

# MEMO

DATE: September 25 2015

TO: Dennis Whitmer, Chair, Department of Management

FROM: H.G. Parsa, Knoebel School of Hospitality Management (Chair)  
Cynthia Fukami, Dept of Management.  
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COPIED: Jim Sorensen, Chair, APT Committee, Daniels College of Business

SUBJECT: Four Year Review of Cheri Young towards tenure

The following is a four-year faculty review of Professor Cheri Young, a tenure track associate professor, Knoebel School of Hospitality Management, as a part of her progression toward tenure with the University of Denver. This committee was formed by David Corsun, Director, Knoebel School of Management, to review the documents provided by the candidate. This committee comprised of two tenured hospitality faculty (Parsa and Singh) and one external member from the Department of Management (Cindi Fukami) representing the area of research specialization of the candidate. For the record, Cheri reports to the Chair, Department of Management, according to her contract.

The committee is pleased to report that Cheri is making progress towards her tenure in terms of teaching and service. We do have some concerns about her research productivity since joining the Daniels College of Business. Our report is solely based on the documents provided by the candidate including her statements, professional vita, research summary, sample publications, teaching evaluations for four years and the service record.

## **Research:**

The provided dossier indicates that Cheri has two cases published since joining the University of Denver in 2011 as a tenure track associate professor. One case was published in

a premier case research journal and the second case is in press. In addition, she has two more conference presentations (2013 and 2015). She also received seven internal and external grants including summer research grants since joining the University of Denver. Her dossier indicates that she has several manuscripts in progress but so far none have been submitted to a journal. Cheri serves as an associate editor for two premier journals in the hospitality field and contributes regularly as a reviewer for several management journals and conferences. We are pleased to note that she guided three undergraduate research projects.

However, the committee has concerns regarding the research contributions of the candidate. The primary goal of any research grant is to support a candidate's research agenda that results in refereed journal publications. Unfortunately there is no evidence of secured grants resulting in research publications. Does it mean the candidate is actively involved in securing grants but unable to translate those grants into refereed publications in a timely manner?

The fact that her list of work-in-progress does not include any journal submissions raises concerns for the committee. In addition, the absence of conference presentations (only two over four years) indicates a lack of an ongoing active research stream. The committee is concerned that this may signal of insufficient refereed research pipeline towards her tenure.

The candidate indicates that she has changed her research stream, thus slowing her research output. However, we note that the APT Committee was not persuaded by this explanation at the time of her two-year report in 2013, and so we expect they would have the same reaction at this point in time. The change of research stream may explain slowing down in research publications but it is difficult to grasp the absence of referred publications between the years 2010 and 2014.

As we express some concerns, we would like to emphasize that the candidate had an excellent record of research publications prior to joining the Daniels College of Business with 27 refereed journal publications. Seven of her publications have appeared in premier hospitality journals. She also published in high quality management journals focusing on organization behavior, her research focus. She had been awarded tenure at her prior institution, so we know that she is capable of and motivated to produce high quality scholarly output. The unexpected drop in research productivity since joining the University of Denver in 2011 is a surprise and a disappointment to the current committee. We are of the opinion that this obvious concern should have been addressed strongly in annual reviews with the candidate by the Department Chair and also during the mentoring process.

We believe that she may actually be involved in too many different projects, thus diluting her efforts toward completing any one project. If we could offer her an advice, it would be to concentrate on one project that is closest to completion while placing other projects on the back burner. The committee can't give any specific advice on the nature of her work-in-progress projects, but the candidate is strongly advised to seek mentoring/scholarly help in choosing most publishable manuscripts and submit the findings to selected hospitality journals immediately. At the same time, the candidate is strongly advised to minimize her service activities so that she may build her research record satisfactorily. She is also advised to drastically decrease her review tasks for various journals and conferences. We are of the opinion that it may not be in her best interest to serve as an associate editor for a premier journal at the expense of her research publications.

In summary, the pace of progress made by the candidate in the area of research contributions, at this point, does not meet the requirements for a tenure track associate professor in the Daniels College of Business. But we are optimistic that the candidate has the potential to excel in research publications and meet the guidelines of Daniels College of Business in due time.

**Recommendation: Needs Improvement**

### **Teaching:**

Since joining the University of Denver, Cheri has taught several hospitality courses including HRTM2501 Managing Human Capital in Hospitality; HRTM2401 Hotel and Resort Management; HRTM3360 Restaurant Food & Beverage Concept Development; BUS4610 Essence of Enterprise. She taught courses in the Knoebel School of Hospitality and the Department of Management. She made very good progress in the area of teaching. Her teaching evaluations indicate high commendations from students. Her SST scores were in mid-80s to high 90s except for fall and winter 2014 where they dropped a little. The qualitative input by the students indicate strong leadership in class, commitment to teaching excellence, passion for student development, fairness in grading, demanding excellence, compassionate to students' needs without being easy and ability to teach diverse courses. Overall, she is very well liked by her students for her ability to motivate them and provide them critical thinking skills. Scores for top three questions in teaching evaluations compare favorably to the Daniels College of Business.

Her teaching excellence was recognized by the following awards: Daniels College of Business Inclusive Excellence Award, 2015; John Wiley & Sons Innovation in Teaching Award, International Council on Hotel, Restaurant, & Institutional Education, 2014; Worldwide

Hospitality Award Winner-Best Educational Innovation, 2013 and Service Learning Faculty of the Year Award, University of Denver, 2013. She is a good role model for any tenure track faculty for teaching excellence.

Recommendation: **Excellent**

### **Service:**

Cheri excels in the area of service. She is a terrific colleague who truly cares for students her teaching, the institution, and her profession. She is an active participant in the department and the college in various capacities. She is very successful in securing several internal and external grants. She serves as a reviewer to several conferences and academic journals. She serves on various departmental, college and university committees.

The committee strongly feels that Cheri should channel her energies away from service at this time, and use this time to focus more on research publications. We recommend that the department Chair should help the candidate in refocussing her efforts.

Recommendation: **Excellent**

In summary, Cheri has made excellent contributions to the department in teaching and service but she is not meeting the Daniels' guidelines for research publications for a tenure track associate professor. The pipeline of work-in-progress indicate good potential for research publications. With proper guidance and mentoring, we believe, she can achieve the research goals in due time.