

DENISE M. CUMBERLAND

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EDUCATION

- **Ph.D.:** University of Louisville, Educational Leadership & Organizational Development, 2012
Dissertation: *Exploring Franchise Boards: A Stakeholder Perspective*
- **Master of Arts:** University of Maryland, Speech Communication, 1982
- **Bachelor of Arts:** University of Maryland, Political Science, 1980 (Summa Cum Laude)

ACADEMIC EXPERIENCE

UNIVERSITY OF LOUISVILLE, Louisville, KY 2013-Present

Associate Professor, Department of Educational Leadership, Evaluation, and Organizational Development

- Teaches Organizational Development courses in the Master of Science in Human Resources and Organizational Development (MS-HROD) Program and the Bachelor of Science in Organizational Leadership and Learning Program.
- Serves as the instructional designer for transitioning MS-HROD online courses to new technology platforms (e.g., Rise and SoftChalk).
- Advises 86 graduate students enrolled in the MS-HROD program.

SPALDING UNIVERSITY, Louisville, KY 2012-2013

Assistant Professor, Director of the Master of Business Communication Program

Tenure track faculty member who directed the graduate business program

- Developed curriculum and assigned faculty to teach in the program.
- Worked closely with the Business School Advisory Board to ensure the three concentrations, Organizational Leadership, Healthcare Management, and Nonprofit Administration, would address local business and community needs.
- Recruited students to the program through information sessions and business networking. In the first year increased enrollment by 5% while raising academic requirements for acceptance.
- Carried a five-course teaching load.

UNIVERSITY OF LOUISVILLE, Louisville, KY 2009-2012

Graduate Teaching Assistant

Instructor for undergraduate and graduate classes

- ELFH 578 – *Workplace and Information Ethics*. Designed course in conjunction with Dr. Rod Githens, Ph.D. Evaluations indicated a dynamic course climate with challenging coursework for students in both the traditional classroom setting and online forum.
- ELFH 662 – *Organizational Analysis*. Used small group discussions, coupled with hands-on practical application, to communicate various needs assessment techniques in this graduate-level course.

SPALDING UNIVERSITY, Louisville, KY 2005-2009

Adjunct Faculty

Instructor for undergraduate courses, including *Introduction to Marketing, Marketing Research, and Effective Speaking*. Taught a graduate course on *Integrated Marketing Communication*. Utilized multiple instructional techniques to engage students in dialogue during four-hour classes.

- Energized presentations involved students and drove high participation levels.
- Excellent student evaluations on material, format, and presentation style.

UNIVERSITY OF KENTUCKY, Lexington, KY Spring 2005; 2006

Adjunct Faculty

Instructor for *Introduction to Food & Beverage* (HMT 208). Provided students a dynamic learning environment to increase understanding of menu development, operations, and marketing within the restaurant sector. Course required lab hours in order to acquaint students with back-of-house restaurant operations.

- Student evaluations noted high level of satisfaction with delivery of material and labs.
- Business contacts provided engaging guest speakers and networking opportunities for students.

AWARDS AND RECOGNITIONS

Research Awards

2019 UofL Kentuckiana Metroversity Outstanding Faculty Member for Adult Learners.

Cutting Edge Research Award (2017) from the Academy of Human Resource Development.

Finalist - Richard A. Swanson Research Excellence Award for Human Research Development Quarterly, Volume 27 (2016).

Ruth Greenberg Award for Excellence in Medical Education Research (2016) from University of Louisville's School of Medicine.

Best Applied Research Paper Award (2016) from the Small Business Institute.

Outstanding Learning Professional (2014) from the Association for Training and Development, Kentuckiana Chapter.

Excellence in Scholarly Practice Award (2014) from the Academy of Human Resource Development.

Malcolm S. Knowles Dissertation of the Year Nominee and First Runner Up (2013) from the Academy of Human Resource Development.

Teaching Awards

University of Louisville *Top 4 Faculty Favorite, 2015-2016* (Student nominated)

University of Louisville *Faculty Favorite, 2013-2014; 2014-2015; 2016-2017; 2017-2018; 2019-2020; 2020-2021* (Student nominated)

RESEARCH AND SCHOLARLY ACTIVITIES

Refereed Journal Articles (*with student)

1. **Cumberland, D. M.**, Peake, W., Kerrick, S., & Tapolsky, M. (2021). LaunchIt: A case study of entrepreneurship education. *International Journal of Entrepreneurship and Small Business*. Advance online publication.
2. **Cumberland, D. M.**, Deckard, T., Ellinger, A. (2021) Responding to racial injustice by listening and learning from employees. *The Journal of Workplace Learning*, (33)8, 606-618.
3. **Cumberland, D. M.**, Peake, W., Kerrick, S., & Tapolsky, M. (2020). Embedding evaluation into a military veteran entrepreneurial training program. *New Directions for Adult and Continuing Education*, (166), 125-138.
4. Mires, E., & **Cumberland, D. M.**, & Berry, A. (2020). Veterans serving the franchise sector: Exploring the appeal. *Small Business Institute Journal*, (16)1, 24-43.
5. Shuck, B., Alagaraja, M., Immekus, J. C., **Cumberland, D. M.**, & Honeycutt, M. (2019). Compassionate leadership: Validation and development of a new construct and measure of compassionate leadership behavior. *Human Resource Development Quarterly*, (1), 537-564. **[Impact Factor: 1.875]**
6. **Cumberland, D. M.**, & Litalien, B. (2019). Social franchising: An integrative literature review. *Journal of Marketing Channels*, (25)3, 137-156. **[11% Acceptance Rate]**
7. Ghosh, R., Shuck, B., **Cumberland, D. M.**, & D'Mello, J. (2019) Building psychological capital and employee engagement: Is formal mentoring a useful strategic resource intervention. *Performance Improvement Quarterly* (32)1, 37-54. **[25% Acceptance Rate]**

8. **Cumberland, D. M.**, Sawning, S., Church-Nally, M., Branch, E., Shaw, M. A., & LaFaver, K. (2019). Experiential learning: Transforming theory into practice through the Parkinson's disease buddy program. *Teaching and Learning in Medicine, 31*(4), 453-465. **[Impact Factor: 1.292]**
9. Quinn, R. W., **Cumberland, D. M.**, & Kerrick, S. A. (2019). Performance improvement: When do employees learn from others' success stories. *Journal of Organizational Effectiveness: People and Performance 6*(1), 56-76.
10. **Cumberland, D. M.**, Buchan, J., & Litalien, B. (2019). Franchise education in U.S. business schools: A content analysis of syllabi. *Journal of Entrepreneurship Education 22*(6), 1-12.
11. **Cumberland, D. M.**, Shuck, B. Alagaraja, M., & Kerrick, S. A. (2018). Organizational social capital: Ties between HRD, employee voice, and CEOs. *Human Resource Development Review, (17)*2, 199-221. **[Impact Factor: 2.050]**
12. **Cumberland, D. M.**, Shuck, B., Immekus, J. & Alagaraja, M. (2018). An emergent understanding of influences on managers' voices in SMEs. *Leadership & Organization Development Journal, (32)*2, 234-247. **[Impact Factor: 1.067]**
13. *Doane, E. & **Cumberland, D. M.** (2018). Community policing: Using needs assessment to gain understanding before implementing. *Performance Improvement Quarterly. [25% Acceptance Rate]*
14. **Cumberland, D.M.**, Petrosko, J. M., & Jones, G. D. (2018). Motivations for pursuing professional certification. *Performance Improvement Quarterly, (31)*1, 57-82. **[25% Acceptance Rate]**
15. Gosser, K., Petrosko, J. M., **Cumberland, D. M.**, Kerrick, S. A., & Shuck, B. (2018). Organizational justice and socialization in a franchising context: Factors influencing hourly workers' intent to stay. *Small Business Institute Journal, (14)*1, 1-18.
16. *Daugherty, K., & **Cumberland, D.M.** (2018). A review on the use of portfolios in United States colleges of pharmacy. *American Journal of Pharmaceutical Education, (82)*3, 240-252. **[Impact Factor: 1.21]**
17. *Digan, S. P., Kerrick, S. A., **Cumberland, D. M.**, & Garrett, R. (2017). The roles of knowledge and organizational form on opportunity evaluation. *Journal of Small Business Strategy, (27)*2, 65-89. **[18% Acceptance Rate]**
18. **Cumberland, D. M.**, (2017). Training and educational development for "vetrepreneurs". *Advances in Developing Human Resources, (19)*1, 88-100.
19. **Cumberland, D. M.**, Kerrick, S. A., Choi, N., & Gosser, K. (2017). Women's nonprofit community organizations: Board members' attitudes toward collaboration. *Community Development, (48)*1, 30-47.
20. *Osam, K. E., Bergman, M. & **Cumberland, D. M.** (2017). An integrative literature review on the barriers impacting adult learners' return to college, *Adult Learning (28)*2, 54-60.
21. **Cumberland, D. M.**, & Alagaraja, M. (2016). No place like the frontline: A qualitative study on what participant CEOs learned from *Undercover Boss*. *Human Resource Development Quarterly, 27*(2), 271-296. **[Impact Factor: 1.875]**
22. **Cumberland, D. M.**, Herd, Alagaraja, M., & Kerrick, S. (2016). Assessment and development of global leadership competencies in the workplace: A review of the literature. *Advances in Developing Human Resources, 18*(3), 301-317.
23. Kerrick, S., **Cumberland, D. M.**, & Choi, N. (2016). Comparing military veterans and civilians response to an entrepreneurship training program. *Journal of Entrepreneurship Education, 15*(1), 9-23. **[30% Acceptance Rate]**

24. Herd, A., Alagaraja, M., & **Cumberland, D. M.** (2016). Assessing and developing global leadership competencies: The critical role of assessment centre methodology. *Human Resource Development International*, 19(1) 27-43. [**18% Acceptance Rate**]
25. **Cumberland, D. M.**, Meek, W. R., & Germain, R. (2015). Entrepreneurial self-efficacy and firm performance in challenging environments: Evidence from the franchise context. *Journal of Developmental Entrepreneurship*, 20(1). [**15% Acceptance Rate**]
26. Alagaraja, M., **Cumberland, D. M.**, & Choi, N. (2015). The mediating role of leadership and people management practices on HRD and organizational performance. *Human Resource Development International*, 18(3), 1-15. [**18% Acceptance Rate**]
27. **Cumberland, D. M.** (2015). Exploring the roles and dynamics of franchise advisory councils: A theory based approach. *Journal of Marketing Channels*, 22(3), 175-191. [**11% Acceptance Rate**]
28. **Cumberland, D. M.**, Kerrick, S., D'Mello, J., & Petrosko, J. (2015). Nonprofit board balance and perceived performance. *Nonprofit Management & Leadership*, 25(4), 449-462. [**Impact Factor: 1.633**]
29. Kerrick, S., **Cumberland, D. M.**, Nally-Church, M., & Kemelgor, B. (2014). Military veterans marching towards entrepreneurship: An exploratory mixed methods study. *International Journal of Management Education*, 12(3), 469-478.
30. **Cumberland, D. M.**, & Githens, R. P. (2014). Organization development through franchise advisory boards: A model for governance relationships. *Human Resource Development Review*, 13(4), 437-461. [**Impact Factor: 1.795**]
31. **Cumberland, D. M.**, & Githens, R. P. (2014). Using needs assessment as a learning tool in the product development process: A case study of a quick service restaurant. *Journal of Workplace Learning*, 26(8), 529-544. [**34% Acceptance Rate**]
32. Githens, R. P., Sauer, T. M., Crawford, F. L., **Cumberland, D. M.**, & Wilson, K. B. (2014). Online workforce development in community colleges: Connection with community, institutional, and governance factors. *Community College Review*, 42(4), 283-306.
33. **Cumberland, D. M.**, & Githens, R. P. (2012). Tacit knowledge barriers in franchising: Practical solutions. *Journal of Workplace Learning*, 24(1), 48-58. [**34% Acceptance Rate**]
34. **Cumberland, D. M.**, & Herd, A. (2011). Organizational culture: Validating a five windows qualitative cultural assessment tool with a small franchise restaurant case study. *Organization Development Journal*, 29(4), 9-20.

Book Chapters

1. **Cumberland, D. M.** & Nielsen, G. (2022). Helping a nonprofit CEO pivot her leadership style. In K. Lavenia & J. May (Eds.), *Case studies in leadership and adult development* (pp. 14-22). New York, NY, Routledge.
2. **Cumberland, D. M.** (2021). Military veterans "sign up" for franchising. Another route to entrepreneurship. In S. Ojo (Ed.), *Global perspectives on military entrepreneurship and innovation* (pp. 169-189). Hershey, PA: IGI Global.
3. **Cumberland, D. M.** (2020). A needs assessment for a professional association's certificate program. In D. F. Russ-Eft & C. M. Sleezer (Eds.), *Case studies in needs assessment* (pp. 61-73). Los Angeles, CA: Sage Publications.
4. **Cumberland, D. M.** & Gosser, K. E. (2019). Capitalizing on franchisee know-how: A restaurant chain engages in benchmarking. In J. Stefaniak (Ed.), *Cases on learning and human performance technology* (pp. 248-269). Hershey, PA: IGI Global.

5. Alagaraja, M., **Cumberland, D. M.**, Anne, M., & Arghode, V. (2018). Women leaders in corporate India. In G. Rajashi & G. N. McLean (Eds.), *Indian women in leadership* (pp. 133-154). United Kingdom: Palgrave Macmillan.
6. Herd, A. M., **Cumberland, D. M.**, Lovely III, W. A., & Bird, A. (2018). The use of assessment center methodology to develop students' global leadership competencies: A conceptual framework and applied example. In J. Osland, M.E. Mendenhall, & M. Li (Eds.), *Advances in global leadership*, Vol. 11 (pp. 175-196). Bingley, England: Emerald Publishing Limited.
7. Alagaraja, M., **Cumberland, D. M.**, & Herd, A. (2017). Leadership development models and practices in India: A review of literature. In A. Ardichvili, A., & K. Dirani (Eds.), *Leadership development in emerging market economies* (pp. 55-72). New York, NY: Palgrave Macmillan.
8. **Cumberland, D. M.** (2018). Global entrepreneurial leadership competencies. In S. M. Carraher & D. H. B. Welsh, *Global entrepreneurship 3rd Ed.* (pp. 97-111). Dubuque, IA: Kendall Hunt Publishing.
9. **Cumberland, D. M.** (2015). Global entrepreneurial leadership competencies. In S. M. Carraher & D. H. B. Welsh, *Global entrepreneurship 2nd Ed.* (pp. 85-96). Dubuque, IA: Kendall Hunt Publishing.
10. **Cumberland, D. M.** (2015). Assessing relationships on franchise advisory councils and franchisee association boards. In IFA Educational Foundation, *ICFE study guide for franchise executives* (pp. 355 – 366). Washington, D.C. IFA Educational Foundation.
11. **Cumberland, D. M.** (2010). General classroom activities. In S. W. Schmidt, *Case studies and activities in adult education and human resource development* (pp. 57-63). Charlotte, NC: Information Age Publishing.

Book Review

Cumberland, D. M. (2015). The microtheory of innovative entrepreneurship. *New Horizons in Adult Education and Human Resource Development*, 27(1), 59-61.

Non-Refereed Articles

Cumberland, D. M. & Gosser, K. (2019). Learning today can be on your terms. *Franchising World* 51(7), 22-24.

Cumberland, D. M. (Summer, 2015). Regional mentor program. *AKFCF Quarterly*, 18-25.

Cumberland, D. M. (July, 2013). What to wear to a severance party: A former corporate executive reflects on her own downsizing experience. *New Horizons in Adult Education and Human Resource Development*, 25(3), 118-124.

Cumberland, D. M. (September, 2012). Part 1: Franchise advisory boards and councils: Mapping your relationship. *Franchising World*, 44(9), 31-33.

Cumberland, D. M. (October, 2012). Part 2: Franchise advisory boards and councils: Mapping your future. *Franchising World*, 44(10), 45-47.

Cumberland, D. M. (December, 2012). Part 3: Franchise advisory boards and councils: Mapping your future. *Franchising World*, 44(12), 72-73.

Cumberland, D. M. (2010). How to avoid the "Wa-waa-waa-wa-waa" label. *The AAP Connection*. Louisville: Spalding University.

Cumberland, D. M. (2002). Media evolution: Four factors shaping how we plan and buy media. *The Advertiser*, 53, 32-36.

Research and Evaluation Reports

Brydon-Miller, **Cumberland, D.M.**, & Stieglitz, A. (2019, November). *Our Communities 2020 Vision*. Report submitted to Gloucestershire Gateway Trust.

Immekus, J. C., & **Cumberland, D. M.** (2017), Ohio Valley Educational Cooperative Hi-Q2 Principles to Action Training Evaluation Report. Report submitted to the *Ohio Valley Educational Cooperative*.

Immekus, J. C., **Cumberland, D. M.**, & Snyder, K. E. (2017). Cadre & Faculty Development Course Final Report. Executive final report prepared for the *Cadre & Faculty Development Course*.

Immekus, J. C., **Cumberland, D. M.**, & Snyder, K. E. (2016). Cadre & Faculty Development Course Midterm Report. Executive midterm report prepared for the *Cadre & Faculty Development Course*.

Kerrick, S. A., **Cumberland, D. M.**, Church-Nally, M., & Kemelgor, B. (2015). Military veterans marching towards entrepreneurship: An exploratory mixed methods study. *Syracuse University Research Brief*.
<http://vets.syr.edu/wp-content/uploads/2015/07/Kerrick-2014-IVMF-Research-Brief1.pdf>

Manuscripts in Revision, Submission, or in-Progress

Presley, R., **Cumberland, D. M.**, & Rose, K. A Comparison of Cognitive and Social Presence in Online Graduate Courses: Asynchronous vs. Synchronous Modalities. In Review.

Flores, C., **Cumberland, D. M.**, & Powers, D. Black Men Wanted: Exploring the Situational Factors Related to the Retention of African American Male High School Teachers. In Review.

Cumberland, D. M., Deckard, T., Kahle-Piasceki, L., & Kerrick, S. The Digital Badging Landscape: A Scoping Review of Higher Education and Workplace Empirical Studies. In Review.

Competitive Reviewed, Proceedings Papers, Abstracts, and Symposiums

1. Rose, K. & Cumberland, D. M. (2021). Comparing Synchronous vs. Asynchronous Instructional Delivery in an Online HRD Graduate Course *Academy of Human Resource Development Conference Proceedings*, virtual.
2. Kerrick, S. & Cumberland, D. M. (2021). Employer's perceived value of technology credits infused within a college degree. *Small Business Institute Conference Proceedings*, virtual.
3. Cumberland, D. M. (2021). Military veterans "sign up" for franchising: Another route to entrepreneurship. *Small Business Institute Conference Proceedings*, virtual.
4. Cumberland, D.M., Sawning, S., Church-Nally, M., Shaw, M.A., Branch, E., & LaFaver, K. (2019). The impact of an experiential learning program in a community context. In S. Park, and S. Minnis (Eds.), *Academy of Human Resource Development Conference Proceedings*, Louisville, KY.
5. Shuck, B., Alagaraja, M., Immekus, J. C., Honeycutt, M., & **Cumberland, D.M.** (2019). Compassionate leadership: Validation and development of a new construct and measure of compassionate leadership behavior. In S. Park, and S. Minnis (Eds.), *Academy of Human Resource Development Conference Proceedings*, Louisville, KY.
6. Kerrick, S.A. & Cumberland, D.M. (2019). Abstract: Earth's one-dimensional economy – will it translate to business in outer space? *Small Business Institute Conference Proceedings*, Orlando, FL.

7. Quinn, R. W., **Cumberland, D. M.**, & Kerrick S. A. (2018). When do employees learn from others' success stories? Performance improvement depends on task complexity and recent history. In S. Park, and S. Minnis (Eds.), *Academy of Human Resource Development Conference Proceedings*, Richmond, VA.
8. **Cumberland, D. M.**, Alagaraja, M., Shuck, B., & Kerrick, S. A. (2018). Linking social capital to employee voice: A working model. In S. Park, and S. Minnis (Eds.), *Academy of Human Resource Development Conference Proceedings*, Richmond, VA.
9. Herd, A., **Cumberland, D. M.**, Lovely, W., & Bird, A. (2018). The use of assessment center methodology to develop students' global leadership competencies: A conceptual framework and applied example. In S. Park, and S. Minnis (Eds.), *Academy of Human Resource Development Conference Proceedings*, Richmond, VA.
10. Quinn, R. W., **Cumberland, D. M.**, & Kerrick S. A. (2018). Learning from others' success stories: An explanation of motivators using social cognitive theory. *Small Business Institute Conference Proceedings*, Corpus Christi, TX.
11. Kerrick, S.A., Digan, S., & **Cumberland, D. M.** (2018). Abstract: What is the influence of entrepreneurial training on entrepreneurial self-efficacy. *Small Business Institute Conference Proceedings*, Corpus Christi, TX.
12. Robinson, B., Kerrick, S., & **Cumberland, D. M.** (2018). Abstract: Teamwork infused into college engineering program's curriculum impacts student professional experience and engagement. *Small Business Institute Conference Proceedings*, Corpus Christi, TX.
13. **Cumberland, D. M.**, Buchan, J., & Litalien, B. (2018). Franchise education in U.S. business schools: A content analysis of syllabi. *International Society of Franchising Proceedings*, Quito, Ecuador.
14. **Cumberland, D. M.**, D'Mello, J., Shuck, B., Ghosh, R., & Church-Nally, M. (2017). Franchisee associations: How mentoring programs impact psychological capital and franchisee engagement. *International Society of Franchising Proceedings*, Georgia State University, Atlanta, GA.
15. **Cumberland, D. M.**, Church-Nally, M., Kerrick, S.A., & Martin, W. (2017). Abstract: The hidden danger: When workers do not voice safety concerns. *Small Business Institute Conference Proceedings*. San Diego, CA.
16. **Cumberland, D. M.** (2017). Training and educational development for "vetrepreneurs". *Small Business Institute Conference Proceedings*, San Diego, CA.
17. **Cumberland, D. M.**, Shuck, B., Immekus, J., & Alagaraja, M. (2017). An emergent understanding of influences on managers' voices. Symposium Referred Abstract in J. Moats (Ed.), *Academy of Human Resource Development Proceedings*, San Antonio, TX.
18. Doane, E., & **Cumberland, D. M.** (2017). Community policing: Using needs assessment to gain understanding before implementing. In J. Moats (Ed.), *Academy of Human Resource Development Proceedings*, San Antonio, TX.
19. Jones, G., Choi, N., & **Cumberland, D. M.** (2017). The Champion work group effectiveness model: An assessment and revision. In J. Moats (Ed.), *Academy of Human Resource Development Proceedings*, San Antonio, TX.
20. **Cumberland, D. M.**, Branch, E., Hanson, A., Mufti, S., Shaw, A., Sawning, S., & LaFaver, K. (2016). Abstract and Poster: The PD buddy outreach program. *Research! Louisville Conference Proceedings*, University of Louisville.
21. **Cumberland, D. M.**, Branch, E., Hanson, A., Mufti, S., Shaw, A., Sawning, S., & LaFaver, K. (2016). Abstract and Poster: The PD buddy outreach program: The patient perspective. *World Parkinson Congress Proceedings*, Portland, OR.

22. Mufti, S., **Cumberland, D. M.**, Shaw, A., Sawning, S., Branch, E., D. M., Branch, E., Hanson, A., Mufti & LaFaver, K. (2016). Abstract and Poster: The PD buddy outreach program: The student perspective. *World Parkinson Congress Proceedings*, Portland, OR.
23. Shuck, M., Alagarja, M., Immekus, J., & **Cumberland, D. M.**, & Honeycutt, M. (2016). Compassion as leader behavior: A empirical framework for consideration. *Academy of Management Conference Proceedings*, Anaheim, CA.
24. **Cumberland, D. M.**, & Litalien, B. (2016). Social franchising: An integrated literature review. *International Society of Franchising Proceedings*, University of Groningen, The Netherlands.
25. Costa, S.C., & **Cumberland, D. M.**, Church-Nally, M., Herd, A., & Tome, E. (2016). Exploring employee word phobias in the U.S. vs. Portugal. *Conferece of the University Forum for Human Resource Development Proceedings*, Manchester, England.
26. Kerrick, S.A., & **Cumberland, D. M.**, & Choi, N. (2016). Abstract: Military veterans' and civilians' response to entrepreneurship training. *Small Business Institute Conference Proceedings*, New Orleans, LA.
27. **Cumberland, D. M.**, Herd, A., & Alagaraja, M. (2016). Symposium: Global leadership development: An overview of approaches. In A. Amayah, and R. Yawson (Eds.), *Academy of Human Resource Development Proceedings*, Jacksonville, FL.
28. Shuck, B., **Cumberland, D. M.**, Ghosh, R., & Bergman, M. (2016). Abstract: Building psychological capital toward employee engagement: Is formal mentoring a useful strategic human resource intervention? In J. Moats, A. Amayah, and R. Yawson (Eds.), *Academy of Human Resource Development Conference Proceedings*, Jacksonville, FL.
29. **Cumberland, D. M.**, & Kerrick, S. A. (2016). Symposium: VetStart: A model program for veteran entrepreneurship. In J. Moats, A. Amayah, and R. Yawson (Eds.), *Academy of Human Resource Development Proceedings*, Jacksonville, FL.
30. Digan, S., Kerrick, S. A., & **Cumberland, D. M.** (2015). The role of knowledge on opportunity evaluation decisions: An example from franchising. *Academy of Management Conference Proceedings*, Vancouver, BC, Canada.
31. **Cumberland, D. M.**, Jones, G., & Croonen, E. (2015). Certification: Motivations and perceptions of value within the franchise sector. *International Society of Franchising Proceedings*, University of Oveido, Spain.
32. **Cumberland, D. M.**, Herd, A., Church-Nally, M., & Mattingly, R. (2015). Abstract: Exploring word phobias in the workplace. *16th International Conference of the University Forum for Human Resource Development*, University College Cork, Ireland.
33. **Cumberland, D. M.**, & Alagaraja, M. (2015). No place like the frontline: How *Undercover Boss* makes the case. In J. Moats, and J. Gedro (Eds.), *Academy of Human Resource Development, Conference Proceedings*, St. Louis, MO.
34. Herd, A., **Cumberland, D. M.**, & Alagaraja, M. (2015). Assessing and developing global leadership competencies: The critical role of assessment center technology. In J. Moats, and J. Gedro (Eds.), *Academy of Human Resource Development Conference Proceedings*, St. Louis, MO.
35. **Cumberland, D. M.** (2014). Exploring the roles of franchise advisory councils: A theory-based approach. *International Society of Franchising Annual Conference Proceedings*, New Orleans, LA.
36. **Cumberland, D. M.**, & Githens, R. P. (2014). Franchise advisory boards: A theory-based typology. In D. Chapman (Ed.), *Academy of Human Resource Development Conference Proceedings*. Houston, TX.
37. Gossler, K., & **Cumberland, D. M.**, & Petrosko, J. (2014). To stay or go: Predictors for hourly workers to

- remain on the job. In D. Chapman (Ed.), *Academy of Human Resource Development Conference Proceedings*, Houston, TX.
38. Kerrick, S., & **Cumberland, D. M.** (2014). Abstract: Military veterans marching towards entrepreneurship: A mixed methods exploratory study. *Small Business Institute Conference Proceedings*, Las Vegas, NV.
 39. **Cumberland, D. M.**, Herd, A., & Alagaraja, M. (2014). Abstract: Assessing global leadership competencies: A review and conceptual decision framework. *Tobias Leadership Conference Proceedings*, Indianapolis, IN.
 40. *Kiebler, M., & **Cumberland, D. M.** (2014). Abstract: An analysis of global health education at the University of Louisville School of Medicine. *Spring Research Conference Proceedings*, Cincinnati, OH.
 41. **Cumberland, D. M.**, & Githens, R. P. (2012). Franchise advisory councils: Allies, agents, activists or antagonists. *Small Business Institute Conference Proceedings*, San Antonio, TX.
 42. **Cumberland, D. M.**, & Githens, R. P. (2012). Exploring franchise boards: A stakeholder typology. In J. Wang (Ed.), *Academy of Human Resource Development Conference Proceedings*, Denver, CO.
 43. **Cumberland, D. M.**, & Githens, R. P. (2011). Assessing how new products go to market. In K. M. Dirani (Ed.), *Academy of Human Resource Development Conference Proceedings*, St. Paul, MN.
 44. **Cumberland, D. M.**, & Herd, A. (2011). Organizational culture assessment of a franchise restaurant. In K. M. Dirani (Ed.), *Academy of Human Resource Development Conference Proceedings*, St. Paul, MN.
 45. Wilson, K. B., Githens, R. P., **Cumberland, D. M.**, & Sauer, T. M. (2011, April). How leaders make sense of online technical program development. *Council for the Study of Community Colleges Conference Proceedings*, New Orleans, LA.
 46. **Cumberland, D. M.**, & Herd, A. (2010). Organizational culture of a franchise restaurant. *International Industrial Relations and Human Resources Conference Proceedings*, Louisville, KY.
 47. **Cumberland, D. M.**, & Githens, R. P. (2010). Tacit knowledge barriers within franchise organizations. In C. M. Graham (Ed.), *Academy of Human Resource Development Conference Proceedings*, St. Paul, MN.

GRANTS

- Immekus, J., (Principal Investigator) & **Cumberland, D. M.** (Co-Investigator). (July 2016 – June 2018). *High Quality (HI-Q2) Math Project*. Ohio Valley Educational Cooperative / Kentucky Department of Education. Funded, \$18,638.
- Sun, J. C. (Principal Investigator & Project Director), Jean Marie, G. (Co- Principal Investigator), **Cumberland, D. M.** (Co-Investigator), et al. (FY2015; FY2016; FY2017). *Cadre and faculty development course: Proof of principle*. Funded by the U.S. Department of the Army, Training and Doctrine Command. Fort Eustis, VA: U.S. Army Training and Doctrine Command. Funded \$848,000.
- Cumberland, D. M.** (2016). *The PD Buddy Outreach Program*. Office of Community Engagement Faculty Grants Program, University of Louisville. Unfunded, \$4,980.
- Shuck, B., **Cumberland, D. M.**, & Ghosh, R., (2015). *Building psychological capital toward employee engagement: Is formal mentoring a useful strategic human resource intervention?* Society of Human Resource Development. Unfunded, \$190,046.
- Cumberland, D. M.** (2011). *Exploring Franchise Boards: A Stakeholder Framework*. University of Louisville, Research Grant. Funded, \$3,000.

DISSERTATION ADVISING

Dissertation Committee

Gary Jones, "Modeling effective work groups and teams: An assessment of the inclusion of social value orientation", (served as co-chair). Graduated, University of Louisville, Fall 2017.

Chris Flores, "Black men wanted: An instrumental case study exploring the situational factors related to the retention of African American male high school teachers", (serving as co-chair). Graduated, University of Louisville, Spring, 2021.

Dissertation Program Committee Chair

Baylee Pulliam (taking courses)
Heidi Cooley-Cook (taking courses)
Regina Presley (taking courses)

INVITED PRESENTATIONS

Cumberland, D. M. (May 13, 2019). Best Practices for Teaching Online. Annual faculty training program. *Delphi U*, University of Louisville, Louisville, KY.

Cumberland, D. M. (May 14, 2019). Measuring Student Learning Online: How is it Different? *Delphi U*, University of Louisville, Louisville, KY.

Cumberland, D. M., & Herd, A. (August 29, 2018). Cultivating Employee Voice: The Road to a More Engaged Workforce. Presentation for the *Kentucky Society of Human Resources 34th Annual Conference*, Louisville, KY.

Cumberland, D. M. (May 7, 2018). Best Practices for Teaching Online. Annual faculty training program. *Delphi U*, University of Louisville, Louisville, KY.

Cumberland, D. M. (May 10, 2018). Measuring Student Learning Online: How is it Different? *Delphi U*, University of Louisville, Louisville, KY.

Cumberland, D. M. (September 14, 2017). How to Avoid "Emperor's Syndrome" As a Small Business Owner. Presentation for the *Nucleus' Startup Seminar Series – Educating Entrepreneurs Program*, Louisville, KY.

Anderson, J., & **Cumberland, D. M.**, (October 9, 2017). Formative Assessment and Understanding Prior Knowledge. Presentation for the *Active Learning Teaching and Technology Institute*, University of Louisville, Louisville, KY.

Cumberland, D. M. (May 8, 2017). Best Practices for Teaching Online. Annual faculty training program. *Delphi U*, University of Louisville, Louisville, KY.

Cumberland, D. M. (February 21, 2017; March 9, 2017). Work-Life Integration. Workshops for *Mountjoy Chilton Medley Partners Meetings* in Louisville and Cincinnati.

Cumberland, D. M., & Twyford, D. (September 16, 2016). Effective Communication: Crucial Conversations. Invited to conduct professional development for middle management team at *Mountjoy Chilton Medley (MCM)*, Louisville, KY.

Collins-Carmago, C., **Cumberland, D. M.**, & Sanders, S. (November 1, 2016). Online Courses: "Bolts of Learning" from Delphi Certified Instructors. *Delphi Dine and Discover Series*, University of Louisville, Louisville, KY.

Cumberland, D. M. (August 19, 2016). Powerful Communication Strategies. *Annual Staff Retreat*. School of Nursing, University of Louisville.

Cumberland, D. M. (June 6 and 7, 2016). The Southwest AKFCF Regional Mentoring Program: Year Two. Invited to host a full-day workshop on mentoring for the *Southwest Association of KFC Franchisees*, Phoenix, AZ.

Cumberland, D. M. (May 18, 2016). Powerful Communication Strategies. First Annual *SMART Staff Retreat*. School of Medicine, University of Louisville.

Cumberland, D.M. (October 17, 2015). TeamUp to Problem Solve. Invited speaker for the *REALTORS Land Institute, Networking Retreat*, Louisville, KY.

Cumberland, D. M., & Twyford, D. (August 6, 2015). Developing High Potential Leaders: Innovation for the Workplace. Invited facilitator for the *University of Louisville's Professional Development Session*, Louisville, KY.

Cumberland, D. M., & Barimo, J. (August 4, 2015). Developing High Potential Leaders: Beyond Conflict Management. Invited facilitator for the *University of Louisville's Professional Development Vistage Cohort Program*, Louisville, KY.

Cumberland, D. M. (March 13, 2015). Building Regional Mentoring Programs. Invited to host a full-day workshop on mentoring for the *Association of KFC Franchisees*, Chicago, IL.

Cumberland, D. M., & Alagaraja, M., (March 5, 2015). Speaking Up: The Road to a More Engaged Workforce. Invited speaker for *Paycor Corporation's Summit*, webinar.

Cumberland, D. M. (February 15, 2015). Moving from Conflict to Collaboration. Invited trainer for the *International Franchising Association Conference*, Las Vegas, NV.

Cumberland, D. M., & Twyford, D. (December 10, 2014). Secrets to Generating New Ways to Solve Old Problems. Workshop for *University of Louisville's Professional Development*, Louisville, KY.

Cumberland, D. M., & Barimo, J. (October, 15 2014). High Performing Teams. Workshop for *C&I Engineering*, Louisville, KY.

Cumberland, D. M. (September 18, 2014). How to Navigate Conflict Without Pulling Out Your Hair. Invited speaker for *Regis Corporation's Annual Franchise Conference*, Minneapolis, MN.

Alagaraja, M., & **Cumberland, D. M.** (September 26, 2014). Building an Effective HR Strategy. Invited speaker for *KYSHRM Annual Conference*, Louisville, KY.

Cumberland, D. M. (September 11, 2014). How to Navigate Conflict. Invited speaker for Kentucky's chapter of the *College and University Professional Association for Human Resources Conference*, Covington, KY.

Cumberland, D. M. (September 13, 2014). Pay It Forward: Support a Mentoring Program in Your Region. Invited facilitator for *Association of KFC Franchisees Annual Conference*, Whitefish, MT.

Cumberland, D. M. (May 6, 2014). Change: Assessing Team Fitness. Invited speaker for *Army Human Resource Command's Professional Development Workshop*, Fort Knox, KY.

Schmall, E., & **Cumberland, D. M.** (March 17, 2014). Get on Board. Facilitator for *Brown-Forman Corporation*, Louisville, KY.

Cumberland, D. M. (February 22, 2014). Moving from Conflict to Collaboration. Invited trainer for the *International Franchising Association Conference*, New Orleans, LA.

Alagaraja, M., & **Cumberland, D. M.** (January 23, 2014). Building an Effective HR Strategy. Invited speaker for *Paycor Corporation's Summit*, webinar.

Cumberland, D. M. (August 16, 2013). Bringing Your Mission Statement to Life. Invited facilitator for *University of Louisville's Early Learning Campus Professional Development Workshop*, Louisville, KY.

Cumberland, D. M. (July 31, 2013). Twelve Steps for a Healthy Franchise Advisory Board Relationship. Invited speaker for *Choice Hotels Association*, webinar.

Cumberland, D. M. (July 2, 2013). Discovering Our Strengths to Create Our Destiny. Invited facilitator for *Native New Yorker Conference*, San Diego, CA.

Cumberland, D. M. (February 16, 2013). ICFE Special Session on Franchisee Relations in Action. Invited facilitator for *The International Franchising Association Convention*, Las Vegas, NV.

Cumberland, D. M. (February 18, 2013). Effective Franchise Advisory Councils. Invited speaker for *The International Franchising Association Convention*, Las Vegas, NV.

Cumberland, D. M. (August, 2011). The Franchising Relationship. Presentation to Dr. Wayne Jone's graduate level course on *Entrepreneurship* at the University of Louisville, Louisville, KY.

Cumberland, D. M., & Githens, R. (July, 2011). Discovering Our Strengths to Create Our Destiny. Invited facilitator for *Kornhauser Library*, University of Louisville, Louisville, KY.

Cumberland, D. M. (April, 2011). Innovation Today. Invited speaker for Dr. Sharon Kerrick's undergraduate course *Creativity in Business*, University of Louisville, Louisville, KY.

Cumberland, D. M. (February, 2011). Bringing Products to Market. Invited speaker for Dr. Patricia Carver's undergraduate course *Introduction to Marketing*, Bellarmine University, Louisville, KY.

Cumberland, D. M., & Herd, A. (2010). Coaching Through Change. Invited speaker for the *Kentucky Public Human Resources Association Conference*, Louisville, KY.

Cumberland, D. M., & Howie, E. (2010). Attracting Gold: Effective Marketing. Invited speaker for the *Foodservice at Retail Exchange Conference*, Chicago, IL.

Cumberland, D. M. (2007). Evolving Techniques to Enhance the Innovation Process. Invited speaker for the *Marcus Evans Front End Innovation Conference*, Las Vegas, NV.

PROFESSIONAL SERVICE

Community-Level

Editorial Board Member, Small Business Institute Journal	2017 - Present
Board of Governors Member, Institute of Certified Franchise Executives	2014 - Present
Vice President of Research & Publications, Small Business Institute	2016 - 2018
Advisory Board Member, Mountjoy Chilton Medley LLP	2013 - 2016
Member of Annual Conference Planning Committee, Center for Nonprofit Excellence	2013; 2014

University-Level

Member, Institutional Review Board, University of Louisville	2013 - Present
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Department-Level

Member, Committee on Committees	2020 – Present
Member, Honors and Scholarship Committee	2014 – 2019

Professional-Level

Conference Proceedings Reviewer, Small Business Institute	2011 - Present
Conference Proceedings Reviewer, International Society of Franchising	2013 - Present
Conference Proceedings Reviewer, Academy of Human Resource Development	2013 - Present
Reviewer, <i>Journal of Workplace Learning (Editorial Advisory Board Member)</i>	2012 - Present
Reviewer, <i>International Journal of Management Education</i>	2017 - Present
Reviewer, <i>Journal of Small Business Management</i>	2013 - Present
Reviewer, <i>Human Resource Development Review</i>	2015 - Present
Reviewer, <i>Human Resource Development Quarterly</i>	2015 – Present
Reviewer, <i>Performance Improvement Quarterly</i>	2017 - Present

PROFESSIONAL MEMBERSHIPS

Member, International Society of Franchising	2012 - Present
Member, Small Business Institute	2012 - Present

CORPORATE EXPERIENCE

YUM! BRANDS, Louisville, KY **1997 - 2011**

Insights and Innovation Director, Long John Silver's and A&W Restaurants *2007 – 2011*

Led a Consumer Insights and Innovation function that developed strategic business approaches to help drive revenue and profits.

- Developed methodology and testing insights on key business topics, including new product pipeline, pricing initiatives, brand positioning, menu-board layouts, packaging overhauls, advertising strategies, etc.
- Moderated focus groups and created online surveys.
- Improved consumer-testing protocols to enhance efficiency and cost effectiveness.

Director of Pipeline Innovation, Kentucky Fried Chicken *2004 - 2007*

Created a Pipeline Innovation Team to establish a long-term menu strategy, ensuring integration with brand positioning, consumer insights, and business needs. Delivered eight successful new product launches over two years. Designed and executed an "in store" learning program to validate new products quickly; six new products were commercialized in three months.

- Provided chefs with strategic insights needed to develop consumer and brand-appropriate menu items.
- Validated 150 new menu concepts annually and secured a cross-functional complexity assessment for winning ideas.
- Generated business cases for 15 new product concepts to move to commercialization stage.
- Developed and implemented best practices as related to product innovation and the product development cycle.

- Managed a team that consisted of a Food Scientist, Marketing Manager, and Consumer Insights Manager.

Media Director, Kentucky Fried Chicken

1997 - 2003

Hired to create an in-house media department to drive greater ROI on media expenditures. Developed an internal media team responsible for planning and executing national television and national print buys. Enhanced franchisee satisfaction with KFC's media efforts by driving 10% annual media cost savings coupled with highly innovative media programs.

- Directed KFC's national agency review for media buying and negotiated compensation 25% below industry norm.
- Engineered KFC's first foray into national Hispanic advertising. Successful targeting initiative was expanded every year.

TEMERLIN MCCAIN, Dallas, TX

1993 - 1997

Associate Media Director

Increased the efficiency of media planning processes for multiple agency clients. Prepared and presented innovative new business presentations.

- Credited with securing Sara Lee and Paramount Theme Parks media assignment.

LINTAS/LONG, HAYMES & CARR ADVERTISING, Winston-Salem, NC

1988 - 1993

Media Supervisor

Responsible for the media planning and buying for McDonald's Co-Op Associations, Wachovia Bank, Lees Carpets and CSX Corporation.

BURRIS, CREECH & TUTTLE, High Point, NC

1986 - 1987

Media Director

- Built infrastructure to support start-up agency, including procedures, policies, and controls.