

# Memo

**To:** Dean Brent Chrite

**From:** Appointment, Promotion and Tenure Committee

**CC:** Associate Dean Paul Olk; Professor Dennis Wittmer, Chair of Department of Management; Associate Professor Cheri Young

**Date:** February 20, 2017

**Re:** Tenure Review of Associate Professor Cheri Young

---

The Appointment, Promotion and Tenure Committee (APT) of the Daniels College of Business, University of Denver, has assessed Associate Professor Cheri Young for her tenure review. The Committee members involved were Drs. Bacon, (chair), Keeling, Mueller, Singh, Sorensen, and Xu. APT member Singh participated in the discussion but, as a member of the candidate's department, he did not vote. The Committee used the four-category (Teaching, Research, Service, and Collegiality) scholarship document for her portfolio, and analyzed her submission based upon those criteria. The Committee used the standard major categories in its evaluation: ***Excellent, Acceptable, Needs Improvement and Unacceptable.***

## **Teaching**

The Committee members found Professor Young's scholarship of teaching to be **Excellent**. During her most recent four years at DU, she has achieved excellent SET scores above 95% (with a small hiccup in the 2014-15 year at 85.70%). Her colleagues and students describe her as a passionate and compassionate teacher with many strong innovations and applications that have won awards and brought DU national and international recognition. There is no question that this is her major gift.

## **Research**

The Committee vote on Dr. Young's scholarship of Research was **Acceptable Plus**. It is the first time in the senior committee members' experience that such a unique situation has arisen. Dr. Young came to DU with 19 years of academic teaching

experience and tenure (at UNLV – the second largest Hotel School in the country). Yet, she was not granted tenure upon arriving at DU in 2011. Prior to DU she had 27 publications with 15 on the Daniels target journal list. Since arriving at DU she has produced only 2 publications (both cases and on the Daniels target list), has 4 current submissions, and 10 articles in progress (many with funding – but none appear close to submission). As evidence of research talent and future research productivity, case publications alone have been seen by the APT as not as compelling as disciplinary research. At the same time, the Committee respects her prior body of work.

If this were a 4 year DU review the committee would be very encouraged and excited for her. However, in our 4 year review we clearly gave guidance to Dr. Young to stop all her service activities and focus on her research. Since research is considered as 40% of performance for tenure track professors, this is a highly important area of focus. Instead we observe that over the last 2 years, Dr. Young has acted like a tenured professor, retaining her associate editorship of two journals, added on 6 additional service activities for the university and industry. She has unique areas of research that are valuable, but without publications it is difficult to enhance her and the university's reputation. We are encouraged that our 4-year review suggestion of doing more conference presentations produced 4 additional conference paper presentations in the last 2 years (as there were none in her first 4 years). We also note that neither she nor the Department identified each of her journal publications as Premier, Top, Good or Acceptable. She is obviously loved by her colleagues who wrote their reviews focusing on her total career and not her research production while here at DU.

### **Service**

Associate professors without tenure at the Daniels College of Business have moderate expectations in the area of service. Again Dr. Young has acted like a tenured professor with a stellar and unique service record garnering national and international recognition in the industry. The Committee members evaluate Dr. Young's service as **Excellent**.

### **Collegiality**

The Committee concurs with all her colleagues and students that Dr. Young's collegiality is **Excellent**. Many co-authors, industry collaborators and most students have loved to interact with her. Her external review letters were glowing.

### **Summary**

The Committee rates Dr. Young as **Excellent** on teaching; **Acceptable Plus** on

research; **Excellent** on service; and **Excellent** on collegiality. Typically, the APT requires the candidates to be Excellent in teaching and research and at least acceptable on service and collegiality. Dr. Young's record is unusual and characterized by a long and substantial research performance prior to DU and modest performance after arriving at DU. Reflecting on the totality of her record, the Daniels APT Committee considers her overall performance to be **Excellent** and thus we recommend Dr. Young be granted tenure. We look forward to seeing her continued strong performance over the next several years.

### **Suggestions for the Future**

Current promotion and tenure guidelines require the applicant to be rated as Excellent in the Teaching and Research dimensions. Dr. Young should maintain her high level of teaching, service and collegiality. Importantly, in order to achieve promotion to full professor in the future, she will need to maintain a strong level of research productivity.