TO FRANK, AVEC AMOUR

Copyright © 2009 by the President and Fellows of Harvard College All rights reserved Printed in the United States of America

Library of Congress Cataloging-in-Publication Data

Lamont, Michèle, 1957-

How professors think: inside the curious world of academic judgment / Michèle Lamont.

p. cm.

Includes bibliographical references and index.

ISBN 978-0-674-03266-8 (cloth: alk. paper)

1. College teachers—Rating of. 2. Peer review. 3. Teacher effectiveness.

4. Portfolios in education. I. Title.

LB2333,L36 2009

378.1'2—dc22 2008031423

Contents

- 1 Opening the Black Box of Peer Review 1
- 2 How Panels Work 22
- **3** On Disciplinary Cultures 53
- 4 Pragmatic Fairness: Customary Rules of Deliberation 107
- 5 Recognizing Various Kinds of Excellence 159
- **6** Considering Interdisciplinarity and Diversity 202
- 7 Implications in the United States and Abroad 239

Appendix: Methods and Data Analysis 251

Notes 259

References 289

Acknowledgments 316

Index 321