to prepare a crown roast of lamb and for him personally to carve for this very special dinner. It clearly emphasizes to HIM that this is his club and management cares about him personally. The Captain is displaying the roast for the approval of the members.

The chef has an opportunity to show his skills as he carves the roast and prepares the plates.

He is an artist as can be seen by the arrangement and garnishing that he is doing, and getting pride and satisfaction from doing it.

The server is now checking the small details that make this a dining experience. The wine, the water, the croissants, the butter-to make sure the members are being well taken care of.

BACKGROUND MUSIC CONTINUED.

PRODUCTION SCRIPT

SCENE 11

TITLE YCISYR

NUMBER

DATE

CAMERA

VIDEO

AUDIO

MS of captain plating a dessert from the pastry cart. Cart is diagonally behind A. Pan right to C. MS to show server removing last entree plate from table and placing on tray Pan to left as server approaches Captains cart. Follow back to table as desserts are placed before guests.

Cart is positioned diagonally behind A with captain behind it. He has plated four pastries.

Server removes last plate from table, places it on the tray stand and approaches dessert cart.

The server places desserts around table.

2nd server enters from right and starts pouring coffee following 1st server.

removed dessert plates.

NARRATOR

" The coffee is served using saucer as a shield so that the member can not get splashed! Just the little extra touch that is expected in our club."

MUSIC

Background music continued.

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 12

TITLE YCISYR

NUMBER

DATE

CAMERA

Zoom in CS
on Cordial cart.
Server is positioned
it between A&D.
Zoom back to MS
t include server.

VIDEO

Cordials are visable
before A,B,&C. Server
is pouring cordial at
cart for D and serves it
on an underliner.

2nd server approaches
from right with coffee
pot and is smilingly waved
away.

Actors very relaxed.

AUDIO

NARRATOR

Dining at our club is a complete
event. The care, professional pride and
interest of our employees is clearly
shown.

MUSIC

Background music continued.

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 13

TITLE YCISYR

NUMBER

DATE

CAMERA

VIDEO

AUDIO

Captain places checks
on tray (or in folder) on
the right of A.

A signs check while
captain moves to assist
B, holding chair.

MS of table
#1. Action
will be on A&B.

NARRATOR

"Our club considers the parting procedure
an important part of the dining room service.

The check is presented promptly but
the member is never hurried to sign it.

Courtesies are always extended both on
entrance and exit."

MUSIC

Background music continues.

PRODUCTION SCRIPT

SCENE 14

TITLE YCISYR

NUMBER

DATE

CAMERA

VIDEO

AUDIO

MS of table
#2. Captain
is standing between
A&B to take appetizer,
salad and entree order.

Captain is writing order
on his pad. He addresses
guests and they order appetizers,
salad, and dinner.

After taking order captain hands
member wine list.

Guest no> assent to salad.

NARRATION

Captain "Are you ready to Order?
As an appetizer tonight we have fresh
Oysters on the half shell.

B LADY " I will have a shrimp cocktail"

D LADY "A fruit cup".

A MAN "I'll have the oysters."

C MAN "The strawberries Dubonnet".

Captain "Thank-you. Our special salad.
is the Westview. In addition to our
regular menu we have Fresh Snapper
Caprice. This is sauted in butter with
banana slices.

LADY B "I'll have the snapper".

LADY D "I'll have the roast beef"

Captain "How would you like it prepared?"

LADY D "Medium rare, please"

MAN A "I'll have the roast beef, rare, please".

MAN C "I'll have the snapper".

Captain "Would you like to see a wine list?"

MAN A "Yes please"

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 14

TITLE YCISYR

NUMBER _____

DATE _____

CAMERA

VIDEO

AUDIO

CAPTAIN "Last time your were here you ordered
our Chocolate souffle". Would you care
for this as your dessert tonight?
I should alert the kitchen now if you do.
Because it take 45 minutes to prepare.

MAN C "Yes let's have one and put it on my
check".

MS OF TABLE,
CLOSE UP OF
A SALAD, AND
EACH COURSE

THE CAPTAIN, ONE SERVOR
AND THE BUS BOY SERVE
THE ENTIRE DINNER.

APPETIZERS

SALADS

ENTREES

VEGETABLES + POTATOES

COFFEE

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 15

TITLE YCISYR

NUMBER

DATE

CAMERA

MS of souffle
on tray . Zoom
in to show it
being plated.
Camera straight on.

Follow servers
to first two guests.

VIDEO

2 servers from left with
2 trays. Souffle and plates on
on tray, whipped cream and
chocolate on other. Souffle
is displayed to members ,
moving from A to C and back
to A. Souffle is placed and tray
stand and plates are prepared.
Server #1 serves, Server #2
Serves chocolate and whipped
cream.

AUDIO

NARRATOR

"The meal is climaxed by this beautiful
unusual dessert, that says at our club,
we care. Our club is noted for its specials
and this is recommended for all clubs.

The members pay for and expect some things
different and they get it here.

MUSIC

None

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 16

TITLE YCISYR

NUMBER

DATE

CAMERA

VIDEO

AUDIO

NARRATOR

MS of meetings.

The Manager, Chef and Maitre d' are seated at a table

The Maitre d' have the staff lined up at the rear of the dining room.

The success of our club begins on planning, training and the working relationship of the staff. The communication media used by the Manager is meeting.

We see the Manager meeting with his Chef and Maitre d' to discuss a new menu item.

The second meeting is between the Maitre d' his Captains and service staff to do two very important things:

1. To inspect them to see that they are properly uniformed and personable, and
2. To discuss the days menu.

CMAA T.V. PROGRAM

DESIGN SHEET - SCRIPT/STORYBOARD

PAGE# OF

PRODUCTION SCRIPT

SCENE 20

TITLE YCISYR

NUMBER

DATE

CAMERA

Use dining room
scene.

VIDEO

Use film from dining
room mob scene.

AUDIO

NARRATOR

The object of this film is to stimulate interest
in raising dining room standards.
And to illustrate that clubs do serve you right!

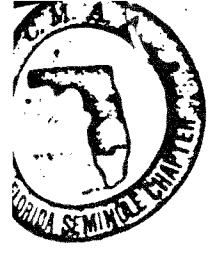
Thanks to the talented Florida International
University, School of Hospitality Management
students of the Sunblazer Chapter who assisted
Ted white, Professor at the University in writing
producing and directing this project.

A special thanks to Don Sheehy, General
Manager of Westview Country Club and its
members who graciously provided the use
of their beautiful club during the film-
ing.

THE END

CREDITS

APPENDIX C



South Florida Seminole Chapter

Written Examination Accompanying Training Film

"Your Club It Serves You Right"

1. The first rule for success in any venture is inspection by the captain for table setup and cleanliness of each table.

True _____

False _____

2. The two types of service depicted in the film are TRADITIONAL FRENCH with minor variations and AMERICAN CLUB STYLE SERVICES.

True _____

False _____

3. The seven steps of proper wine service are:

- | | |
|-------------------------------|---|
| (1) Show the host the label | (5) Get host's approval before serving |
| (2) Open the bottle | (6) Serve ladies and other guests first; host last. |
| (3) Give the cork to the host | (7) Place wine in wine bucket |
| (4) Give host tasting | |

True _____

False _____

4. It is not necessary to remove the water glass from the table while pouring.

True _____

False _____

5. Coffee cups are not to be removed from the table when pouring coffee.

True _____

False _____

6. Soups, salads, and entrees are served to the guests' left.

True _____

False _____

7. Water, coffee and other liquids are served to the guests' right.

True _____

False _____

8. Vegetables are served to the guests' right.

True _____

False _____

9. The service plate is removed from under the soup dish before serving the soup.

True _____

False _____

10. Serving rolls separately is economically wise and provides a special touch to service.

True _____

False _____

11. The key to success of any club's dining program is planning, training, and developing a good working relationship between managers and staff.

True _____

False _____

APPENDIX D



FLORIDA INTERNATIONAL UNIVERSITY

TAMIAMI CAMPUS • MIAMI, FLORIDA 33199 • (305) 554-2591

HOSPITALITY MANAGEMENT

Mr. Charles E. Smith, CCM
Club Managers Association of America
7615 Winterberry Place
P.O. Box 34482
Bethesda, Maryland 20817

Dear Mr. Smith:

Attached as an inclosure to this letter is a study done by one of our graduate students, Terry Clark, on the subject of video-taped training films relating specifically to club management. The end product of this study is a video tape and supplementary written exam covering the proper serving techniques of Wine Service, French Style Service and "American Club Style Service" (Inclosed).

The idea behind this study is:

- (1) There currently are no training films produced unique to club management.
- (2) A CMAA Library could be established at National Headquarters by student chapters producing a new film each year under the auspices of the IRP Committee.
- (3) That funds operated from the sale of these video tapes will help offset travel and lodging expenses to local, regional and national CMAA Conferences for student members of the University producing a film.

The mechanics of how we see this being handled are as follows:

- (1) The film masters will be provided CMAA National Headquarters.
- (2) CMAA National Headquarters will market and advertise the availability of the film.
- (3) Orders received by CMAA National Headquarters will be filled by CMAA National Headquarters in cooperation with a duplicating company in the Washington, D.C. area.



FLORIDA INTERNATIONAL UNIVERSITY

TAMIAMI CAMPUS • MIAMI, FLORIDA 33199 • (305) 554-2591

HOSPITALITY MANAGEMENT

- (4) Selling price of the film will be \$100.00.
- (5) Profits from the sale of the film will be divided equally between CMAA, the South Florida Seminole Chapter, and the Florida International University Foundation, Hospitality School (CMAA) Accounts, and distributed on a quarterly basis.

Please advise as to your consideration of this proposal so we can "get the ball rolling."

Sincerely,

TED WHITE

cc: Raymond D. Watts, CCM
James E. Petzing, CCM
James H. Brewer, CCM
Walker M. Brown, CCM
Don Sheehy
Gene Marshall

SELECTED BIBLIOGRAPHY

Books

- Lundberg, Donald E. and Armatas, James P. The Management of People in Hotels, Restaurants and Clubs. 3d Edition, Dubuque, Iowa, William C. Brown Co., 1974.
- White, Ted. Club Operations and Management. Boston, Mass.: CBI Publishing Company, Inc., 1979.

Articles

- Author Unknown. "Training: The Only Way to Fly." Hospitality, July, 1975.
- Author Unknown. "OOJ 30 Skill Qualification Test to Begin in June." Army Host, April-May 1980.
- Author Unknown. "Films and Videotapes." Army Host, September/October 1981.
- Hayes, James L. "Effective Training." Personnel Journal. August 1974.
- "How to Make Smart Video Connections." Pamphlet by Xantech Corporation, 1982.
- McNerney, Chris. "CHART explores Total Training Approach." Institutions/Volume Feeding. June 1, 1976.
- Miller, Eldon. "Training the Opening Crew." Restaurant Business. May 1978.
- NEM Inc., 1982 Catalog, National Educational Media, Inc..
- Oliva, Lucy. "3-Phase Program Puts Teeth and ICM into OOJ Training." Army Host, April/May 1980.
- "The Chapter Achievement Award for Student Chapters." CMAA Pamphlet, 1982-1983.
- The 1983 CMAA Student Chapter Handbook (CMAA National HQ, Bethesda Maryland).
- Valley, Frank C. "A CM Survey of Students." Club Management. February 1983.

Wulff, Peter. "Training Program" You're Kidding." Club Management. December, 1976.

1982-1983 Yearbook, CMAA National HQ, Bethesda, Maryland 20817.

VITA

SHELBY TERRY CLARK

Shelby "Terry" Clark was born in New York City, July 28, 1945, but was raised on a farm in Southern Illinois where his interests included music, religion and sports. After several college major changes from music to psychology to business, he entered the Army in 1968 as a private. Enlisted service (advancing to the rank of staff sergeant) of four years consisted primarily of administrative duties in Vietnam and Germany.

Following completion of Infantry Officers Candidate School, he spent several years in airborne combat units and later as an aide for a general officer (four years). He entered the field of club management in 1977. Captain Clark recently received his tenth U.S. Army selection for promotion to major and will become the Installation Club Manager at Fort Monroe, Virginia in May, 1983.

He has been married to Cynthia Laver Clark (Erie, Pennsylvania) for fourteen years and has two boys, Brady Ryan and Tyler Newton.