

MICHELLE HOLM, PHD, CMP, PBC

669 Black Eagle Dr. Groveland, FL 34736 | (630) 921-2568 | michelle.holm@ucf.edu

EDUCATION

Ph.D. Hospitality Management

University of Central Florida, Rosen College of Hospitality Management, Orlando, FL

Degree Earned: August 2016

Dissertation: Meeting planner loyalty to convention service managers: An investigation of convention service manager emotional and functional competence in the business-to-business exchange

M.S. Hospitality & Tourism Management

University of Central Florida, Rosen College of Hospitality Management, Orlando, FL

Degree Earned: August 2009

B.S. Family & Consumer Sciences: Hospitality Management Concentration

Eastern Illinois University, Charleston, IL

Degree Earned: May 2004

A.S. Legal Studies

Southwest Florida College, Tampa, FL

Degree Earned: December 2006

Culinary Certificate

Apicius Culinary Institute of Florence, Florence, Italy

Certificate Earned: July 2004

PROFESSIONAL CERTIFICATIONS

- Certified Meeting Professional (CMP)
 - Pandemic Meeting & Event Design Certificate
 - Professional Bridal Consultant (PBC)
 - Certified Food Safety & Sanitation Manager
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UNIVERSITY EXPERIENCE

Lecturer & Coordinator of Event & Entertainment Management Programs

2017 – Present

University of Central Florida, Orlando, FL

Rosen College of Hospitality Management: Department of Tourism, Events, & Attractions

Lecturer:

Instructor of record for the following **undergraduate courses**; taught in face to face, mixed, and/or online (*Online learning platform:* Canvas):

- HFT 4586 Event F&B Strategies (*designed course*)
 - Affordability Counts Initiative and seal awarded for saving students money on textbooks.
 - Quality Seals for both Mixed and Online modalities.
- HFT 4542 Strategic Event Design (*designed course*)
 - Affordability Counts Initiative and seal awarded for saving students money on textbooks.

- Quality Seals for both Mixed and Online modalities.
- HFT 4757 Event Tourism Strategies
- HFT 4394 Event Operations
- HFT 3523 Event Sales
 - UCF Digital Learning Course Redesign Initiative Grant Awarded (2019) to redesign course as a fully Online course (W) with an Open Educational Resource (OER).
- HFT 3741 Meeting Management
- HFT 3357 Club Event Operations

Instructor of record for the following **graduate courses**; taught in face to face, mixed, and/or online modalities (*Online learning platform: Canvas*):

- HMG 6797 Event Administration
- HMG 6756 Mega Events
- HMG 6002 Advanced Event Design (*designed course*)
- *Obtained Graduate Faculty Status in 2019*

Coordinator of Event & Entertainment Management Programs:

- Schedule department course offerings for fall/spring/summer semesters, in collaboration with the Department Chair.
- Coordinate program curricular changes and on-going review of curriculum and program requirements.
- Conduct Annual Learning Competency (ALC) Assessments annually for the event & entertainment management degrees.

Continuing Education:

Instructor of record for the following **continuing education** courses; taught online (*Online learning platform: Canvas*):

Saudi Arabia Cohort:

- TRN: EA Strategic Event Design (*designed course*)

Visiting Assistant Professor

2016 – 2017

University of Central Florida, Orlando, FL

Rosen College of Hospitality Management: Department of Tourism, Events, & Attractions

Instructor of record for the following **undergraduate courses**; taught in face to face, mixed, and/or online (*Online learning platform: Canvas*):

- HFT 3523 Event Sales
- HFT 3741 Meeting Management
- HFT 4394 Event Operations

Graduate Teaching Associate (*Doctoral Program*)

2012 – 2016

University of Central Florida, Orlando, FL

Rosen College of Hospitality Management: Department of Tourism, Events, & Attractions

Instructor of record for the following **undergraduate courses**; taught in face to face, mixed, and/or online (*Online learning platform: Canvas*):

- HFT 3512 Event Promotion
- HFT 4796 International Events
- HFT 3523 Event Sales
- HFT 3741 Meeting Management
- HFT 3519 Event Services
- HFT 2750 Event Industry

Adjunct Faculty

2010 – 2012

University of Central Florida, Orlando, FL

Rosen College of Hospitality Management: Department of Hospitality Services & Department of Tourism, Events, & Attractions

Instructor of record for the following undergraduate courses; taught in face to face mode, supplemented with online learning (*Online learning platforms*: Blackboard & Canvas):

- HFT 1000 Introduction to Hospitality Management
- HFT 2220 Hospitality Human Resource Management
- HFT 3519 Event Services
- HFT 3792 Event Design & Production
- HFT 3523 Event Sales
- HFT 3741 Meeting Management

Graduate Student (*Masters Program*)
University of Central Florida, Orlando, FL

2007 – 2009

Rosen College of Hospitality Management

Project Manager:

Training Development and Implementation for the service plazas at Florida's Turnpike Enterprise (FTE). Coordinated and led team of students to develop training program for front-line food & beverage employees at the FTE Service Plaza concepts. Program focused on FTE mission, values, and existing processes to increase customer service and product consistency levels. Designed to control and measure the effectiveness of the training process, management consistency, and employee satisfaction.

Directed Research:

Designed an Emotional Intelligence training program that measures the emotional intelligence levels of food & beverage employees and can potentially increase customer service levels.

PROFESSIONAL/INDUSTRY EXPERIENCE

Destination Manager / Wedding & Special Events Coordinator
Exclusive Destination Management, Orlando, FL

2009 – 2012

Researched destination information, secured services with vendors/suppliers, handled customer inquiries and quote pricing and contract terms. Produced proposals, contracts, invoices and other related booking documentation in order to secure all elements of the wedding and/or event. Professionally conducted site inspections with customers, hotels and vendors. Acted as primary liaison, overseeing events and serving as negotiator throughout the life of each wedding and/or event. Calculated cost and sell prices for each wedding, paying close attention to appropriate mark-ups.

Paraprofessional, Advisory Business Performance Services
KPMG, LLP, Orlando, FL

2007 – 2010

Analyzed and prepared financial and statistical material related to: marketing, internal control testing, yellow book performance audits, financial monitoring, and cost allocation plans while maintaining an excellent working relationship with high level clients, including, but not limited to: Florida's Turnpike Enterprise, Florida Association of Court Clerks & Comptrollers, Florida Agency for Workforce Innovation, and Florida Department of Business and Professional Regulation.

Paralegal
Lutz, Bobo, & Telfair, P.A., Sarasota, FL

2006 – 2007

Multi-tasked and prioritized client inquiries, complaints, and casework while serving as a liaison between the client and the attorney. Scheduled and coordinated deadlines for trial and legal proceedings. Generated and filed legal documents relating to civil litigation: client correspondence/ memoranda/ pleadings. Performed legal research that facilitated the success of nearly 100% of cases won.

Food & Beverage Director
Venetian Golf & River Club, North Venice, FL

2004 – 2006

Managed staff of 20-25 front-of-house employees in addition to temporary hires. Marketed, managed, and designed floor plans for 100-150 events per year for banquets serving up to 150+ guests. Responsible for front-of-house food & beverage operations, including, but not limited to: hiring, scheduling, training, payroll, P&L statements, daily reporting, liquor inventory and ordering. Implemented and designed the Jonas POS system for the operation. Acquired extensive guest service skills to ensure that memorable experiences were created for guests and membership consistently.

Intern

2002 – 2004

Ruth Lake Country Club, Hinsdale, IL

Developed the inaugural formal internship program for future interns while cross-training on a rotational basis in the following departments of club operations: Catering & Events; Kitchen; Service (MICROS POS System); Club Management; Accounting; Facilities Management; Grounds, Golf Pro Shop; and Board of Directors Meetings.

SERVICE TO COLLEGE & UNIVERSITY

University Service

- **Faculty Center for Teaching & Learning Advisory Board** **2021 – 2022**
 - Committee is charged with making recommendations to the Center director on professional improvement and instructional research activities that will enhance teaching and learning excellence and improve assessment and evaluation in all learning environments
 - Spring 2022 – Evaluate candidates for the campus-wide faculty excellence award.
- **Faculty Senate Ad-Hoc Committee for Faculty Governance** **2019 – 2021**
 - Work strategically to address faculty concerns regarding workload and faculty governance

College Service

- **Deans Alumni Advisory Board, Faculty Liaison** **2021 – Present**
 - Collaborate with the Director of Alumni Engagement to advise on matters of faculty involvement with alumni, and the broader impacts of such involvement to the college.
 - Assisted with board restructuring and committee development
- **AESP Committee, Tourism Events & Attractions Department** **2020 – Present**
 - Work with committee to develop a new AESP for the department.
- **Faculty Advisor – NACE at UCF** **2019 – Present**
 - Assisted in the re-organization of the chapter and advised on structure, membership initiatives.
- **College UPCC Committee** **2019 – 2022**
 - Represent TEA department to review and approve course revisions and new courses.
- **Masters in Event Leadership Degree Writing Committee** **2019 – 2022**
 - MS Event Leadership – part of the team that conducted 2+ of research to write the degree, including industry focus groups to determine courses that should be developed. Successfully wrote and proposed the degree to department and college faculty. Wrote the syllabi and developed two courses:
 - HMG 6002 Advanced Event Design
 - HMG 6564 Relationship Management
- **Masters Thesis Committee Consultant – Libardo Lombardo** **2019**
 - Consulted on event industry for Masters Thesis

- **Continuing Education Committee** **2018 – 2022**
 - This committee was charged with developing ideas/opportunities for continuing education efforts for the college.

- **TEA Department Search Committee Memberships** **2018 – 2022**
 - Department Chair, Tourism, Events & Attractions 2022
 - Department Chair, Tourism, Events & Attractions 2019
 - Department Chair, Tourism, Events & Attractions 2018
 - Assistant Professor, Event Management 2018

- **Event Advisory Board** **2017 – Present**
 - Faculty membership allows for industry involvement and connection to better understand needs of industry for curriculum development
 - Focus groups for curriculum development – led to me developing the following courses:
 - HFT 4856 Event F&B Strategies
 - HFT 4542 Strategic Event Design

- **Planning Committee** **2017 – Present**
 - **2017, 2018, 2019, & 2022 Rosen College Pineapple Ball & Hospitality Hall of Fame**
 - Assisted with sponsorship strategy to generate packages that would help to offset program expenditure.
 - Assisted with all logistical aspects of planning.
 - Assisted in menu development and managed catering aspects of the event.
 - Responsible for soliciting bids and securing contracts for all aspects surrounding theme and décor, and print materials for the event.
 - Managed event operations student lead regarding volunteer management and program development.

- **Rosen College Career Fair** **2016 – 2019**
 - Taught and advised the class that produced a significant revenue generation and industry exposure for the college.

- **Planning Committee & Event Operations Lead** **2016 – 2017**
 - **2017 Women’s Hospitality Leadership Forum**
 - Primary liaison with Association for Women in Events (AWE) regarding participation in the conference, and to secure MICE industry speakers & sponsors.
 - Managed the event operations student lead and support team for the conference.
 - Collaborated to ensure suitable programming and scheduling for the conference.
 - Managed contracting and handled negotiations with Rosen Shingle Creek for the conference.
 - Oversaw event operations student lead and student support team on respective tasks related to event operations and production.

- **Rosen College Strategic Planning Committee, member** **2016 – 2017**
 - Worked with the committee to revise strategic goals for the academic plan, specifically, strategy 5 – to “be the leading partnership hospitality and tourism college in Florida, the US, and globally”.

SERVICE TO INDUSTRY

Director of Leadership Development
MPI Greater Orlando Chapter Board Member

2022 – Present

Notable Accomplishments:

- Volunteer engagement through engagement events

- Student chapter involvement using a multilevel approach to achieve maximum involvement and recruitment efforts
- Volunteer recruitment and retention through the development of new SOPs

Vice President of Membership

2016 – 2017

MPI Greater Orlando Chapter Board Member

Notable Accomplishments:

- Streamlined processes & procedures related to membership recruitment, retention, and engagement.
- Mentored and advised Director of Membership & Director of Leadership Development
- Managed/supervised chapter membership efforts including, recruitment, member care, and awards/scholarships
- Oversaw Orlando Student Chapter Association
- Strategically evaluated membership trends/topics pertinent to the MICE industry and communicated issues to the BOD.

Director of Member Research & Development (*Inaugural Director*)

2015 – 2016

MPI Greater Orlando Chapter Board Member

Notable Accomplishments:

- Created, distributed, and analyzed result for Mid-Year Membership Surveys to measure member Sense of Community, Motivation, Satisfaction and Future Intentions.
- Managed on-going research efforts for the chapter.
- Built committee, created SOPs for the role and research efforts in the chapter, and developed a succession plan for incoming officers.
- Built and created website for research & development, along with a research corner to facilitate a forum for member discussion about upcoming trends in the industry.

Coffee Talk Liaison

2014 – 2015

MPI Greater Orlando Chapter Education Committee Lead

Notable Accomplishments:

- Successfully drove attendance at coffee talk events for the chapter by 50%, and developed SOPs to streamline the process for securing speakers and venue locations
- Worked with the Director and VP of Education to create content that aligned with current Convention Industry Council domains for CEUs

RESEARCH & PUBLICATIONS

Research Interests:

- Meeting planner behavior
- Attendee engagement
- Association member behavior
- Organizational behavior & psychology (emotional competence)
- Relationship quality in business-to-business exchanges
- Service and management in hospitality organizations

Journal Publications, Peer Reviewed:

Holm, M., & Breiter, D. (2017). Communication and hands-on problem resolution: A case in event management. *Journal of Hospitality & Tourism Cases*, 5(4), 51-61.

Holm, M., Croes, R., Lugosi, P. & Torres, E. (2016). Risk taking and subjective well-being in tourism and leisure: A review and synthesis. *Tourism Management*, 63(Dec2017), 115-122.

Research in Progress:

Holm, M., Breiter, D., Dickson, D., Joseph, D. L., Hahm, J., & Kang, J. Functional competencies of hotel CSMs: An exploratory study. *Target Journal – Journal of Convention & Event Tourism*. (90% complete)

- Holm, M., Breiter, D., Dickson, D., Joseph, D. L., Hahm, J., & Kang, J. Relationship quality as a multi-dimensional construct in the business-to-business exchange between meeting planners and hotel CSMs. *Target Journal – Journal of Hospitality & Tourism Research*. (90% complete)
- Holm, M., Breiter, D., Dickson, D., Joseph, D. L., Hahm, J., & Kang, J. Hotel CSMs as directors of repeat business: An evaluation of meeting planner loyalty in the business-to-business exchange. *Target Journal – Event Management*. (90% complete)
- Holm, M., Murphy, K., & Cobos, L. CVB vs. DMC: An exploration of business models. *Target Journal – Cornell Hospitality Quarterly*. (70% complete)
- Breiter, D., Severt, D., & Holm, M. A customer relationship management approach using professional meeting planners' perceptions of convention and visitors bureaus. *Target Journal – International Journal of Contemporary Hospitality Management*. (60% complete)
- Holm, M., & Orlowski, M. An exploration of training and development for managers of managers in the restaurant industry. *Target Journal – International Journal of Hospitality & Tourism Administration*. (50% complete)

Interdisciplinary Research Collaborations:

- Joseph, D. L., McCord, M., & Ciarlante, K. (2014). The cascading model of emotional intelligence: A longitudinal examination. *In progress – Provided Emotional Intelligence Training as a source of data collection for the study*.

Industry Publications

- Holm, M. (2016). Hotel CSMs play a big role in future meeting decisions. *Conference Direct Meeting Mentor Magazine, Winter Issue*, 40; 49.
- Holm, M. (2016). Meeting Professionals International Orlando Quarter 4 Report. Available: http://mpiorlando.org/content.php?page=Research_Development
- Holm, M. (2016). Meeting Professionals International Orlando Quarter 3 Report. Available: http://mpiorlando.org/content.php?page=Research_Development
- Holm, M. (2016). Meeting Professionals International Orlando 2015 Mid-Year Member Survey Results and Executive Summary. Available: http://mpiorlando.org/content.php?page=Research_Development
- Holm, M. (2015). Meeting Professionals International Orlando, Quarter 2 Report. Available: http://mpiorlando.org/content.php?page=Research_Development
- Holm, M. (2015). Meeting Professionals International Orlando Quarter 1 Report. Available: http://mpiorlando.org/content.php?page=Research_Development
- Holm, M. (2015). Meeting Professionals International Orlando 2014 Mid-Year Member Survey Results and Executive Summary. Available: http://mpiorlando.org/content.php?page=Research_Development

Conference Proceedings, Peer Reviewed:

- Holm, M., & Croes, R. (2015). An exploration of and edgeworker's subjective well-being in tourism. *Proceedings from the 2015 International Council on Hotel, Restaurant, and Institutional Education Conference (ICHRIE)*, USA, July 29-31, 2015.
- Holm, M., Wang, Y., & Breiter, D. (2015). Emotional competence as a moderator: The convention service manager – meeting planner relationship. *Proceedings from the 2015 International Council on Hotel, Restaurant, and Institutional Education Conference (ICHRIE)*, USA, July 29-31, 2015.
- Holm, M., & Joseph, D. (2015). Functional and emotional competencies of convention service managers: An exploratory study. *Proceedings from the 2015 20th Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism*, USA, January 8-10, 2015.
- Holm, M., & Murphy, K. (2014). CVB vs. DMC: An exploration of business models. *Proceedings from the 2014 19th Annual Graduate Education & Graduate Student Research Conference in Hospitality & Tourism*, USA, January 3-5, 2014.
- Holm, M., & Breiter, D. (2013). Application of SERVQUAL to convention services. *Proceedings from the 2013 International Council on Hotel, Restaurant and Institutional Education Conference (ICHRIE)*, USA, July 24-27, 2013.

MANUSCRIPT REVIEWER

- Tourism Management, 2016 – Present
- Journal of Destination Marketing & Management, 2016 – 2017
- 2017 ICE Conference

GRANTSMANSHIP

- Value of Meetings During an Economic Downturn. (2019-present). MPI Foundation. US \$50,000.00 (*Half not funded, half funded through private donor*).
- Meeting planner loyalty to convention service managers: An investigation of convention service manager emotional and functional competence in the business-to-business exchange. (2015-2016). Major grant proposal submitted to MPI Foundation. US \$15,000.00 (*not funded*).

INVITED PRESENTATIONS

- Rosen College Research, Recovery & Reskill Webinar Series #7 – Events During a Pandemic on 11/12/20
- Swag & Repeat (Industry Podcast) – Aired 8/17/20
- MPI Global 2020 Chapter Business Summit, Keynote Speaker on the importance of EI and relationship management as a chapter leader on June 5, 2020 in Grapevine, TX
- MPI Orlando Coffee Talk, Panel Speaker on Continuing Education on June 5, 2019 in Orlando, FL
- Education on Chapter Research (collection & analysis) at Chapter Leader's Forum Membership Boot Camp, MPI World Education Conference on July 31, 2015 in San Francisco, CA
- Mid-Year Member Survey Results, MPI Orlando Area Board of Directors Mid-Year Retreat on February 2-3, 2015 in Cocoa Beach, FL
- "Developing Emotional Competence", MPI Orlando Area Coffee Talk Presentation on July 1, 2014 in Orlando, FL

CONTINUING EDUCATION & PROFESSIONAL DEVELOPMENT

- 2022 MPI Chapter Business Summit
- 2022 Teaching Colloquium Rosen College – Student Cheating
- 2022 CITI Program for Social and Behavioral Responsible Conduct of Research
- 2020 Teaching Colloquium Rosen College – Generation Z
- 2020 Kognito at risk training for faculty and staff
- 2019 Pandemic Meeting & Event Design Certificate, Event Leadership Institute
- 2019 Certified Meeting Professional Study Program
- 2019 Teaching Colloquium Rosen College – Open Education Resources
- 2019 Teaching Colloquium Rosen College – New Gradebook and Student Evaluation Program
- 2017 IDL 6543
- 2014-Present MPI Educational Programs
 - MPI WEC Conference (2020)
 - Orlando Area Education Programs (30+)
 - MPI SEC Conference (2019)
 - MPI SEC Conference (2015)
- 2011 Association of Bridal Consultants Professional Development Program
- 2010 Jewish Weddings 101: From The Ketubah To The Horah, Orlando, FL
- 2010 Indian Weddings Seminar, Orlando, FL

- 2004 Club Managers Association of America World Conference, Anaheim, CA
- 2003 Club Managers Association of America World Conference, Miami, FL
- 2002 Illinois Governor's Conference on Tourism, Chicago, IL

PROFESSIONAL ORGANIZATIONS

- Member, Meeting Planners International (MPI), Orlando Chapter
 - Board Member
 - Director of Leadership Development (2022-Present)
 - Vice President of Membership (2016-2017)
 - Inaugural Director of Member Research & Development (2015-2016)
 - Committee Member
 - Membership Committee (2019-2022)
 - Led Chapter Focus Group Efforts to boost member engagement during the COVID-19 Pandemic (2020-2022)
 - Leadership Development Trainer (2020-2022)
 - Nomination committee (2017-2020)
 - Marketing committee (2017-2018)
 - Coffee Talk Liaison, Education Committee (2014-2015)
- Alumni Member, Association of Bridal Consultants (ABC)
- Alumni Member, The National Scholars Honor Society
- Alumni Member, Eta Sigma Delta
- Alumni Member, Delta Epsilon Iota
- Alumni Member, Club Managers Association of America (CMAA)
 - Inaugural and Chartering President, EIU Student Chapter
 - Membership/Publicity Chairman
- Alumni Member, Alpha Sigma Alpha Sorority EIU
 - Standards Board Chairman
 - Community Service Chairman
- Alumni Member, Women's Empowerment EIU
 - Public Relations Chairman

AWARDS

- 2014 MPI Orlando Rising Star Award
- 2009 KPMG Encore Award
- 2003 Greater Chicago Club Managers Association Scholarship Recipient

COMMUNITY SERVICE/VOLUNTEERISM

- American Cancer Society, Making Strides Against Breast Cancer
- Step Out: Walk to Stop Diabetes
- Big Brothers, Big Sisters
- American Cancer Society's Relay for Life
- St. Jude Children's Hospital Up 'Till Dawn Benefit
- Special Olympics
- Junior Achievement
- Ronald McDonald House
- Habitat for Humanity
- American Cancer Society Breast Cancer Walk

- Tildenville Elementary Reading Corps