



MEMO

Date: October 27, 2015

To: James Sorensen, Chair, APT Committee

H.G. Parsa, Chair, Knoebel School of Hospitality Review Committee

Cc: Cheri Young

From: Dennis Wittmer

Subject: Chair Assessment for Four-year Review of Cheri Young

I will provide the perspective of the department chair with respect to Cheri Young's four-year review as it relates to her standing for tenure. I will assess her performance in the areas of scholarship and research, teaching, and service, and I will use the categories of excellent, acceptable, needs improvement, and unacceptable as evaluative categories for my assessment. Additionally, you should have annual performance review letters in her review packet.

While Cheri is not formally part of the Department of Management, I have conducted her annual performance reviews, due to her marital relationship with David Corsun, Director of the Knoebel School, and because of her cognate discipline in management and organizational behavior.

Overall, Cheri has been a pleasure to work with, and she has proven herself as a valued colleague in the college.

Teaching:

Cheri has taught several courses for the Knoebel School of Hospitality Management (Knoebel), as well as the Essence of Enterprise in the Compass sequence during her first year at Daniels. She primarily teaches Managing Human Capital and Hotel and Resort Management. She has performed well in terms of SET scores for the top three boxes, consistently having scores above the college mean, indeed generally above 95%. The past year was an exception with her overall average falling under 90%.

She consistently revises her courses to be current. A recent example is modifying the Hotel and Resort Management course to better fit the activities and tasks relevant to general managers in the hotel and resort business. She has also integrated a wonderful service piece into her Human Capital course, through her partnership with the African Community Center in a 90-hour training course. Students in the human capital class serve as mentors to the immigrant trainees, benefiting both our students and the trainees.

Evidence of her teaching achievements is also established through the awards she has received, most recently an international award (the John Wiley & Sons Innovation Teaching Award) recognizing her implementation of innovative, creative, and effective teaching techniques in hospitality education. She also received the Worldwide Hospitality Award Winner-Best Educational Innovation (2013) and the Service Learning Faculty of the Year Award, University of Denver (2013).

I conclude that she cares deeply about her students and the quality of their education, and I assess her teaching performance as **excellent**.

Scholarship/ Research:

In my two-year review for tenure, I said:

“I would assess her current research and scholarship productivity as **acceptable**, and I very much expect that she will demonstrate excellence in the next couple of years.”

The departmental review committee also assessed her two-year review as **acceptable**. Both the department two-year review committee and I based that expectation, in part, on a consistent publication record from 1996-2010, just before Cheri joined Daniels in fall, 2011.

Unfortunately, based on research publications since that time, that expectation has not been fulfilled.

Cheri’s annual performance reviews in the area of research since the last two-year review have ranged from marginal to acceptable (B and B+). Department assessments used the following scale for performance:

A/96/Exemplary
A-/92/Commendable
B+/88/Satisfactory
B/84/Marginal
C+/78/Unsatisfactory

In the past two years, Cheri has assessed her performance as a B+, and I concurred, based on reviews in process at a target case journal, and, last year, based on current empirical projects that were in the pipeline.

All of that said, I remain confident that a number of the projects in the pipeline will come to fruition in the next year. She now has two cases (one in press) published in the premier business case journal, a target journal for Daniels. Moreover, if one examines her pipeline and her ambitious goals for the year, there is potential for a number of submissions and hopefully acceptances in quality journals.

My suggestion would be to focus on a few projects with the greatest potential in the next year. Cheri has modified her research stream, which is time consuming and does delay productivity. Thus, it would seem prudent to focus on a few projects with the greatest impact and potential.

Overall, given her recent publications in the *Case Research Journal* and the number of projects in process, Cheri is performing at an acceptable level. However, acceptable is not good enough for tenure. Hence, in terms of performance relative to a favorable tenure decision and receiving an excellent in research/ scholarship, I assess her performance in research as **needs improvement**.

Service:

As indicated earlier, Cheri is thoroughly engaged with various communities. She gives of herself in numerous ways. At the professional level, she is associate editor of two important journals in her discipline. She is also on the board of the Rocky Mountain HR/ People and Strategy organization, a local professional group. At the university level, she serves on the committee for the Public Good Fund Committee and is a representative of the DU Mountain West Engagement Committee. She serves on the Undergraduate Programs Committee for Daniels and on committees for her department and program.

She is a committed member of communities and takes her responsibilities seriously. I would, however, suggest that she minimize service in the coming year in order to focus her energies on bringing research projects to fruition and publication.

Overall, I assess her service as **excellent**.

Collegiality:

I believe Cheri has proven herself as a valuable member of the Daniels community and a valued colleague. I assess her collegiality as **excellent**.