

# Theresa M. Baker

## EDUCATION

**William E. Simon Graduate School of Business Administration**

**University of Rochester, Rochester, New York**

Master of Business Administration, June 2001

Concentrations: Finance and Marketing

**Cornell University**

**School of Hotel Administration**

**Ithaca, New York**

Bachelor of Science

Concentration: Business

## PROFESSIONAL EXPERIENCE

**Dining Services Director**

**University of New York at Cortland**

**July 2016 - present**

**Cortland, New York**

- Leadership and financial responsibility of dining program which includes residential, retail and catering
- Strategic planning to reposition dining services after major shift to anytime dining residential meal plan model; oversight of renovation of Student Union food court operation and new library concept
- Utilize financial metrics to deliver measurable revenue, profit, control expenses and grow customer experience
- Conducted a request for proposal for prime vendor food contract for dining
- Created a healthy dining initiative that includes the Partnership for a Healthier America, "Love to Cook" cooking classes for students, and hydration stations.
- Mentor and develop training programs with personnel department for career path training for culinary, union, and management staff
- Developed strong relationships and partnerships with the college community and students through dining advisory committees, student government, residential hall association and university committees

**University Dining Services Director**

**Oklahoma State University**

**January 2008 – July 2016**

**Stillwater, Oklahoma**

- Fiscal responsibility, strategic planning, and budgetary control for thirty-one dining operations in a university of 23,000 students including catering and vending
- Managed a team of sixteen managers, assistant directors, professional staff, 160 full-time employees and 700 student employees
- Developed strategic plan for dining and increased revenue by \$7 million dollars in five years and net income by over \$1.5 million dollars.
- Provided leadership and oversight for \$16 million renovation for Student Union food court operations, and direction for various campus dining capital improvement projects including barbeque concept, convenience store, and international food concepts
- Implemented comprehensive marketing strategies for campus including new operations, meal plan programs, vending, and summer and large catering conferences
- Provided vision and leadership for \$13 million new dining facility with seating for over 500 and 7 new retail self-branded operations including one new allergen free restaurant, opening August 2016
- Created benchmark statistics to meet financial goals and objectives and streamline operations; develop purchasing specs, request for proposals, and oversee surplus inventory

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- Initiated a Healthy Dining program for students and staff to include nutritional labeling, nutritional information series, welcome week programming, cooking classes in residence halls and in convenience stores, brown bag lunch series, and a series of videos and tours. Participation in the Partnership for Healthier America nationwide college program.
- Introduced key sustainability initiatives such as Made In Oklahoma program, Farm Fresh, Cups for a Cause, composting, and biodegradable products.
- Collaboration with students through dining advisory committees, focus groups, classroom instruction, and campus life groups.
- Evaluate, recommend and implemented computer information technology systems for inventory management, vending, upgraded Micros and other technologies for department, which include digital screens, Tapingo, website, videos, and social media.
- Provided oversight of all personnel programs including hiring, performance appraisals, training, and disciplinary procedures; implemented new organizational structure for department. Introduced employee recognition programs such as Dining with the Director Series, student employee scholarship program, formalized training program for all employees, and career paths for staff. Started culinary training career paths for kitchen staff.
- Responsible for new student orientation, summer orientation, the catering department and vending.

## **Food Services Director**

**January 2007 – January 2008**

### **Rush Henrietta School District**

**Henrietta, New York**

- Fiscal responsibility, planning, and budgetary control for all operations; oversight of all accounting processes in compliance with government regulations and district regulations
- Manage a team of ten managers, clerical staff, and sixty employees in nine district schools
- Develop forecasting tools and cost management procedures for school district
- Oversee menu planning; creation and implementation of purchasing procedures and control of inventories
- Provide leadership and direction for school food services district on capital improvement projects
- Develop and implement market strategies to increase sales and participation rates
- Upgraded nutrition program to exceed U.S. dietary guidelines and promote nutrition awareness.
- Evaluate, recommend and maintain computer information technology systems for nutrition, accounting and financial reports
- Provide oversight of all personnel programs including hiring, performance appraisals, training, and disciplinary procedures.

## **Assistant Director, Dining Services**

**June 1995 – December 2006**

### **Brockport Auxiliary Services Corporation**

**Brockport, New York**

### **State University of New York at Brockport**

- Responsible for financial planning and budget control of eight different operations with annual revenue budget of six million dollars; awarded employee of the year for 1998
- Conducted feasibility studies and capital expenditure planning for five new company operations; designed NPV studies; identified return on investment timeline
- Instrumental in the research, design, and implementation of \$2 million dollar food court renovation project; project management
- Managed a team of five assistant managers, supervisors, and 80 union and non-union employees
- Developed statistical model to monitor costs for department, which increased efficiency and provided benchmarks; analysis of financial reports and departmental costs and revenue variances

- Launched five new retail operations which increased departmental revenue by 25%
- In charge of all key events on campus such as homecoming, commencement, alumni weekend, and summer conferences
- Created incentive programs and training programs for staff to build revenue sales, customer service goals, and average sales per customer
- Conducted performance appraisals and progressive discipline policy practices; union contract negotiations
- Responsible for preparation of EOM closed cycle procedures and reporting requirements
- Increased cost control effectiveness for operations with plan to allocate expenses during peak and non-peak periods
- Recommended and implemented new optimal organizational structure for departments which decreased payroll and related expenses by 5%
- Formalized a benchmark study of state colleges for a comparative analysis against national colleges
- Developed financial model to reduce annual operating deficit by establishing minimum sales criteria in line with industry standards and competitive market

#### **Department Manager**

**September 1989 – May 1995**

- Awarded employee of the year for 1994 for financial, product and customer service excellence
- Implementation of computerized inventory management and payroll systems
- Development and administration of annual budget; monitoring of costs and variance analysis; development of cash controls
- Sales and coordination of all functions on campus, conferences, commencement, and key community events
- Creation of new merchandising concepts and brochures which increased customer satisfaction and #1 top rating in SUNY college program for food service

#### **HONORS AND AFFILIATIONS**

- NACUFS marketing committee chair
- Board Member of Our Daily Bread, local food bank, 2016
- Advisory Board for Food Service Director magazine, 2014-2016
- Recipient of the President's Award 2014 for NACUFS
- Higher Education Advisory Board for US Foods Company, 2011 to 2014
- Chair of the Southern Regional conference for NACUFS, March 2013
- Food Service Director of the Month, December 2013, Foodservice Director Magazine
- 2013 Gold Prize winner of NACUFS Nutrition awards for the Most Innovative Wellness and Nutrition Program
- 2013 Silver Prize winner for NACUFS Best Local Recipe, featuring the UDS Farm Fresh program
- Grand Prize winner of 2008 Creativity Challenge for Oklahoma State University
- Received two educational grants for three years totaling over \$200,000 for programming initiative
- Member of Toastmasters International – leadership and public speaking organization
- 2003-2004 Treasurer of Postprandial Chapter of Toastmasters International
- Coordinator for International Student Committee, Homecoming Committee, Diversity Conference, Commencement, and Campus Facilities Committee
- BASC Employee of the Year 1998; Employee of the Year 1994
- Citation of Appreciation Award by the SUNY Brockport Alumni Association

**REFERENCES:** Available upon request