

Task Force Recommendations

1. Departments and institutions should practice and promote transparency throughout the tenuring process.
2. Departments and institutions should calibrate expectations for achieving tenure and promotion with institutional values, mission, and practice.
3. The profession as a whole should develop a more capacious conception of scholarship by rethinking the dominance of the monograph, promoting the scholarly essay, establishing multiple pathways to tenure, and using scholarly portfolios.
4. Departments and institutions should recognize the legitimacy of scholarship produced in new media, whether by individuals or in collaboration, and create procedures for evaluating these forms of scholarship.
5. Departments should devise a letter of understanding that makes the expectations for new faculty members explicit. The letter should state what previous scholarship will count toward tenure and how evaluation of joint appointments will take place between departments or programs.
6. Departments and institutions should provide support commensurate with expectations for achieving tenure and promotion (start-up funds, subventions, research leaves, and so forth).
7. Departments and institutions should establish mentoring structures that provide guidance to new faculty members on scholarship and on the optimal balance of publication, teaching, and service.
8. Department chairs should receive guidance on the proper preparation of a tenure dossier.
9. Departments and institutions should construct and implement models for intermediate reviews that precede tenure reviews.
10. Departments should conduct an in-depth evaluation of candidates' dossiers for tenure or promotion at the departmental level. Presses or outside referees should not be the main arbitrators in tenure cases.
11. Scholarship, teaching, and service should be the three criteria for tenure. Those responsible for tenure reviews should not include collegiality as an additional criterion for tenure.
12. Departments and institutions should limit the number of outside letters (in general, to no more than six). Scholars should be chosen to write letters based primarily on their

knowledge of the candidate's field(s). Letters should be limited to evaluating scholarly work. Candidates should participate in selecting (or rejecting) some of their potential reviewers.

13. The profession as a whole should encourage scholars at all levels to write substantive book reviews.
14. Departments and institutions should facilitate collaboration among scholars and evaluate it fairly.
15. The task force encourages further study of the unfulfilled parts of its charge with respect to multiple submissions of manuscripts and comparisons of the number of books published by university presses between 1999 and 2005.
16. The task force recommends establishing concrete measures to support university presses.
17. The task force recognizes that work needs to be done on several questions not asked in its survey: salaries of junior and recently tenured faculty members, the role of unions, tenure appeals processes, and the lengthening of the pretenure period.
18. The task force recommends that a study of faculty members of color be conducted.
19. The task force encourages discussion of the current form of the dissertation (as a monograph-in-progress) and of the current trends in the graduate curriculum.
20. Departments should undertake a comprehensive review to ensure that their expectations for tenure are consistent with their institutions' values and mission and that each step in the process is fair and transparent.