



# CASE STUDY 4A: ALEX HERNANDEZ

RESEARCH INSTITUTION VERSION

NOTES:

Alex Hernandez, D. Ph.D.

D. A. H.

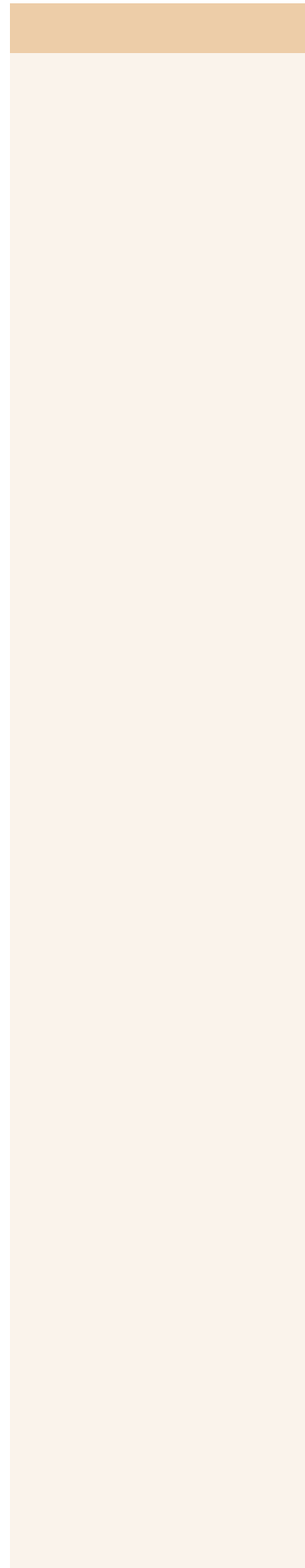
, D. Ph.D.

*"The tenured members of the department recommend that you cease focusing on journalistic essays. Popularizing research findings of others for general publications such as C. H. E. and the newsletter of the Center for Science in the Public Interest (CSPI) is in the service to the profession but unlikely to help you secure future funding and to impact the design of policy-oriented research. We hired you to work on national nutrition policy and outcomes and expect you to publish results in peer-reviewed journals.*





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**Sample Gorman evaluation letter**

D.A. G. ?H '

*"Dear Allison,*

*"The senior members of the department have asked that I convey to you our recognition of the improvement you have shown over the past two years and our assessment of where you need to concentrate your efforts in preparation for being considered for tenure.*

*"Our tenure standards state: 'Successful candidates must be judged excellent as either researchers or teachers and, at a minimum, very good in the alternate category.' With regard to research, we congratulate you on the publication of one article and the acceptance of another based on your dissertation. You should now concentrate on publishing results based on your inquiries into prosthesis funding and into how children are affected by chronic mobility impairment in adult providers. As you know, in our field a book is not required to obtain tenure, but we do expect significant publications. For close to a decade now, candidates judged excellent in research submitted between three and eight accepted articles, including at least two based on post-dissertation research. There is no magic number because the evaluation process takes into account the significance and range of research and the demonstrated potential for ongoing productivity. Although external funding is an important indicator of future output, it is not required to receive tenure.*

*"With regard to teaching, we note that you have developed excellent slides in order to clarify your lectures and that students no longer complain that you are impatient during office hours. However, your evaluations continue to fall below the mean, particularly because of the span of your classes. Howt*

