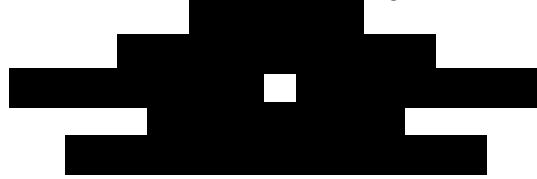


Christine D. Letchinger



TEACHING AND ADMINISTRATIVE EXPERIENCE

KENDALL COLLEGE, Chicago, Illinois

September 1991-Present

SCHOOL OF HOSPITALITY MANAGEMENT

ASSISTANT PROGRAM DIRECTOR

January 2015 to Present

ASSOCIATE PROFESSOR

September 1991 to Present

INTERIM DEAN

March 2012 to January 2013

CURRICULUM AND INSTRUCTION RESPONSIBILITIES

- ❖ Chair of the Retention Committee
- ❖ Redesigned the internship curriculum and added on on-line seminar component
- ❖ Received the Outstanding Student Commitment award (June 2009)
- ❖ Developed and administered program assessment tools
- ❖ Expanded internship program to include international opportunities
- ❖ Received Kendall College "Excellence in Teaching" Award (December 1996)
- ❖ Increased enrollment by 63%
- ❖ Designed web site content for hospitality program
- ❖ Designed and implemented a streamlined system for academic advising and placement
- ❖ Developed a Study Abroad program
- ❖ Created two instructional videos
- ❖ Conducted a one week instructional seminar on financial aspects of the hospitality industry sponsored by Hospitality Business Alliance 2000
- ❖ Received "Excellence in Teaching" Award (1990)

September 1985 to September 1988

PART-TIME INSTRUCTOR, KENDALL COLLEGE

PART-TIME HOSPITALITY INSTRUCTOR, Triton College, City Wide College, Harper College, College of Lake County

EDUCATION

2005 CERTIFIED HOSPITALITY INSTRUCTOR

1973 SOUTHERN METHODIST UNIVERSITY, Dallas, Texas

Master in Business Administration

1972 UNIVERSITY DE LA SORBONNE, Paris, France

Bachelor of Arts – History

INDUSTRY EXPERIENCE

1984 to 1992

HOSPITALITY CONSULTANT (PART-TIME)

Troubled shooting of operations in financial distress: hotels and restaurants, concept design, feasibility studies and rebranding

1980 to 1983

MANAGER OF RESTAURANTS, Marshall Field's, Skokie, Illinois

Managed Marshall Field's largest suburban food operation, a restaurant seating 250. Supervised 125 full and part-time employees. Redefined marketing strategy and reversed a 7 year trend of declining covers. Collaborated in restaurants remodeling and directed the re-openings. Originated a system of training and internal promotion which resulted in a 25% decrease in personnel turnover.

1978 to 1980

MANAGER OF RESTAURANTS, Marshall Field's, Vernon Hills, Illinois

Managed 40 full and part-time employees of 120-seat restaurant. Developed a food receiving and inventory procedure which resulted in a 7% reduction in cost of goods sold.

1976 to 1978

RESTAURANT MANAGER, Sanger-Harris, Dallas, Texas

Managed 35 full and part-time employees in a restaurant with a full dining room of 100 seats and a 20-seat counter. Created concept and menu for a quick service operation, which later became the prototype for subsequent new facilities. Served as a consultant for remodeling and opening 3 restaurants within the chain. Increased sales by 20%.

1975 to 1976

RESTAURANT MANAGER, Nieman – Marcus, Fort Worth, Texas

Supervised 30 full-time and part-time employees. Overcame an annual deficit of \$60,000 and generated first profit in 13 years of 7% of revenue. Developed and implemented a catering business which generated added revenue in excess of 15% of gross sales. Developed and implemented banquet operations serving parties of up to 1,000.

C O U R S E S T A U G H T

Food and Beverage Cost Control	Managerial Accounting
Financial Accounting	Finance
Labor Cost Control	Sophomore Internship Seminar
Managing for Productivity in the Hotel Industry	Feasibility Studies
Labor Relations	

P U B L I C A T I O N S / S E M I N A R S / P R E S E N T A T I O N S / R E V I E W S A N D V I D E O S

Dead Man Walking – The Anatomy of Restaurant Failure – July 2014

Reviewer and Content Editor, Pearson Education – October 2011

“Village Governance: Less is more” – Presentation, Lake Forest/ Lake Bluff Chamber of Commerce – July 2011

“The New Norm: On Taxes, Revenues and Municipal Expenditures” - Lake Forest/ Lake Bluff Chamber of Commerce – July 2010

“A Brave New World”, TALK presentation – December 2009

“Financial Resilience in Tough Economic Times” – Presentation, Lake Forest/ Lake Bluff Chamber of Commerce – July 2009

“Contribution Margin versus Food Cost percentage” - Blue Plate Catering, Presentation to employees – April 2009

“Is There Green in Going Green?” Cost Control and Sustainability - Presentation at Delaware North Corporate Annual Corporate Retreat – November 2008, Yosemite, CA

“The Little Engine That Could” Sustainability for Small Municipalities – Presentation, Lake Forest/ Lake Bluff Chamber of Commerce – July 2008

Managing Other Expenses – Presentation, Delaware North Corporation Annual Training Meeting, Yosemite Park, November 2007

Entrepreneurship and Cultural Bias - Presentation for visiting French students, March 2007, Kendall College

Cost Control: An Introduction, Delaware North Corporation – Seminar presentation at the Training Institute for Executive Chefs, 2006, 2007, 2008

Introduction to Hospitality & Principles of Costing, NRA Educational Foundation Summer Institute, Seminar Presenter, 2005

Food & Beverage Cost Control (Miller), Reviewer for Wiley Publishing, 2005, 2003, 2000

Reviewer and Content Editor for Prentice Hall, 2004

Menu Engineering – The Art of Maximizing Profits, Presentation - Sysco Food Systems Seminar, 2003

VOLUNTEER EXPERIENCE

DISTRICT 65 – SCHOOL BOARD MEMBER May 2013 to January 2015

LAKE BLUFF – VILLAGE PRESIDENT May 2005 to May 2013

LAKE BLUFF – VILLAGE TRUSTEE May 1999 to May 2005

JOINT ACTION WATER AGENCY FOR LAKE COUNTY - TREASURER
May 2001 to May 2005

JOINT ACTION WATER AGENCY FOR LAKE COUNTY - DIRECTOR
May 2001 to May 2005

Accounting for B&B Operators - When In-keeping Stops - Preparing an Exit Strategy – 3 presentations at the Illinois Bed & Breakfast Association Annual Conference, Workshop Coordinator & Facilitator, 2003

Service Excellence, instructional video, 2001

Cost Control - Seminar Presenter, Hospitality Business Alliance Prostart, 2001

The Impact of Contribution Margin on Profitability, Blue Plate Catering - Presentation, 2000

An Interview with Michael Kornick, Instructional video, 2000

Contribution Margin & Menu Engineering, Instructional video, 1999

So You Want To Run A Restaurant: An Entrepreneurial Approach to Restaurant Cost Control. Author, 1998

Hospitality and Tourism: An Introduction to the Industry (Brymer, 8th edition), authored Financial Systems and Cost Control chapters, Kendall/Hunt Publishing, 1997

COMMUNITY ACTIVITIES

President, Village of Lake Bluff, 2005 to present

Member, Board of Director, Speak-up Coalition, 2010 to present

Treasurer, Central Lake County Joint Action Water Agency, 2005-2007

Trustee, Village of Lake Bluff; Chair, Public Works Committee; Member, Finance Committee, 1999-2005

Board Member, Central Lake County Joint Action Water Agency, 2001-2009

MEMBERSHIPS

Council on Hotel, Restaurant and Institutional Education since 1992

National Restaurant Association since 1992

American Hotel & Lodging Association since 1998

Professional Association of Inn keepers International since 2001

Hospitality Financial & Technology Professionals since 2003

Illinois Municipal League since 2005

United States Conference of Mayors since 2005