

The Profession

The Academic Marketplace in Political Science for the Next Decade: A Preliminary Report On a Survey

Numerous reports of a growing shortage of academic positions – or, viewed from the other side, of a surfeit of new Ph.D.s – have appeared during the past eighteen months in such diverse publications as the daily press, news weeklies, newsletters of scholarly associations and *Science* magazine. The theme has been adumbrated before committees of Congress; and it has become the principal subject of rumors at professional meetings, at the lunch tables of faculty clubs and in queries from understandably anxious graduate students about “my chances of finding any kind of job.”

But the public disquietude about market conditions in Political Science is far from pervasive or consistent; and it is difficult to establish the empirical basis of the rumors. Most of the reports of a shortage of positions seem to be based either on fragmentary information (as, for instance, the ratios between vacancies listed and applicants registered with a single personnel service or at the personnel desks of professional meetings) or impressionistic (though, of course, not necessarily erroneous or worthless) personal observations by deans and chairmen feeling a budget pinch and by candidates seeking positions.¹ Further, while some departments have already acted to compensate for what they perceive to be a shrinkage of the market by cutting back – in the case of some of the “top ten” departments by as much as 40-50% within a two or three year span – admissions into their Ph.D. programs, others are beginning or contemplating new doctoral programs. Many, if not most of those

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1 Cf. Office of Scientific Personnel, National Research Council, “Employment Status of Recent Recipients of the Doctorate,” *Science*, Vol. 168, No. 3934 (May 22, 1970), p. 930.

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who have prophesied a lemming-like fate for the present and future generations of graduate students lack a clear image of the nature of the market, of its dynamics and trends. The estimates of respected observers are not consistently bearish: quite recently, some even predicted a continuation of the sellers’ market of the 1950’s and 1960’s.²

In order to generate at least a partial data base for comprehending and making prognoses about the academic market in Political Science, a very brief and simple questionnaire was sent to the APSA list of chairmen of all four-year college and graduate departments, bureaus and institutes.³ This is a preliminary report of the findings.

The Survey

The survey had three purposes: (1) to obtain information about the distribution of departments in terms of faculty size and the type of institution in which they are located; (2) to gain some impression of the short-term and long-term recruitment projections in those departments; and (3) to ascertain the spread of their future staff needs across the fields of Political

2 Admittedly, the market conditions seem to have changed suddenly. Thus, a publication lag of even a few months may have influenced such projections. In a volume published a few months ago, Richard L. Merritt and Gloria Pyszka observed that “the demand for teachers of political science exceeds the supply, and this picture is not likely to change in the foreseeable future.” (*The Student Political Scientist’s Handbook* [Cambridge, Mass.: Schenkman Publishing Co., Inc., 1969], p. 169).

3 At least 18 of the 908 addressees are bureaus, institutes and other bodies that do not formally employ political scientists, although they may utilize their services. These, therefore, have been eliminated from calculations of the base.

4 This represents a net response rate of 66.1%. The base is divided into the “A” and “B” lists for some purposes – in order to distinguish between Ph.D. granting departments (the “A” list) and all others (the “B” list). The “A” list response rate was markedly higher: 79.6% (74 of 94) of the departments had responded by June 8 (and several since – these will be incorporated in later analyses). The “B” list rate was 64.6% (514 of 796) as of June 8. On both lists, but particularly the “B” list, larger departments showed a substantially higher rate of response than smaller departments. (It is estimated that approximately 80% of the departments that will be classified “medium” or “large” below responded, while only about 60% of the more numerous “small” departments returned completed questionnaires.) Thus, while the data in this report refer to only 66% of the departments, about 80% of the academic positions in the discipline are represented.

Science. From a mailing of 908 questionnaires, 588 codable, completed questionnaires were received in time for tabulation.⁴

The questionnaire (a copy of which is appended) sought to ascertain (1) the type of institution in which the responding department is located, (2) the approximate size of the Political Science faculty, (3) the approximate range of increase expected in that faculty by September, 1973 and (4) by September, 1980. Respondents were also asked to rank their recruitment priorities by fields of specialization for (5a) 1973 and (5b) 1980. Finally, a closing sentence invited chairmen to make comments or suggestions regarding the academic marketplace and doctoral training in Political Science.

Configuration of Institution Type and Department Size

The first and second questions were designed to shed light on the configuration of department size and institution type; since it seemed possible that market conditions were affected by these two variables. It was learned that the overwhelming majority of Political Science departments in American colleges and universities is small; and most of the smallest departments are in private or church-affiliated schools. Most of the large departments are in state-supported schools. (See Tables 1, 2 and 3 below.)

Given the dearth of broadly and empirically based information about the institutional configuration of the discipline, these findings are not uninteresting in themselves. Their real sig-

nificance for the purposes at hand, however, is indirect: they help to put the increment projections into a discipline-wide perspective. Such a perspective has been lacking because most studies to date have either dealt solely with Ph.D. producing departments or similarly narrowly circumscribed universes or they have not identified the Political Science segments of general higher educational samples.⁵

Projections of Recruitment Needs

In the third and fourth questions department chairmen were asked to indicate the approximate number of *new positions* they anticipated opening during the next three years (by September, 1973) and during the next ten years (by September, 1980). Three years can be regarded as the most distant point in time for which relatively specific budget estimates are made. Ten year projections are not unusual in university budget planning. Departments or other units in the university are often expected to keep a running ten year estimate of staff needs.

5 Both the APSA survey conducted by Earl M. Baker for the Committee on Program Planning and Review (in this issue of *PS*) and the BASS report (Heinz Eulau and James G. March [eds.], *Political Science* [The Behavioral and Social Sciences Survey; Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1969]) gathered information from the "A" list schools. The U.S. Office of Education, in *Projections of Educational Statistics to 1977-79* (Washington, D.C.: U.S. Government Printing Office, 1969), Tables 28-32, presents data in which Political Science is not distinguished. Similarly, the utilities of Allan M. Cartter and Robert L. Farrell, "Academic Labor Market Projections and the Draft," in Joint Economic Committee, *The Economics and Financing of Higher Education in the United States* (Washington, D.C., 1969), pp. 357-95, are limited by the absence of breakdowns of projected faculty positions by discipline. (The Cartter-Farrell projections reach to 1985-86.)

Table 1 Institution Types

Type	% of Responding Departments
State-supported	37.76%
Private	31.63
Church-affiliated	29.59
Municipal	0.68
Other	0.34
	(N=588) 100.00%

The Profession

The Academic Marketplace in Political Science for the Next Decade: A Preliminary Report On a Survey

Table 2 Size of Political Science Faculty*

Size	% of Responding Departments
1- 5	59.35%
6-10	19.56
11-15	8.16
16-20	3.57
21-30	5.61
31-40	2.55
41+	1.19
	(N=588) 100.00%

*For certain calculations, faculty sizes were clustered into three "size groups:" "small" = 1-10; "medium" = 11-20; and "large" = 21 or more. (In subsequent analyses, departments of 1-5 size will be treated as "small," while "medium" will extend from 6 to 20.) Treated in terms of size groups, Political Science faculty distribution takes the configuration indicated in the table below.

Size Group	% of Responding Departments
Small (1-10)	78.91%
Medium (11-20)	11.73
Large (21+)	9.35

Table 3 Configuration of Institution Type and Department Size

Type of Institution	Size of Department							Total by Institution Type
	1-5	6-10	11-15	16-20	21-30	31-40	41+	
State-supported	80	53	33	16	27	11	2	222
Private	112	47	12	5	3	3	4	186
Church-affiliated	156	14	3	1	..	174
Municipal	1	2	1	4
Other	1	1	2
Total by Size	349	115	48	21	33	15	7	

While, obviously, all such estimates entail guesswork on the part of the respondent, it is not unreasonable to regard the three year projections as close to the number of positions for which departments will actually recruit in 1970-71, 1971-72 and 1972-73. The ten year projections involve much more tenuous calculations (or hopes), of course. Their principal value derives from the insights they give into the general directions in which chairmen expect their departments to move. In this

sense, they are a "state-of-mind" indicator, as well.

Given the limits of this study, only a tentative general judgment can be ventured about the market for the next decade: **expectations of growth are conservative, especially in the long run. Growth in Political Science faculty positions by 1973 and 1980 will fall far below the rates of increase that prevailed during the last decade.** The bases for these predic-

tions become evident when the data generated by this survey are compared with the data and estimates presented in the BASS report:

The growth of both graduate and undergraduate enrollment has not been accompanied by a satisfactory growth of faculty personnel. Between 1961 and 1966, faculty personnel increased by 48 percent, a substantial increase, yet an increase lagging behind enrollment growth. Estimated growth between 1966 and 1971 is 41 percent, and between 1966 and 1976 it is 75 percent. The growth rate 1966 to 1976 still does not match the growth rates projected for the various degree categories, both graduate and undergraduate. Unless steps are taken to make university teaching more attractive and to recruit qualified faculty, this anticipated shortage of teaching personnel will seriously affect the quality of higher education in political science.⁶

The expected increase categories 0-3 and 4-6 proved too gross for measuring growth in the numerous "small" departments (1-10).⁷ In light of this constraint – the consequence of a flaw in the questionnaire design – substantive statements about growth expectations in small departments can be made only with great caution; and, since only ranges of numbers were used in estimating expansion, projected growth can be discussed only in terms of approximate ranges, not in terms of exact numbers. **It is nevertheless evident from the data presented in Tables 4, 5 and 6 below that neither the 1961-66 rate nor the pro-**

jected 1966-76 rate (in the BASS report) will be approached during the coming years – the magnitude of the anticipated or actual needs notwithstanding.

Not only is the rate of faculty growth likely to fall below that of the last decade and below the rates projected only two years ago (in the BASS report), but it will fall far behind projected Ph.D. production in Political Science as well. While even now general projections of sustained, high levels of graduate enrollments so common a year or two ago⁸ are being revised downward,⁹ it seems that a great imbalance between doctorate output and new college and university positions is threatened. Using the projections for 1970-73 and 1970-80 generated by this survey, a very rough (and statistically clearly less than rigorous or neat) estimate of the range of total new market positions can be ventured: it appears that somewhere between 1,200 and 1,700 new positions will be put on the market by 1973, while, if the outlook for the decade is borne out at all, from 2,900 to 4,100 new positions will be generated between 1970-80.¹⁰

According to the APSA survey of Ph.D. producing departments (reported elsewhere in this issue) more than 1,000 persons are entering the market each year (and will continue to do so through 1972 – the last year for which the survey collected data) – and the BASS report projections indicate that this figure is likely to obtain through 1977." While it is possible that both graduate school enrollments and Ph.D. output will be influenced by the constricted market, it nevertheless seems reason-

6 Eulau and March, pp. 72-73.

7 I strongly recommend that subsequent studies use the exact numbers 0, 1, 2 and 3 – and perhaps 4 and 5 as well for registering expected increment responses. Judging by the written-in observations of a few (7) chairmen, it might be useful to include a response category for decrease also.

Even if the mean growth fell at the median of each category, the total of new positions for the most numerous "small" category (N=463 for 1973, N=451 for 1980) is rather small: approximately 1,000 for 1973 and approximately 1,452 between 1970 and 1980. If the 1970-73 growth rate is proportional with the 1970-80 rate (as is reasonable to assume), then the 1970-73 total of new positions is approximately 440. Judging by information volunteered by respondents, a substantial number of small departments will add zero or 1 positions by 1973, rather than the median 1.5. Thus, the 1970-73 figure of 440 seems generally reasonable, and the 1980 figure is closer to 1,000 than to the median-based 1,452 for small (1-10) departments.

8 The authors of the BASS report wrote that "overall departmental forecasts are for a tripling of the number of doctorates from 1966 to 1977. Well-known departments . . . expect to double their Ph.D. output over that period; less well-known departments . . . expect to increase their output more than sixfold" (p. 115).

9 Note that the APSA survey reported in this issue of PS projects a downturn in both graduate admissions and Ph.D. entry into the market during the near future.

10 These gross approximations were derived by taking the means of the ranges of growth indicated on the questionnaires (adjusted for non-response), and displayed in Tables 4 and 5, below. These estimates will be refined (so far as the constraints of the data deduced by the survey will permit) for the next report on this study – the report to be presented at the forthcoming (1970) APSA Annual Meeting in Los Angeles.

The Profession

The Academic Marketplace in Political Science for the Next Decade: A Preliminary Report On a Survey

able to predict that unless Ph.D.s in Political Science seek careers outside higher education in larger proportions than they have in the past,¹² many will be disappointed.

Distribution of the Impact

In proportional terms, "medium" sized departments (11-20 members) exhibit expectations of greater growth than do "large" departments (21 or more). (See Tables 4 and 5 below, but especially Table 5.)

(Thus, for instance, a projected growth of 4-6 for a "medium" sized department represents a higher proportional increase than 4-6 new positions would be for a "large" department, as in the 1973 figures in Table 5.)

11 See Eulau and March, pp. 70-71. As the APSA survey findings show, the number of new entrants into the market is greater than the number of Ph.D.s awarded in any given year. The BASS report, using the U.S. Office of Education's 1967-77 projections, showed 508 new Ph.D.s for 1970-71, and 554 for 1971-72, while the APSA survey educed figures of 1164 new entrants into the market for 1971 and 1059 by the end of the 1971-72 academic year. The BASS report showed a projected Ph.D. output of 855 for the last year of the estimates, 1976-77.

12 Using information based on the institutional affiliation of individual members of the APSA for 1967, the BASS report's authors found that 75% of the membership was located in academic positions, with 12% in government.

When one controls for institution type and for the "A" list-"B" list variable, the relatively greater growth projected for "medium" departments holds. (See Tables 6 and 7.) It should be noted, however, that state-supported, medium-sized institutions are more bullish than are private or church-affiliated schools. The single strongest category is the state-supported, Ph.D. granting department with a present faculty of 16-20.

One of the most striking features of the growth projection data is the very low propensity for expansion shown by departments in private and church-affiliated institutions. Since slightly more than 61% of the responding schools fall into one or the other of these categories, the finding is significant. Because most private and church-affiliated schools' departments are small, these responses were not altogether unexpected.

A comparison of Tables 5 and 6 shows that the general picture for both 1973 and 1980 among the "A" list schools parallels the patterns for the sample as a whole. The large departments expect a lower rate of growth, proportionately, than do medium sized departments; and when institution type was controlled for, state-supported institutions showed the highest propensity for expansion.

Table 4 Expected Increases by Department Size

Expected Increase	Present Size of Faculty						
	1-5	6-10	11-15	16-20	21-30	31-40	41+
1973							
0-3	96.0%	82.6%	58.3%	47.6%	66.7%	33.3%	42.9%
4-6	3.7	14.8	35.4	42.9	27.3	60.0	42.9
7+	0.3	2.6	6.3	9.6	6.1	6.7	14.3
	N=348	N=115	N=48	N=21	N=33	N=15	N=7
1980							
0-3	72.8%	32.7%	14.6%	15.8%	6.9%	7.1%	16.7%
4-6	24.6	40.7	33.3	21.1	37.9	42.9	16.7
7-10	2.1	20.4	20.8	42.1	37.9	21.4	50.0
11+	0.6	6.2	31.3	21.0	17.2	28.5	16.7
	N=338	N=113	N=48	N=19	N=29	N=14	N=6

Table 5 Expected Increases by Department Size Group

Expected Increase	Faculty Size Group		
	Small	Medium	Large
	1973		
0-3	92.7%	55.1%	54.5%
4-6	6.5	37.7	38.2
7+	0.9	7.2	7.3
	N=463	N=69	N=55
	1980		
0-3	62.7%	14.9%	8.2%
4-6	28.6	29.9	36.7
7-10	6.7	26.9	34.7
11+	2.0	28.4	20.3
	N=451	N=67	N=49

Table 6 Expected Increases by Faculty Size Group: The "A" and "B" Lists Compared^a

Expected Increase	The "A" List			The "B" List		
	Small ^b	Medium	Large	Small ^b	Medium	Large
	1973					
0-3	88.2%	50.0%	54.1%	92.8%	57.1%	55.6%
4-6	11.8	40.0	37.8	6.3	36.7	38.9
7+	10.0	8.1	0.9	6.1	5.6
	N=17	N=20	N=37	N=446	N=49	N=18
	1980					
0-3	43.7%	20.0%	6.5%	63.3%	12.8%	11.1%
4-6	37.5	25.0	41.9	28.4	31.9	27.8
7-10	18.7	30.0	32.3	6.2	25.5	38.9
11+	25.0	19.4	2.1	29.8	22.3
	N=16	N=20	N=31	N=436	N=47	N=18

^aThe "A" list consists of Ph.D. granting departments, while the "B" list encompasses all others.

^bThe "small" departments on the "A" list are larger than those on the "B" list: a higher proportion of the former is in the 6-10 category, while the overwhelming majority of the latter consists of departments with 1-5 members.

The Profession

The Academic Marketplace in Political Science for the Next Decade: A Preliminary Report On a Survey

Table 7 Expected Increases by Institution Type^a

Expected Increase	State-supported	Private	Church-affiliated	Total by Institution Type
	1973			
0-3	67.7%	93.5%	97.1%	84.7%
4-6	27.5	5.9	2.9	13.1
7+	5.0	0.5	...	2.2
	N=222	N=185	N=174	N=581
1980				
0-3	18.7%	72.1%	75.0%	52.4%
4-6	43.0	20.7	21.4	29.5
7-10	22.4	6.1	3.0	11.5
11+	16.0	1.2	0.6	6.8
	N=219	N=178	N=164	N=561

^aThe six institutions classified "Municipal" and "Other" have been removed from this tabulation.

Table 8 Recruitment Needs by Fields^a

Rank	Field	Percentage of Respondents Indicating Need	
		1973	1980 ^b
1	American Government and Politics	56%	42%
2	State and Local Government (including Urban Politics) ^c ..	49	37
3	Comparative Politics and/or Area Studies	45	36
4	Public Administration	36	25
5	International Relations	31	24
6	Political Theory	24	18
7	Public Law	12	11

^aFields are ranked in order of percentage of indicated need. Rankings for the two periods, it will be noted, are identical.

^bIt should be kept in mind that the figures for 1980 are lower than those for 1973, because some respondents did not indicate any needs by fields for 1980.

^cWrite-in comments by respondents indicate that much of the need in this category is in Urban Politics, rather than in State and Local Government.

Recruitment Needs by Fields of Specialization

In general, the data on priorities by fields of specialization are more reliable than are the estimates of new positions, for two reasons. First, it seems reasonable to assume that the greatest needs will be filled first and that the less pressing may be sacrificed if budgetary or other restraints impinge upon recruitment. Second, while inconsistent modes of response (noted below) introduced a modicum of distortion into the data, the difficulty is not nearly as serious as the problem created by the grossness of the 0-3 response category in the questions dealing with expected increases.

A number of respondents did not (or could not) indicate their priorities by ranking their three most pressing needs (as the questionnaire had requested). Instead, they simply marked the fields in which they had interest. In order to derive maximum utility from the information obtained, two separate codes were used. First, a frequency count was used to record all marks (including numerical rankings) by field.¹³ The percentage figures presented in Table 8 below represent that count: they show all marks (rankings and simple marks) for each of the seven fields used. Second, so that the valuable information on priorities would not be lost, a separate count was made of the rankings. These are presented separately, in Table 9 below.

The field data for 1973 and 1980 are not directly comparable, since many respondents did not rank or mark in the 1980 column or ranked fewer than three – making the bases different. Nevertheless, the figures for the two periods can be viewed in conjunction with each other for some limited purposes.

When field priorities were analyzed with

13 No mark was coded as 0, a mark or ranking was coded as 1. For these and all other computations, the DATA-TEXT program was used on the University of Maryland Computer Science Center's IBM 7094. The coding assistance of Loughlin R. McHugh, Jr., and Rona Wolfe and the machine-related assistance of Mike McKinney, Virginia Lussier and Jonathan Wilkenfeld is gratefully acknowledged, as is the customary helpfulness of the Computer Science Center staff.

department size and institution type variables controlled, some interesting relationships became evident. Thus, there is an overwhelming need by 1973 for people in American Government in departments of 21-30 present size (87.9%), and a much lesser need in the larger departments (those with 31 or more members). (This need drops dramatically by 1980 – to 42.4% for the 21-30 size category.)

In Comparative Politics and Area Studies the greatest short-term demand is among the smallest departments and in departments with 31-40 members; while for 1980 the needs even out – with the smallest and largest departments showing somewhat greater demand. Small private and church-affiliated departments indicate a greater need in this field (especially for the next three years) than do departments in state-supported schools.

The demand for specialists in International Relations is rather uneven, in terms of department size. The smallest departments (1-5) and those with faculties of 16-20 exhibited substantial short-term demands, while, to 1980 “medium” and “large” departments seem to have little need in this field.

While there is no clear pattern discernible in the field of Public Administration (aside from the rather significant one of a steady, if moderate demand for the next decade in departments of all kinds), it appears that the need will be somewhat less in the smallest and largest departments. The picture is virtually identical in State and Local Government (with Urban Politics included): the distribution of need is rather even, with, again, the smallest and largest departments showing less demand.

There is a clear pattern with regard to the short-term needs in Political Theory. The larger departments will be recruiting more vigorously in this field during the next three years than will other types of schools. The picture for 1980 shows neither peaks nor noticeable depressions.

No clear patterns emerge with regard to Public Law, either in the short-term or to 1980. If

The Profession

The Academic Marketplace in Political Science for the Next Decade: A Preliminary Report On a Survey

Table 9 Rankings of Recruitment Needs by Field

Field	First	Second	Third	Mark ^a
1973^b				
American Government and Politics	155	67	80	29
Comparative Politics and/or Area Studies	72	92	78	23
International Relations	43	69	62	12
Public Administration	80	57	53	18
State and Local Government (including Urban Politics) ^c ..	78	123	61	27
Political Theory	41	38	60	5
Public Law	18	21	29	7
Other ^d	5
	492	467	423	121
1980^b				
American Government and Politics	125	53	46	23
Comparative Politics and/or Area Studies	67	72	49	23
International Relations	36	46	47	15
Public Administration	46	38	50	13
State and Local Government (including Urban Politics) ^c ..	59	93	48	21
Political Theory	20	32	44	15
Public Law	6	16	34	11
Other ^d	5	1	2
	364	350	319	123

^aSome questionnaires were returned with check or "X" marks in one or more of the field boxes, in lieu of numbers indicating rank ordering.

^bThe rankings for 1973 and 1980 cannot be compared directly, since many respondents did not rank in the 1980 column or ranked inconsistently – making the bases different. The figures for the two periods do lend themselves to internal analysis.

^cSee note c, Table 8.

^dFields written in were: International Relations (3), Black Studies (3), Methodology (2), Political Sociology (2), Mathematical Political Science (1).

would appear that the field will have a low order of priority for most recruiters during the next decade. (This judgment is borne out by the rank-orderings of priorities, as well. Public Law was much more likely to be a second or third order priority than first – especially in the long-run.)

Conclusions and Observations

As noted, there are two sources of imprecision in this study: (1) shortcomings of questionnaire design; and (2) the very nature of the sorts of projections elicited by the survey. Given the information obtained in this survey, it is not possible to distinguish between “desired” and unwanted stability in faculty size. It is, of course, quite likely that some departments that indicated little or no growth expectations have reached desired enrollment levels, faculty-student ratios and teaching loads. The data available simply do not shed light on this question. Such limitations militate in favor of extremely cautious and tentative conclusions. Nevertheless, it seems justifiable to conclude that in the 1970’s – unlike the 1950’s and 1960’s – there will be more political scientists looking for positions in colleges and universities than there will be vacancies.

While it is not unreasonable to expect some drop in doctoral output as an accommodation to this condition, there are pressures extrinsic to the market that will not allow an adequate “rationalization” of production rates. The reasons for initiating and sustaining Ph.D. programs often have little to do with market conditions. Intra-university pressures, budgetary considerations (such as a “capitation” scheme, whereby departments with large graduate enrollments are rewarded in terms of money, lower teaching loads, electric typewriters and other perquisites), pursuit of the rewards of prestige that are often attached to doctoral programs and other extraneous factors – so far as the current market conditions are concerned – will probably continue to influence doctorate production.

Consumption – i.e., the opening of new positions – is influenced by such factors as the political climate in state legislatures, the birth

rate, federal, state and private sources of research and other supporting funds and the like. Clearly, many of these forces are beyond the realm of control (and perhaps even the influence) of the discipline.

At this juncture, the most obvious and pressing needs are informational and educational: (1) a systematic, regular survey of recruitment needs and Ph.D. output should be established (with a sounding at least every other year); (2) presently enrolled graduate students should be apprised of the state of the market; (3) alternative career paths should be explored; and (4) incoming and prospective graduate students should be counselled regarding their career aims in light of the market situation. Clearly, operating on the catch-as-catch can basis that has characterized academic placement in this discipline (as well as in others, to be sure) during the last two decades can no longer be tolerated.

I suggest that the Association assume the responsibility for establishing the market survey – a survey that should be far more thorough and precise than this private effort has been. It would not be inappropriate, in my judgment, if the Association also took the initiative in educating members of the discipline in matters of the market. Finally, the Association might encourage the development of more efficient and more equitable recruitment practices than the casual ones that seemed to suffice during the years of the sellers’ market. It is encouraging – but it should not lead to complacency – to note that the APSA’s Council and staff have already begun to move on a number of these fronts.