

VICKI LAVENDOL, SPHR

vicki.lavendol@ucf.edu

(407) 903-8050

Education

- 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, Winter Park, Florida
Concentrations: Management Consulting and Human Resource Management
- Bachelor of Science degree in Human Resource Management** **1998**
BARRY UNIVERSITY, Miami, Florida

Teaching Experience

- UNIVERSITY OF CENTRAL FLORIDA**, Orlando, Florida **January 2008-Present**
ROSEN COLLEGE OF HOSPITALITY MANAGEMENT
Associate Instructor **August 2017-Present**
University of Central Florida Office of Faculty Excellence August 2018-Present
Coordinator for Non-Tenure Earning Learning Communities

University of Central Florida Integrative Learning Faculty Fellow August 2016-August 2017
"What's Next" Quality Enhancement Plan

Instructor August 2010-August 2017

- NACDA-ICLA 52nd Annual Conference "Are you my type?"; 150 attendees June 2017
- Hospitality Human Resources: Mixed Mode, 45-60 transfers, sophomores, juniors
- Hospitality Communications: Face to Face, 30-50 seniors from all Rosen College majors
- Hospitality Strategic Management/Leadership: Mixed Mode, 45-50 (capstone course)
- Coordinator for Hospitality Communications classes; Hospitality Human Resources Advisor
- Develop and deliver Continuing Education programs for Rosen College:
 - Walt Disney International College Program Leadership classes 2009, 2012, 2013
 - Gatorland Leadership Development Series: 2011, 2012

Adjunct Instructor January 2008-June 2010

- Hospitality Human Resources, Communications, Strategic Management and Leadership

Honors and Awards:

University of Central Florida

- Teaching Incentive Program (TIP) Award University of Central Florida 2015
- "Women Making History" Honor, UCF Center for Success of Women Faculty 2014
- Excellence in Undergraduate Teaching Award University of Central Florida 2013

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

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 Enrollments 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

- COACHE Nature of Work Subcommittee Spring 2016-present
- Plan/facilitate Academic Leadership Academy for Office of Faculty Excellence 2015-present
- Student Accessibility Services Faculty Liaison, Advisory Board 2015-present
- What's Next Quality Enhancement Plan Advisory Board 2015-2017
- Writing Across the Curriculum UCF Faculty Conference Panel Member Winter 2012
- New Faculty Member Orientation Panel (Faculty Center Teaching & Learning) August 2011
- Pegasus Society Donor to UCF Faculty & Staff Campaign 2010-present

Rosen College of Hospitality Management Service

- Faculty Development Committee August 2018-present
- Rosen College Alumni Chapter Faculty Liaison Fall 2016-present
- Led 'Believe' Faculty & Staff Campaign doubling prior years donors Fall 2015-Spring 2016
- Facilitate Strategic Planning for Industry/Faculty for new Management course August 2015
- Hospitality Management Advisory Board 2014-present
- Create/manage Teaching Colloquium for faculty, adjuncts, PhD students 2014-present
- Assessment Lead for Human Resources, Communications, Leadership 2014-2016
- Instructor Search Committee Spring 2014
- Mentor new faculty, adjunct faculty, and PhD candidates in teaching 2011-present
- Course Coordinator for Communications 2011-present
- Faculty Advisor for Hospitality Human Resources 2010-present
- Continuing Education Committee (chair 2010-2015) 2010-present
- Planning, Advisory, and Assessment Committee 2010-2017

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: American Hotel and Lodging Association Educational Institute 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 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.
- Consult and deliver Strategic Planning, goal setting, employee survey, and training for executive leadership teams.
- Faculty Advisor for 4 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 a 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, and 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 and Rollins College on 12 undergraduate and graduate student projects ranging 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, and facilitating employee feedback sessions. Coach employee teams on action planning on key issues 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 partnered 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.

Walt Disney Company Human Resources Manager (continued)

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 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 Associations/Service to Profession

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