

## Faculty Performance Assessment

### Cheri Young (12-13)

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Cheri continued her transition to Daniels and DU. In this, her second year, she made real strides in terms of getting her research underway, and she continues her excellent performance in teaching and service.

Cheri has done a great job moving a research agenda forward in the past year. Notably she has two cases under revise and resubmit with the *Case Research Journal*, a target journal of the college. Additionally, she has three other projects underway and in various stages of development. These are survey projects, and she shows her collaboration skills by partnering with others at Daniels. While she had no publications during the past year, I expect she will have publications in the next year or two. She assesses her performance as satisfactory (B+), and I would agree, since she has a number of projects moving at this point.

In terms of teaching, Cheri taught several courses for the Knobel School of Hospitality, where she performed with excellence achieving an average of 97% in the top three boxes. In this regard and as described below, Cheri is developing very creative pedagogies. Most notable is the significant service learning component, as well as having students estimate the living expenses for refugees, that she includes in her Managing Human Capital in Hospitality course. These teaching approaches are very much aligned with the DU vision of being a “great private university dedicated to the public good.” She assesses her performance as excellent (A) for teaching, and I would concur.

In terms of service, Cheri is contributing her experience and skills to the university and profession. She serves as a Faculty Associate with Center for Community Engagement & Service Learning (CCESL) for the second year, a position very appropriate for her interest in service learning. She is also an associate editor for one of the target journals of the hospitality discipline. Cheri assess her performance as A-, and I would agree that it merits at least that, if not A.

While Cheri is not formally a member of the Department of Management, we are pleased that she is affiliated with the department and look forward to her ongoing contributions.

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Attached is Cheri’s summary of major accomplishments during the past year.

## **Personal Performance for (2012-13)**

### **Major Accomplishments and Highlights (Intellectual Contributions)**

Well, even though I did not have any publications in 2012-2013, I am quite happy that I have gotten my research program started again. I have two R&Rs on cases at the Case Research Journal, got a paper accepted at the UNM Mentoring Conference, and have three major research projects up and running:

1. Leader Well-being & Organizational Performance:
  - Wrote a grant proposal and got it funded with Steve Hartley (now that was a major accomplishment!)
  - Wrote a “request for participation” proposal which has been sent to Hilton Corporation to solicit their agreement to permit data collection
  - Almost finished with survey development
2. Sexualized Behavior in Restaurants:
  - Am working with a researcher from Penn State on this study since Nov. 2012
  - Wrote the methodology, including the survey (which has been loaded into Qualtrics)
  - In process of negotiating price for panel data from Qualtrics (given the sensitive nature of the data collection, which is on sexualized behavior and alcohol consumption)
3. CSR and Employee Attitudes
  - Am working with CorpGiving, a logistics and facilitation organization that works with corporations to design, develop, and execute employee volunteer programs
  - Developed, in cooperation with CorpGiving, a “request for participation” proposal that is being sent to CorpGiving clients to solicit their agreement to permit data collection
  - Survey has been designed and loaded into Qualtrics and is ready to go once we get a corporation to agree to data collection.

I am particularly thrilled with getting a paper accepted for publication at the UNM Mentoring Conference. I’ve been collecting data for over a year from the students in my HRTM2501 Managing Human Capital in Hospitality course regarding their experiences mentoring refugees from the African Community Center. Students are required to mentor as a means of learning about structured, behaviorally-based interview protocols, interviewing and selection, performance appraisal, and training, using their protégés as “employees.” Given there is a scarcity of research on diversified mentoring relationships (based on differences in ethnicity, race, sex, and age), and even less is known about mentor (as opposed to protégé) outcomes, I was able to contribute by examining my students’ outcomes. From a content analysis of the journal entries they were required to write, we discovered that the students developed empathy and humility, both characteristics of servant leadership, as well as increased cultural intelligence. For this coming fall quarter, I will be using a quantitative instrument to assess on students on these three constructs before the start of the mentoring relationships and then again after

participating in these mentoring relationships. I hope to also collect data from human resources students who do not participate in these relationships for comparison purposes.

*Grade: B+*

### **Major Accomplishments and Highlights (Teaching)**

Besides surviving my courses (just kidding), I would have to say the highlights this past year included redesigning HRTM3360 Restaurant/F&B Concept Development and co-teaching it with Jon Schlegel, owner of Snooze, AM Eateries. It was interesting to train someone who has never taught before. I learned a great deal about setting expectations and what I need to do if I am partnered with another industry person in the future. We were able to secure a \$1,000 prize for a business plan competition for our students and brought in industry judges.

For my HRTM2501 Managing Human Capital in Hospitality course, I have completed based it on service learning with the African Community Center. My students learn so much from these service learning assignments and it is in keeping with DU's mission of being a "great private university dedicated to the public good," as well as is consistent with the Knoebel School's mission to "Be bold, do good, change lives." This community-based pedagogy that I am using has gotten me reappointed as a Faculty Associate at CCESL, contributed to my winning the Service Learning Faculty of the Year award, and being invited by Associate Provost Jennifer Karas to deliver an All-Campus Lecture on September 3 to the incoming first-years and their parents regarding this community-engaged work that I am doing with the African Community Center and my students.

Additionally, I developed a new assignment for the Human Capital course that worked far better than I anticipated. I had my students estimate the living expenses of the refugees they were mentoring (including housing, food, child care, transportation, health care, clothing, etc.) and then do a budget based on the minimum wage that the refugees earn in entry-level positions in the food and beverage industry. It was quite eye-opening for the students, and as another part of the assignment, I had the students think of ways to redesign the compensation systems in the F&B industry. This was my way of connecting my students to the P that seems to be forgotten in the People, Planet, Profits mantra: the sustainability of people. This assignment led to a lively discussion regarding a living wage.

*Grade: A*

### **Major Accomplishments and Highlights (Service)**

Major accomplishment was being awarded the Service Learning Faculty of the Year award by the Center for Community Engagement & Service Learning (CCESL). Additionally, being asked to be a Faculty Associate again for CCESL means I didn't screw it up too badly the first time around. Finally, I will be continuing on as an Associate Editor at the Journal of Hospitality & Tourism Research, which I find very fulfilling.

*Grade: A-*

**Besides providing highlights for performance in terms of intellectual contributions and service, please assess your own performance in each category using the following scale or scales:**

**A/96/Exemplary**

**A-/92/Commendable**

**B+/88/Satisfactory**

**B/84/Marginal**

**C+/78/Unsatisfactory**

### **Assessment of Personal Goals for 2012-13**

My goals for this past year were as follows:

1. Submit two (2) teaching cases to Case Research Journal
2. Write proposal and collect data for leadership performance study
3. Write first draft of engagement study results
4. Conduct data collection as Faculty Associate for CCESL
5. Continue service learning projects with the ECDC/African Community Center and integrate into more courses at Knoebel

This is what I accomplished in terms of these goals:

- I was able to submit two cases to the Case Research Journal and have revise/resubmit on both of them.
- I wrote a grant proposal for the leadership performance study which was funded; have written a proposal to collect data which has been sent to HR Director at Hilton Corporation to request permission to collect data.
- Have abandoned the engagement study data for now.
- Did not collect data for CCESL, but instead developed new methodology which was approved by Director of CCESL
- Continued my service learning projects with the ECDC/African Community Center; collected data regarding these diversified mentoring relationships between my students and the ACC refugees; wrote a manuscript and submitted it for presentation at the UNM Mentoring Conference and it was accepted for presentation in October 2013.

### **Personal Goals for 2013-14 (3-5 goals)**

1. Get two cases accepted for publication
  2. Submit diversified mentoring relationship manuscript for publication
  3. Collect data for sexualized behavior study; submit manuscript for publication
  4. Collect data for leadership wellbeing and performance study; submit manuscript for publication
  5. Collect data for CSR and employee attitude study
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Respectfully,

A handwritten signature in black ink, appearing to read "Dennis Wittmer". The signature is fluid and cursive, with a large initial "D" and "W".

Dennis Wittmer, Professor and Chair

Date: 10/11/13

Cheri Young, Associate Professor

Date:

