

CINDI M. KAUFMAN GILLILAND, Ph.D.

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Department of Management and Organizations

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EDUCATION: Ph.D., May, 1992. Major: Social Psychology
Cognate: Telecommunications
Michigan State University, East Lansing, MI

Master of Arts, August, 1989. Major: Psychology
Michigan State University, East Lansing, MI

Bachelor of Arts, Magna Cum Laude, June, 1987.
Major: Psychology
Kalamazoo College, Kalamazoo, MI

PROFESSIONAL EXPERIENCE:

University Instruction and Administration:

Department of Management and Organizations, University of Arizona, Professor of Practice (2013 – present), Senior Lecturer (2002 – 2013), Honors Faculty Fellow (2005 – 2009), Eller Business Minor Program Coordinator (2001 – 2006), Lecturer (2000 – 2002), Adjunct Lecturer (1998 - 2000). Courses taught:

Training and Development
Men, Women, and Work
The Human Side of Organizations
Legal, Political, and Social Issues in Business
Organizational Behavior
Balancing Work and Life
Independent Study
Honors Thesis
Team Coaching and Preceptoring
Nonprofit Consulting
Honors Research Methodology in Business (co-instructor)

Psychology Department, Louisiana State University, Adjunct Assistant Professor (1993 – 1995), Instructor (1992)

Introductory Psychology
Social Psychology

Psychology Department, Southeastern Louisiana University, Visiting Assistant Professor (1992 – 1993)

Introductory Psychology
Developmental Psychology
Social Psychology

Psychology Department, Michigan State University, Graduate Instructor (1989 – 1992)

Social Psychology
Senior Research Methods

SERVICE:

Intramural Citizenship:

- Founder and Advisor (2009 – present) Arizona Resource Connection. Sample club accomplishments:
 - Co-created (with Tucson Public Libraries) and ran southern 2009, 2010, 2011 Tucson Refugee Healthcare Fair. ARC provided operations, event management, transportation, coordination of 19 translators in 7 languages, and assistance completing online job applications for refugee job-seekers. ARC also collected and distributed over 9000 diapers, hundreds of dental care products, and fair refreshment at each event. Over 500 refugees attended in 2009 and over 1800 attended in 2010 and received free healthcare screenings, health information, job application assistance, children’s activities, free refreshments, and prizes.
 - Other major ARC events included the 2009, 2010, 2011 Refugee Community Connections Fairs and ARC’s Day in the Park 2009 and 2010.
 - ARC’s GiveBack KickBacks 1,2, and 3 in 2010, 2011, 2012 raised over \$18,000 to drill a well and build a school in Abul Sudan (75% of funds raised) and for local ARC projects (25%).
 - ARC teams partnered with refugee entrepreneurs to help develop marketing plans and accounting systems to launch medical transportation, translation, and child care businesses.
 - ARC teams collected and distributed over 75,000 school supplies and backpacks for refugee schoolchildren attending TUSD schools in 2009-2011. They also collaborated with the United Way to hold a Stuff the Bus school supplies drive in Fall 2011.
 - ARC partnered with Students in Free Enterprise to deliver 2-4 sets of World Work workshops per semester, in which over 150 refugee job seekers and 300 student partners so far have developed interviewing, English, online job searching, and employability skills. (2008-present).
- Co-Chair (2012-present), Vice Chair (2009-2011), Member (2008-2009), The University of Arizona President’s Advisory Council for LGBTQ Issues (2008 – present). Board acts as liaison between UA and Tucson LGBTQ community to provide policy advice to UA Presidents Robert Shelton, Gene Sanders, Ann Hart.
- Affiliated Faculty, UA Institute for LGBTQ Studies (2012 – present)
- Member, UA Sherrill Creative Teaching Award Committee (2013).

- “Maximize Your Resume,” talk given to Eller’s Future Business Leaders of America, 10/29/2013
- Panel member, Crisis Communication Simulation, Eller MBA program.
- “Inclusive Teaching Methodology,” talk given to Eller Unity Board and invited faculty, 11/8/2013
- Instructor in Eller/Primavera Eller Economic Development program (2012).
- Member, Eller Undergraduate Task Force, Spring, 2012.
- Faculty Advisor, Entrepreneurship Student Association (2008 – 2011).
- Member, Office of LGBTQ Affairs Advisory Board (2008).
- Member, Business Advisory Board, Advisor, SIFE World Work and Go English Go Projects ,UA Students in Free Enterprise/Enactus Club. (2008 – present). Team won National competition in 2008 and competed nationally in 2009, 2010, 2011, 2012.
- Honors College Faculty Fellow (2005 - 2009). Supervise Honors Thesis projects, assist in recruiting and retention of Honors Students.
- Member of Teaching Evaluation Committee for M&O Department (2004-present).
- Certified Safe Zone Employee and Facilitator for The University of Arizona (2005-2009).
- Team Leader, Eller Philanthropy Day (2006 – 2009).
- Executive Education Instructor for Arizona Healthcare Leadership Academy (2004 – 2011).
- Member of M&O Undergraduate Committee (2000 – 2009, 2013).
- Member of selection committee for M&O Statistics Instruction Lecturer (2008, 2010).
- Faculty Advisor for MBA Advanced Fieldwork project delivered to Sunquest Systems (2008).
- Coordinator, Eller College Business Minor (2001 – 2006). Responsible for creation and coordination of The University of Arizona’s largest minor program (14,000 current enrollees), with an earnings-to-expense ROI ratio of 26.75 to 1.
- Executive Education Instructor for Southwest Leadership Program (2005 - 2006).
- Eller Blackboard/D2L Task Force (2005).
- Member of selection committee for M&O Administrative Associate (2004).
- Eller advisor to Women’s Leadership Conference Planning Committee (2004).
- Supervised training program delivered to Junior Wildcat Recruiter (2004).
- Faculty Advisor for the Student Society for Human Resource Management (2001 – 2004). The chapter tripled its membership and earned Superior Merit Award, SHRM National’s highest honor, in 2003 and 2004, for the first times in a decade.
- Judge for campus-wide student leadership awards (2003).
- Board Member, Students Consulting for Non-Profit Organizations (2003).
- Member of Disability Resource Center task force (Spring, 2003).
- Supervised training programs delivered to Excellence in Youth Leadership (2002 – 2003).
- Developed and taught a course on leadership for Ph.D. students and post-docs at the Arizona Cancer Center (2002).
- Lead judge and Room Coordinator for MAP 310B Case Competition (2001).
- Faculty Coordinator and Instructor for the Business Basics Executive Education program (2000 – 2001).

- Supervised training programs delivered to Residence Life (2000 – 2001).

Service Outreach:

- Instructor, BHP Billiton Leadership Series, Antofagasta, Chile; Roxby Downs, Australia (Fall, 2013)
- Talk given to Raytheon Missile Systems (Oct. 16, 2013). “Resilience at Raytheon”
- Member, Board of Directors, Iskashitaa Refugee Harvesting Network (2012-2013).
- Instructor, City of Tucson Core Supervisory Series (2013).
- Member, Women’s Business Center Advisory Board (2013-). Chair: Business Plan Committee.
- Echoing Green Fellowship Scout (2012-present).
- Instructor, Southwest Leadership Program (2011-present).
- Instructor, Eller Executive Education programs, for clients including Pima County Attorney’s Office, Ventana Medical Systems (2012-present).
- Ad hoc textbook reviewer, Wiley Publishing (2012).
- Scoped and supervising nonprofit consulting projects with The Primavera Foundation, AWASA, and PAAW (Fall, 2013)
- Scoped and supervised nonprofit consulting projects with Habitat for Humanity, the Marshall Home for Men, and the Loft (Fall, 2012). Teams generated and delivered feasibility studies and business plans. Gained \$15,000 support for the projects from a local businessman/philanthropist.
- Coordinated with three Tucson refugee resettlement agencies to develop and deliver local resource and recertification manuals for refugees (2009-2010).
- Supervise 80 to 90 management consulting projects per semester delivered to Phoenix and Tucson for-profit and not-for-profit organizations (2006-present). Clients include The United Way of Southern Arizona, San Miguel Cristo Rey High School, The Jewish Community Center of Tucson, Angel Charities, Marriott Suites, Starbuck’s, etc.
- Co-chair, Membership Committee for St. Francis in the Foothills United Methodist Church (2006 – 2009). Developed and delivered eight-week course for people seeking membership in congregation.
- Volunteer for Iskash*taa Refugee Harvesting Network (2008 – 2011). Coordinated pool safety and swimming program for Tucson refugee teenagers. Assist with planning and transportation to farmer’s markets and community events.
- Member of Staff Parish Relations Committee (serves HR function) for St. Francis in the Foothills United Methodist Church (2001 – 2007). Served as Chair (2005). Developed a performance evaluation system, conducted performance evaluations, helped select replacement for Associate Pastor, acted as a staff-congregation-pastor liaison. Facilitated meetings, resolved grievances, advised and voted on staff compensation.
- Volunteer for Wingspan, Tucson’s LGBTQ Community Center. (2005-2007).
- Member of advisory board for The Aurora Foundation’s Leaders for a Lifetime program for women and girls with disabilities (2004 – 2007).
- Volunteered for the Aurora Foundation, providing leadership skills and training for girls and women (2003 - 2007). Assisted with strategic planning and program delivery.

- Member of planning team for the International Center for Peace, Tucson. (2005).
- Supervised training delivered to local organizations including Arizona Bookstore, Oregano's Pizza, Centerfield Baseball Academy, Wells Fargo Bank, Zona 78 restaurant, Fox Restaurant Concepts, Desert DJs, Inc, Youth on Their Own Foundation, Aurora Foundation (2003 - 2005).
- Delivered Executive Education "Difficult Communications" program to Simmons Contract Furnishings (2003).
- Facilitated strategic planning retreat for St. Francis in the Foothills United Methodist Church (2002).
- Developed and delivered Leadership Development Program to junior faculty of Arizona Cancer Center (2002).
- Supervised customer service training for Marriott Courtyards (2001).
- Delivered Business Communication courses to Sargent Controls and Aerospace, Inc. (1999 – 2001)
- Facilitated strategic planning retreat for St. Luke's Home (2000).
- Developed performance feedback system for all personnel in the Arizona Department of Public Safety (1998 – 2000).
- Supervised training program delivered to Sargent Controls and Aerospace (2000).
- Delivered diversity training to University of Phoenix new faculty orientation (1999).
- Facilitated teambuilding and vision development for Airline Training Center of Arizona (1998 – 1999).
- Delivered communication and customer service training to Tucson Unified School District (1998).

Media Coverage:

<http://www.buckmastershow.com/2013/09/12/buckmaster-show-9122013-protecting-your-digital-assets/> (interview about Eller PAAW project)

<http://ellerbuzz.com/2013/09/story/making-a-difference-through-consulting/>

<http://www.wildcat.arizona.edu/article/2013/09/eller-college-works-with-local-organizations-to-reduce-number-of-stray-pets-in-tucson>

<http://uanews.org/blog/ua-community-gives-thanks-faculty> UA News, 4/23/13

<http://www.tucsonmorningblend.com/videos/202755541.html> The Morning Blend, KGUN 9 TV, 4/15/13

http://azstarnet.com/sports/patrick-finley-he-s-going-the-distance-and-more-for/article_194e5f2e-b3b5-5995-b40a-29905bcbe35c.html Arizona Daily Star, 4/11/13

[Refugees get 2-wheeled help from University of Arizona student groups](#)
Arizona Daily Star Arizona Daily Star, 3/31/13

<http://uanews.org/blog/ua-students-recycling-bikes-refugees> UA News, 3/29/13

“Angle on: Cindi Gilliland,” by Roxane Ramos, Arizona Alumni Magazine, Fall 2012

“Community Consulting: Tucson Leader Funds Undergraduate Nonprofit Projects,” Eller Progress Magazine, Fall, 2012

“UA Class Supports Local Refugees, Villages Abroad,” by La Monica Everett-Hayes, UA News.org, 11/14/11

“Eller Class Promotes Sustainable Farm Event,” by David Weissman, Arizona Daily Wildcat, 11/13/12

<http://borderbeat.net/component/content/article/55-education/2022-lauren-inouye>

“UA Senior recognized for fundraiser,” by Kimberly Matas, Arizona Daily Star, 12/17/11

“UA Party Funds Sudanese: ARC’s GiveBack KickBack raises thousands for school, well in Africa,” by Rebecca Rillos, Arizona Daily Wildcat, 11/22/10

“Second GiveBack KickBack to Benefit African Villages,”

<http://www.arizona.edu/features/second-giveback-kickback-benefit-African-villages>

“GiveBack KickBack an entertaining chance to help refugees” by Miranda Butler, Arizona Daily Star, 11/17/10

“UA Club Helps Refugees Navigate New Life with Bicycle Program,” by Savannah Martin, Arizona Daily Wildcat, 10/26/11

“500 Show Up for Screenings,” by Kimberly Matas, Arizona Daily Star, 11/1/09

“International Aid,” Eller Progress Magazine, Spring 2009

PUBLICATIONS:

Gilliland, C. M. (2011). *Team experience in action manager, 2nd ed.*.
<http://webcom9.grtxle.com>. Denver: Great River Publishing.

Gilliland, C. M. (2010). *Team experience in action manager*.
<http://webcom8.grtxle.com>. Denver: Great River Publishing.

Gilliland, C. M. (2010). Balancing work and life. In Robbins and Judge.,
Organizational Behavior (1st, 2nd, 3rd Eds.). Boston: Pearson.

Gilliland, C. M., (Ed.) (2007). *The human side of organizations, (3rd Ed.)*. Boston:
Pearson.

- Guttek, B. A., & Gilliland, C. (2007). Work versus the family: Keeping the balance. In S.W. Gilliland, D.D. Steiner, & D.P. Skarlicki (Eds.), *Managing social and ethical issues in organizations*. Greenwich: Information Age Publishing.
- Robbins, S., Coulter, M., Cheeseman, H.R., & Gilliland, C. (2003). The Human Side of Organizations, (2nd Ed). Boston: Pearson.
- Gilliland, S.W. & Gilliland, C.M.K. (2001). Justice of Diversity Training. In S.W. Gilliland, D.D. Steiner, & D.P. Skarlicki (Eds.) Research in Social Issues in Management: Theoretical and Cultural Perspectives on Organizational Justice (pp. 139-160). Greenwich, CT: Information Age Publishing.
- Gilliland, C.M.K. (1998). The Language of Diversity: More than just politically correct. SHRM Network, 5.
- Gilliland, C.M.K. (1997). Affinity Orientation and the Workplace. SHRM Network, 3.
- Gilliland, C.M.K. (1996). Where'd they learn *that*? Children and prejudice. Childbirth Education Association, XXXVII (4).
- Gilliland, C.M.K. (1996). Workforce Diversity: Friend or foe? SHRM Network, 12.
- Kerr, N. L., & Kaufman-Gilliland, C. M. (1996). "And besides, I probably couldn't have made a difference anyway:" Justification of social dilemma defection via perceived self inefficacy. Journal of Experimental Social Psychology.
- Kerr, N. L., & Kaufman-Gilliland, C. M. (1994). Communication, commitment, and cooperation in social dilemmas. Journal of Personality and Social Psychology.
- Kaufman, C. M., & Kerr, N. L. (1993). Small wins: Perceptual focus, efficacy, and cooperation in a stage-conjunctive social dilemma. Journal of Applied Social Psychology, 23, 3-20.
- Baumgardner, A. H., Kaufman, C. M., & Cranford, J. (1990). To be noticed favorably: Links between private self and public self. Personality and Social Psychology Bulletin, 16, 705-716.
- Baumgardner, A. H., Kaufman, C. M., & Levy, P. E. (1989). Regulating affect interpersonally: When low esteem leads to greater enhancement. Journal of Personality and Social Psychology, 56, 907-921.

ACADEMIC PRESENTATIONS:

- Gilliland, C.M.K., & Gilliland, S. (1999, June). The Justice of Diversity. Paper presented at the International Justice Roundtable, Nice, France.
- Gilliland, C.M.K. (1998, October). A Level Field: Fostering Diversity in the Classroom. Paper presented at The Way Up Conference, Tucson, AZ.
- Kaufman, C. M., & Baumgardner, A. H. (1991, August). Looking isn't liking: Negative information seeking and affect-regulation. Paper presented at the Annual Meeting of the American Psychological Association, San Francisco, CA.
- Kaufman, C. M., & Baumgardner, A. H. (1991, May). Toward a resolution of self-enhancement and self-consistency processes. Paper presented at the Annual Meeting of the Midwestern Psychological Association.
- Kaufman, C. M., & Baumgardner, A. H. (1989, August). Regulating Affect in Social Discourse: The Role of Gossip. Paper presented at the Annual Meeting of the American Psychological Association, New Orleans, LA.
- Kaufman, C. M., & Baumgardner, A. H. (1988, August). Self-presentational enhancement: Reacting to information about the self. Paper presented at the annual Meeting of the American Psychological Association, Atlanta, GA.

PROFESSIONAL PRESENTATIONS:

- Junior League of Tucson (Nov 20, 2013). "Student Work with Refugees in Pima County"
- Raytheon Missile Systems (Oct. 16, 2013).
"Resilience at Raytheon"
- Society for Human Resource Management of Greater Tucson (Oct 8, 2013).
"Leveraging Diversity: Overcoming the Ownership Challenge"
- City of Tucson, Core Supervisory Series (Jan. 10, 2013).
"Human Resource Management for Public Sector Leaders"
- Arizona Nurses Association (Sept. 23, 2005)
"Coaching Others for Success in their Careers"
- American Society for Training Directors, Tucson Chapter
"Strategic Training" (January 16, 2004)
- Society for Human Resource Management, University of Arizona Chapter.
"Five Steps to Balancing Work and Life" (September 10, 2003).
- Aurora Foundation's The Aurora Project
"Conflict Resolution" (September 8, 2003)

Aurora Foundation's Women of Impact series
"Ethical Leadership" (keynote address) (March 25, 2003)

Professional Women in Business Association
"Balancing Work and Life" (March 12, 2003)

Arizona Cancer Center
"Leadership in the Sciences" (March 20, 2002)

SHRM-GT Conference on Diversity Keynote Address
"Diversity in 1998: Not Just Another Y2K Problem" (Nov. 13, 1998)
"Sexual Harassment in 1998: Implications for HR Managers"

Society for Human Resource Management of Greater Tucson
"Diversity as an Effective HR Tool" (Feb. 10, 1998)

HONORS, AWARDS, AND PROFESSIONAL MEMBERSHIPS:

2013 Recognition from Delta Sigma Pi
2013 Recognition from Alpha Kappa Psi
2012 Esteemed Faculty Award from Eller Hispanic Honorary
2011 UA Foundation Sherrill Creative Teaching Award
2011 Tom Moses Award for Student Club Advisors
2010 Professional Women in Business Association Faculty Award
2010 Don Wells Eller Faculty Mentor Award
2010 Multicultural Business Students Association Faculty Excellence Award
Pi Kappa Epsilon Faculty Recognition Dinner, 2009
Eller College Student Council Recognition, 2004, 2006, 2007, 2008, 2009, 2010, 2011, 2012
Chi Omega Apple Polishers' Award 2007, 2008, 2010, 2011
Academy of Management (2003 – present)
Eller College Outstanding Undergraduate Teacher 2006
Recipient of University Faculty-Student Interaction Grant, 2005
Collegiality Award, 2004 SHRM HR Games
Department of Management and Policy Outstanding Undergraduate Teacher, 2002, 2003
Society for Human Resource Management of Greater Tucson (1999-2008)
Society for Human Resource Management, National (1999 – 2008)
American Society for Training and Development (2001-2007)
American Society for Training and Development, Tucson chapter (2001-2007)
Phi Beta Kappa
Phi Kappa Phi
Alpha Lambda Delta Honor Society
Beta Gamma Sigma Business Honorary, Inducted 2008