

Council Launches Strategic Planning

to appoint a committee of at least nine persons who would reach out to the many constituencies and scholars in APSA and provide the basis for a strong consensus concerning what APSA's key priorities should be. The committee would be asked to make recommendations to address the increasing financial stringency and declining membership within the Association, especially among younger political scientists.

President Keohane's directions to the committee are reprinted below along with a list of committee appointees. Executive Director Catherine Rudder, upon request of the Council at its April meeting, had prepared a draft document to launch strategic planning and that document follows as well.



APSA's New Strategic Planning Committee

At its meeting on September 1, 1999, the APSA Council voted unanimously to establish a strategic planning committee (SPC). The mission of the committee is to evaluate the overall condition of the Association relative to its mission and to the key challenges and opportunities in the external environment; to analyze APSA's relevant strengths and weakness, including its financial situation; to make recommendations on "the most pressing issues or critical choices that must be made, including those pertaining to membership, revenues, services, and publications; and to suggest benchmarks for evaluating success in executing the projects that it recommends." The committee is to report back to the Council no later than August 30, 2000.

The most important reason for establishing a strategic planning committee is that from time to time any professional association needs to reexamine the challenges and opportunities that it faces. Rapid technological innovation and significant demographic changes profoundly affect the mission and mandate of APSA. As APSA approaches its sec-

ond century, it needs to examine the challenges that confront the profession and seek to devise ways to respond to these challenges for the benefit of the Association and its members.

The most salient symptoms of potential trouble that have prompted establishment of this committee concern the membership and finances of the Association. According to current records, individual memberships have fallen by over 1100, or about 8%, to slightly under 13,000, since their peak in 1997. Institutional memberships have been falling for over 20 years, and have dropped by 30% since they peaked in 1975. Not surprisingly, revenue growth has slowed as a result: Although our 1998-99 budget showed a small surplus, this was due only to rigorous control over expenses. Overall, revenues increased by 3% in 1998-99, compared to expense increases of 4%. The budget for 1999-2000 is in balance only with a full draw from our Trust and Development Fund.

The conclusion to be reached is not that the Association is in crisis. On the contrary, we provide many goods and services of substantial value to our membership, including a flagship professional journal, a

APSA's Council approved a measure to begin a strategic planning process that is to be completed by August 2000. On September 1, in Atlanta, President Robert Keohane was authorized

COMMITTEE MEMBERS

Paul Allen Beck, chair,
Ohio State University

John Aldrich,
Duke University

Luis Fraga
Stanford University

Nancy McGlen,
Niagra University

Marion Orr,
Brown University

Wendy Rahn,
University of Minnesota

Ronald Rogowski,
UCLA

Kay Lehman Schlozman,
Boston College

Beth Simmons,
U. of California, Berkeley

Sven Steinmo,
University of Colorado

Joan Tronto,
Hunter College, CUNY

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successful Annual Meeting, which attracts over one-third of our members each year, and many thriving programs. Financially, we have a substantial reserve Fund and a relatively large endowment, which is growing because of the successes of the Centennial Campaign. On an operating basis, however, our current trajectory is unsustainable in the long run.

As president-elect, I took the initiative last spring in requesting the Council to consider establishment of a strategic planning committee. I argued that a timely long-range planning process would better position the Association to deal with future financial challenges and that innovative long-term thinking might generate ideas for new activities that would be valuable for both prospective and current members of the Association.

The SPC has been given a broad mandate to examine the programs (including publications) of the Association and the priorities that each reflects. Its members have also been asked to consider new activities that could help the Association to serve its members better. The SPC may recommend increased emphasis and funding for some activities, and decreased support, or termination, of others. All of the activities of the Association are subject to evaluation and review. The SPC's emphasis, however, will be on broad priority setting and strategic changes, rather than on any given particular program or publication of the Association. It bears emphasizing that the SPC cannot make definitive policy for the Association. Its role is to report to the Council, which may then take such action as it sees fit.

The SPC is not a constitutional review committee. As the Council put it: "The committee should be a commission on setting the priorities of the Association and not on constitutional revision." If in the judgment of the committee, changes in priorities require changes in the APSA constitution and bylaws, the committee could so indicate; but the committee would be going beyond its mandate if it were to concentrate on constitutional review.

An important part of the planning process, to take place over the next year, will be consultation with the membership of APSA about the issues to be considered by the SPC. The committee will publicize the

issues it proposes to address; will be open to members' suggestions about priorities; and will publicize its tentative recommendations on APSA's web site (www.apsanet.org) before writing a final report. A webpage is being set up to collect members' comments, and these comments will be periodically forwarded to members of the committee from the Washington office. The committee will not necessarily be able to respond directly to individual comments, but it will take them into account when preparing its report.

The Council authorized a budget of \$20,000 for the SPC. In its discretion, the SPC may commission a survey of members. It is expected to meet twice and to conduct the rest of its business by phone, electronic mail, and ordinary mail.

The Council mandated that the committee should be "representative of APSA (including by age and experience), given the limited degrees of freedom that a small committee affords."

The committee will have eleven members, representing a diversity of fields, regions, and age/experience. It will be chaired by Paul Beck of Ohio State University, and will include John Aldrich, Duke University; Luis Fraga, Stanford University; Nancy McGlen, Niagara College; Marion Orr, Brown University; Wendy Rahn, University of Minnesota; Ron Rogowski, UCLA; Kay Schlozman, Boston College; Beth Simmons, UC-Berkeley; Sven Steinmo, University of Colorado; and Joan Tronto, Hunter College, CUNY.

The executive director of APSA, Catherine Rudder, has prepared background papers for the committee. The committee may use these materials as it sees fit. Executive Director Rudder is on leave between October 1999 and late March 2000. Hence, Rob Hauck, as acting executive director, will be responsible for staff support during that period. Members seeking more information should consult the APSA web site at www.apsanet.org or email the Association offices at planning@apsanet.org.

Robert O. Keohane
September 23, 1999



Draft Design for a Strategic Planning Process

Catherine E. Rudder, Executive Director

The ubiquity of change—social, economic, political, technological and attitudinal—and the accelerated pace by which it is occurring demand a serious and imaginative response on the part of APSA if the Association is to thrive over the next several decades, let alone the next 100 years. Two leading indicators of the effect of this change on APSA are membership decline and the increasing financial stress the Association is undergoing. Recognizing that there is little time to waste, the Council

has committed the organization to strategic planning. This document, prepared upon request of the Council, outlines the planning process and is accompanied by two briefs to give the Council an assessment of our situation and to outline the choices before the Council at its September 1 meeting.

Fortunately, APSA is in the habit of looking forward, and we thus have a body of thought and a set of materials from which to begin.¹ Many of the concerns that prompt this effort are not unique to

APSA and many of them are being addressed by the Association to varying degrees. Still, it is necessary to engage more of the membership in thinking about the present and future of APSA as an organization if we are to maximize our chances of meeting the challenges and taking advantage of opportunities presented to us.

Introduction to Strategic Planning

Strategic planning is highly selective, sets priorities, and does not constitute a comprehensive review of the organization's activities (Eadie 1993; Shea 1997). It does identify the strategic issues facing the organization. Strategic planning should be a constructive, consensus-building activity that focuses on the health of the organization. The process includes a short statement of

- The situation in which the organization finds itself
- The key threats and opportunities in the external environment facing the organization
- The mission, vision, values, and objectives of the organization
- The relevant strengths and weaknesses of the organization
- The prevalent, most pressing issues or critical choices that must be made, including those pertaining to membership, revenues, services, and publications
- The highly selective strategic change projects that will be undertaken over the next three years (based on the cost of not addressing an issue in the near term and the ability of APSA to address the issue successfully)
- The financial constraints on APSA and the choices regarding revenue and activities that need to be made and the resources—through, for example, creating new revenue streams or ending some current activities—needed to undertake the projects
- The benchmarks for evaluating success in executing the strategic change projects with allowance for annual adjustments to conform to new realities.

Each of these items should be short and to-the-point. The resulting plan is typically widely disseminated among the members of the organization. In addition, sometimes plans are given to potential funders to help make the case for a proposal to support a strategic project or to show the priorities that an organization has chosen.

The president, board, executive director, and professional staff must all be committed to and involved in the process. Consultation within the organization should be wide. The planning committee itself should include the professional staff as equal partners who

will be responsible for fleshing out and executing the plan.

In response to the Council's request for some suggestions about how to proceed, including a timetable and a budget, I have divided this assignment into two parts following this introduction. First are my own ideas concerning APSA's current situation, the key challenges and opportunities posed by our external environment, and the prevalent and most pressing issues facing the APSA, followed by an appendix suggesting a possible mission statement, an indication of our values, and an abbreviated assessment of APSA's strengths and weaknesses. The purpose of this brief is to provide a starting point for discussion. Second is an action agenda proposing the creation of a strategic planning committee and setting forth, with specific proposals, three additional decisions that must be made by the Council if the establishment of a committee is authorized.

Executive Director's Brief

Even with its many strengths, the Association is experiencing individual and institutional membership loss and stresses on its finances, indicators of difficulty that we can ill afford to ignore. A review of APSA's current situation and external environment leads to many possibilities of the sources of these symptoms and how they might be addressed. This assessment concludes that we might best approach our difficulties and take advantage of our opportunities by working to (1) balance individual preferences with collective needs, (2) more thoroughly internationalize our membership base and our approach to political science, and (3) understand and further capitalize on the enormous changes that digitalization is rapidly presenting to us. The discussion below is meant to provide a starting point for the strategic planning committee and the membership's thinking about how to proceed.

What is APSA's Current Situation?

APSA is the largest, oldest political science society in the world. It is comprehensive in its membership and its activities. Members come from all fields of the discipline and all ranks, academic and applied, U.S. and abroad. However, the Association is widely perceived to be more attuned to American politics and empirical and mathematical approaches than to others, perhaps crowding out other fields and methods. Despite its international and applied membership, APSA is essentially a U.S., academic organization. Moreover, the comprehensiveness of APSA's activities requires members to pay for public goods that nonmember political scientists—approximately 50% of U.S. academic political scientists—enjoy but do not financially support.

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After almost two decades of growth, APSA has been losing members for the past two years.² Though loss of membership is part of a larger national trend among organizations, especially comprehensive scholarly societies, the two recent surveys of current and former members are suggestive of some of the reasons for this loss and could be read as warning signals of further loss of members. Is APSA serving the needs as well as it could and should of political scientists in nonfaculty positions, international relations and area studies scholars, and junior members of the profession? At a minimum, if we do not prove our value to younger members of the profession, we are dooming the Association over the long term to shrink in size and value.

Despite its comprehensive character, APSA has tried to accommodate increasing specialization. The birth and growth of Organized Sections has served this purpose and has made possible the creation of smaller, more manageable communities that compensate for the inevitably impersonal aspects of a large organization. As a result, these groups have lent a vibrancy to the whole Association and have, with the less formally affiliated Related Groups, built new passageways to interdisciplinary work. At the same time, these subgroups are skewed toward those fields where entrepreneurs organized to form the sections or where large numbers of people already belonged to APSA. The ad hoc genesis of sections has thus led to an unsystematic representation of the fields of political science and has underlined the Americanist emphasis in APSA.

APSA has lost not only individual members, but institutional and library members as well. This is also reflective of a larger national trend but is, nevertheless, worrisome, as it has a substantial effect on the Association's finances, as individual membership loss will soon. (For accounting reasons, the full financial impact of member loss has not fully registered in our operating budgets.) Over the last several years, APSA has experienced increasingly tight budgets not only because of relative declines in traditional sources of revenues but also because rising expectations of members have required new spending, as have investments in new technology. Budgets have remained balanced by increasing endowment and other investment spending. APSA would be operating in deficit were it not for APSA investments.

One source of stress, technological change, can eventually be turned to our advantage both in the services that we offer members and potentially in the costs that members must bear to receive those services. However, using new technology entails retraining and hiring new personnel, making heavy front-end investments, placing increased demands on the organization, and resetting priorities. While technological change is difficult enough, successful accommodation to it requires human change, a much greater challenge.

Finally, several recent developments here and abroad give APSA important opportunities to develop the discipline, build membership, and serve the public. These include the emergence of new democracies with the consequent development of political science in those countries, the globalization of national economies and outlooks, and the civic crisis in the U.S. of inadequate preparation of students for participation in democratic governance. Recent advances in communication technology can give APSA an unprecedented ability to respond.

What Are the Major Challenges and Opportunities in the External Environment?

Challenges should be regarded as opportunities. They are: newly weighted values in American society, the changing environment of institutions of higher education, the Internet, and globalization. These interact with one another in that, for example, the Internet makes national boundaries more irrelevant and permeable and, hence, facilitates globalization. The net alters peoples' values. It also has a major impact on higher education as, for example, distance education becomes more prevalent and alters how we teach and the skills in demand for instruction.

Values. The apparent victory of market mechanisms over other economic systems coupled with the communications revolution has led to the further elevation of free choice as a widely held value in American society. There has been a shift in control to the individual (Shapiro 1999). The fewer restraints on choice the better, and the more autonomy the better.

One can expect this value to be expressed in members' dealings, especially younger members' dealings, with the Association: "I choose. You do not choose for me." Furthermore, digital storage, digital manipulation of data, and digital communication make possible a personalization of goods and services to match the exact wishes of each member. Individuals can make decisions that were once made by others because practical limitations that once precluded such individual choice have been lifted. This desire for personalization is itself matched by a market-driven philosophy of choice that one might designate "the Starbucks phenomenon"—not coffee but grande decaf, skim, no foam latte.

Changing Environment in Higher Education. As stated in the 1999 Executive Director's Report, the academic environment in which political scientists work has changed.

Elements of the symptoms of this change include the rise of a business culture in campus bureaucracies, attacks on the tenure system, replacement of tenured positions with part-time and nontenure-track jobs, state legislative mandates to increase the faculty's student-contact hours and to engage in more as-

assessment of teaching and “productivity,” declining enrollments in political science courses and fewer majors, little or no clerical help for faculty, pressure on resources for faculty development, higher expectations across most institutions for faculty to publish and to obtain grants and other forms of recognition, the sapping of available time to think seriously, and a tight job market. Taken together, these pressures on all faculty, especially junior faculty, are enormous.

The job market that new Ph.D.s face is altered. It is true that those with a Ph.D. in hand continue to get jobs at the same relatively high rate that their recent predecessors have, but the characteristics of those jobs have changed. About 40% of the jobs secured by Ph.D.s in the most recent placement class were temporary, full-time positions. ABDs fare much less well today than previously.

Moreover, 82% of new Ph.D.s will not find jobs in Ph.D.-granting institutions, even though many graduate institutions insistently train their students as if they will. New Ph.D.s need to be prepared for the jobs they are most likely to obtain, not only as college faculty but also as applied political scientists in nonfaculty jobs. Dual-career couples find it increasingly necessary for one member to accept a nonfaculty job so the other member can take a tenure-track position. Moreover, as tenure-track positions hold steady or decline, political scientists will need to be prepared to exercise their skills beyond the walls of academe, especially if graduate programs persist in increasing the number of Ph.D.s they graduate each year. (Between 1987 and 1997, the annual number of Ph.D.s produced in political science increased by 50%.) It might be noted that, among the groups APSA serves, applied political scientists are not highly regarded by their more academic peers, a fact reflected by the inability of the Association to retain them as members.

Finally, because of budgetary pressures, brought on by the marketization and, thus, exorbitant prices of most scientific, technical, and medical (STM) journals, a nascent push by provosts and some university librarians has arisen to encourage scholars to retain their copyrights and instead to grant copyright to use their intellectual property for a limited period of time, perhaps 90 days. If successful, this effort would undercut the financial structure of scholarly societies’ journals, the ability to maintain archives, and the permissions structure currently maintained by scholarly societies. A related effort to eliminate entirely the role of scholarly publishers has been expressed by Harold Varmus, Director of the National Institutes of Health, in his proposal to place all articles whose research is funded by NIH online and to bypass the peer-review process.

This hostility toward STM journals intersects with a larger critique of disciplinary societies by a surprisingly large number of high-level academic administra-

Summary of Council Decisions

On September 1, the Council authorized President Robert Keohane to appoint a new committee that is representative of APSA (including by age and experience), given the limited degrees of freedom that a small committee affords. The committee is to be composed of members knowledgeable about the Association and committed to its health and to consensus-building.

The Council agreed that the committee should be a commission on setting the priorities of the Association and not on constitutional revision; the specific charge of the committee is to follow the Draft Design for a Strategic Planning Process as articulated above in the section entitled “Introduction to Strategic Planning.”

Finally, the Council asked the strategic planning committee to complete its assignments and report back to the Council no later than August 30, 2000 and allocated \$20,000 for the work of the committee. The committee’s first activity will be to review the Council discussion and this document, and begin a consultation process with various segments of APSA, via the web, email (especially with current and former leaders of committees and members of Council), sessions at regional and affiliated group meetings, and other methods deemed advisable by the committee.

This first stage is to be undertaken while the executive director is on leave. Upon her return, the group will agree upon a mission statement and begin to set priorities among and within the critical choices. Then strategic change projects, the resources needed to support them, and potential new revenue streams will be identified and rank-ordered along with methods of implementation and recommended benchmarks to assess progress.

If adopted by the Council, the report would be widely disseminated to APSA members and employed, if appropriate, in seeking external funds for APSA projects. Progress on the strategic change projects are to be reviewed annually by the Council and appropriate adjustments in the plan should be made to conform to new conditions.

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tors. In this account, scholarly associations are wedded to the past, inhibit change on campuses, disparage teaching and institutional loyalty, and stymie interdisciplinary teaching and research. These presumed effects are accomplished by the professional societies' monopoly on bestowing prestige on scholars and providing them with a source of identification independent of local campus control.

To the degree that this critique is widely adopted, the platform on which scholarly societies rest is weakened. Moreover, this view can be seen as a defensive response by some leaders in higher education and their own associations to the dissatisfaction of the public and the business community with the perceived high cost to and inadequate preparation of many students who receive B.A. degrees from U.S. colleges and universities—a perception that is potentially harmful to the entire higher education enterprise of which scholarly societies are a part.

Internet. The proposals to remove scholarly publishers from the dissemination of knowledge constitute more than simply a lack of regard for the role that editors, reviewers, and publishers play in ensuring quality, reliability, and permanence of scholarly publications. They are a natural shift in values brought on by the possibilities of the Internet, which reduces the ostensible need for mediating institutions like scholarly societies. The Internet displaces many of the functions of organizations and, at least in some senses, puts individuals in charge. What was once scarce and expensive is now free and ubiquitous (Chamberlin 1997, 239).

For societies like APSA, this means that to disseminate their work, scholars need only to post their articles on their web sites. The interconnectivity afforded by the net also allows scholars to be in touch with many colleagues worldwide without the help of mediating associations like APSA. Fortunately, the disintermediation effects of the Internet are matched by new needs for mediating institutions that can add value to products and bring needed information to people. To remain vital, however, organizations must alter what they offer and how they offer it to meet new realities.

To be more specific, the accessibility of massive amounts of information available through the Internet increases the need for reliable filters to deliver accurate, relevant, and high-quality information, one source of which are the quality control mechanisms that are the hallmark of organizations like APSA. Or, to give another example, APSA can add value to its products, as it has through its participation in JSTOR, a nonprofit organization that offers to libraries the digital archives of 100 scholarly journals. We have joined with other groups to make our past journals widely available online and of much greater use as they are now fully searchable. Such a cooperative

Appendix to Executive Director's Brief

The following three sections are presented to assist the strategic planning committee in determining APSA's mission and objectives, values, and strengths and weaknesses. The committee might work from this draft and amend it for their own purposes.

What Are APSA's Mission and Objectives?

Mission Statement: APSA enables political scientists to join together to create an environment conducive to teaching and research in all fields of political science and to ensure the necessary support for the discipline to thrive. This independent, self-governing society attends to public interests by strengthening the profession and providing an organizational mechanism to serve the broader public.

Core Objectives

- Promoting scholarly research and communication
- Improving the quality of teaching
- Recognizing outstanding work in the discipline
- Encouraging the application of rigorous ethical and intellectual standards
- Strengthening departments of political science
- Diversifying the profession
- Broadening opportunities for members
- Representing the professional interests of political scientists
- Serving the public, including disseminating research and preparing citizens for democratic governance

What Are APSA's Values?

APSA's values include: deep and honest scholarship, academic freedom to investigate political issues without governmental or other interference, and teaching that enhances citizenship. These values undergird the *Guide to Professional Ethics*, and reading that document (on our web site www.apsanet.org) is a good way to obtain a fuller sense of our values.

Strengths and Weaknesses of APSA

Necessarily, identifying strengths and weaknesses, a necessary component of strategic planning, is a highly selective exercise. The statement on APSA's current situation intentionally focuses largely on our challenges. However, APSA has an extraordinary history and base from which to build. Here is a brief listing of some of the Association's strengths and weaknesses.

Strengths

- Involved leadership, current and past
- High level of voluntarism and active participation of members in programs and in the Centennial Campaign
- Committed, change-oriented staff
- Strong asset base
- Breadth and quality of programs
- History of upholding academic values while not taking positions on issues not directly pertaining to political science

Weaknesses

- Declining membership
- Increasingly tight operational budgets
- Low status of political science as a science
- Small national office staff
- Uneven representation of fields in the Association's work
- Insufficiently diverse membership, demographically (reflecting the overall profession) and institutionally too parochial in an increasingly interdependent world

effort has, in addition, made interdisciplinary searches both practical and easy.³

The Internet increases, not reduces, the need for community-building organizations like APSA. Because the net individualizes contacts and fragments knowledge, societies like APSA are needed now more than ever to bring people together in common, ongoing commitments and work. However, a rethinking of APSA's key programs and sources of revenue is required if we are to use the Internet appropriately to serve the profession and to fill in the gaps created by this transforming technology. We must ask, "What new can we do? What needs do the Internet give rise to? What possibilities can we imagine?"

One likely effect of the Internet may require more of APSA than of other scholarly societies. If it is true that "public, collective control of resources has given way to private, individualized control" (Shapiro 1999, 18), individuals will be more responsible "for upholding freedom, safeguarding democracy, and creating a civil society" (230). These topics fall squarely within the realm of political science. Does the profession have any responsibility to ensure either that individuals are equipped to take up these tasks or, alternatively, that representative democracy, deliberation, and mediating institutions are valued and preserved?

Finally, it should be noted that, in the midst of substantial change, no one knows how the effects of change will play out. As one observer noted, decisions that at one time would have been made once in a generation now must be made on a regular basis (Flores 1997, 177). The uncertainty, the number of course-setting decisions that must be made, the need to be technically literate in a field that advances constantly, and the large potential costs of making a mistake create a difficult environment in which to plan.

Globalization. The last of the challenges, globalization, has been brought on by technological changes in transportation and communication, and has been accelerated recently by the arrival of the Internet. In short, we are experiencing a shrinking of distance and a loosening of national boundaries, physically and psychically. Political science, as a disinterested, systematic inquiry into political phenomena, has caught on throughout much of the world. The need for political science knowledge is especially acute in emerging democracies.

Globalized communication makes possible new configurations of community and new ways to be involved in the world. The Internet allows APSA to reach political scientists everywhere cheaply and offer our services digitally and at affordable rates. Americans are particularly fortunate that most Internet communications are conducted in English.

While these developments imply many opportunities for Association contribution and growth, planners must keep in mind the perils of overextending

the capacity and resources of an organization, the sensitivity of those outside the U.S. to American influence and dominance, language barriers, and, despite the growth of the Internet, the current lack of universal access and bandwidth that exists abroad (as well as in the U.S. to a lesser degree).

Most Pressing Issues

It is clear that, given the environment in higher education and society at large, APSA's long-term viability is by no means guaranteed. We must make choices and we must act if APSA is to thrive. Based on the assessments above, three issues emerge in high relief.

- 1. Personalization and Community:** Serving individually-defined needs while preserving a collective identity and shared commitment to creating, disseminating, and applying knowledge. How can APSA build support for the collective goods it offers in this age of explosive individualization and fragmentation? *We should review the array of APSA's programs with an eye toward reconfiguration in order to recruit and retain more political scientists as members in APSA, especially younger cohorts and political scientists in the college and applied communities.* At the same time, we need to consider how we will respond to collective challenges facing the entire profession, notably, the changing environment in higher education and the effects of technological changes on democratic political life.⁴ What kinds of activities responsive to collective challenges might individual political scientists be willing to support?
- 2. Internationalization:** Ensuring that international relations and area studies are fully represented in APSA's offerings, promoting comparative thinking in research and teaching, and extending APSA's welcome to the world through partnerships, exchanges, membership and the sharing of resources not only of relevance to the discipline in the U.S. but responsive to needs abroad.
- 3. Digitalization:** Dealing with the effects and taking advantage of new communications technology. While APSA has traveled quite a distance and has many plans in place for the future, this topic needs to be discussed specifically in reference to internationalization and member services. How might we use digitalization to help address these matters? How might we employ new technology not merely to reproduce what we do on paper but to create new kinds of publications and new services and to reduce our costs? *How do we ensure that the Internet works to APSA's benefit, does not undermine its financial base, and does not destroy the Association's utility to individual members and jeopardize its long-term*

survival? How might we work with other scholarly societies to address these questions?

Conclusion

Our world is changing not simply in degree but in kind, and the communications revolution has its imprint on much of this change. Key to our success will be our ability to attract the active participation of a much greater percentage of younger cohorts whose preferences, opportunity structure, and probable career patterns are different from those of previous generations—into the Association and to broaden the appeal of APSA beyond its current base. We need to be more inclusive of political scientists from colleges, applied fields and abroad while keeping faith with current members. And, we should decide what our broader disciplinary and public responsibilities are and how we are to fulfill them in a world where contributing to public goods is often not seen as necessary. If we do not do these things, APSA will not flourish and, in fact, it will not be an effective mechanism for the promotion of political science. There is no organization to replace APSA. If we fail, political science will be the poorer.

Notes:

1. Many aspects of strategic planning have been addressed at APSA without labeling it as such. Relevant materials will be given to the strategic planning committee and are available to the Council upon request: the 1996, 1998, and 1999 Executive Director's Reports, the Fenno report that reviewed the state of the Association a decade ago, the Wahlke report on the undergraduate major, the two April 1999 memos to the Council on the need for strategic planning and on the 1998 surveys of current and former members of APSA, articles from the Association of Research Libraries' newsletter on copyright and scholarly publishing, staff projects identifying mission and objectives, Council policy on new projects, the material on the Centennial Campaign, recent placement surveys conducted by APSA, and the past two years' reports to the Council on APSA's finances.

2. Individual membership in APSA grew by 65% from 1982 until 1997. Since then, membership has declined by 8%.

3. "Often, when a new medium is introduced, its value is judged primarily by the way it alters access to and distribution of existing material. It is only later that people realize that the horizons of effective communication have been pushed back, and that they can now present ideas in

ways that were not previously possible" (Fraser 1999).

4. Also see list of internal materials in note 1.

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Former Officers of the Women's Caucus. Back row (L-R): Joan Tronto, Barbara Hayler, Meridth Reid Sarkees, Susan Carroll, Eloise Buker, Barbara Bardes, Susan MacManus, Barbara Presnall, Janet Boles, and Melissa Haussman. Front row (L-R): Maime Locke, Sue Tolleson-Rinehart, Martha Ackelsburg, Judith Baer, Nancy McGlen, Carol Barner-Barry, Dorothy Stetson, and Jewel Prestage.

THANK YOU !

Colleges and Universities Submitting Names
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American Political Science Association
Spring 1998-Spring 1999

Is Your School Listed?

If not, ask your chair to contact APSA to get involved. More info can be found on www.apsanet.org/minority

1998 Spring Round: ♦ Amherst College ♦ Butler University ♦ UC-Santa Cruz ♦ Chicago State University ♦ Goucher College ♦ Harvard University ♦ Marquette University ♦ University of Michigan, Ann Arbor ♦ Monmouth University ♦ University of New Mexico ♦ U of North Carolina-Chapel Hill ♦ Ohio State University ♦ University of Oklahoma ♦ University of Rhode Island ♦ Santa Clara University ♦ University of South Carolina-Alken ♦ University of Southern California ♦ Virginia State University ♦ Washington University ♦ Xavier University ♦♦1998 Fall Round: ♦ Baylor University ♦ California State University-Fullerton ♦ UC-Berkeley ♦ UC-Irvine ♦ UC, Los Angeles ♦ UC-Santa Barbara ♦ University of Colorado-Boulder ♦ Columbia University ♦ Emory University ♦ Gettysburg College ♦ Harvard University ♦ Haverford College ♦ University of Hawaii-Hilo ♦ Hofstra University ♦ Humboldt State Univ ♦ University of Illinois- Urbana Champaign ♦ Indiana University ♦ James Madison University ♦ University of Louisville ♦ Loyola University-New Orleans ♦ Marist College ♦ University of Maryland-Baltimore County ♦ University of Maryland-College Park ♦ MIT ♦ University of Michigan ♦ University of Minnesota ♦ North Carolina State University ♦ Northeastern Illinois University ♦ Ohio State University ♦ University of Oklahoma ♦ University of Pennsylvania ♦ Princeton University ♦ University of Rhode Island ♦ Salisbury State University ♦ University of South Carolina ♦ University of Southern California ♦ Stanford University ♦ Susquehanna University ♦ Syracuse University ♦ Temple University ♦ Texas A&M University ♦ Texas Southern University ♦ Univ of Texas-Richardson ♦ Yale University ♦♦1999 Spring Round: ♦ California State University ♦ UC-San Diego ♦ UC-Santa Barbara ♦ University of Chicago ♦ Colgate University ♦ Columbia University ♦ Drake University ♦ Duke University ♦ University of Hawaii-Hilo ♦ Hofstra University ♦ Iowa State University ♦ University of Louisville ♦ University of Maryland ♦ University of Michigan-Ann Arbor ♦ Millikin University ♦ University of Minnesota-Minneapolis ♦ Mississippi College ♦ University of Missouri-St. Louis ♦ University of New Mexico ♦ University of North Carolina-Greensboro ♦ University of Oklahoma ♦ Princeton University ♦ College of Saint Benedict ♦ University of South Carolina-Columbia ♦ Southern University ♦ Stanford University ♦ Syracuse University ♦ Texas A&M University ♦ Univ of Southwestern Louisiana ♦ Western Washington University