

FACULTY REFLECTION, APPRAISAL AND DEVELOPMENT

ABILENE CHRISTIAN UNIVERSITY • COLLEGE OF BUSINESS ADMINISTRATION

Please Read: This process employs self-appraisal and supervisory feedback to review performance, set goals, identify resources, and sustain growth. Please consult and reflect upon your **Annual Accomplishments** and **Teacher Evaluations** as you complete this review for your academic chair.

MISSION

Abilene Christian University

The mission of Abilene Christian University is to educate students for Christian service and leadership throughout the world.

Business

The mission of the College of Business Administration is to create a distinctively Christian environment in which excellent teaching, combined with scholarship, promotes the intellectual, personal and spiritual growth of business students, and educates them for Christian service and leadership throughout the world.

Information Technology and Computing

Our mission is to provide students with the highest quality education possible in the ever-changing high-tech arena, and to establish within them a foundation of faith from which they can lead and serve in world-changing ways.

STATUS

Department:	<input type="checkbox"/> Accounting/Finance	<input checked="" type="checkbox"/> Management Sciences	<input checked="" type="checkbox"/> SITC
Qualification:	<input checked="" type="checkbox"/> Scholarly Academic	<input type="checkbox"/> Scholarly Practitioner	<input type="checkbox"/> None of Above
	<input type="checkbox"/> Practice Academic	<input type="checkbox"/> Instructional Practitioner	<input type="checkbox"/> N/A (SITC)
Rank:	<input type="checkbox"/> Instructor	<input type="checkbox"/> Assistant Professor	<input checked="" type="checkbox"/> Associate Professor
	<input type="checkbox"/> Professor	<input type="checkbox"/> In Residence	
Tenure:	<input type="checkbox"/> Tenure Track	<input checked="" type="checkbox"/> Tenured	<input type="checkbox"/> Non-tenure Track

Dates (desired): _____ Pre-tenure, Tenure or Promotion

_____ Faculty Renewal

TEACHING

1. Reflection: After reviewing your student evaluations, teaching-related annual accomplishments, and any other teaching-related activities from last year:

a. Of what activities or accomplishments are you most proud?

I continue to challenge students to excel in their preparation for service in their chosen profession. I have taught Operations Management, E-Commerce, and ERP Systems over past year, and each course comes with its own challenges. In OM, I had two goals: first, to teach students to be better prepared to use a variety of technologies as business managers to extend their understanding beyond the use of consumer technologies. With this in mind, students were tasked with installing and accessing technologies linked to virtual servers and to use enterprise data for analysis in making business decisions. In E-Commerce, I introduced the use of mobile applications in building an e-commerce platform and emphasized the need to understand the business, technology and people interaction in selling goods and services over the Internet. I also extended my own comfort zone by introducing one of the leading web development languages to the class – Ruby on Rails. About 18 months ago, one of the SITC board members suggested that our students would be more marketable if we introduced them to programming platforms that were in high demand in industry. Although I am not a Ruby programmer, I ventured out in experiencing using Ruby in class – and it actually worked! My greatest challenge was in staying current with SAP ERP systems for the Intro to ERP course. In doing so, I enhanced the course to move from learning end-user business processes in ERP to configuring an ERP system as an IT/IT consultant, to developing enterprise mobile apps in a hybrid server environment, to understanding database architecture and recent innovations in data structures through in memory computing. To make this work for the students, we used a dedicated lab environment for in-class activities and took advantage of learning core concepts provided through an LMS that supported our business consultant e-text. We also used training software provided by the company to train their new recruits, which is an opensource learning platform developed by SAP. This meant we had a lot to cover in one semester; however, I believe it better prepared our students for the current business environment.

b. Where did you not perform as well as you wished?

I am still challenged with students who have been raised in an environment where African Americans are more prevalent in home service vs. professional positions. As a result, I strive to connect to students in diverse ways and engage them in meaningful interactions in proper academic and professional relationships. Each semester, after about 8 weeks, I form many more wholesome relationships with students who seem to turn around and become better professionals as they overcome these barriers. However, I always sense that there must be a better way to gain ground earlier in the semester. Relationships take time. I know relationships of any worth grow and develop in God's time. I have had so many students come to me at the end of their four or five years at ACU and articulate a growth that may not have occurred if they had not been in my class. For this I am thankful. However, I still feel the need to overcome the initial barriers that seem to repeat with each new semester.

I also continue to be challenged with grading. I have developed a better system to quickly grade major exams and projects. However, smaller assignments are often not graded as quickly and I and the students would like to experience.

c. How would you evaluate your performance on your teaching-related annual review goals from last year?

2013 Annual Review Goals and outcomes:

Put to rest grading issues – improved but not completely resolved. I significantly improved the grading of exams and major projects by completing grading the day after an exam is administered. I did this by restructuring exams and using paper vs. online assessments. Environmentally, this is not my preference. However, it did help to improve my immediate evaluation of the ability of students to master more difficult topics covered in class. Plus, having a stack of paper in front of me bothers my psyche, so I burn through a stack of approximately 100 essay exams in about 4 hours over a Starbucks grande salted caramel mocha.

Convert to a different LMS – I converted all classes from OpenClass to Coursesites. This works much better except for the typical limited control issues associate with using a free version LMS.

Resolve grade availability/update concerns – this was taken care of by using Coursesites. Grades were assessable to students and readily available.

Better time management or train a TA – I thought I had resolved this issue but did not. It takes time to train a TA and it also creates an awareness of performance barrier between me and the students. I therefore did not use a TA for much of the year and continue as such.

2. Goal Setting: Considering your reflections above, what realistic and measurable teaching goals do you have for the upcoming year? What additional resources do you need to achieve your goals?

Relationship Building - I would like to impact my initial relationships with students to offset prior perceptions to reduce the learning curve within each class. Measures: Hold class get together within first 3 weeks of class. Individually meet with each student outside class at least once before the first exam.

Enhanced Course Delivery - I would like to improve in the deliverance of hybrid programs that take advantage of expertly designed course content. Measure: Add a opensource module to OM during the fall 2014 term.

Course Sequence Modification - I plan to change the sequence of topics covered in OM. There are opportunities to tie in topics that I would like to address over the summer of 2014. Measure: Modify the course sequence in the syllabus for the fall 2014 term.

Lab Administrative Access - I need to gain administrative access to the lab in 214 to create a more permanent lab environment to develop and test enterprise applications. Measure: Coordinate with the IT group to have admin access to lab computers.

RESEARCH

1. Reflection: After reviewing your research-related annual accomplishments and any other research activities from last year:

a. Of what activities or accomplishments are you most proud?

I was one of three associate editors for MSR for the 2014 conference proceedings. This support helped to improve the review process significantly from prior years.

I managed the Most Promising Dissertation Award review and selection process for the past two years. This event allowed me to interact with a number of talented PhD students from various universities around the world.

I completed my final year working with Jess Weeden who is graduating in May. I worked with Jess to apply for graduate studies at several universities, which ended with her being accepted in all programs to which she applied (5 total). Jess will attend a graduate program in Georgia the fall of this year.

I presented one paper and co-authored a second paper, both of which were presented at the Christian Scholars conference at Lipscomb University in June 2013.

I worked with Andy Borchers at Lipscomb University to develop topics for an engineering/business block at the 2014 Christian Scholars conference.

Jess and I submitted a proposal for and facilitated a professional workshop on the topic of *Spirituality that Shapes Identity* at the Academy of Management 2013 conference in Orlando, FL in August.

After a number of years, I finally had a paper undergo two reviews to the Journal of Management, Spirituality and Religion. Due to personal concerns, I could not meet the review deadline and requested that the editor reject the paper vs. extend the review date.

I made significant progress on the chapters for what will eventually become at least two books that relate to my experiences and those of African American students in Christian higher education. One that was on my list of research goals list in 2012-2013 – *Personal Excellence* – is much closer than I had originally planned, largely due to the challenges I have experienced over the past two years.

b. Where did you not perform as well as you wished?

This was more than a challenging year for research leading to journal publications. I simply did not have the time and the energy to focus on completing the three journal ready articles developed over the past two years and to work through the revise and resubmit process for each. My challenges with the Abilene and Sweetwater justice systems drained my mental and emotional energies and I just could not make the revision deadlines.

c. How would you evaluate your performance on your research-related annual review goals from last year?

2013 Research Goals:

Submit work to one IS conference – I did not make this goal.

Submit ongoing conference work to two journals – I submitted work to one journal.

Need to identify a research assistant to assist with IS research – I did not identify another research assistant this year.

2. Goal Setting: Considering your reflections above, what realistic and measurable research goals do you have for the upcoming year? What additional resources do you need to achieve your goals?

Journal Publications - I plan to regain the needed focus to re-submit three articles to journals for publication. Measure: Three journal submissions in the 2014-2015 academic year.

Support Hosting for the 2015 CSC - I will not be able to attend the 2014 Christian Scholars conference. However, I would like to be involved in planning for hosting the 2015 conference at ACU. Measure: Participate in planning for the 2015 CSC conference to be held at ACU.

Manuscript/Prospectus submission - I plan to finish one book manuscript and submit the prospectus to either ACU Press or Notre Dame Press for consideration. Measure: Prospectus or manuscript submitted during the 2014-2015 academic year.

Associate Editor - I will continue to serve MSR as an associate editor. This significantly improved the interest group's review process and will need additional support to maintain this effort. Measure: Work as an associate editor for the 2015 AOM conference.

SERVICE

1. Reflection: After reviewing your service-related annual accomplishments and any other service activities from last year:

a. Of what activities or accomplishments are you most proud?

I spent a significant amount of time working with people at ACU and the Abilene community to identify, increase awareness and develop systemic solutions for problems with race and the legal system. I can't say that I am proud of these activities, as, in reality, the need was placed on me by what I believe was God's hand in using me for the purposes in which I was brought to Abilene. Although I thought I understood the spiritual aspect of coming here, I did not see the real need until these past two years. It is unfortunate that God has to place us in the fire to see the need in other peoples' lives. However, these past two years have and continue to be a trial by fire that I have worked to navigate through to improve the experiences of people of color in the West Texas community.

In addition to this area, I am pleased with the following activities:

Working with students to apply/enter graduate school

Working with an SAP consultant to successfully offer a summer internship for an IS student

Giving back to ACU financially

Mentoring students with spiritual challenges

Mentoring students with learning and testing challenges

AOM executive committee and Chair-elect activities

AOM Reviewer

Planned a very successful plenary session with a panel of distinguished experts to represent MSR at the 2014 AOM conference

b. Where did you not perform as well as you wished?

There were a number of Adam's Center events that I would like to have attended. However, I attended only a few, being consumed with a number of community and school district meetings around the problem of racial inequities in Abilene.

I did not advise AIS students this year. I have worked with Brad Crisp in the past to support this group. However, I was not able to provide support this past year.

I did not directly advise a women's or minority service organization this past year.

c. How would you evaluate your performance on your service-related annual review goals from last year?

2013 Service Goals:

Industry Connections, i.e., continue mentoring students in seeking IS internships with leaders in enterprise systems – this worked out very well. I was able to work with several students who received jobs in industry related to the IS/IT field.

Continue AIS mentoring – did not mentor the AIS group this year

Support 2 student service organizations and strive for compatibility in relationships – I worked with BSA and UBF to support their work. Although UBF is more of a community group, its goals support the needs of all students within the Abilene community.

Although I missed this goal last year, I did continue involvement with the MSR Executive Committee and chaired the scholarly program at the 2013 conference.

2. Goal Setting: Considering your reflections above, what realistic and measurable service goals do you have for the upcoming year? What additional resources do you need to achieve your goals?

Goals/Measures

Chair the MSR Interest Group for 2014-2015

Continue work to address problems of racial disunity in the Abilene Community

Serve as one of four mentors for the BSA

Continue mentoring activities that lead to jobs and internships for IS/IT students

Continue work to establish an ongoing internship program for IS students with SAP consultants. To accomplish this goal, it would be helpful to establish connections with ACU board members who are involved with the fracking industry. This suggestion was made by Jim Porter.

COLLEGIALITY

1. Reflection and Goal Setting: After reviewing your collegiality with others from last year:

a. How would you evaluate your collegiality?

I have worked with colleagues in various universities in the US in my involvement with MSR.

I have also worked with colleagues in France, New Zealand, and parts of India through the dissertation award process in MSR.

I was selected as a member of the SAP Americas University Alliances board and, as a result, associate with colleagues at a number of universities in the US.

I worked with a number of professors in the College of Biblical Studies and the Center for Conflict Resolution on issues regarding race and unity.

b. What areas of improvement are needed?

I think I have complied with the requirements for collegiality here. I could use better time management, but I have found that my time is not my own.

OTHER ISSUES

Are there any other issues, goals, or desires, which you wish to express or discuss?

This is just a comment without an expectation or solution. I came to ACU to contribute to the mission of the College of Business Administration as a business professor and practitioner in the use of enterprise technologies. Although I have worked diligently to be faithful in this area, it has become necessary for me to become involved in the racial issues that drain the resources of both students and faculty who come to this area. I know that, to those who are not drawn into this service out of personal experience, this may seem like a misapplication of valuable resources. However, I was not given a choice; my children's lives have been at stake. To take on the racial challenges of a community built on an infrastructure of racial prejudice is neither by choice nor my desire. However, I have learned that I am in service to a greater calling. During this time, I have learned about the good and the evil in this community and have shared in the sufferings of many who have spent time here and have either left or stayed only to endure the harassment of racial backlash against professionals who have been brought to this community by ACU. It is most unfortunate to be part of a battle with no end.

RESPONSE

Summary comments by Department Chair/Director:

Faculty member may make additional comments below (if desired):

SIGNATURES

This review and development form has been discussed by the undersigned:

Faculty Member

Date

Department Chairperson/Director

Date