

appointments on April 17 and announced that the Council's Administrative Committee had granted Executive Director Catherine Rudder a six-month sabbatical leave to begin in mid-September. Rudder intends to use her leave in part to work on the strategic planning initiative adopted by the APSA Council.

Appointed to the Ad Hoc Committee on Political Science and the National Science Foundation are Frank Sorauf (chair), University of Minnesota; Susan Welch, Pennsylvania State University; Michael Dawson, University of Chicago; Lee Sigelman, George Washington University; Arthur Lupia, University of California, San Diego; Miriam Golden, University of California, Los Angeles; and Stephen Walt, University of Chicago. The Committee has been charged by the Council to evaluate the discipline's relationship with NSF.

In addition to confirming the ad hoc committee appointments, Council members accepted assignments to the Administrative, Elections and Rules Committees of the Council and confirmed the following Association members as APSA representatives to other organizations:

- Carol Nechemias, Pennsylvania State University, Harrisburg, Association for the Advancement of Slavic Studies
- Ronald Kahn, Oberlin College, American Council of Learned Societies
- Sidney Verba, Harvard University, Social Science Research Council

### **Strategic Planning Initiative Set by Council**

Approving a recommendation by the Administrative Committee, the Council agreed at its April 17 meeting to institute a strategic planning process to chart APSA's future. President Matthew Holden and President-Elect Robert Keohane brought the proposal forward for the Council's consideration. In the memorandum explaining the reasons for initiating a systematic rethinking of APSA's activities, executive director Catherine Rudder offered eight reasons, including:

1. Associations in general are experiencing declines in participation. In the case of APSA, membership has dropped for two years in a row.

2. The results of two surveys, one of members and the other of former members, question the relevance of many APSA programs and services and suggest dissatisfaction in particular areas.

3. APSA is operating under increasingly constrained financial conditions, as evidenced by a budget that is perilously tight and that cannot sustain any new activities without significant new revenue streams.

4. The dramatic transformation in information technology goes to the heart of the work of our society—scholarly communication. It is fundamentally altering the economics of communicating and the ways in which communication takes place. This change affects virtually everything the Association does and requires a reconsideration (already well underway) of practices that have served APSA members well in the past but which are not adequate for the digital world.

5. Increasing demands are being made for new services without equal attention being paid to the resources needed to support those services appropriately. For example, the size of the Annual Meeting and the services underpinning the meeting have been expanded without commensurate increases in financial support. As a result, the workload of the Program Committee and the national office is onerous.

6. The adequacy of governance structures needs to be assessed. For example, expectations of rapid response from decision-making bodies have begun to emerge, with the result that a Council that meets twice a year and committees that meet once a year may seem unresponsive.

7. The political science profession may be experiencing a declining sense of community, as evidenced by, for example, an apparent desire only to pay for the services one wants and receives, which would constitute a noteworthy shift from the idea that one joins a scholarly society to support one's discipline.

8. Political science is developing rapidly in other parts of the world

and the Association should be in a position to facilitate that development to as great a degree as possible.

The memo concluded that to face these and other challenges appropriately and to seize the opportunities that both the digital revolution and the internationalization of political science offer, strategic planning should seriously be considered by the Council. A process of this sort requires serious thought among the Association's leaders, as well as its members and staff.

The Council approved a tentative timetable that would have the executive director consult extensively with the Association's leaders, members, and staff and then develop an agenda for the process, including substantive topics to be covered, data to be gathered, a proposed budget, a detailed plan, and suggestions for the types of people who might be involved to ensure that the breadth of the discipline and of members' concerns are covered. This document is to be presented to the Council at its September meeting for the Council's approval.

### **Council Holds Firm on Coursepack Permissions Fees**

At its April 17 meeting, APSA's Publications Committee reported back to the Council on the Council's September 2, 1998 request to consider eliminating classroom use permissions fees. Publications Committee Chair Bert Rockman and Committee member Richard Brody, chair of the *PS* Editorial Board, presented their findings to APSA's governing body.

Rockman and Brody said that the Committee's deliberations focused on three issues: 1) the principle of free access to Association publications; 2) the possibility that permissions fees create a financial burden on students; and 3) the impact on APSA revenue and programs.

#### **1. Access to Political Science Scholarship**

The Committee's consensus was that the Association provides ample free