



**Date:** January 4, 2017

**To:** APT Committee

**From:** Amrik Singh, Chair of Review Committee  
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**Subject:** Two-Year Review for Cheri Young

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The following is a two-year faculty peer review of Dr. Cheri Young as part of her quest for tenure at the University of Denver. The faculty committee, comprised of the authors of this memo, was established by Dennis Wittmer, Chair of the Department of Management. Dr. Cheri Young joined the Fritz Knoebel School of Hospitality Management as an associate professor without tenure in September 2011.

On October 16, 2013, the committee met with Dr. Young in an interactive session over a two-hour period where she presented materials covering the areas of her research, teaching and service. Overall, the committee is pleased to report that Dr. Young is making good progress in terms of her research, and has demonstrated excellence in her teaching and service. The committee is pleased to share the following positive review based upon the materials furnished by Dr. Young as evidence and direct observations during her presentation.

### **Research**

Dr. Young currently has two cases that are under the revise and resubmit stages with the *Case Research Journal*, a target journal of the college. Dr. Young's primary area of focus is organizational behavior within the context of the hospitality industry. The very nature of this field is interdisciplinary, building upon the bodies of knowledge from psychology, management, organizational theory, and hospitality. As a hospitality professor, Dr. Young's research is primarily applied with a pragmatic focus to help advance industry practice. Her goals are to enhance management competencies and to bring her research into her classes to better prepare students for hospitality managerial positions.

Dr. Young came to us with a strong track record of research with peer-reviewed publications in various hospitality and organizational behavior journals. The committee has noted that she has spent the last two years transitioning to DU and laying the groundwork for her research agenda

which explains the lack of publications in her first two years. She is changing the direction of her research to align it more closely with the mission of the university, the Daniels College and the Knoebel School. In this process, Dr. Young has identified three research streams where she has made considerable progress with a number of projects that are currently in various stages of development. The committee is confident that these new research streams will produce some target journal publications in hospitality over the next two years.

The first research stream that Dr. Young is currently working on is focused on mentor and protégé outcomes of diversified mentoring relationships. In this study, the mentors are students enrolled in Dr. Young's human capital class, and the protégés are African refugees who are being trained for jobs in the hospitality profession. This line of research is associated with community-engaged service learning techniques. She received a \$1,500 Engaged Scholarship Grant from Campus Compact of the Mountain West to study the outcomes of her student mentors in diversified mentoring relationships. She will be presenting a paper from this research at the 6<sup>th</sup> annual Mentoring Conference in October 2013. In addition, she has applied for a \$15,000 Public Good Fund grant and is working with a Ph.D student from Social Work to expand the data collection to include assessment of the outcomes for the refugee protégés.

The second stream of research that Dr. Young has identified is related to corporate social responsibility (CSR), employee attitudes and behaviors, and its impact on firm performance. In this regard, Dr. Young is working with a Daniels MBA student to investigate the impact of employee volunteer programs on firm performance, a research project that has already received IRB approval to collect data. A second project along this line of research involves the impact of sexually-oriented behaviors on restaurant employees. The survey instrument for this project is currently finished with data collection to follow shortly.

The third stream of research that Dr. Young is currently working on is based on organizational performance and leadership health, an area of research that has received little attention. Dr. Young is working with faculty from the Department of Marketing and has received a Summer Research Grant and course release for this project, currently in the data collection stage, to study the role of well-being of hotel general managers and their effectiveness as measured by hotel performance.

While the committee is concerned with the lack of publications to-date, the committee notes that substantial progress has been made in these various streams of research during the transition stage over the last two years. The committee has a few suggestions for Dr. Young in moving forward with her research agenda. While Dr. Young's desire to publish in the mainstream is commendable, the committee feels that Dr. Young would have a greater chance of success if she focused on publishing in top-tier hospitality journals. First, the committee recommends that Dr. Young prioritize her research and focus it on one or two streams of research within the hospitality arena instead of multiple streams of research. Second, the committee emphasizes that Dr. Young continue the applied and focused nature of her research to be consistent with the mission and values of the university and the Daniels College of Business. Finally, the committee recommends that Dr. Young take the necessary steps to produce high quality peer-reviewed publications in hospitality journals over the next two years, and in doing so, achieve excellence in research.

Overall assessment for Research: Acceptable

**Teaching**

Teaching is Dr. Young's passion and it is evident from her student ratings and student outcomes. She has an effective delivery style, is focused on student learning and development, and connects very well with students both within and outside the classroom. Dr. Young's teaching philosophy is grounded in real-world management practices based upon her research and her professional involvement in the hospitality industry. In the classroom, Dr. Young uses a variety of pedagogical and innovative teaching methods, including experiential exercises, and individual service learning projects, to foster critical thinking, the development of students' communications skills, empathy and humility, and increased cultural intelligence. This level of excellence goes beyond teaching and serves a greater noble purpose outside the classroom. For example, students in Dr. Young's Human Capital course are required to mentor refugees from the African Community Center in their job search process. This service learning component embedded in her course is consistent with DU's mission of being a "great private university dedicated to the public good," as well as the Knoebel School's mission to "be bold, do good and change lives." Last year, Dr. Young led a group of hospitality students in a national spa competition and the team won the top prize.

The committee is impressed with her teaching and has also noted the challenges and difficulties Dr. Young faced in the first year when she jumped right in and took over the responsibility of teaching the Essence of Enterprise course in Fall of 2011. Since then, Dr. Young has rebounded very well and made continuous improvement in teaching the same Essence of Enterprise course the very next year, achieving an average rating of 93% in the top three boxes. In the Knoebel School, Dr. Young has achieved a 99% rating in the top three boxes for her Human Capital course. Overall, Dr. Young has compiled a track record that shows an overall excellent rating of 91% over 11 courses (4 graduate and 7 undergraduate) in the last two years in the Knoebel School and the Daniels College. The committee has two recommendations for Dr. Young moving forward in the areas of teaching. First, the committee encourages Dr. Young to continue to innovate in her teaching styles and to maintain her excellence in student ratings along with the real-world application of service learning in all her courses. The second recommendation is for Dr. Young to focus on teaching the Human Capital course within the Knoebel School and to avoid taking on new courses outside her scope of teaching so she can concentrate on building her research agenda.

Overall assessment for Teaching: Excellent

**Service**

Dr. Young is active in service, within the University of Denver, within the community of Denver and across the hospitality industry. Dr. Young has served on two Search Committees in the Knoebel School, one that was instrumental in the hiring of the Hilton Chair and one that hired a new tenure-track faculty member in the Knoebel School. Dr. Young has also served as one of the co-chairs of the Daniels Presidential Debate Planning Committee that organized all Daniels events related to the Presidential Debate. She was also appointed as a Faculty Associate of the Center for Community Engagement & Service Learning (CCESL) to engage faculty at DU in using community-engaged service learning in their courses. In recognition of her contributions to service the university and the community, she received the Service Learning Faculty of the Year award from the University of Denver.

Dr. Young has also begun various service learning projects with her Human Capital class working with the African Community Center in Denver to provide job-related assistance and training for refugees from various African countries. Dr. Young was also instrumental in advising and coaching four Knoebel School students on developing an innovative spa project that was awarded the top prize at the Global Spa & Wellness Summit, beating out other top hospitality programs from Cornell University, University of Houston and Penn State.

In addition to her university service, Dr. Young has been an active reviewer for numerous hospitality journals and conferences. She currently serves as an Associate Editor on the editorial review boards for the *Journal of Hospitality and Tourism Research*, and the *Cornell Quarterly*, both top-tier hospitality research journals on the Knoebel School's target journal list.

The committee is very appreciative of Dr. Young's contributions to service to the department, college, and university. The committee recommends that Dr. Young continue to maintain her current contributions to service and avoid taking on new service responsibilities so she could devote more attention to her research.

Overall assessment for Service: Excellent

### **Collegiality**

Dr. Young's colleagues speak very highly of her, her contributions to her school, and her ability to work with others. Dr. Young works well with others and actively seeks out collaborative opportunities with faculty and students from DU as well as other universities and organizations. Those collaborating with her on research include DCB graduate students, faculty from the Department of Marketing, Department of Social Work, and faculty at the Pennsylvania State University.

### **Summary**

Dr. Young has demonstrated a solid teaching and service record thus far and made good progress in her research. She is an effective teacher and a productive and applied researcher with a strong track record of notable contributions to the department, college, and university. She has tied her research, teaching and service and aligned it with DU's and the Daniels and Knoebel School's mission. Dr. Young is a valued member of the Knoebel School and valued colleague of the Department of Management. Based upon a review of Dr. Young's portfolio and discussions with her regarding her work-in-progress and future plans, the committee feels that Dr. Young is progressing nicely toward tenure.