

VICKI LAVENDOL

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Education

EdD Curriculum and Instruction **2024**

COLLEGE OF COMMUNITY INNOVATION AND EDUCATION, UNIVERSITY OF CENTRAL FLORIDA

Master of Business Administration **2003**

CRUMMER GRADUATE SCHOOL OF BUSINESS AT ROLLINS COLLEGE, Winter Park, Florida

Master of Arts degree in Human Resources, with Honors **2000**

ROLLINS COLLEGE; Concentrations: Management Consulting, Human Resources Management

Teaching Experience

UNIVERSITY OF CENTRAL FLORIDA, Orlando, Florida **January 2008-Present**
ROSEN COLLEGE OF HOSPITALITY MANAGEMENT

Hospitality Services Department Assistant Department Chair **August 2024-Present**

Senior Instructor **August 2022-Present**

- 8th International Self-Determination Theory Poster Presentation, Orlando, FL June 2023
- 4th Managing Tourism Across Continents Abstract Presentation Istanbul Turkey March 2023
- Quality Blended Course Designation (Strategic Management & Leadership) May 2022
- Rosen College of Hospitality Management Faculty Member of the Year August 2021

Associate Instructor **August 2017-August 2022**

- Knighted Faculty Cohort through Faculty Center for Teaching & Learning 2020-2021
- Integrative Learning Experience High Impact Practice Designated Courses 2019-present
- University of Central Florida Faculty Fellow for Non-Tenure Earning Faculty 2018-2021
- Rosen College Teaching Colloquium: designer, coordinator, facilitator 2014-2021
- Orange Auto Tag Agency: Management and Role Clarity Continuing Education 2018-2021
- Central Florida Hotel and Lodging Associate General Manager, HR Workshops 2018-2020
- Intercontinental Hotels Group Owners Association Presentation 2019
- University of Central Florida Integrative Learning QEP Faculty Fellow 2016-2017
- Faculty Excellence Academic Leadership Academy Strategic Design/Presenter 2015-present

Instructor **August 2010-August 2017**

- Hospitality Communications Course Coordinator; Human Resources Student Advisor
- Hospitality Communications Senior Level course: all modes; up to 60 students
- Hospitality Strategic Management/Leadership Capstone; all modes; up to 90 students
- Hospitality Human Resources: all modes; up to 100 transfer, all undergraduate levels
- NACDA-ICLA 52nd Annual Conference "Are you my type?"; 150 attendees 2017
- Walt Disney International College Program Leadership classes 2009, 2012, 2013
- Gatorland Leadership Development Series Continuing Education 2011, 2012
- Adjunct Instructor: Human Resources, Communications, Leadership 2008-July 2010

Honors and Awards: University of Central Florida

- Rosen College of Hospitality Management Faculty Member of the Year August 2021
- Teaching Incentive Program (TIP) Award University of Central Florida 2020
- Teaching Incentive Program (TIP) Award University of Central Florida 2015
- "Women Making History" Honoree, UCF Center for Success of Women Faculty 2014
- Excellence in Undergraduate Teaching Award University of Central Florida 2013

Honors and Awards: External Award

2nd Place Johnson & Wales Case Study Competition; International CHRIE July 2014
 Mejia, C. & Lavendol, V. 2014: "Who's the boss? Millennials managing across generations in the hospitality industry." *Journal of Hospitality & Tourism Cases 2 (4)*, 11-20

Publications

Vicki Lavendol, High-Impact Practices and Alumni Transform Undergraduates at Rosen College of Hospitality Management, *Faculty Focus Volume 17, Number 2*, August 2018, p.11-13

Mejia, C. & Lavendol, V. 2014: "Who's the boss? Millennials managing across generations in the hospitality industry." *Journal of Hospitality & Tourism Cases 2 (4)* 11-20

Vicki Lavendol, Linda Walters, Peter Jacques, Claire Knox, Cynthia Walters, Vicky Cardullo, Brett Morrison, Ann Miller. Can we maintain Excellence in Education with Increasing Enrollment and Dwindling Resources? *Faculty Focus Volume 11, Number 1* February 2012

Manage Leadership Change with Team Session. *Hotel and Motel Magazine* April 2, 2007

University of Central Florida Service

- University of Central Florida Faculty Center for Teaching & Learning Search Committee 21-22
- Represented Non-Tenure Earning Faculty at invitation of President and Provost Spring 2022
- Designed Listening Leaders workshop for Center for Distributed Learning January 2021
- Faculty Excellence Faculty Fellow for Non-Tenure Earning Community 2018-present
- Design and facilitate Academic Leadership Academy for Faculty Excellence 2015-present
- Faculty Center for Teaching and Learning Advisory Board 2018-2021
- COACHE Nature of Work Subcommittee 2016-2018
- Student Accessibility Services Faculty Liaison, Advisory Board 2015-2018
- What's Next Quality Enhancement Plan Advisory Board 2015-2017
- Writing Across the Curriculum UCF Faculty Conference Panel Member 2012
- New Faculty Member Orientation Panel (Faculty Center Teaching & Learning) 2011

Rosen College of Hospitality Management Service

- Hospitality Services Instructor and Lecturer Promotion Criteria Committee Spring 2022
- Rosen College Alumni Chapter Board Faculty Liaison 2016-2021
- Led/supported Faculty & Staff Campaign doubling prior year donations 2015-2021
- Create/manage Teaching Colloquium for faculty, adjuncts, PhD students 2014-2021
- Designed, recruited alumni for "Professional Pivot" Webinar during COVID November 2020
- Hospitality Services Promotion/Award Committee Chair/Member 2016-present
- Hospitality Services Department Chair and Instructor Search Committees 2014-present
- Mentor new faculty, adjunct faculty, and PhD candidates in teaching 2011-present
- Course Coordinator for Hospitality Communications 2011-present
- Faculty Advisor for Hospitality Human Resources 2010-present
- Continuing Education Committee Member (Chair 2010-2015) 2010-present
- Hospitality Management Advisory Board 2014-2018
- Planning, Advisory, and Assessment Committee 2010-2017
- Assessment Lead for Human Resources, Communications, Leadership 2014-2016
- Facilitate Strategic Planning for Industry/Faculty for new Management course 2015

Professional Experience

STRATEGIC LEADERSHIP CONSULTANT, Orlando, Florida

2008-2010

- Partial client list: National Kidney Foundation of Florida, Gaylord Palms Resort and Convention Center, Middleton Pest Control, Hawks Cay Resort, Venetian and Palazzo Resorts, Zentila, Jobs Partnership, Margaritaville, Gatorland, and the Enzian Theater.
- Consult and deliver Strategic Planning, goal setting, employee survey, and training for executive leadership teams.
- Faculty Advisor on Crummer Graduate School of Business domestic consulting projects.

GAYLORD PALMS RESORT AND CONVENTION CENTER, Kissimmee, Florida **2002-2008**
1,406 room resort with 400,000 square feet of meeting space and 7 restaurants, a Gaylord Hotel owned by Gaylord Entertainment of Nashville, TN. with \$181 million in revenue.

Director of Leadership and Training

Built and maintained a culture based on the Service Profit Chain model. Led team of 10 focused on cultural, job specific, and leadership training of 1,400 employees (STARS), 250 Leaders, and 200 on-site (third party) business partners. Resort progressed through the Top 25 Companies for Working Families in Central Florida each year of operation, placing #11 in 2007. Turnover reduced each year to 27%, and guest satisfaction increased each year, as did revenues.

Organization Development - Designed, facilitated, and managed change processes:

- Annual strategic planning process for Leadership Team and Department Heads.
- Change management and team effectiveness sessions after needs assessments.
- Customized New Team Session to accelerate effectiveness of new team leaders.
- Utilized Six Sigma process to create Rapid Recovery process for guest satisfaction.
- Defined training manager roles and training team structure to support operation.

Leadership and Training - Developed, delivered, and implemented training programs:

- Ensured alignment of all training to support Gaylord Vision, Values, Service Basics, STAR Acronym, and STAR Guarantee.
- Training process for new employees and selection process for front line trainers. Implemented process for new employees to provide feedback on training experience.
- Team delivered up to 375 classes/year for up to 6,500 participants in different offerings.
- Developed 30 unique, diverse learning opportunities in 2008.
- Created rotation, training process, and mentoring for Interns and Leaders in Training.
- Facilitated training and implementation of The Four Disciplines of Execution.
- Chartered Toastmasters on site to develop speaking and presentation skills.
- Orientation Reunion, Summerfest, Services Basics for Leaders, Train the Trainer, and Flawless Service: Accessible to Every Guest, and related communications.
- Collaborated with Corporate Gaylord University on Gaylord Entertainment brand training.

Human Resource Management (Gaylord Palms Resort and Convention Center, continued)

- Created employee satisfaction feedback and action planning process for Gaylord Hotels; facilitated quarterly action planning, resulting in 5% increase each survey.
- Training team employee satisfaction among highest in the brand, a best practice.
- Secured Workforce Central Florida Training grants to fund external training.
- Collaborated with Rosen College of Hospitality Management, Rollins College on 12 undergraduate/graduate student projects from operations to leadership and training.

CHARLES SCHWAB AND COMPANY, INC., Orlando, Florida **2000-2001****Director of Human Resources, Brokerage Operations**

Provided leadership to 350 employees and 40 managers across Eastern United States sites.

- Spearheaded Employee Survey process by training managers, designing enterprise process with Vice Presidents, facilitating employee feedback sessions. Coach employee teams on key issue action planning related to training, effective meeting management, and career planning.
- Designed/introduced Needs Assessment to quickly identify initial Human Resource needs.
- Created and implemented Employee Relations interventions designed to balance concerns of employees with business objectives of company; prevented further escalation of issues.
- Strategic planning, process partner, communication coach on site(s) during staff reduction.
- Collaborated with: Schwab University on design and delivery of training for managers; Legal and Compliance on regulatory issues; Staffing on developing competency-based interviews; Employee Assistance Program to counsel New Jersey staff after September 11 attacks.
- Earned Series 7, 63 licenses to quickly learn business model and experience employee role.

WALT DISNEY COMPANY, Lake Buena Vista, Florida **1995-2000****Human Resource Operations Manager, Facilities and Operations Services** **1997-2000**

Supported Manufacturing, Construction, Engineering, Horticulture, and Decorating divisions of Facilities and Operations Services. Client group consisted of 1,600 Cast Members and 200 Managers in businesses totaling \$152 million in 1999. Employee group was comprised of craftworkers, engineers, office and technical workers, and creative designers.

- Created Human Resources deliverables to meet business objectives for unique divisions.
- Designed interventions to build trust and internal partnerships that ultimately led to restructuring of organization by senior leadership team; improved operations effectiveness.
- Led technology-driven change process by serving as a consultant to a division outside of regular client group.
- Designed and collaborated with Performance Consultant to deliver leadership development program to prepare front line leaders for organizational change. Coached and mentored managers.
- Introduced Cast Panel Interview Process that resulted in selection of and organizational support for, the strongest candidate for management positions. Utilized People Soft as part of recruiting process.
- Successfully integrated functional Human Resource partners into active support of division's goal and objectives. Led strategic planning and implementation with: Organization Development, Recruiting, Training and Development, Compensation, and Employee Relations.

Human Resource Operations Manager, Recreation and Water Parks **1997**

- Designed and produced six training videos for Recreation Cast Member roles.

Casting Recruiter **1996-1997**

- Selected for Crossroads to Leadership program; honored as Partner in Excellence, the highest recognition for Cast Members at Walt Disney World.

Human Resource Operations, Facility Services, Reedy Creek Energy Services **1995-1996**

- Coached teams: Cast Excellence Survey process, Circles of Excellence, Guest Satisfaction Measurement, Diversity, Recognition, Process Improvement.

TUPPERWARE NORTH AMERICA, INC., Orlando, Florida **1993-1995**
Team Implementation Coordinator / New Product Development

- Managed Organization Development project to create first Customer Service Support Center in company history.
- Personally coached 100 employees on key performance indicators
- Authored key communications to sales force of 120,000 distributors throughout North America (United States and Canada).

EXECUTIVE DIRECTOR, REGIONAL AND PROPERTY MANAGEMENT **1983-1993**

Independently managed businesses for out of state and out of country owners; all businesses were profitable and successful by all performance measures.

- Apartment Locator Specialists, Inc. Executive Director 1991-1993
- Halstead Developers, Inc. Regional Property Manager 1987-1991
- Johnstown Properties 1983-1987

Professional Certifications

- Certification in Hotel Industry Analytics 2017-present
- Leadership Challenge Facilitator Certification (Kouzes and Posner) 2014-present
- Six Sigma Green Belt: Define-Measure-Analyze-Improve-Control Process 2003-present
- Certified Hospitality Supervisor and Certified Hospitality Trainer: AHLEI 2002-present
- Development Dimensions International Leadership Development Facilitator 2001-present
- Listening Leader Certified Facilitator: Dr. Rick Bommelje, author 2001-present
- Senior Professional Human Resources/Human Resource Certification Institute 1999-present
- Myers-Briggs Type Indicator Facilitator - Association for Psychological Type 1998-present

Professional Associations/Service to Profession

- Greater Orlando Organization Development Network 2005-present
 - President 2015 2015
 - Outstanding Regional Network Award by Organization Development Network 2015
 - Advisory Board 2014-2020
- Human Resource People and Strategy Member 2002-present
- Association for Talent Development National Member 2002-present
- Society Human Resource Management National Member 1999-present
- Florida Human Resource People and Strategy Founding Member 2002-2020
- Greater Orlando Society Human Resource Management Member 1999-2015
- Central Florida Chapter Association for Talent Development Member 2002-2015