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Delegation From Chinese Association of Political Science Visits APSA Annual Meeting

APSA hosted a delegation from the Chinese Association of Political Science (CAPS) from August 31 to September 15. The visit by eight Chinese political scientists was the latest step in the bilateral scholarly exchange program begun in 1985. Support for the project has been provided by the Asia Foundation.

The delegation was headed by Li Shen-zhi, Executive Vice President of CAPS and Director of the Institute of American Studies in the Chinese Academy of Social Sciences (CASS). Accompanying Li were Yan Jiaqi, Director of the Institute of Political Science (CASS); Qiu Xiao, Professor of Political Science, Suzhou University; Shi Xiaochong, CAPS Vice President and Professor of Political Science, East China Normal University; Wang Huning, Professor of Political Science, Fudan University; Hu Qian, Professor of International Law, Beijing University; Wang Yunkun, Secretary General of CAPS; and Zhao Bingchang, CASS Bureau of Foreign Affairs.

The delegation attended the APSA and IPSA meetings and then left Washington for visits to Atlanta where they were hosted by Dean Eleanor Main and the Department of Political Science of Emory University; to Boston where APSA President Lucian Pye guided the delegation in visits to MIT and Harvard, and where Dean Dale Rogers Marshall hosted the delegation at Wellesley College. From Boston, the group visited San Francisco where David Brady and Nina Halpern of Stanford, and Nelson Polsby and Jane Tur-



Members of the Chinese Association of Political Science attend University of Chicago's reception recognizing the retirement of Tang Tsou, l. to r.: Wang Yunkun, CAPS Secretary General; Yan Jiaqi, director of the Institute of Politics; Tang Tsou; Li Shen-zhi, executive vice-president of CAPS; and Hao Yufan, APSA program interpreter.

biner of Berkeley organized the last leg of the delegation's visit.

During their visit, members of the delegation examined the nature of a research university, the relationship between research and public funding, the nature of a graduate department, and the process of faculty review and tenure. The group also considered the relationships between federal, state, and local governments, the relationship between business and government, congressional leadership, and the presidential elections.

Report of the Treasurer of the American Political Science Association, 1987-88

Nancy H. Zingale
College of St. Thomas

The Association finished 1987-88 with a surplus of \$74,385, extending its string of budget surpluses to nine. Revenue increased by 3.3% over the previous year while expenditures increased by a slightly

Table 1. APSA Budget: A Ten-Year Perspective

Year	Income	Expenditures	Surplus + Deficit -	Annual Expenditure Change (%)
1978-79	\$ 860,889	\$ 875,626	- 14,737	+ 1.4
1979-80	930,157	929,857	+ 300	+ 6.2
1980-81	1,007,675	977,328	+ 30,347	+ 5.1
1981-82	1,117,701	1,043,255	+ 74,446	+ 6.7
1982-83	1,202,078	1,094,415	+ 107,663	+ 4.9
1983-84	1,323,074	1,247,529	+ 75,545	+ 14.0
1984-85	1,413,078	1,353,339	+ 59,739	+ 8.5
1985-86	1,505,224	1,453,248	+ 51,976	+ 6.9
1986-87	1,584,945	1,499,638	+ 85,307	+ 3.1
1987-88	1,637,637	1,563,252	+ 74,385	+ 4.2

larger 4.2% (see Table 1). Despite this successful performance, the Council and the Executive Director recognize that the Association faces an increasingly challenging financial environment over the next few years. Accordingly, they are aggressively pursuing several strategies to restrain spending and increase revenues while avoiding an increase in dues.

Revenue Trends

Revenue generated from membership dues in the Association remained quite stable, with a slight decline in individual membership revenue more than offset by a rise in revenue from institutional memberships. These sources together account for 45% of annual revenues (see Table 2).

A decline in revenue from grants reflects the phasing out of Project '87, a factor that will have even greater significance for next year's budget. Dividends and interest on the Association's investments totaled over \$190,000, a 30% increase from the previous year. The most significant item in the "Other" category of income, accounting for just over 50%, is rent generated from the leasing of two floors of the Association's largest investment, its building.

Spending Trends

Expenditures during 1987-88 reflected savings in some areas, increased investment of resources in others (see Table 3). Substantial savings in the membership and business office category were realized

Table 2. Income Trends, 1983-88

	1983-84	1984-85	1985-86	1986-87	1987-88
Individual Membership	\$ 363,039	\$ 390,044	\$ 398,408	\$ 435,393	\$ 432,902
Institutional Membership	260,069	252,138	314,745	291,120	301,359
Grants (overhead)	87,872	94,363	102,841	101,709	89,599
Annual Meeting	71,045	83,585	72,610	89,610	87,565
Advertising	178,893	175,883	201,138	217,880	217,431
Dividends/Interest	84,790	118,840	119,393	146,884	191,157
Sales	73,292	67,102	53,143	53,959	59,172
Departmental Services	82,035	102,588	97,175	94,849	91,382
Other	122,039	128,535	145,771	153,542	167,070
TOTAL	\$1,323,074	\$1,413,078	\$1,505,224	\$1,584,945	\$1,637,637

Table 3. Expenditure Trends, 1983-88

	1983-84	1984-85	1985-86	1986-87	1987-88
Publications	\$ 249,924	\$ 276,174	\$ 309,251	\$ 300,030	\$ 331,685
Annual Meeting	77,111	85,063	113,059	111,347	112,573
Special Programs	188,414	224,360	234,391	229,030	221,291
Governing the Association	54,211	50,518	55,932	56,721	66,212
Membership, Business Office and Sales	200,897	207,926	204,811	215,565	184,372
General Operating	476,972	509,298	529,126	586,945	647,119
TOTAL	\$1,247,529	\$1,353,339	\$1,537,318	\$1,499,638	\$1,563,252

from the implementation of the Association's new computer system. A decrease in spending on special programs reflects the delay in the publication of the Biographical Directory; this expense, and a corresponding increase in revenue, will be seen in next year's budget. Increased spending on publications resulted from a decision to support large issues of the APSR. Expenses associated with the membership referendum on a Constitutional amendment, held in the fall of 1987, accounts for much of the increase in the costs of governing the Association. Property taxes on the Association's building rose \$7,500 in 1987-88, with a similar increase slated for 1988-89.

Budget Actions of the Council

At its April 1987 meeting, the Council faced the prospect of several years of budget deficits stemming from the loss of income from the grants associated with the soon-to-be-completed Project '87. The Council recognized that implementing a dues increase, under the constitutionally-mandated vote of the membership, might take as long as two years; it also recognized that such a long process might precipitate the proposing of a dues increase before the need for one was certain. With this in mind, the Council recommended to the membership a constitutional change that would give the Council the authority to increase dues should that become necessary. The recommendation was submitted to the membership in a referendum following the annual meeting in the

fall of 1987 and was passed by a narrow margin. With this authority, the Council can delay as long as possible any consideration of a dues increase to meet projected deficits. Given the surplus in 1987-88 and a reduced deficit projection in the 1988-89 budget, no increase in the general membership dues is contemplated.

At its April 1988 meeting, the Council did vote to raise the dues for life memberships. Since the Constitution provides for the paying of life memberships in equal installments over 10 years, the \$1,000 life membership had become an unsound actuarial practice for the Association. An increase in the dues to \$2,000 puts the life memberships back on a sound actuarial footing if paid in 10 installments. The Council also provided that anyone paying for a life membership in a lump sum before December 31, 1988, would receive a discounted rate of \$1,000.

Previous actions by the Council to raise advertising rates in the Association's journals and to increase on-site registration fees at the annual meeting became effective in the 1987-88 fiscal year and contributed to the improved revenue picture.

The Council has expressed concern about the membership retention rate and the fact that only about 40% of political scientists are members of the Association (see Table 4). The Council has authorized an aggressive recruitment and retention strategy that should pay off in added revenues. It might be noted that individual memberships declined somewhat. This doubtless reflects changes in the distribution of members among the income—and dues—categories of the profession.

Table 4. APSA Membership, 1983-88

Year	Student	Retired	Total Individual*	Total Income From Individuals
1983-84	2,511	378	9,042	\$363,039
1984-85	2,595	411	9,273	\$390,044
1985-86	2,589	432	9,465	\$398,408
1986-87	2,775	439	9,610	\$435,393
1987-88	2,728	450	9,837	\$432,902

*Includes associate, life, and family memberships.

The 1988-89 budget reflects an impressive effort on the part of the Executive Director and the rest of the Association's staff to hold costs down and to increase revenue from advertising, sales, recruitment and retention of members, and the pursuit of grant opportunities. A deficit once projected to be about \$150,000 has been reduced to an anticipated \$31,166. This modest amount will be entirely attributable to non-recurring expenses

associated with the hosting of the International Political Science Association meetings in Washington in August 1988. Indeed, over \$200,000 of the increase in the 1988-89 budget, on both the revenue and expenditure sides, is due to the IPSA meetings (see Table 5). Hosting the IPSA has absorbed a tremendous amount of staff time and effort over the past two years but is reflected entirely in the 1988-89 budget.

Table 5. Income and Expenditures, 1986-89

	Actual 1986-87	Budget 1987-88	Actual 1987-88	Budget 1988-89
INCOME				
MEMBERSHIP				
Professional	371,982	375,000	376,240	386,000
Student	41,942	40,000	41,274	42,000
Family	865	1,000	880	1,000
Institutional	291,120	300,000	301,359	301,500
Life	20,604	3,000	10,025	15,000
*Associate	—	—	4,483	5,000
TOTAL MEMBERSHIP	726,513	719,000	734,261	750,500
ADMINISTRATIVE	101,708	80,000	89,599	50,000
ANNUAL MEETING	89,610	85,000	87,565	95,000
IPSA WORLD CONGRESS	—	—	—	22,455
ADVERTISING				
Review	81,556	90,000	85,658	90,000
PS	10,980	17,000	13,592	17,000
Program	42,844	40,000	45,108	55,000
Exhibits	80,625	70,000	72,750	90,000
News	1,875	2,000	323	2,000
TOTAL ADVERTISING	217,880	219,000	217,431	254,000
DIVIDENDS AND INTEREST	146,884	150,000	191,157	200,000

Table 5 (continued)

	Actual 1986-87	Budget 1987-88	Actual 1987-88	Budget 1988-89
SALES				
Back Issues	1,164	2,000	3,146	2,000
Mailing Lists	25,245	25,000	26,781	28,000
Books, Monographs & Papers	16,147	16,000	18,235	19,000
Reprints	3,951	4,000	4,740	4,000
State of the Discipline Book	7,452	2,000	6,270	3,000
TOTAL SALES	53,959	49,000	59,172	56,000
DEPARTMENTAL SERVICES	94,849	120,000	91,382	145,000
RENT	82,453	86,576	86,587	91,000
ROYALTIES	21,278	25,000	25,386	25,000
PERSONNEL PLACEMENT SERVICE	31,433	33,000	36,378	37,000
SECTION DUES	16,473	20,000	17,459	20,000
MISCELLANEOUS & CONTRIBUTIONS	1,635	1,500	1,260	1,500
TOTAL INCOME	1,584,945	1,588,076	1,637,637	1,947,455

*Prior to 1/31/88 Associate members are included in the "Professional" category.

EXPENSES

PUBLICATIONS

A. REVIEW

Printing	129,480	127,000	143,831	145,000
Postage & Mailing	19,042	23,000	21,880	25,000
Salaries	56,960	68,000	55,171	65,000
Office & Editorial Board Expenses	12,666	14,000	21,279	22,000
Transition	0	0	0	0
TOTAL REVIEW	218,148	232,000	242,161	257,000

B. PS

Printing	54,009	56,000	57,194	58,000
Postage & Mailing	10,440	12,000	15,520	17,000
Editorial Board & Miscellaneous Expenses	2,153	2,000	1,403	2,000
TOTAL PS	66,602	70,000	74,117	77,000

C. NEWS

	14,857	17,000	15,407	17,000
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D. OTHER

Discount & Foreign Exchange	423	0	0	0
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TOTAL PUBLICATIONS	300,030	319,000	331,685	351,000
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ANNUAL MEETING

Printing	32,491	28,000	30,033	32,000
Program Committee	4,040	7,000	6,040	7,500
General Expenses	37,024	40,000	43,055	43,000
Salaries	33,581	33,000	29,901	40,000
Exhibits	4,211	6,000	3,544	6,000

Association News

Table 5 (continued)

	Actual 1986-87	Budget 1987-88	Actual 1987-88	Budget 1988-89
TOTAL ANNUAL MEETING	11,347	114,000	112,573	128,500
IPSA WORLD CONGRESS	—	—	—	250,977
SPECIAL PROGRAMS				
A. APSA COMMITTEE— TRAVEL & MEETINGS				
Status of Blacks	5,401	5,000	4,511	5,000
Status of Chicanos	2,137	3,000	2,142	3,000
Status of Women	2,365	3,000	2,121	3,000
Applied Political Scientists	343	3,000	58	0
Ad Hoc on Retired Political Scientists	10	0	0	0
Ad Hoc on Awards	1,179	0	0	0
Education	1,958	3,000	2,520	3,000
Ethics, Rights & Freedom	3,541	5,000	4,634	5,000
Research Support	2,496	3,000	1,987	3,000
Ad Hoc on Structure of Annual Meeting	—	—	1,393	0
Publications	149	3,000	1,734	3,000
International Political Science Endowed Program Committee/ Development Committee	2,360	3,000	2,808	3,000
	—	—	975	3,000
TOTAL APSA COMMITTEE TRAVEL & MEETINGS	21,939	31,000	24,883	31,000
B. PLACEMENT SERVICE				
Printing & Postage	21,172	15,000	22,790	25,000
Salaries	28,342	27,500	31,227	32,000
TOTAL PLACEMENT SERVICE	49,514	42,500	54,017	57,000
C. BLACK FELLOWSHIP PROGRAM	5,435	18,000	12,355	18,000
D. CHICANO/LATINO FELLOWSHIP PROGRAM	5,000	6,000	6,355	6,000
E. MEMBERSHIP IN OTHER SOCIETIES				
COSSA	14,000	16,000	16,000	16,000
IPSA	6,676	7,344	7,344	7,344
Others	10,500	10,500	10,556	10,500
TOTAL MEMBERSHIP IN OTHER SOCIETIES	31,176	33,844	33,900	33,844
F. DEPARTMENTAL SERVICES PROGRAM	79,433	125,000	56,405	105,000
G. EDUCATION PROGRAM	13,594	15,500	7,079	15,500
H. SECTIONS	8,238	12,000	10,764	12,000
I. ORAL HISTORY PROJECT	0	2,000	1,953	2,000
J. SMALL GRANTS PROGRAM	14,701	15,000	13,580	15,000
K. SOUTH AFRICA	0	5,000	0	5,000

Table 5 (continued)

	Actual 1986-87	Budget 1987-88	Actual 1987-88	Budget 1988-89
TOTAL SPECIAL PROGRAMS	229,030	305,844	221,291	300,344
GOVERNING THE ASSOCIATION				
Council	19,749	21,000	23,175	25,000
Elections	0	5,000	5,142	5,000
Administrative Committee	3,336	4,000	3,523	4,000
Accounting & Legal Fees	25,935	26,000	28,535	29,000
Presidential Expenses	1,245	4,000	3,251	4,000
Nominating Committee	2,575	3,000	2,105	3,000
Committee on Organized Sections	0	0	0	3,000
Elections Committee	0	500	481	500
Executive Director Search Committee	3,881	0	0	0
Professional Liability Insurance	—	—	—	7,000
TOTAL GOVERNING THE ASSOCIATION	56,721	63,500	66,212	80,500
MEMBERSHIP, BUSINESS OFFICE & SALES				
MEMBERSHIP RECORDS				
Computer Processing & Membership Recruitment	22,565	5,000	8,686	10,000
Salaries	76,863	83,500	80,414	91,000
TOTAL MEMBERSHIP RECORDS	99,428	88,500	89,100	101,000
BUSINESS OFFICE				
Salaries	64,588	66,000	53,705	63,000
TOTAL BUSINESS OFFICE	64,588	66,000	53,705	63,000
COST OF SALES				
Printing, Fees, Publicity	19,312	8,000	10,917	11,000
Salaries	32,237	32,000	30,650	31,000
State of the Discipline Book	0	0	0	0
TOTAL COST OF SALES	51,549	40,000	41,567	42,000
TOTAL MEMBERSHIP, BUSINESS OFFICE & COST OF SALES	215,565	194,500	184,372	206,000
GENERAL OPERATING EXPENSES				
A. SALARIES	309,113	325,000	322,538	325,000
B. BUILDING				
Taxes	43,442	50,000	50,750	58,300
Repairs & Upkeep	10,617	15,000	14,861	15,000
Utilities	22,410	23,000	22,733	24,000
Supplies—Building	5,641	5,000	5,708	7,000
Insurance—Building	5,326	5,000	5,634	8,000
Depreciation	12,363	12,000	12,833	12,000
Custodial Salaries	26,416	27,000	25,556	28,000
TOTAL BUILDING	126,215	137,000	138,075	152,300

Association News

Table 5 (continued)

	Actual 1986-87	Budget 1987-88	Actual 1987-88	Budget 1988-89
EQUIPMENT, SUPPLIES AND ADMINISTRATIVE EXPENSES				
Postage	33,089	32,000	35,735	37,000
Stationery, Printing & Xerox	8,509	9,000	7,614	9,000
Mailing Services & Storage Costs	15,852	12,000	19,838	20,000
Telephone & Telegraph	12,414	13,000	11,190	13,000
Office Supplies & Services	10,501	8,000	13,363	14,000
Staff Travel	4,568	7,000	4,415	5,000
Miscellaneous	5,262	5,000	8,746	9,000
Administrative	2,047	3,000	3,474	4,000
Insurance	2,982	5,000	2,782	5,000
Depreciation	38,353	45,000	39,601	41,000
Repairs & Upkeep, Office Equipment/ Leasing	11,694	15,000	18,764	20,000
Annual Leave Expense	6,346	7,000	20,984	7,000
TOTAL EQUIPMENT, SUPPLIES & ADMINISTRATIVE	151,620	161,000	186,506	184,000
TOTAL GENERAL OPERATING EXPENSES	586,945	623,000	647,119	661,300
TOTAL EXPENDITURES	1,499,638	1,619,844	1,563,252	1,978,621
INCOME OVER EXPENDITURES	85,307	(31,768)	74,385	(31,166)

Table 6. APSA National Office Salary Scale, 1987-88

APSA Position	Equivalent Government Grade	Federal Salary Scale	APSA Salary Scale	Number of Employees	
				Full- Time	Part- Time
Executive Director	17-18 (Exec. Level V)	\$73,958-86,682	\$56,448-84,671	1	0
Associate Director	15-17	54,907-83,818	42,642-62,200	2	0
Assistant Director	13-15	39,501-71,377	35,282-55,218	0	0
Staff Associate	11-14	27,716-60,683	31,065-48,514	0	1
Senior Administrative Assistant	9-10	22,907-32,795	25,982-35,855	7	0
Administrative Assistant	6-8	16,851-27,413	19,176-29,058	4	0
Secretary	4-7	13,513-24,342	15,393-27,687	2	1
Clerk, Receptionist, Maintenance	1-3	9,811-15,647	10,736-20,812	5	1

Table 7. Trust and Development Fund Assets, June 30, 1988

	Total Cost	Total Market Value	% of Portfolio
Bonds			
Ford Motor Credit Co.	\$ 100,750	\$ 100,375	
GNMA Pass Thru SF X	55,456	61,554	
Pefco	11,000	12,093	
U.S. Treasury Note	50,000	52,844	
U.S. Treasury Note	26,813	27,570	
U.S. Treasury Note	56,125	52,000	
Subtotal	300,144	306,436	18.0%
Bond Mutual Fund			
Northeast Investors Trust	180,000	155,880	9.1%
Cash Equivalents			
	76,168	76,168	4.5%
Equity Mutual Funds			
Evergreen	84,969	100,659	
Fidelity Equity	85,028	110,508	
Ivy	108,058	143,807	
Mutual Shares	90,000	235,785	
Partners	53,815	129,276	
Sequoia	65,000	164,105	
Twentieth Century	55,386	122,681	
Windsor	58,911	158,025	
Subtotal	601,167	1,164,846	68.4%
Total	\$1,157,479	\$1,703,330	100.0%

The Council has authorized new expenditures in 1988-89 for: the augmentation of its Committee on Organized Sections to study the role of Sections in the program of the annual meeting; the addition of professional liability insurance; and the establishment of a Development Committee. The Council approved a 5% increase for inflation, as recommended by APSA's auditors, a part of which is to be allocated at the discretion of the Executive Director for staff salary increases. The APSA salary scale is compared with that of the federal government in Table 6.

Trust and Development Fund

Despite the stock market's traumatic year, the Association's Trust and Development Fund emerged in relatively good shape, thanks to the guidance of consultant, Loren Ross, and to the Trustees' continuing strategy of investing in a diversi-

fied collection of mutual funds. While the S&P 500 Index declined by 6.6% from June 30, 1987 through June 30, 1988, the equity portion of the Trust and Development Fund declined by only 0.8%. The portfolio as a whole had a time weighted total rate of return of 0.75%. Looked at in another way, the market value of the Fund's portfolio declined from \$1,811,794 to \$1,703,331 over the twelve months ending June 30, 1988 while the Fund contributed a total of \$191,157 in dividends and interest to the general operating fund of the Association. The cost of the assets in the portfolio and their market values as of June 30, 1988, are displayed in Table 7.

Clearly, the Trust and Development Fund is a crucial factor in the Association's financial strength, contributing about 12% of the Association's revenue in 1987-88. The Trustees of the Fund are committed to the preservation of this strength through pursuing investments that are diversified and that have a low rate of risk

relative to the potential return. Following this strategy, the Fund has been successful in outperforming the market over the past several years.

Summary

The Association's financial situation is sound under the competent direction of Catherine Rudder. Although the immediate outlook does not suggest a continuance of the large surpluses of the past, careful financial management and aggressive pursuit of additional revenue sources should enable the Association to continue to build all of its valuable programs and services.

Council Appoints Committee to Study Organized Sections

Encouraged by the growth and vitality of Organized Sections, the Council acknowledged at its August 31 meeting the need to examine in some detail how Organized Sections fit into APSA, whether new Sections should be encouraged, and how Sections should fit into the Official Annual Meeting Program after 1989.

To oversee the study of Organized Sections, the Council created an ad hoc committee on Sections in APSA. The ad hoc committee will include Lucian Pye, Judith Shklar, and Kenneth Waltz as well as the members of the APSA Committee on Organized Sections. These include: Donald Kinder, Chair; Christopher H. Achen; and Richard Watson. The ad hoc committee members were mandated by the Council to consult widely with APSA members and leaders of the Organized Sections and to report back to the Council at its Spring 1989 meeting.

News About Sections

New Sections

The *Organized Section on Comparative Politics* was officially sanctioned by the Council at its meeting August 31. It is anticipated that the *Organized Section on International Security and Arms Control* will meet APSA's requirements for designation in the very near future. For information about these sections, contact the chairpersons indicated in the compiled list of section officers found in the *Gazette* in this *PS* issue. New membership forms, currently being printed, will include boxes to check for membership in these sections.

Political Methodology Section

The fifth annual meeting of the Political Methodology Section, held at UCLA July 14-16, was well attended. Twelve papers were presented.

The section is pleased to announce that a new journal, *Political Analysis*, will be published by the University of Michigan Press and will appear as an annual in the manner of *Sociological Methodology*. The journal will publish papers dealing broadly with methodology and modeling. Jim Stimson, University of Iowa, is the first editor; associate editors are Chris Achen, Nathaniel Beck, Stanley Feldman, and John Ferejohn. Manuscripts are now being accepted for review; contact Jim Stimson for information.

The new editor for the section's newsletter, published twice a year, is Gary King of Harvard University. In addition to general news, the newsletter will include features such as book reviews, software reviews, annotated bibliographies, and syllabi. Anyone wishing to submit material for the newsletter or having suggestions for its contents should get in touch with Gary King.

Computer Users Section

Recognized by the Council in April 1988, the Computer Users Section brings to-