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Margaret Jane Empie, MBA, PhD

Summary of Qualifications:

Self-directed and energetic leader. Especially skilled at building teams, streamlining operations to build efficiency, and initiating creative changes that enhance services and achieve institutional goals. Strong business acumen and technology skills, creative thinker, and a high level of organizational skill with a history of bringing ideas to successful fruition. Driving philosophies include the importance of stakeholder ownership in accomplishments, maintaining integrity in the work environment and a focus on getting things done.

Education

Doctorate in Education-Higher Educational Leadership	Iowa State University	2012
Masters of Business Administration	University of Northern Iowa	1999
Bachelors of Science-Food Service Administration	University of Wisconsin-Stout	1980
Bachelors of Science-Dietetics, business minor	University of Wisconsin-Stout	1980

Professional Skills and Accomplishments:

Development of teams that are successful in achieving goals

- Managed extremely difficult personnel situations using tact, proper implementation of disciplinary processes, skill in dealing with legal situations, careful attention to detail and an emphasis on treating people with dignity and respect.
- Developed and implemented a successful format for staff planning which focuses on development of team goals that align clearly with institutional goals.

Effectively initiates change

- Successfully worked through major organizational structure changes that changed staffing, individual responsibilities and reporting structure.
- Implemented a scholarship program, which spurred a college-wide internal scholarship campaign.
- Designed facilities, service structure and pricing for numerous operations. Directed opening of operations in stages, while facilities remained under construction. Designed and implemented several short-term remodels that included multiple venues, to provide continual service until major renovation was complete.

Staff training and development

- Built teams by emphasizing individual strengths.
- Ability to teach concepts and tasks to others, verify they understand and demonstrate proficiency. Developed programs that achieved results. Staff learned new skills to open facilities, and managers learned new skills through organizational restructure. Taught financial analysis as well as computer technology skills to managers and staff through continual implementations and improvements.

- Presented institution-wide programs on customer service, how to conduct performance appraisals and dealing with difficult people.

Systems analysis and streamlining operations

- Developed and implemented an electronic cash deposit system that connected 7 different cash register systems to the institutional financial management system. All checks and balances were managed by utilizing one system and time was saved for both operations and business office.
- Developed and implemented paperless internal campus accounts receivable and accounts payable procedures that eliminated numerous steps.
- Researched and directed implementation of a computerized cash register system. Developed system structure and parameters. Expanded services to include use of credit cards, web based services and a mobile application.
- Worked with managers to streamline operations by decreasing number of items produced daily while expanding overall offerings. This resulted in increased perception of variety, improved quality, decreased costs, and improved service.

Combines excellent technical and artistic skills with marketing and public relations skills to improve internal and external relationships and to increase revenues.

- Designed numerous publications. Developed three award-winning entries for events and brochures. Accomplished in getting national magazine articles and local newspaper articles devoted to services, staff and programs. Artistic photography work accomplished with photographers unfamiliar with display photography.
- Developed and implemented marketing plans to increase revenue, improve service, and increase donations.
- Executive editor of Gallagher Bluedorn Performing Arts Center Friends News, published 5 times per year. Contributing writer.

Other business knowledge and skills

- Budget development and analysis. Achievement of budget goals by assessing progress and determining where adjustments might be appropriate to achieve budget goals.
- Data analysis skills (quantitative and qualitative).
- Comfortable with public speaking and handling uncomfortable situations. Spoke at the institutional president's investiture, presented many programs and training sessions.
- Experienced at dealing with conflict and difficult situations.
- Excellent computer skills. Developed Microsoft Excel applications for many systems. Developed web pages. Excellent with Publisher. Good at analyzing computer programs and determining ways they can be adapted to make integrated systems work better. Innovative with use of technology for services and working with vendors to adapt applications.
- Experience with RFP process to acquire vendor contracts, franchise ownership and license agreements.
- FMP Certification (Food Management Professional). Requires passing a lengthy exam.

Awards

- Sue Follon Exemplary Service Award, Student Services, Univ. of Northern Iowa, 1997. Nominated by peers.
 - Board of Regents Staff Excellence Award, University of Northern Iowa, 1994. Nominated by peers.
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Work Experience

Assistant Vice President, Dining and Retail Services 2012- July 2018
Director of Dining Services 2005-2012
Wartburg College Waverly, IA
(Retired from Wartburg to open Empie Advising, LLC)

Responsibilities and Accomplishments:

- Responsibility for dining, bookstore, Mail Center, ticket office, Camps and Conferences, information desk and Student Center. Focus on financial success and service to the campus. Incorporating collaborative relationships across campus, and improving services through systems and technologies.
- Implemented numerous changes to effect continuous improvement of operations.
- 43 professional and hourly staff and over 300 student employees, student managers, interns.
- Significantly increased EOY contribution to the college each year.
- Special projects.
- Served on committees, representing student services in decision-making processes and collaborated with other directors on campus to accomplish institutional goals.
- Developed long-term institutional business management internship program.
- Initiated the first departmental scholarship program, resulting in an internal scholarship campaign for the campus. Featured in on-line college annual report video.

Responsibilities and Accomplishments Specific to Dining:

- Direct responsibility of more than \$7,000,000 budget and responsible for decisions affecting many others. Dining included ID system for campus, board plan dining, 3 restaurants, catering, camps and conferences, and liquor service.
- Significant increases in customer satisfaction as demonstrated by participation in annual national benchmarking survey.
- A major project was implementation of a computerized food management system; original system was manual. This involves major change in how work is done by all staff, implementation of technology, significant training and change management. Result will be cost savings and improved operations.
- Implemented trayless dining-one of the first in the nation to do it permanently.
- Participated in design and developed new retail operation in college and community wellness facility. Initiated design, and oversaw remodeling of coffee shop. Worked with architects, contractors and vendors.

Assistant Director of Dining for Catering and Retail Services 1989-2005
Unit Manager 1987-1989
Assistant Manager 1980-1987
University of Northern Iowa Cedar Falls, IA

Responsibilities & Accomplishments

- Developed and achieved financial and operational goals for catering, retail sales and summer conference program. Budgets for retail dining had revenues of over \$2,000,000. Catering had revenues of over \$750,000.
- Built catering business by developing a niche of customized and personalized service.
- Designed and developed retail business from the ground up. Retail dining included thirteen venues. Several operations opened utilizing only student staff.
- Insured compliance with AFSCME contract and worked with labor union. Dealt with grievance and other AFSCME procedures.

- Responsibility for 16 professional and hourly staff and over 200 student employees.
- Development of student, full time and management staff training and development for over 100 full time and management staff, over 700 student employees and internship program.
- Planned and implemented two collaborative week-long workshops with the Culinary Institute of America and the National Association of College and University Food Services.
- Overhauled the student employment classification and pay matrix system; Directed operations of a facility that simultaneously served up to 1200 board plan patrons per meal and full service catered events; Operation included 13 full-time staff and 150 student employees; Developed and implemented production scheduling system to insure freshness of food; Developed and implemented ergonomic work simplification processes and collaborated with Occupational Health to insure appropriate staff training.

Institutional Activities

Wartburg College Student Development Plan Committee 2012- 2015
Committee is developed proposed student development plan in accordance with accomplishment of the Wartburg College Strategic Plan.

Wartburg College Student Employment Advisory Board 2010-2017
Board collaborates across campus to provide student employee development training and enhance the institutional student employment program.

Wartburg College Recycling and Sustainability Committees 2005-2018
Developed and implemented plans to become a more sustainable campus.

Wartburg College Student Wage Task Force 2006-2008
Developed major plan to restructure campus student employment.

Wartburg College Energy Task Force 2005-2006.
Developed and implemented plans to deal with quickly increasing energy costs.

UNI Strategic Plan Reconciliation Committee 1997, 1999
Evaluated the university strategic plan and made recommendations for changes to University President.

UNI Professional Staff Council 1993-1998
Served as president and vice-president. Chaired and served on many committees. Spoke on behalf of the professional staff at the University President's investiture; gave presentations to the Iowa Board of Regents.

Other Professional Activities

- 2013 and 2005 NACUFS (National Association of College and University Food Services) Consulting Project Chair. Provided consulting to 3 colleges needing financial and operational advice. Gave presentations to their administration and prepared the official written report submitted to the institutions.
- March 2013, motivational speaker at Grinnell College.
- Approached by ACUI (Association of College Unions International) to write an article based on my dissertation for their bi-monthly magazine *the Bulletin*. Article published March 2013 (Vol. 81; Issue 2) titled: Three Practices to Enhance On-Campus Student Experience.
- Research project that studied the experiences of Wartburg on-campus employees in their jobs that included recommendations for practice and future research.

- Presented at a joint conference of four major food service organizations: AHF, FCSI, NACUFS and SFM. Topic of mobile technology. Requested to present on behalf of Cbord, who owns the technology, because Wartburg is using the technology in an unusual but very effective way and was the largest user in the country. Served as the beta test site.
 - Presented at the fall 2010 Regional NASPA Conference on the topic of the role of student employment in student development-a literature review combined with experiences.
 - Several additional independent consulting projects and group facilitation projects.
 - NACUFS: Numerous national and regional committees. 2003 National Conference Food and Beverage Committee. 1998 Region VI Conference Food and Beverage Committee Chair. 1994 National Conference Education Committee. Regional Training and Education Committee 1989-1994; chair 1989-1991, Initiated and implemented annual "Open your Mind to New Horizons" workshop. Presenter at national and regional conferences.
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Community Involvement

Cedar Valley Hospice Volunteer, 2017-present. Went through hospice training program and have a client I visit with weekly. Also work at local hospice house on an as-needed basis.

Friends of the Cedar Falls Library Board, 2018-present. Board is a 501 3C, fundraising for the Library, sponsoring events and supporting literacy.

Friends of the Gallagher-Bluedorn Performing Arts Center Board, 2009-2017. Fundraising and advisory board. Chair of marketing committee; implemented new donor levels and donor benefits resulting in significant increase in donor support; executive editor of Friends News Magazine (still serving). VP and Treasurer, 2012-2014. President, 2 years, 2014-2016.

KUNI Public Radio Friends Board, 2004-2007. Member of board during difficult transition to Iowa Public Radio. Development of and participation in fund-raising events as well as decisions regarding financial interests of the KUNI Friends Board.

St. Peter Lutheran Church, Denver, IA. Trust Fund Committee 1993-2000 and 2008-2012. Past president, treasurer and secretary. Facilitated church council retreats and yearly goal setting in 1995 and 2004. Long Range Planning Committee, 1994. Presented long-range plan to congregation at annual meeting and elicited formal adoption of mission statement and plans.

Denver Citizens Committee, 1995-1996. Formed this committee with other citizens to develop a plan to meet school district facility needs. Worked with architect, calculated financial needs and worked with local and state leaders to assess bonding capacity and negotiate politics. Formally presented the bonding proposal to the community for a vote. Handled legal aspect of this for the committee including following local, county and state deadlines and regulations, and served as treasurer.

Casa Montessori School Board of Directors, 1990-1992. Participated in and directed staff hiring, school marketing and promotion and fundraising activities. Initiated and facilitated long range planning for school. As a board we kept the school open during a financially difficult time, and personally invested in the financial backing of the school. The school is still operating.