

Executive Director's Report

Catherine E. Rudder, *American Political Science Association*

This year, members have shown how deeply they care about the Association's future. Admittedly, when President Robert O. Keohane first suggested that a Strategic Planning Committee (SPC) be formed, no groundswell of enthusiasm could be detected among APSA members. However, as the work of Paul Beck's SPC proceeded, the committee began to hear from increasing numbers of people.

Rather than waiting to produce one large report for member reaction, the SPC has been regularly posting preliminary reports on the web (www.apsanet.org/new/planning) and asking for responses via email, the web, and public sessions held at the regional meetings. Members have neither been shy nor univocal in their reactions, especially in regard to proposals concerning *APSR* and, to a lesser extent, the Association's mission statement. The committee has tried to balance diverse opinions and to develop a vision that will carry APSA forward over the next decade and will submit its initial final draft recommendations to the Council in time for discussion at its meeting during the Annual Meeting. Members will have ample opportunity to respond to the full report before official action is taken at the spring 2001 Council meeting.

Some might ask why, at a time when the Association has strong programs, robust investments, thriving Organized Sections, and balanced budgets (Tables 1-3), a planning process is necessary. After all, no crisis looms. There are several answers. In 1998, the staff conducted a survey of current and lapsed members that indicated the need to review APSA publications and programs. *PS: Political Science and Politics* and the Annual Meeting were found to be popular among members and nonmembers alike. That almost half of the membership attends the meeting each year attests to its apparent usefulness as well (Table 4).

Less anticipated was the discovery that most survey respondents had no opinion about, no experience with, or no knowledge of most of the remainder of APSA programs. Our flagship publication, the *American Political Science Review*, drew both the strongest expressions of satisfaction and dissatisfaction, with dissatisfaction being conveyed by a majority of lapsed members and an almost even split between expressions of satisfaction and dissatisfaction among current members. This bifurcation over the *Review* posed and continues to pose a dilemma for anyone planning for the future of the Association.

The *APSR* is the leading publication in political science, as indicated by acceptance rates, the half-life of citations, and reputation. Moreover, survey respondents indicated their appreciation of the *Review's* rigor and of the book reviews in open-ended comments. The SPC, a diverse body, has come to the conclusion that the quality of the journal can be maintained and even enhanced if its breadth is widened, something current and past *APSR* editors have attempted despite difficulties. The SPC has asked the Council and APSA members to consider using newly available digital tools to overcome barriers.

Another impetus for establishing a planning committee was a notable decline in net revenue during a four-year period when expenses increased more rapidly than income (see Table 3). These trends, coupled with a two-year drop in individual membership and a substantial decline in library memberships (Table 5 and Figure 1), gave the Council reason to worry that APSA budgets would soon be in the red. This year, the Annual Meeting Committee, led by Peter Lange, redressed the imbalance between Annual Meeting revenue and its share of support of Association activities by increasing Annual Meeting registration fees, reversing the negative revenue trend

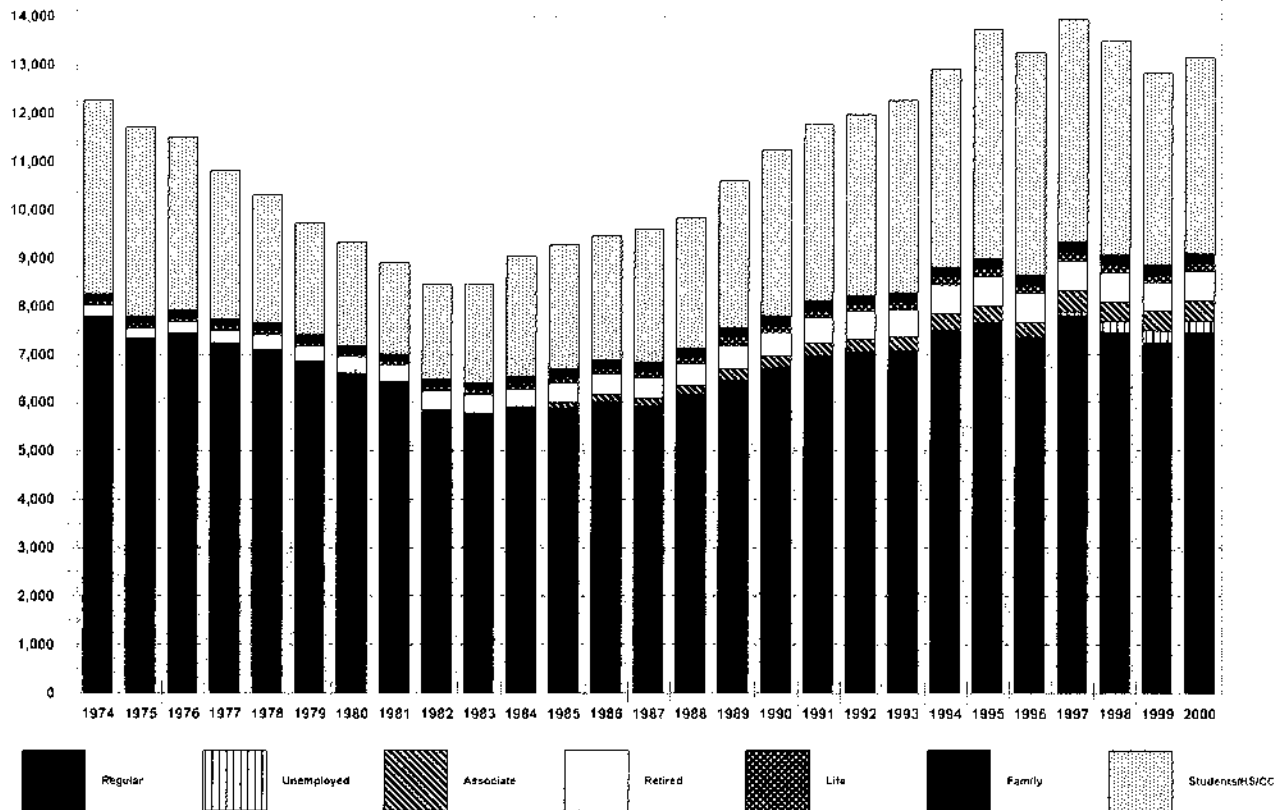
for the time being. In the spring, the Council agreed to a small increase in membership dues, which has further alleviated, though not fully resolved, the problem.

Longer-term trends of generational change, the changing environment in higher education, the possibilities offered by the Internet, and globalization of political science—as articulated in the APSA document, "Draft Design for a Strategic Planning Process" (www.apsanet.org/new/planning/briefing.cfm)—present challenges but also offer exciting opportunities for our future. We have already used the web to increase our productivity and improve our service to members. Whether collecting information for the upcoming *Centennial Biographical Directory of Members*, making the Association's scholarly publications available through JSTOR, PROceedings, and *PSonline*, or creating opportunities for political scientists with E-Jobs, *PSNonline*, and the Annual Meeting proposal process, we are doing our best to take full advantage of the new media. We have also developed special sites for APSA members, undergraduate teachers, graduate students, civic educators, department chairs, those involved in service learning, and members of Organized Sections. Also, our site is now secure for financial transactions.

More is in the pipeline. By next year, for example, we hope to offer the Program Committee a web-based system to create the Annual Meeting panels. The Minority Identification Project will soon be entirely web-based. The SPC—and, earlier, the ad hoc Committee on Technology, led by Pippa Norris, and the Committee on Publications, chaired by Bert Rockman—have encouraged APSA's digital efforts, especially those using the web site. These committees have also recognized the high cost of information technology and its tendency to transform private goods into public ones.

APSA Membership

1974 - 2000



As a result, we are working to develop strategies for maintaining sufficient incentives for political scientists to continue their membership in the Association, even in the face of rising costs and open access to APSA resources.

While strategic planning consumed much energy this year, many other significant activities were undertaken. Peter Gourevitch led the search committee for candidates to serve as *APSR* editor upon Ada Finifter's completion of her second term in August 2001. The committee's task was complicated by the fact that the SPC was discussing the future of the *APSR*, creating some uncertainty among candidates as to what their roles and responsibilities would be as editor. Fortunately, communication between the SPC and the search committee helped

TABLE 1
Market Value of APSA Funds, 1987-00

Year*	Trust and Development and Centennial Campaign Funds	Congressional Fellowship and Endowed Awards Funds
1987	1,811,794	362,174
1988	1,685,345	382,268
1989	1,643,552	394,837
1990	1,630,718	419,021
1991†	1,555,574	5,452,252
1992	1,905,090	6,188,105
1993	2,118,787	6,847,760
1994	2,190,976	7,218,462
1995	2,807,182	7,774,290
1996	3,248,013	9,442,658
1997	4,283,425	10,624,573
1998	5,965,087	12,656,326
1999	6,984,978	14,166,705
2000 (projected)	7,791,720	16,154,430

*June 30 of each year.

†Figures for 1991-93 were restated to reflect a change in accounting practice.

TABLE 2
Organized Section
Members, 1999

Organized Section	Number of Members*
1 Federalism and Intergovernmental Relations	412
2 Law and Courts	802
3 Legislative Studies	639
4 Public Policy	833
5 Political Organizations and Parties	574
6 Public Administration	587
7 Conflict Processes	342
8 Representation and Electoral Systems	359
9 Presidency Research	416
10 Political Methodology	845
11 Religion and Politics	496
13 Urban Politics	410
15 Science, Technology, and Environmental Policy	326
16 Women and Politics	629
17 Foundations of Political Theory	632
18 Information Technology and Politics	241
19 International Security and Arms Control	490
20 Comparative Politics	1544
21 Politics and Society in Western Europe	399
22 State Politics and Policy	427
23 Political Communication	405
24 Politics and History	686
25 Political Economy	639
26 Transformational Politics	220
27 New Political Science	309
28 Political Psychology	364
29 Undergraduate Education	351
30 Politics and Literature	271
31 Foreign Policy	366
32 Elections, Public Opinion, and Voting Behavior	729
33 Race, Ethnicity & Politics	489
34 Interdisciplinary History & Politics	

*As of June 1, 2000

TABLE 3
Operating Budget Summary, FY 1986-00

Year	Income	Expenditures	Surplus
1985-86	1,505,224	1,453,248	51,976
1986-87	1,585,000	1,500,000	85,307
1987-88	1,637,637	1,563,252	74,385
1988-89	1,847,151	1,731,248	115,903
1989-90	1,891,773	1,871,302	20,471
1990-91	2,158,118	2,133,524	24,594
1991-92	2,256,647	2,199,632	74,804
1992-93	2,290,313	2,202,419	87,894
1993-94	2,574,436	2,294,128	280,308
1994-95	2,734,375	2,524,663	209,712
1995-96	2,822,154	2,590,227	231,927
1996-97	2,979,845	2,793,237	186,607
1997-98	3,068,237	2,981,914	86,323
1998-99	3,150,001	3,086,546	63,455
1999-00*	3,325,000	3,225,000	100,000

*Projected.

minimize this problem. The SPC understands the need for the next editor to be directly involved in discussions concerning proposed changes to the *Review* during the coming year. All concerned are committed to ensuring that the *APSR* continues to publish the best research in all areas of the discipline.

Addressing Workforce Issues

The SPC is also working, along with Charles Johnson's Committee on Education and Professional Development and the national office, to meet the needs of graduate students and junior faculty as they enter and try to advance in the changing academic workplace. The education committee prepared a report to the Council and all members of the Association regarding how to address problems facing new cohorts, noting that "The production of Ph.D.s in political science, the job markets for individuals holding doctorates in political science, the placement of those holding those degrees, and the conditions of employment for those degree holders must be core concerns for the American Political Science Association." The full text of the committee's report, including specific, significant recommendations and an invitation for comments, can be found at www.apsanet.org/about/

chairs/responsibilities.cfm. Participants in the Conference of Department Chairs at the Annual Meeting in Washington, DC, will consider the recommendations in the report. Final recommendations will be presented to the Council at its spring 2001 meeting.

The Committee on Education, in conjunction with the Departmental Services Committee, led by Ron Peters, has also completed and made available "Career Encounters: Political Science." This inspiring 25-minute video, which is meant to encourage undergraduates to major in political science, features political science majors in a variety of inviting careers and at different stages of their professional lives. The video can be ordered online (www.apsanet.org/pubs/careervideo.cfm) and is one component of the two committees' program to build resources that departments and faculty can use on their campuses.

Paralleling the education committee's work has been APSA's participation in the formation of the Coalition on the Academic Workforce (CAW). Composed of over a dozen scholarly societies, CAW was formed to address the increasing use of part-time and full-time, nontenure-track faculty by colleges and universities. This practice shortchanges new Ph.D.s in particular and can have a deleterious impact on educa-

TABLE 4
Annual Meeting
Registration, 1968–98

1968	3723 (Washington, DC)
1969	4142 (New York)
1970	2397 (Los Angeles)
1971	2732 (Chicago)
1972	3380 (Washington, DC)
1973	2312 (New Orleans)
1974	2773 (Chicago)
1975	2478 (San Francisco)
1976	2295 (Chicago)
1977	2624 (Washington, DC)
1978	2373 (New York)
1979	2687 (Washington, DC)
1980	2745 (Washington, DC)
1981	2887 (New York)
1982	2205 (Denver)
1983	2859 (Chicago)
1984	3391 (Washington, DC)
1985	2842 (New Orleans)
1986	3602 (Washington, DC)
1987	3524 (Chicago)
1988	4161 (Washington, DC)
1989	3496 (Atlanta)
1990	4505 (San Francisco)
1991	5179 (Washington, DC)
1992	4998 (Chicago)
1993	5635 (Washington, DC)
1994	5902 (New York)
1995	5559 (Chicago)
1996	6055 (San Francisco)
1997	6391 (Washington, DC)
1998	6633 (Boston)
1999	5818 (Atlanta)

tional quality. For a copy of the report that led to the creation of the CAW, see www.apsanet.org/PS/adjunct.

In a related development, APSA is increasing the listing of nonfaculty positions—both in and out of higher education—that might be of interest to holders of M.A. and Ph.D. degrees in the *Personnel Service Newsletter*. President-Elect Robert Jervis has a special interest in academic workforce issues and will undoubtedly encourage further placement and professional development efforts during his presidency.

Over the past three decades, the composition of the academic workforce has been as important to APSA as has placement and advancement within it. Through the Minority Fellows Program, the Minority Identification Project, and the

Ralph Bunche Summer Institute, progress has been made in diversifying the political science community. A survey conducted by APSA this spring shows that an impressive 71 APSA Minority Fellows now hold Ph.D.s in political science and scores of others hold master's degrees or are currently enrolled in graduate school. Moreover, in time for the fall round of the Minority Identification Project, participating departments will be able to exchange the names of promising students of color who have expressed interest in graduate study via a dedicated web site.

This year, the Ralph Bunche Summer Institute (RBSI), which attracts and prepares students for graduate school, hosted 13 African Americans, as the Institute was originally founded to do, and also 6 Latinos and a Pacific Islander—to the benefit of all concerned. The students uniformly agreed that the diversity of participants led to greater insights into minority politics. The students enjoyed working together and expressed appreciation for the opportunity that Director Paula McClain and her colleagues at UVA and APSA provided them. Eleven of the Bunche students have been selected to present their research at a poster session at the Annual Meeting.

Next year, RBSI moves to Duke University, which has pledged substantial support, under Professor McClain's leadership. We are grateful to everyone at UVA, not only in the department of government and foreign affairs and its chair Jeffrey Legro, but also throughout that institution, beginning with President John Casteen, for their dedication and significant contributions to the Institute. The National Science Foundation also deserves recognition for providing major ongoing funding of this important effort.

Much of the credit for the past and likely future success of APSA's minority programs goes to Maurice Woodard, who is retiring after reaching his 25th year at APSA. The profession is greatly indebted to him, as am I. He has promised that he will stay actively involved in the affairs of APSA, and I plan to hold him to that pledge.

Broadening Our Reach

Even as APSA is working to broaden the composition of the workforce in political science, we are also striving to widen our welcome to political scientists here and abroad. Three years ago, Council member David Laitin suggested the formation of a group of representatives from each of the area studies organizations, which could serve as a source of expertise for the Association. The result is the Area Studies Liaison Group, which meets regularly at APSA and has recommended creation of a new Organized Section on Comparative Democratization and agreed to sponsor several events at the Annual Meeting.

Among its sponsored programs is a two-day Library of Congress open house on Thursday, August 31, and Friday, September 1. Meeting registrants can tour the area studies rooms at the Library and receive an introduction to the institution's vast array of resources. Two in-depth orientation sessions will also be held for those wishing to learn how to access the collections there. The Liaison Group is also sponsoring a headliner panel on the contributions of area studies to the discipline and has worked with Program Chairs Ira Katznelson and Helen Milner—who will also edit the next volume of *The State of the Discipline*—to enhance participation by comparativists and international relations specialists working in underrepresented regions. The group has helped identify candidates for special Annual Meeting lectures and is seeking ways to promote internationalization of the Association. For more information on the work of the Liaison Group, go to www.apsanet.org/about/international/areastudies.cfm.

One other area of APSA's work this year, representation of political science in Washington, deserves highlighting. In 1998, President Matthew Holden appointed an ad hoc Committee on Political Science and the National Science Foundation, led by Frank Sorauf. (See www.apsanet.org/new/nsf/nsfreport.cfm for

TABLE 5
APSA Members 1974–2000

Year	Regular	Unemployed	Associate	Retired	Life	Family	Student	Total Individual	Total Institutional	TOTAL MEMBERS*
1974	7,793			217	101	137	4,006	12,254	3,504	15,758
1975	7,335			206	100	149	3,912	11,702	3,648	15,350
1976	7,428			245	96	134	3,603	11,506	3,588	15,094
1977	7,228			270	95	142	3,076	10,811	3,466	14,277
1978	7,094			301	97	154	2,655	10,301	3,338	13,639
1979	6,845			310	91	148	2,335	9,729	3,339	13,068
1980	6,592			344	91	135	2,159	9,321	3,337	12,658
1981	6,423			349	92	129	1,901	8,894	3,283	12,177
1982	5,838			388	97	134	1,984	8,441	3,156	11,597
1983	5,764			382	104	130	2,068	8,448	3,018	11,466
1984	5,891			378	111	151	2,511	9,042	3,059	12,101
1985	5,879		106	411	116	166	2,595	9,273	2,996	12,269
1986	6,009		145	432	117	173	2,589	9,465	3,046	12,511
1987	5,913		154	439	127	202	2,775	9,610	3,109	12,719
1988	6,171		173	450	129	186	2,728	9,837	2,975	12,812
1989	6,445		249	489	166	192	3,054	10,595	2,948	13,543
1990	6,708		258	488	163	180	3,436	11,233	3,004	14,237
1991	6,967		266	519	160	199	3,656	11,767	2,890	14,657
1992	7,046		279	557	159	182	3,740	11,963	3,057	15,020
1993	7,061		291	573	157	194	3,979	12,255	2,887	15,142
1994	7,505		343	593	159	195	4,121	12,916	2,908	15,824
1995	7,654		340	623	164	205	4,750	13,736	2,812	16,548
1996	7,349		323	596	168	210	4,618	13,264	2,841	16,105
1997	7,808	82	429	625	167	218	4,611	13,940	2,706	16,646
1998	7,464	226	400	607	165	206	4,428	13,496	2,653	16,149
1999	7,247	248	412	590	163	191	3,981	12,832	2,550	15,382
2000	7,454	247	415	617	164	196	4,065	13,158	2,475	15,633

*As of January 15 each year.

a copy of the committee's report.) In conjunction with the committee's attempt to identify actions APSA could take to increase the appreciation of political science research at NSF, Authur Lupia organized a symposium in *PS* on the public value of political science research that has been widely distributed throughout the Washington policy community and is available on our web site at www.apsanet.org/PS/march00/politicalresearch.cfm.

At NSF itself, three promising developments have occurred. First, the distinguished social scientist Norman Bradburn, well versed in political science, has assumed the position of assistant director for Social, Behavioral and Economic Sciences (SBE). Second, NSF Director Rita Caldwell has announced that the twenty-first century is the "century of the social sciences." Third, NSF is planning a major initiative in

the SBE that should substantially increase funding available in our fields. Perhaps the tide has turned.

On the humanities side of the house, this spring I was elected president of the National Humanities Alliance, whose primary function is to seek support for the National Endowment for the Humanities. Within the last two years, we have been able to reverse the assault on funding for the humanities and win a \$5 million increase. An equivalent increase in the coming fiscal year is possible.

Shouldering Responsibility for APSA

In the midst of reporting on the news at APSA, it is easy to take for granted the ongoing work of the Council, committees, and volunteers that constitutes our *raison d'être*.

The attentive leadership of President Robert Keohane and the work of the Strategic Planning Committee, the *APSR* Editor Search Committee, the Committee on Education and Professional Development, the Committee on the Annual Meeting, the Departmental Services Committee, the Publications Committee, and the ad hoc Committees on Technology and on Political Science and the NSF have all been instrumental. However, many more individuals deserve to be mentioned by name. The March issue of *PS*, the December issue of the *APSR*, and our web site list the many reviewers, committee members, and representatives to other organizations who ably serve the political science community by contributing their time and judgment. The articles of *PS*, both in print and online, describe the efforts of people like Alberta

Sbragia and John Garcia, who led the 1999 Annual Meeting Program Committee with such aplomb.

As you encounter the many contributors to the governance of the Association, please thank them for their efforts. Please also take note of the leaders of and the hundreds of financial contributors to APSA's Centennial Campaign, a remarkable testament to political scientists' con-

cern for their discipline now and in the future.

Finally, I personally am grateful to the Association and its elected leaders for granting me a six-months' sabbatical this year, allowing me to accept a Bosch Foundation Public Policy Fellowship at the American Academy in Berlin and a visiting position at the Mount Vernon Campus of George Washington

University. This exhilarating experience was only possible thanks to the generosity of my colleagues in the national office who shouldered my assignments, especially Robert Hauck, who capably served as acting executive director in my stead. I am now back and look forward to continuing to hear from you about PSA's future and present.

July 13, 2000

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