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# RESOURCES FOR POLITICAL SCIENCE DEPARTMENT CHAIRS



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## **Introduction: APSA Departmental Services**

The academic department is a core building-block of higher education. Little occurs in the academic and institutional life of colleges and universities that is not shaped by department chairs.

As departmental leaders, chairs face a myriad of academic and administrative challenges and pressures. The role of the department chair varies across institutions, often with little clarity about authority or requisite skills. As part of its Departmental Services Program, APSA has compiled this resource guide to aid chairs in their work. Each chapter and section of this guide focuses on a specific issue or theme encountered during the course of serving as a chair of a political science department. Chapters include links to articles, APSA journals, the APSA Guide to Professional Ethics, data reports, and guidelines from higher education associations, colleges, and universities.

If you have any comments or suggestions for additional resources, please contact [dsp@apsanet.org](mailto:dsp@apsanet.org).

## **Chapter 1: Roles and Responsibilities of the Chair—the Basics**

This chapter aims to frame the role of chairs in the larger context of higher education, education administration, and institutional leadership.

### Articles and Journals:

- Steele, B. (2021). [When Good Enough is Good Enough: Department Chairing During Covid-19](#). *PS: Political Science & Politics*, 54(1), 187-188. doi:10.1017/S1049096520001572
- [The Department Chair](#), published by Wiley. This is a newsletter written for department chairs in all disciplines.
- Bill Bernhard and Mona Lyne (2018). [When the Shepherd Rejoins the Flock: Returning to the Department after Serving as Chair](#). *PS: Political Science & Politics*, 1-3. doi:10.1017/S1049096518001634.
- Jane S. Halonen and Dana S. Dunn, [When No One Answers the Call](#), *Chronicle of Higher Education*, September 24, 2017.
- Robin Wilson, [How to Help Your Department Avoid the Ax](#), *Chronicle of Higher Education*, March 19, 2017.
- Colleen Flaherty, [Forgotten Chairs](#), *Inside Higher Ed*, December 1, 2016.
- Bruce E. Davis, [A Letter to a New Chair](#), *Chronicle of Higher Education*, May 13, 2012.
- Jeffrey McClurken, [An Open Letter to Department Chairs](#), *Chronicle of Higher Education*, June 3, 2010.
- Rob Jenkins, [What New Department Chairs Need to Know](#), *Chronicle of Higher Education*, October 20, 2009.
- Aaron Wildavsky (1992). [On Being a Department Chair](#). *PS: Political Science & Politics*, 25(1), pp 83–89.

### Books:

- Walter H. Gmelch and Jeffrey L. Buller (2015). [Building Academic Leadership Capacity](#), San Francisco: Jossey-Bass.
- Don Chu (2012). [The Department Chair Primer: What Chairs Need to Know and Do to Make a Difference 2nd Edition](#), San Francisco: Jossey-Bass.
- Carolyn Allard, ed. (2011) [The Essentials for New Department Chairs](#), San Francisco: Jossey-Bass.
- Christian Hansen (2011). [Time Management for Department Chairs](#), San Francisco: Jossey-Bass.
- Daniel Wheeler et al., eds (2008). [Academic Chairs Handbook, 2<sup>nd</sup> Edition](#), New York: Wiley & Sons.
- Mary Lou Higgerson and Teddi A. Joyce (2007). [Effective Leadership Communication: A Guide for Department Chairs and Deans](#), San Francisco: Jossey-Bass.
- C.K. Gunsalus (2006). [The College Administrator's Survival Guide](#), Boston: Harvard University Press.

- Deryl Leaming (2006). [Academic Leadership: A Practical Guide to Chairing the Department 2nd Edition](#), San Francisco: Jossey-Bass.

Selected Handbooks & Workshops for Chairs:

- [Tufts University, Advice for Department Chairs](#)
- [Washington and Lee University, Handbook for Chairs](#)
- [University of California-Davis, Handbook for Chairs and Directors](#)

## **Chapter 2: Administering the Academic Program**

This chapter is aimed at providing chairs with resources for their work as department administrators.

### **Assessment and External Review**

This section provides some resources on department assessment and external review.

APSA Resources:

- [APSA Assessment Resources](#): a compilation of resources, guidelines, and publications related to program assessment in political science.
- [APSA External Review Program](#): As a resource for APSA departmental members seeking external review, the Departmental Services Program maintains a list of faculty who have volunteered to serve as reviewers. To request names of potential reviewers, please contact [dsp@apsanet.org](mailto:dsp@apsanet.org).
- [APSA Data on the Profession](#): includes placement information, undergraduate enrollment, and trends in higher education more broadly.
- Michelle Deardorff, Kerstin Hamann and John Ishiyama, eds (2009). [Assessment in Political Science](#). A resource on classroom, departmental and program assessment. This guide provides in-depth discussion and resources for all departments and institutions.

Online Resources:

- [Assessment Commons](#): Online resources for assessment.
- [Assessment Resources from the American Association of Colleges & Universities](#)
- [Assessment and Evaluation in Higher Education Journal](#)

Articles:

- Means, T., & Fields, K. (2022). [Building and Sustaining an Academic Pipeline by the Sponsorship of Women of Color Political Scientists](#). *PS: Political Science & Politics*, 55(2), 372-375. doi:10.1017/S1049096521001803
- Barham, E., & Wood, C. (2022). [Teaching the Hidden Curriculum in Political Science](#). *PS: Political Science & Politics*, 55(2), 324-328. doi:10.1017/S1049096521001384
- Cotoman, V., Davies, A., Kawagoe, N., Niihashi, H., Rahman, A., Tomita, Y., . . . Rösch, F. (2022). [Un\(COIL\)ing the Pandemic: Active and Affective Learning in Times of COVID-19](#). *PS: Political Science & Politics*, 55(1), 188-192. doi:10.1017/S1049096521001050
- Windsor, L., Crawford, K., & Breuning, M. (2021). [Not a Leaky Pipeline! Academic Success is a Game of Chutes and Ladders](#). *PS: Political Science & Politics*, 54(3), 509-512. doi:10.1017/S1049096521000081
- Andrew A. Szarejko and Matthew E. Carnes (2018). [Assessing an Undergraduate Curriculum: The Evolving Roles of Subfields, Methods, Ethics, and Writing for Government Majors](#). *PS: Political Science and Politics*, 51(1), pp 178-182.
- Michelle D. Deardorff (2016). [Assessing over Time: The Political Science Program Review](#). *PS: Political Science & Politics*, 49(1), pp 103-106.

- E. Fletcher McClellan (2016). [What a Long, Strange Trip It's Been: Three Decades of Outcomes Assessment in Higher Education](#). *PS: Political Science & Politics*, 49(1), pp 88-92.
- Graham Wilson (2010). [External Reviewers; Friends or Foes? Political Science Panel Embraces Reviewers!](#) *PS: Political Science & Politics*, 43(1), pp 186-187.
- John Ishiyama and Marijke Breuning (2008). [Assessing Assessment: Examining the Assessment Plans at 50 Political Science Departments](#). *PS: Political Science & Politics*, 41(1), pp 167-170.
- Michelle Deardorff (2007). [Methods of Effectively Leveraging Departmental Assessment Programs](#). *PS: Political Science & Politics*, 40(1), pp 100-101.
- Mary Werner, [The Joy of External Reviews](#), *Chronicle of Higher Education*, March 28, 2007
- Marisa Kelly and Brian Klunk (2003). [Learning Assessment in Political Science Departments: Survey Results](#). *PS: Political Science & Politics*, 36 (3), pp. 451-455.
- Charles E. Snare (2000). [An Alternative End-of-Semester Questionnaire](#). *PS: Political Science & Politics*, 33(4), pp. 823-825.

Selection of university and college guidelines on external review:

- Cornell University, [Academic Program Review Process](#)
- University of California, Santa Cruz, [External Review of Academic Programs](#)
- Northwestern University, [External and Internal Reviewer Guide](#)
- Duke University, [Procedure for External Reviews](#)
- Emory University, [Program Review Guidelines](#)
- Stetson University, [Guidelines for Academic Program Review](#)

### Program Development

This section addresses the role chairs play in developing the curriculum for their department.

- Bobbi Gentry (2022) [School of Hard Knocks: Rebuilding a Program](#), *Journal of Political Science Education*,
- Fletcher McClellan, Kyle Casimir Kopko & Kayla L Gruber (2021) [High-Impact Practices and Their Effects: Implications for the Undergraduate Political Science Curriculum](#), *Journal of Political Science Education*, 17:sup1,674-692
- John Ishiyama (2019) [Rethinking the Undergraduate Political Science Major](#) (and the full symposium in the PS: Volume 54 - Issue 2 - April 2021)
- Miguel Centellas and Cy Rosenblatt (2018). [Do Introductory Political Science Courses Contribute to a Racial "Political Efficacy Gap"? Findings from a Panel Survey of a Flagship University](#). *PS: Political Science and Politics*, 51(3), pp 641-647.
- Jane Lawrence Sumner (2018). [The Gender Balance Assessment Tool \(GBAT\): A Web-Based Tool for Estimating Gender Balance in Syllabi and Bibliographies](#). *PS: Political Science and Politics*, 51(2), pp 396-400.
- Matthew L. Bergbower (2017). [When are Students Ready for Research Methods? A Curriculum Mapping Argument for the Political Science Major](#). *Journal of Political Science Education*, published online March 10, 2017.
- Michael Grossman and Francis Schortgen (2016). [Building a National Security Program at a Small School: Identifying Opportunities and Overcoming Challenges](#). *Journal of Political Science Education*, 12(3), pp 318-334.
- H. Gibbs Knotts and Jennifer S. Schiff (2015). [Major Competition? Exploring Perceptions of International Studies Programs among Political Science Department Chairs](#). *PS: Political Science & Politics*, 48(1), pp 142-48.
- Colleen Flaherty, [Rethinking Poli-Sci](#), *Inside Higher Ed*, May 29, 2015.

- Juan Carlos Huerta (2015). [Challenges to, and Suggestions for, Merging Research and Teaching in Undergraduate Regional Public Universities](#). *PS: Political Science & Politics*, 48(1), pp 58-60.
- Jonathan B. Isacoff (2014). [Achieving What Political Science Is For](#). *Journal of Political Science Education*, 10(4), pp 414-423.
- Erin C. Cassese, Angela L. Bos, and Lauren E. Duncan (2012). [Integrating Gender into the Political Science Core Curriculum](#). *PS: Political Science & Politics*, 45(2), pp 238–243.
- Jonathan Parker (2010). [Undergraduate Research-Methods Training in Political Science: A Comparative Perspective](#). *PS: Political Science & Politics*, 43(1), pp 121-125.
- John Ishiyama, Tom Miles, and Christine Balarezo (2010). [Training the Next Generation of Teaching Professors: A Comparative Study of Ph.D. Programs in Political Science](#). *PS: Political Science & Politics*, 43(3), pp 515-522.
- Thomas G. Hansford and Stephen P. Nicholson (2008). [When t = 1 and N = 2: Creating a Political Science Program at a New Research University](#). *PS: Political Science & Politics*, (41)2, pp 371-374.
- Deborah E. Ward (2007). [Internationalizing the American Politics Curriculum](#). *PS: Political Science & Politics*, 40(1), pp 110-112.
- Charlotte Briggs (2007). [Curriculum Collaboration: A Key to Continuous Program Renewal](#). *The Journal of Higher Education*, 78(6), pp 676-711.
- John Ishiyama (2005). [Examining the Impact of the Wahlke Report: Surveying the Structure of the Political Science Curricula at Liberal Arts and Sciences Colleges and Universities in the Midwest](#). *PS: Political Science & Politics*, 38 (1), pp 71-75.
- Steve Brint, Mark Riddle, Lori Turk-Bicakci and Charles Levy (2005). [From the Liberal to the Practical Arts in American Colleges and Universities: Organizational Analysis and Curricular Change](#). *The Journal of Higher Education*, 76(2), pp 151-180.
- Marijke Breuning, Paul Parker and John T. Ishiyama (2001). [The Last Laugh: Skill Building through a Liberal Arts Political Science Curriculum](#). *PS: Political Science & Politics*, 34(3), pp 657-661.

### **Chapter 3: Program Directions and Initiatives**

The information contained within this chapter aims to provide chairs with possible program ideas and directions in which to lead their departments.

#### **Teaching**

This section addresses teaching and learning, and the scholarship of teaching and learning, in departmental programs.

##### APSA Educate:

- Stephanie A. Slocum-Schaffer & Robert E. Bohrer II (2021) [Information Literacy for Everyone: Using Practical Strategies to Overcome ‘Fear and Loathing’ in the Undergraduate Research Methods Course](#), *Journal of Political Science Education*, 17:sup1, 363-379, DOI: 10.1080/15512169.2019.1694935
- Gloria C. Cox (2019) [A Special Section for Majors: Why the Answer May Not Be Undergraduate Research](#), *Journal of Political Science Education*, 15:3, 387-391, DOI: 10.1080/15512169.2018.1492929
- Williams, U., Borwn, R., Davis, M., Pavri, T., & Shafiei, F. (2021). [Teaching Data Science in Political Science: Integrating Methods with Substantive Curriculum](#). *PS: Political Science & Politics*, 54(2), 336-339. Doi:10.1017/S1049096520001687.

##### APSA Journals:

- [The Journal of Political Science Education](#) publishes evidence-based and theoretically informed scholarship on teaching and pedagogical issues in political science.

Articles:

- Leung, V., & Song, D. (2021). [New Directions in the Study of Asian American Politics, Part I: Affirmative Action](#). *PS: Political Science & Politics*, 54(2), 240-243.
- Shin, S. (2021). [Learning by Creating: Making Games in a Political Science Course](#). *PS: Political Science & Politics*, 54(2), 326-330.
- Kim, J., & Ng, Y. (2022). [Teaching Computational Social Science for All](#). *PS: Political Science & Politics*, 1-5.
- Williams, R. (2022). [Teaching Programming Skills in Methods Courses Is an Opportunity, Not a Burden](#). *PS: Political Science & Politics*, 55(1), 221-224.
- Amy L. Atchison (2017). [Where Are the Women? An Analysis of Gender Mainstreaming in Introductory Political Science Textbooks](#). *Journal of Political Science Education*, published online March 2, 2017.
- Colleen Flaherty, [Large-Scale Assessment without Standardized Tests](#), *Inside Higher Ed*, February 23, 2017.
- Colleen Flaherty, [Lenient Grades, Unreliable Grades](#), *Inside Higher Ed*, January 24, 2017.
- Jeff Colgan (2017). [Gender Bias in International Relations Graduate Education? New Evidence from Syllabi](#). *PS: Political Science & Politics*, 50(2), pp 456-460.
- James E. Monogan (2017). [A Review of Textbooks for Teaching Undergraduate Methods](#). *PS: Political Science & Politics*, 50(2), pp 549-553.
- Scott Jaschik, [Not on the Syllabus](#), *Inside Higher Ed*, September 6, 2016.
- Bobbi Gentry, Christopher Lawrence, and Erin Richards (2016). [The Tie That Binds: Exploring Community College Curriculum Design](#). *PS: Political Science & Politics*, 49(3), pp 535-540.
- Adam E. Haigh and Chad J. Kinsella (2016). [Bringing in the Librarians: Rethinking Collaboration for Political Science Research Projects](#). *Behavioral and Social Sciences Librarian*, 35(1), pp 19-31.
- Okiyoshi Takeda (2016). [A Model Minority? The Misrepresentation and Underrepresentation of Asian Pacific Americans in Introductory American Government Textbooks](#). *Journal of Political Science Education*, 12(4), pp 387-402.
- Chad N. Loes, Brian P. An, Kem Saichaie & Ernest T. Pascarella (2016). [Does Collaborative Learning Influence Persistence to the Second Year of College?](#) *The Journal of Higher Education*, 88(1), pp 62-84.
- Steffen Blings and Sarah Maxey (2016). [Teaching Students to Engage with Evidence: An Evaluation of Structured Writing and Classroom Discussion Strategies](#). *Journal of Political Science Education*, 13(1), pp 15-32.
- Gayle Alberda (2016). [Campaign Simulation for American Government: An Active Learning Approach to Campaigns and Elections](#). *PS: Political Science & Politics*, 49(4), pp 872-875.
- Amy G. Mazur (2016). [Mainstreaming Gender in Political Science Courses: The Case of Comparative Public Policy](#). *PS: Political Science & Politics*, 49(3), pp 562-565.
- Wendy N. Whitman Cobb (2015). [Turning the Classroom Upside Down: Experimenting with the Flipped Classroom in American Government](#). *Journal of Political Science Education*, 12(1), pp 1-14.
- Ryan Kennedy, Eric Forbush, Brian Keegan and David Lazer (2015). [Turning Introductory Comparative Politics and Elections Courses into Social Science Research Communities Using Wikipedia: Improving Both Teaching and Research](#). *PS: Political Science & Politics*, 48(2), pp 378-384.
- James N. Druckman (2015). [Merging Research and Undergraduate Teaching in Political Behavior Research](#). *PS: Political Science & Politics*, 48(1), pp 53-57.
- Ryan T. Moore (2015). [Overcoming Barriers to Heterogeneous-Group Learning in the Political Science Classroom](#). *PS: Political Science & Politics*, 48(1), pp 149-156.
- Shannon Jenkins (2015). [Flipping the Introductory American Politics Class: Student Perceptions of the Flipped Classroom](#). *PS: Political Science & Politics*, 48(4), pp 607-611.
- Maria Rost Rublee (2014). [Rubrics in the Political Science Classroom: Packing a Serious Analytical Punch](#). *PS: Political Science & Politics*, 47(1), pp 199-203.

- Bettina Trueb (2013). [Teaching Students to Write for “Real Life”: Policy Paper Writing in the Classroom](#). *PS: Political Science & Politics*, 46(1), pp 137-141.
- Pam Bromley (2013). [Active Learning Strategies for Diverse Learning Styles: Simulations Are Only One Method](#). *PS: Political Science & Politics*, 46(4), pp 818-822.
- Michael Baranowski and Kimberly Weir (2011). [Peer Evaluation in the Political Science Classroom](#). *PS: Political Science & Politics*, 44(4), pp 805-811.
- Andrew Pennock (2011). [The Case for Using Policy Writing in Undergraduate Political Science Courses](#). *PS: Political Science & Politics*, 44(1), pp 141-146.
- Dana Griffin (2011). [Nudging Students' Creative Problem-Solving Skills](#). *PS: Political Science & Politics*, 44(2), pp 425-427.
- Candace C. Archer and Melissa K. Miller (2011). [Prioritizing Active Learning: An Exploration of Gateway Courses in Political Science](#). *PS: Political Science & Politics*, 44(2), pp 429-434.
- Miguel Centellas (2011). [Preaching What We Practice: Bringing Scope and Methods “Back In”](#). *PS: Political Science & Politics*, 44(4), pp 817-822.
- Michelle Dion (2008). [All-Knowing or All-Nurturing? Student Expectations, Gender Roles, and Practical Suggestions for Women in the Classroom](#). *PS: Political Science & Politics*, 79(4), pp 853-856.
- Anna Sampaio (2006). [Women of Color Teaching Political Science: Examining the Intersections of Race, Gender, and Course Material in the Classroom](#). *PS: Political Science & Politics*, 39(4), pp 917-922.
- Mary Wright (2005). [Always at Odds?: Congruence in Faculty Beliefs about Teaching at a Research University](#). *The Journal of Higher Education*, 76(3), pp 331-353.
- Kim Quaile Hill (2004). [Myths About the Physical Sciences and Their Implications for Teaching Political Science](#). *PS: Political Science & Politics*, 37 (3), pp 467-471.
- Daniel J. Sherman and Israel Waismel-Manor (2003). [Get it in Writing: Using Politics to Teach Writing and Writing to Teach Politics](#). *PS: Political Science & Politics*, 36(4), pp 755-757.
- John Ishiyama and Stephen Hartlaub (2003). [Sequential or Flexible? The Impact of Differently Structured Political Science Majors on the Development of Student Reasoning](#). *PS: Political Science & Politics*, 36(1), pp 83-86.
- Kim Quaile Hill (2002). [The Lamentable State of Science Education in Political Science](#). *PS: Political Science & Politics*, 35(1), pp 113-116.
- John T. Ishiyama and Stephen Hartlaub (2002). [Does the Wording of Syllabi Affect Student Course Assessment in Introductory Political Science Classes?](#). *PS: Political Science & Politics*, 35(3), pp 567-570.
- Douglas Bennett (1991). [Political Science within the Liberal Arts: Towards Renewal of Our Commitment](#). *PS: Political Science & Politics*. 24(2), pp 201-204.

Books:

- Ekaterina M. Levintova and Alison Kathryn Staudinger, eds. (2018). *Gender in the Political Science Classroom*. Indiana University Press: Bloomington.
- John Ishiyama, William J. Miller, and Eszter Simon, eds. (2015). *Teaching and Learning in Political Science and International Relations*. Edward Elgar Publishing, Inc.: Northampton, MA.

See also:

- APSA’s [A Guide to Professional Ethics in Political Science](#), Part III, Section B (p. 11)

## Civic Engagement and Education

This section provides resources for civic engagement and education in the classroom.

### APSA Resources:

- Elizabeth C. Matto, Alison Rios Millett McCartney, Elizabeth A. Bennion, Dick Simpson, Alasdair Blair, Taiyi Sun, and Dawn Michele Whitehead (2021). [Teaching Civic Engagement Globally](#)
- Elizabeth C. Matto, Alison Rios Millett McCartney, Elizabeth A. Bennion and Dick Simpson (2017). [Teaching Civic Engagement Across the Disciplines](#)
- Allison Rios Millett McCartney, Elizabeth A. Bennion and Dick Simpson (2013). [Teaching Civic Engagement: From Student to Active Citizen](#)
- [APSA Resources for Civic Education](#): a compilation of resources, guidelines, and publications related to civic education in political science.
- [Raise the Vote](#)

### Articles:

- Sydnor, E., Commins, M., & Reyna, V. (2021). [Empowering and Engaging Students Through Civically Engaged Research](#). *PS: Political Science & Politics*, 54(4), 730-733.
- Bullock, G., & Hess, D. (2021). [Defining Civically Engaged Research as Scholarship in Political Science](#). *PS: Political Science & Politics*, 54(4), 716-720.
- Franco, J. (2022). [Civic Engagement Leadership Program](#). *PS: Political Science & Politics*, 55(2), 394-396.
- Kedrowski, K. (2022). [Preface to Civic Engagement in Political Science](#). *PS: Political Science & Politics*, 55(2), 385-385.
- Reyna, V., Villegas, R., Simrak, M., & Kwakwa, M. (2021). [Ethical Complexities of Civically Engaged Research](#). *PS: Political Science & Politics*, 54(4), 734-737.
- Christopher B. Mann, et al. (2018). [Pedagogical Value of Polling-Place Observation by Students](#). *PS: Political Science & Politics*, 51(4), pp 831-837.
- Elizabeth A. Bennion and Xander E. Laughlin (2018) [Best Practices in Civic Education: Lessons from the Journal of Political Science Education](#). *Journal of Political Science Education*, 14(3), pp 287-330.
- Jyl Josephson (2018) [Teaching Community Organizing and the Practice of Democracy](#). *Journal of Political Science Education*, 14(4), pp 491-499.
- Deondra Rose (2017). [Higher Education and the Transformation of American Citizenship](#). *PS: Political Science & Politics*, 50(2), pp 403-407.
- Debra L. DeLaet (2015). [A Pedagogy of Civic Engagement for the Undergraduate Political Science Classroom](#). *Journal of Political Science Education*, 12(1), pp 72-84.
- Wayne Journell (2015). [We Still Need You! An Update on the Status of K-12 Civics Education in the United States](#). *PS: Political Science & Politics*, 48(4), pp 630-634.
- Ben Berger (2015). [Experience and \(Civic\) Education](#). *PS: Political Science & Politics*, 48(1), pp 61-64.
- Richard M. Battistoni (2013). [Should Political Scientists Care about Civic Education?](#) *Perspectives on Politics*, 11(4), pp 1135-1138.
- Chris McNerney and Maura Adshead (2013). [Problem-Based Learning and Civic Engagement—Shifting the Focus of Learning in Public Policy Education](#). *PS: Political Science & Politics*, 46(3), pp 630-636.
- Elizabeth C. Matto and Timothy Vercellotti (2012). [Methodological Lessons Learned from Conducting Civic Education Research in High Schools](#). *PS: Political Science & Politics*, 45(4), pp 728-735.
- Wayne Journell (2010). [Standardizing Citizenship: The Potential Influence of State Curriculum Standards on the Civic Development of Adolescents](#). *PS: Political Science & Politics*, 43(2), pp 351-358.
- Siegrun Fox Freyss (2006). [Learning Political Engagement from the Experts: Advocacy Groups, Neighborhood Councils, and Constituency Service](#). *PS: Political Science & Politics*, 39(1), pp 137-145.

- William J. Ball (2005). [From Community Engagement to Political Engagement](#). *Political Science and Politics*, *PS: Political Science & Politics*, 38(2), pp 287-291.
- William A. Galston (2004). [Civic Education and Political Participation](#). *PS: Political Science & Politics*, 37(2), pp 263-266.
- Susan Hunter and Richard A. Brisbin (2003). [Civic Education and Political Science: A Survey of Practices](#). *Political Science and Politics*. *PS: Political Science & Politics*, 36(4), pp 759-763.
- Karen M. Kedrowski (2003). [Civic Education by Mandate: A State-by-State Analysis](#). *PS: Political Science & Politics*, 36(2), pp 225-227.
- Robert L. Dudley and Alan R. Gitelson (2003). [Civic Education, Civic Engagement, and Youth Civic Development](#). *Political Science and Politics*. *PS: Political Science & Politics*, 36(2), pp 263-267.
- Judith Torney-Purta and Jo-Ann Amadeo (2003). [A Cross-National Analysis of Political and Civic Involvement Among Adolescents](#). *PS: Political Science & Politics*, 36(2), pp 269-274.
- Mary Kirilin (2002). [Civic Skill Building: The Missing Component in Service Programs?](#) *PS: Political Science & Politics*, 35(3), pp 571-575.
- Tobi Walker (2000). [The Service/Politics Split: Rethinking Service to Teach Political Engagement](#). *PS: Political Science & Politics*, 33(3), pp 647-649.

### Service Learning

This section approaches ways to extend learning outside of the classroom and within the community.

#### Articles:

- Laura Hosman (2018). [From Active Learning to Taking Action: Incorporating Political Context into Project-Based, Interdisciplinary, International Service Learning Courses](#). *Journal of Political Science Education*, 14(4), pp 473-490.
- James Simeone and Greg M. Shaw (2016). [Do Project Pedagogies Make a Difference?](#) *Journal of Political Science Education*, 13(1), pp 75-90.
- Christie L. Maloyed (2015). [Actionable Data Projects: Social Science and Service-Learning in General Education Courses](#). *Journal of Political Science Education*, 12(2), pp 115-127.
- Thomas Knecht and Lisa M. Martinez (2012). [Engaging the Reluctant? Service Learning, Interpersonal Contact, and Attitudes toward Homeless Individuals](#). *PS: Political Science & Politics*, 45(1), pp 106-111.
- Shannon Jenkins (2010). [Service Learning and Simulations](#). *PS: Political Science & Politics*, 43(3), pp 541-545.
- Kenneth Paul Tan (2009). [Service Learning Outside the U.S.: Initial Experiences in Singapore's Higher Education](#). *PS: Political Science & Politics*, 42(3), pp 549-557.
- Edward Metz and James Youniss (2003). [A Demonstration That School-Based Required Service Does Not Deter—But Heightens—Volunteerism](#). *PS: Political Science & Politics*, 36(2), pp 281-286.
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## Technology

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- Charles Hauss, Jed Miller, Alexandra Samuel (2002). [Technology and Teaching: Reacting to 9/11](#). *PS: Political Science & Politics*, 35(1), pp 93-94.

### Online and Distance Learning

This section provides resources on distance learning programs, in which students may complete all or part of an education program online or remotely.

- Kim, D. (2022). [Taming Abundance: Doing Digital Archival Research \(as Political Scientists\)](#). *PS: Political Science & Politics*, 1-9. doi:10.1017/S104909652100192X
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- Casey Fabris, [What is being Learned from MOOCs? New Report Takes Stock](#), *The Chronicle of Higher Education*, April 30, 2015.
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#### Books:

- Ross C. Alexander, ed. (2017). [Best Practices in Online Teaching and Learning Across Academic Disciplines](#). George Mason University Press: Fairfax, VA.

#### Study Abroad Programs

This section focuses on study abroad programs for students at U.S. institutions.

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- Jeffrey D. Pugh (2013). [The Short-Term "Bridge Model" Study Abroad Program: Peacebuilding in Latin America](#). *PS: Political Science & Politics*, 46, pp 791-796.
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- Cameron G. Thies (2005). [How to Make the Most of Your Summer Study Abroad Teaching Experience](#). *PS: Political Science & Politics*, 38(1), pp 83-87.
- Kirk S. Bowman and Ashley Jennings (2005). [Pura Vida: Using Study Abroad to Engage Undergraduate Students in Comparative Politics Research](#). *PS: Political Science & Politics*, 38(1), pp 77-81.
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#### International Students

This section focuses on how to teach foreign students from abroad at U.S. institutions.

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- Karin Fischer, [Colleges Help the Faculty Adapt Teaching for Foreign Students](#). *The Chronicle of Higher Education* May 5, 2016.
- Ketevan Mamiseishvili (2012). [International Student Persistence in U.S. Postsecondary Institutions](#). *Higher Education*, 64(1), pp 1-17.
- Brendan Bartram and Mayumi Terano (2011). [Supporting International Students in Higher Education: A Comparative Examination of Approaches in the U.K. and U.S.A.](#) *Learning and Teaching: The International Journal of Higher Education in the Social Sciences*, 4(2), pp 30-44.
- Elizabeth Erichsen and Doris Bolliger (2011). [Towards Understanding International Graduate Student Isolation in Traditional and Online Environments](#). *Educational Technology Research and Development*, 59(3), pp 309-326.
- Mark Sherry, Peter Thomas, & Wing Hong Chui (2010). [International students: A Vulnerable Student Population](#). *Higher Education*, 60(1), pp 33-46.
- John Ishiyama and Marijke Breuning (2006). [How International Are Undergraduate Political Science Programs at Liberal Arts and Sciences Colleges and Universities in the Midwest?](#) *PS: Political Science & Politics*, 39(2), pp 327-333.

#### **Chapter 4: Working with Faculty**

This chapter aims to provide chairs with methods for managing faculty through various professional stages.

#### **Professional Development and Support**

This section addresses the responsibility chairs have to aid and represent faculty and staff when dealing with administration, encouraging new programs or initiatives, or promoting career growth.

- Erin Richards (2018). [My Career as a Teacher and a Political Scientist: If I Knew Then What I Know Now](#). *The Journal of Political Science Education*, 14(1), pp 129-133.
- Scott Jaschik, [Which Professors Earn More?](#), *Inside Higher Ed*, February 1, 2017.
- Vicki Hesli Claypool, Brian David Janssen, Dongkyu Kim and Sara McLaughlin Mitchell (2017). [Determinants of Salary Dispersion among Political Science Faculty: The Differential Effects of Where You Work \(Institutional Characteristics\) and What You Do \(Negotiate and Publish\)](#). *PS: Political Science & Politics*, 50(1), 146-156.
- Barry Bozeman and Monica Gaughan (2011). [Job Satisfaction among University Faculty: Individual, Work, and Institutional Determinants](#). *The Journal of Higher Education*, 82(2), 154-186.
- Micah Altman (2009). [Funding, Funding](#). *PS: Political Science & Politics*, 42(3), pp 521-526.
- Steven Hubbard and Frances Stage (2009). [Attitudes, Perceptions, and Preferences of Faculty at Hispanic Serving and Predominantly Black Institutions](#). *The Journal of Higher Education*, 80(3), pp 270-289.
- John M. Rothgeb, Annemarie Spadafore and Betsy Burger (2007). [Faculty Training in Political Science: Results from a Survey of Department Chairs](#). *PS: Political Science & Politics*, 40(4), pp 759-763.
- Stephen Porter (2007). [A Closer Look at Faculty Service: What Affects Participation on Committees?](#). *The Journal of Higher Education*, 78(5), pp 523-541.
- Anna Neumann and Aimee LaPointe Terosky (2007). [To Give and to Receive: Recently Tenured Professors' Experiences of Service in Major Research Universities](#). *The Journal of Higher Education*, 78(3), pp 282-310.
- Stephen Majeski (2005). [Surviving Administrative Mandates \(from a Department Chair's Perspective\)](#). *PS: Political Science & Politics*, 38(1), pp 105-106.
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- John Brehm (2005). [Faculty Development in a Private University Environment](#). *PS: Political Science & Politics*, 38(1), pp 108-108.

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- Mary Durfee (2003). [Name This Job: A Faculty Member Becomes a Novice Administrator](#). *PS: Political Science & Politics*, 36(4), pp 805-806.
- Lawrence Jacobs (2003). [Funding Innovative Research: The Robert Wood Johnson Programs for Political Scientists](#). *PS: Political Science & Politics*, 36(4), pp 807-808.
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- Bradley Canon, Matthew Gabel and Dana J. Patton (2002). [External Grants and Publication: Sources, Outlets, and Implications](#). *PS: Political Science & Politics*, 35(4), pp 743-750.
- Michael Middaugh (2001). [Understanding Faculty Productivity: Standards and Benchmarks for Colleges and Universities](#). San Francisco: Jossey- Bass.
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See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Part III, Section A on Freedom and Integrity of Research by Academic Political Scientists (pp. 7-10).

### **Non-Tenure-Track Faculty**

This section approaches ways to better support the needs of non-tenured and part-time faculty.

Organizations and Groups:

- [APSA's Committee on the Status of Contingent Faculty in the Profession](#)
- [Coalition on the Academic Workforce](#)
- [New Faculty Majority](#)

Articles:

- [Statement on Contingent Faculty](#), American Association of University Professors.
- Kristen Edwards and Kim Tolley, [Do Unions Help Adjuncts?](#), *Chronicle of Higher Education*, June 3, 2018.
- Colleen Flaherty, [An Inconvenient Adjunct](#), *Insider Higher Ed*, June 9, 2017.
- Nell Gluckman, [Universities Take Steps to Improve Working Conditions for Adjuncts](#), *Chronicle of Higher Education*, April 5, 2017.
- Herbert, William A. (2016). [The Winds of Changes Shift: An Analysis of Recent Growth in Bargaining Units and Representation Efforts in Higher Education](#), *Journal of Collective Bargaining in the Academy*: 8(1), pp. 1-23.

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#### Books:

- Martin J. Finkelstein, Valerie Martin Conley, and Jack H. Schuster, eds. (2016). *The Faculty Factor: Reassessing the American Academy in a Turbulent Era*. Johns Hopkins University Press: Baltimore.

#### See also:

APSA's [A Guide to Professional Ethics in Political Science](#), Part III, Section F, Ethics in the Recruitment and Hiring Process (p. 16).

### Evaluating Teaching

This section addresses the role of the chair in assessing the performance of faculty in the classroom.

#### APSA Journals:

- [The Journal of Political Science Education](#) publishes evidence-based and theoretically informed scholarship on teaching and pedagogical issues in political science.

#### Articles:

- Kreitzer, R. J., & Sweet-Cushman, J. (2021). [Evaluating Student Evaluations of Teaching: a Review of Measurement and Equity Bias in SETs and Recommendations for Ethical Reform](#). *Journal of Academic Ethics*, 1-12. With summary [here](#).
- Chávez, K., & Mitchell, K. (2020). [Exploring Bias in Student Evaluations: Gender, Race, and Ethnicity](#). *PS: Political Science & Politics*, 53(2), 270-274. doi:10.1017/S1049096519001744
- Kristina M. W. Mitchell and Jonathan Martin (2018). [Gender Bias in Student Evaluations](#). *PS: Political Science & Politics*, 51(3), pp 648-652.
- Jeanette Morehouse Mendez and Jesse Perez Mendez (2018). [What's in a Name...or a Face? Student Perceptions of Faculty Race](#). *The Journal of Political Science Education*, 14(2), pp 177-196.
- Emily Sydnor and Nicole Pankiewicz (2017). [Assessing Undergraduate Student Learning in Political Science: Development and Implementation of the "PACKS" Survey](#). *PS: Political Science & Politics*, 50(1), pp 204-208.

- Lisa L. Martin (2016). [Gender, Teaching Evaluations, and Professional Success in Political Science](#). *PS: Political Science & Politics*, 49(2), pp 313-319.
- Christi Silver, Seth W. Greenfest and G. Claire Haeg (2015). [Are We Teaching them Anything?: A Model for Measuring Methodology Skills in the Political Science Major](#). *Journal of Political Science Education*, 12(2), pp 186-199.
- Charity Butcher and Timothy Kersey (2015). [When Winning Is Really Losing: Teaching Awards and Women Political Science Faculty](#). *PS: Political Science & Politics*, 48(1), pp 138-141.
- Joseph Fletcher and Michael Painter-Main (2014). [An Elephant in the Room: Bias in Evaluating a Required Quantitative Methods Course](#). *The Journal of Political Science Education*, 10(2): pp 121-135.
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- Deborah Meizlish and Matthew Kaplan (2008). [Valuing and Evaluating Teaching in Academic Hiring: A Multidisciplinary, Cross-Institutional Study](#). *The Journal of Higher Education*, 79(5), pp 489-512.
- Nancy Van Note Chism (2006). [Teaching Awards: What Do They Award?](#) *The Journal of Higher Education*, 77(4), pp 589-617.
- Mary Wright (2005). [Always at Odds?: Congruence in Faculty Beliefs about Teaching at a Research University](#). *The Journal of Higher Education*, 76(3), pp 331-353.
- Gail Crombie, Sandra Pyke, Naida Silverthorn, Alison Jones, Sergio Piccinin (2003). [Students' Perceptions of Their Classroom Participation and Instructor as a Function of Gender and Context](#). *The Journal of Higher Education*, 74(1), pp 51-76.
- Philip H. Pollock and Bruce M. Wilson (2002). [Evaluating the Impact of Internet Teaching: Preliminary Evidence from American National Government Classes](#). *PS: Political Science & Politics*, 35(3), pp 561-566.
- John A. Centra and Noreen B. Gaubatz (2000). [Is there Gender Bias in Student Evaluations of Teaching?](#) *The Journal of Higher Education*, 71(1), pp 12-33.
- John P. Bean (1998). [Alternative Models of Professorial Roles: New Languages to Reimagine Faculty Work](#). *Journal of Higher Education*, 69(5), pp 496-512.
- Nelson C. Dometrius, M.V. Hood III, Kurt A. Shirkey and Quentin Kidd (1998) [Bugs in the NRCs Doctoral Program Evaluation Data: From Mites to Hissing Cockroaches](#). *PS: Political Science & Politics*, 31(4), pp 829-835.
- Gloria Ladson-Billings (1998). [Teaching in Dangerous Times: Culturally Relevant Approaches to Teacher Assessment](#). *Journal of Negro Education*. 67(3), pp 255-267.
- Kristi Anderson and Elizabeth Miller (1997). [Gender and Student Evaluations of Teaching](#). *PS: Political Science & Politics*, 30(2), pp 216-219.
- J. Clifford Fox, and Scott Keeter (1996). [Improving Teaching and Its Evaluation: A Survey of Political Science Departments](#). *PS: Political Science & Politics*, 29(2), pp 174- 180.
- Laura D. Goodwin and Ellen A. Stevens (1993). [The Influence of Gender on University Faculty Members' Perceptions of "Good" Teaching](#). *Journal of Higher Education*, 64(2), pp 166-185.

### Hiring and Recruiting

This section addresses the role of the chair in recruiting staff and managing turnover.

#### APSA Resources:

- [eJobs Database](#)
- [Data and Reports on Employment](#)
- APSA Committee for the Status of Women in the Profession (2016). [Pipeline to Tenure: Institutional Practices for Hiring, Mentoring, and Advancing Women in Academia](#).

#### Articles:

- Carlson, E., & Zorn, C. (2021). [Toward Better Hiring Practices](#). *PS: Political Science & Politics*, 54(3), 517-520. doi:10.1017/S1049096521000196
- Garcia, M., & Alfaro, A. (2021). [Where Do We Begin? Preliminary Thoughts on Racial and Ethnic Diversity Within Political Science](#). *PS: Political Science & Politics*, 54(1), 141-143. doi:10.1017/S1049096520001183
- Colleen Flaherty, [Thinking Outside the Pipeline](#), *Inside Higher Ed*, November 18, 2016.
- Kristen Renwick Monroe, Jenny Choi, Emily Howell, Chloe Lampros-Monroe, Crystal Trejo and Valentina Perez (2014). [Gender Equality in the Ivory Tower, and How Best to Achieve It](#). *PS: Political Science & Politics*, 47(2), pp 418-426.
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- Jessica Monforti Lavariega and Melissa R. Michelson (2008). [Diagnosing the Leaky Pipeline: Continuing Barriers to the Retention of Latinas and Latinos in Political Science](#). *PS: Political Science & Politics*, 41(1), pp 161 – 166.
- Deborah Meizlish and Matthew Kaplan (2008). [Valuing and Evaluating Teaching in Academic Hiring: A Multidisciplinary, Cross-Institutional Study](#). *The Journal of Higher Education*, 79(5), 489-512.
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- Daniel Fuerstman and Stephan Lavertu (2005). [The Academic Hiring Process: A Survey of Department Chairs](#). *PS: Political Science & Politics*, 38(4), pp 731-736.
- Susan Twombly (2005). [Values, Policies, and Practices Affecting the Hiring Process for Full-Time Arts and Sciences Faculty in Community Colleges](#). *The Journal of Higher Education*, 76(4), pp 423-447.
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- Milton Greenberg (2003). [Facing Those Moving Fears](#). *PS: Political Science & Politics*, 36(4), pp 795-796.
- Ann Springer (2002). [Ask and Ye Shall Receive: The Legal Way to Win the Recruitment Battle](#). *PS: Political Science & Politics*, 35(4), pp 756.
- Anonymous (2002). [An Open Letter to Political Science Faculty about What Not to Ask When Interviewing Job Candidates](#). *PS: Political Science & Politics*, 35(2), pp 243.
- Linda Johnsrud and Vicki Rosser (2002). [Faculty Members' Morale and Their Intention to Leave: A Multilevel Explanation](#). *The Journal of Higher Education*, 73(4), pp 518-542.
- J. Theodore Anagnoson (1994). [Netting the Big One: Some Things Candidates \(and Departments\) Ought to Know...From the Hiring Department's Perspective](#). *PS: Political Science & Politics*, 27(3), pp 558-562.
- Martin Anderson, Alexander W. Astin, Derrick A. Bell, Jr., Johnnetta B. Cole, Amitai Etzioni, Walter Gellhorn, Philip A. Griffiths, Andrew Hacker, Theodore M. Hesburgh, Walter E. Massey, and Reginald Wilson (1993). [Why the Shortage of Black Professors?](#) *Journal of Blacks in Higher Education*, Autumn 1993(1), pp 25-34.

See also:

- [APSA Guide to Professional Ethics in Political Science](#), Part III, Section F, Ethics in the Recruitment and Hiring Process (pp. 16- 20).

### **New Faculty and Mentoring**

This section addresses ways departments and chairs can welcome new faculty members and encourage a culture of mentorship.

- Josiah F. Marineau (2018). [Life at a Teaching University](#). *The Journal of Political Science Education*, 14(2), pp 270-275.
- Robert H. Stupnisky, Nathan C. Hall, Lia M. Daniels and Emmanuel Mensah (2017). [Testing a Model of Pretenure Faculty Members' Teaching and Research Success: Motivation as a Mediator of Balance, Expectations, and Collegiality](#). *The Journal of Higher Education*, 88(3), pp376-400.
- Susan S. Fleming, Alyssa W. Goldman, Shelley J. Correlli and Catherine J. Taylor (2016). [Settling in: The Role of Individual and Departmental Tactics in the Development of New Faculty Networks](#). *The Journal of Higher Education*, 87(4), pp 544-572.
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- Anna Neumann and Aimee LaPointe Terosky. (2007). [To Give and to Receive: Recently Tenured Professors' Experiences of Service in Major Research Universities](#). *The Journal of Higher Education*, 78(3), pp 282-310.
- Elizabeth Bennion, (2003). [The Importance of Peer Mentoring For Facilitating Professional and Personal Development](#). *PS: Political Science & Politics*, 37(1), pp 111-113.
- Kristen Monroe (2003). [Mentoring in Political Science](#). *PS: Political Science & Politics*, 36(1), pp 93-96.
- Kent Brudney, Richard Reitano, Constance Mixon, John Queen and Sharon Alter (2002). [Faculty Careers in Community Colleges: Placement and Professional Gratification](#). *PS: Political Science & Politics*. 35(1): page 101- 112.
- Mary Durfee (1999). [The Small, Remote, or Odd College: Making the Most Out of Your New Teaching Position](#). *PS: Political Science & Politics*, 32(1), pp 109-112.
- A. Wuffle (1993). [Uncle Wuffle's Advice to the Assistant Professor](#). *PS: Political Science & Politics*, 26(1), pp 89-90.
- Robert Boice (1991). [New Faculty as Teachers](#). *The Journal of Higher Education*, 62(2), pp 150-173
- Roberta G. Sands, L. Alayne Parson, and Josann Duane (1991). [Faculty Mentoring Faculty in a Public University](#). *The Journal of Higher Education*, 62(2), pp 174-193.

### **Tenure and Promotion**

This section addresses (a) the process by which individual positions in the department are elevated as a result of outstanding work performance, and (b) the issue of tenure and the role the chair plays in granting faculty permanent positions in the department.

APSA Resources:

- APSA Committee for the Status of Women in the Profession (2016). [Pipeline to Tenure: Institutional Practices for Hiring, Mentoring, and Advancing Women in Academia](#).

Articles and Reports:

- Jennifer Diascro (2019). [Failure in the Tenure Process: We Can Do Better](#). *PS: Political Science & Politics*, 52(1), pp 48-51.
- Andrew Gunn (2018). [The UK Teaching Excellence Framework \(TEF\): The Development of a New Transparency Tool](#). In: Curaj A., Deca L., Pricopie R. (eds) *European Higher Education Area: The Impact of Past and Future Policies*. Springer, Cham.
- Sarah Parks, Becky Ioppolo, Martin Stepanek, and Salil Gunashekar. Guidance for Standardising Quantitative Indicators of Impact within REF Case Studies. Research England, 2018. [https://www.rand.org/pubs/research\\_reports/RR2463.html](https://www.rand.org/pubs/research_reports/RR2463.html)
- Richard Watermeyer and Jennifer Chubb (2018). Evaluating ‘Impact’ in the UK’s Research Excellence Framework (REF): Liminality, Looseness and New Modalities of Scholarly Distinction. *Studies in Higher Education*. <https://doi.org/10.1080/03075079.2018.1455082>
- Aneta Hayes. [Why international students have been “TEF-ed out”?](#) *Educational Review*, 69(2), pp 218-231.
- John M. Rothgeb, Jr (2014). [When Tenure Protects the Incompetent: Results from a Survey of Department Chairs](#). *PS: Political Science & Politics*, 47(1), pp 182-187.
- Vicki Hesli, Jae Mook Lee, and Sara McLaughlin Mitchell (2012). [Predicting Rank Attainment in Political Science: What Else Besides Publications Affects Promotion?](#) *PS: Political Science & Politics*, 45(3), pp 475-492.
- Bryan W. Marshall and John M. Rothgeb, Jr. (2011). [So You Want Tenure? Factors Affecting Tenure Decisions in Political Science Departments](#). *PS: Political Science & Politics*, 44(3), pp 571-577
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- Ted Youn and Tanya Price (2009). [Learning from the Experience of Others: The Evolution of Faculty Tenure and Promotion Rules in Comprehensive Institutions](#). *The Journal of Higher Education*, 80(2), pp 204-237.
- Julie Harrelson-Stephens and Steven Galatas (2008). [Attack of the Clones: A Pragmatic Guide to Maintaining a Research Agenda](#). *PS: Political Science & Politics*, 41(2), pp 297-299.
- [Good Practices in Tenure Evaluation](#) (2000). A Joint Project of The American Council on Education, The American Association of University Professors and United Educators Insurance Risk Retention Group.
- Anonymous and Anonymous (1999). [Tenure in a Chilly Climate](#). *PS: Political Science & Politics*, 32(1), pp 91-99.
- John P. Bean (1998). [Alternative Models of Professorial Roles: New Languages to Reimagine Faculty Work](#). *Journal of Higher Education*, 69 (5), pp 496-512.
- Bonnie S. Fisher, Craig T. Cobane, Thomas M. Vander Ven and Francis T. Cullen (1998). [How Many Authors Does It Take to Publish an Article? Trends and Patterns in Political Science](#). *PS: Political Science & Politics*, 31(4), pp 847-856.
- Kay Lehman Schlozman (1998). [External Reviews in Tenure and Promotions Decisions: How Does the Process Work? How Should It?](#) *PS: Political Science & Politics*, 31(3), pp 623-630.

See also:

Resources for Department Chairs—October 2022

- APSA's [A Guide to Professional Ethics in Political Science](#) , Part III, Section G, Ethics in Tenure and Promotion (pp 20-22).

See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Section on Recruitment, Hiring, Promotion and Tenure, and Other Personnel Protocols
- [APSA Task Force Report on Systemic Inequalities in the Discipline. 2022](#). Chapter 1, Promotions to Associate and Full Professor: Structurally Marginalized Faculty and the Pyramid Problem

### Post-Tenure Review

This section addresses the standard evaluation process and career trajectory of full professors after tenure review.

Articles and Reports:

- Colleen Flaherty, [Midcareer Professors Need Love, Too](#), *Inside Higher Ed*, January 26, 2017.
- Colleen Flaherty, [The New Post-Tenure Review](#), *Inside Higher Ed*, May 2, 2014.
- Kaustuv Basu, [Post-Tenure Blues](#), *Inside Higher Ed*, March 2, 2012.
- Donna R. Euben (2005). [Post-Tenure Review: Some Case Law](#), American Association of University Professors.
- Donna R. Euben and Barbara A. Lee (2005). [Managing Faculty Productivity After Tenure: Legal Issues in Higher Education](#), American Association of University Professors.
- Kerry Ann O'Meara (2004). [Beliefs about Post-Tenure Review: Influence of Autonomy, Collegiality, Career Stage, and Institutional Context](#). *The Journal of Higher Education*, 75(2), pp 178-202.
- Michael A. Kelley (2000). [Political Science and Post-Tenure Review](#). *PS: Political Science & Politics*, 33(2), pp 233-236.
- Carole Bland and Constance C. Schmitz (1988). [Faculty Vitality on Review: Retrospect and Prospect](#). *The Journal of Higher Education*, 59(2), pp 190-224

See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Part III, Section G, Ethics in Tenure and Promotion (pp. 22-25).

### Diversity and Inclusion

This section addresses the need for, and types of, policies that address diversity and inclusion.

APSA Resources and Programs:

- [APSA Diversity and Inclusion Programs](#)
- [Grants, Fellowships, and Programs](#)
  - [APSA Doctoral Dissertation Research Improvement Grant](#)
  - [Advancing Research Grants for Early Career Scholars](#)
  - [Advancing Research Grants for Indigenous Politics](#)
  - [APSA Fund for Latino Scholarship](#)
  - [Minority Serving Institution Virtual Book Workshop](#)
  - [APSA Mentoring Program](#)
  - [Diversity Fellowships Program](#)
- [Resources for Diversity Recruitment of Faculty and Graduate Students](#)

- APSA Committee for the Status of Women in the Profession (2016.) [Pipeline to Tenure: Institutional Practices for Hiring, Mentoring, and Advancing Women in Academia.](#)
- [Strategies for Incorporating Diverse Approaches/Themes in the Classroom \(2015 Annual Meeting Short Course\)](#)
- [APSA Task Force on Political Science in the 21st Century](#)

#### APSA Resources and Programs:

#### Reports:

- [APSA Task Force on Systemic Inequality in the Discipline \(2022\)](#)
- [APSA Diversity and Inclusion Report \(2018\) | 2020 Update](#)
- APSA Committee for the Status of Women in the Profession (2016.) [Pipeline to Tenure: Institutional Practices for Hiring, Mentoring, and Advancing Women in Academia.](#)
- [APSA Task Force on Political Science in the 21st Century \(2001\)](#)

#### Status Committees:

- [APSA Committee on the Status of Asian Pacific Americans in the Profession](#)
- [APSA Committee on the Status of Blacks in the Profession](#)
- [APSA Committee on the Status of Community Colleges in the Profession](#)
- [APSA Committee on the Status of Contingent Faculty in the Profession](#)
- [APSA Committee on the Status of First-Generation Scholars in the Profession](#)
- [APSA Committee on the Status of Graduate Students in the Profession](#)
- [APSA Committee on the Status of LGBT Individuals in the Profession](#)
- [APSA Committee on the Status of Women in the Profession](#)
- [APSA Committee on the Status of Latinos y Latinas in the Profession](#)

#### APSA Programs

- [APSA Minority Student Recruitment Program](#)
- [Ralph Bunche Summer Institute Program](#)

#### Articles:

- Nonnemacher, J., & Sokhey, S. (2022). [Learning by Doing: Using an Undergraduate Research Lab to Promote Diversity and Inclusion.](#) *PS: Political Science & Politics*, 55(2), 413-418.
- Elder, L., & Wallace, S. (2020). [Exploring Diversity and Student Political Activism through Archival Research.](#) *PS: Political Science & Politics*, 53(2), 333-337. doi:10.1017/S1049096519001690
- Michelson, M., & Lavariega Monforti, J. (2021). [Elusive Inclusion: Persistent Challenges Facing Women of Color in Political Science.](#) *PS: Political Science & Politics*, 54(1), 152-157.
- Casarez Lemi, D., Osorio, M., & Rush, T. (2020). INTRODUCING PEOPLE OF COLOR ALSO KNOW STUFF. *PS: Political Science & Politics*, 53(1), 140-141.
- Emily Beaulieu, Amber E. Boydstun, Davis Nadia E. Brown, Kim Yi Dionne, Andra Gillespie, Samara Klar, Yanna Krupnikov, Melissa R. Michelson, Kathleen Searles and Christina Wolbrecht (2017). [Women Also Know Stuff: Meta-Level Mentoring to Battle Gender Bias in Political Science.](#) *PS: Political Science & Politics*, 50(3), pp 779-783.
- Shauna L. Shames and Tess Wise (2017). [Gender, Diversity, and Methods in Political Science: A Theory of Selection and Survival Biases.](#) *PS: Political Science & Politics*, 50(3), pp 811-823.
- Dawn Langan Teele and Kathleen Thelen (2017). [Gender in the Journals: Publication Patterns in Political Science.](#) *PS: Political Science & Politics*, 50(2), pp 433-447.

- Beth McMurtrie, [How to Do a Better Job of Searching for Diversity](#), *The Chronicle of Higher Education*, September 11, 2016.
- Beth McMurtrie, [To Diversify the Faculty, Start Here](#), *The Chronicle of Higher Education*, July 3, 2016.
- Peter Schmidt, [Academics in Sexual Minorities Can Feel a Need to Stay Closeted](#), *The Chronicle of Higher Education*, June 9, 2016.
- Charity Butcher and Timothy Kersey (2015). [When Winning Is Really Losing: Teaching Awards and Women Political Science Faculty](#). *PS: Political Science & Politics*, 48(1), pp 138-141.
- Karen Beckwith (2015). [State, Academy, Discipline: Regendering Political Science](#). *PS: Political Science & Politics*, 48(3), pp 445-449.
- Kristen Renwick Monroe, Jenny Choi, Emily Howell, Chloe Lampros-Monroe, Crystal Trejo and Valentina Perez (2014). [Gender Equality in the Ivory Tower, and How Best to Achieve It](#). *PS: Political Science & Politics*, 47(2), pp 418-426.
- Angela K. Lewis (2013). [Expectant and Nursing Academics: The Interview Experience of Moms in Political Science](#). *PS: Political Science & Politics*, 46(2), pp 370-375.
- Sara McLaughlin Mitchell and Vicki L. Hesli (2013). [Women Don't Ask? Women Don't Say No? Bargaining and Service in the Political Science Profession](#). *PS: Political Science & Politics*, 46(2), pp 355-369.
- Kristie Ford. (2011). [Race, Gender, and Bodily \(Mis\)Recognitions: Women of Color Faculty Experiences with White Students in the College Classroom](#). *The Journal of Higher Education*, 82(4), pp 444-478.
- Karen Pyke (2011). [Service and Gender Inequity among Faculty](#). *PS: Political Science & Politics*, 44(1), pp 85-87.
- Julie Novkov and Scott Barclay (2010). [Lesbians, Gays, Bisexuals, and the Transgendered in Political Science: Report on a Discipline-Wide Survey](#). *PS: Political Science & Politics*, 43(1), pp 95-106.
- Julie Park and Nida Denson. (2009). [Attitudes and Advocacy: Understanding Faculty Views on Racial/Ethnic Diversity](#). *The Journal of Higher Education*, 80(4), pp 415-438.
- Gary Perry, Helen Moore, Crystal Edwards, Katherine Acosta, and Connie Frey (2009). [Maintaining Credibility and Authority as an Instructor of Color in Diversity-Education Classrooms: A Qualitative Inquiry](#). *The Journal of Higher Education*, 80(1), pp 80-105.
- Candice D. Ortobals and Meg E. Rincker (2009). [Embodied Researchers: Gendered Bodies, Research Activity, and Pregnancy in the Field](#). *PS: Political Science & Politics*, 42(2), pp 315-319.
- Nicholas Wolfinger, Mary Ann Mason and Marc Goulden. (2008). [Problems in the Pipeline: Gender, Marriage, and Fertility in the Ivory Tower](#). *The Journal of Higher Education*, 79(4), pp 388-405.
- Sharon Weinberg. (2008). [Monitoring Faculty Diversity: The Need for a More Granular Approach](#). *The Journal of Higher Education*, 79(4), pp 365-387.
- Adrianna Kezar (2008). [Understanding Leadership Strategies for Addressing the Politics of Diversity](#). *The Journal of Higher Education*, 79(4), pp 406-441.
- Kristen Monroe, Saba Ozyurt, Ted Wrigley and Amy Alexander (2008). [Gender Equality in Academia: Bad News from the Trenches, and Some Possible Solutions](#). *Perspectives on Politics*, 6(2), pp 215-233.
- Toutkoushian, R., Bellas, M., & John V. Moore. (2007). [The Interaction Effects of Gender, Race, and Marital Status on Faculty Salaries](#). *The Journal of Higher Education*, 78(5), pp 572-601.
- Robyn Marschke, Sandra Laursen, Joyce Nielsen and Patricia Rankin (2007). [Demographic Inertia Revisited: An Immodest Proposal to Achieve Equitable Gender Representation among Faculty in Higher Education](#). *The Journal of Higher Education*, 78(1), pp 1-26.
- Ann Springer (2006). [How to Diversify the Faculty](#). American Association of University Professors.
- Daryl Smith, Caroline Turner, Nana Osei-Kofi, and Sandra Richards. (2004). [Interrupting the Usual: Successful Strategies for Hiring Diverse Faculty](#). *The Journal of Higher Education*, 75(2), pp 133-160.
- Gail Crombie, Sandra Pyke, Naida Silverthorn, Alison Jones, Sergio Piccinin (2003). [Students' Perceptions of Their Classroom Participation and Instructor as a Function of Gender and Context](#). *The Journal of Higher Education*, 74(1), pp 51-76.

- Laura van Assendelft, Wendy Gunther-Canada, Julie Dolan, Barbara Palmer and Michele Swers (2003). [Political Science in a Different Voice: Women Faculty Perspectives on the Status of Women in Political Science Departments in the South](#). *PS: Political Science & Politics*, 36(2), pp 311-315.

#### Books:

- Sarah Willie-LeBreton, ed (2016). [Transforming the Academy: Faculty Perspectives on Diversity and Pedagogy](#), New Jersey: Rutgers University Press.

#### Family Policies

This section addresses the need for and types of policies that properly address and support the needs of faculty families.

#### APSA Reports:

- [Workplace and Family Issues Report](#) (2004). Prepared by the APSA Subcommittee on Workplace and Family Issues.

#### Articles & Reports:

- Breuning, M., Fattore, C., Ramos, J., & Scalera, J. (2021). [The Great Equalizer? Gender, Parenting, and Scholarly Productivity During the Global Pandemic](#). *PS: Political Science & Politics*, 54(3), 427-431.
- Uta Schönberg, Johannes Ludsteck (2014). [Expansions in Maternity Leave Coverage and Mothers' Labor Market Outcomes after Childbirth](#). *Journal of Labor Economics*, 32(3), pp 469-505.
- Angela K. Lewis (2013). [Expectant and Nursing Academics: The Interview Experience of Moms in Political Science](#). *PS: Political Science & Politics*, 46(2), pp 370-375.
- Johanna Weststar (2012). [Negotiating in Silence: Experiences with Parental Leave in Academia](#). *Relations Industrielles / Industrial Relations*, 67(3), pp 352-374.
- Committee on Women in the Academic Profession (2011). [Recommendations on Partner Accommodation and Dual-Career Appointments](#). *Bulletin of the American Association of University Professors*, 97, pp 81-87.
- Candice D. Ortobals and Meg E. Rincker (2009). [Embodied Researchers: Gendered Bodies, Research Activity, and Pregnancy in the Field](#). *PS: Political Science & Politics*, 42(2), pp 315-319.
- Margaret O'Brien (2009). [Fathers, Parental Leave Policies, and Infant Quality of Life: International Perspectives and Policy Impact](#). *The Annals of the American Academy of Political and Social Science*, 624, pp 190-213.
- Nicholas Wolfinger, Mary Anne Mason and Marc Goulden (2008). [Problems in the Pipeline: Gender, Marriage, and Fertility in the Ivory Tower](#). *The Journal of Higher Education*, 79(4), pp 388-405.
- Kate Quinn, Sheila Edwards Lange and Steven G. Olswang (2004). [Family-Friendly Policies and the Research University](#). *Academe*, 90(6), pp 32-34.
- Martha Ackelsberg, with Gayle Binion, Georgia Duerst-Lahti, Jane Junn, Laura Van Assendelft and Bang-Soon Yoon (2004). [Remembering the "Life" in Academic Life: Finding a Balance between Work and Personal Responsibilities in the Academy](#). *PS: Political Science & Politics*, 37(4), pp 879-883.
- Laura W. Perna (2001). [The Relationship between Family Responsibilities and Employment Status among College and University Faculty](#). *The Journal of Higher Education*, 72(5), pp 584-611.
- Lisa Wolf-Wendel (2000). [Dual Career Couples: Keeping Them Together](#). *The Journal of Higher Education*, 71(3), pp 291-321.
- Frances J. Milliken, Luis Martins, and Hal Morgan (1998). [Explaining Organizational Responsiveness to Work-Family Issues: The Role of Human Resource Executives as Issue Interpreters](#). *The Academy of Management Journal*, 41(5), pp 580-592.

## Retirement and Emeritus Status

This section addresses various university packages and post-tenure options, including retirement.

- Audrey Williams June, [Emeritus Professors Make a Case for Campuses to Tap Their Talents](#). *The Chronicle of Higher Education*, June 3, 2016.
- Jean McLaughlin, [Facing Crisis in Faculty Retirement, Institutions find Creative Solutions](#). *Higher Education Today*, December 9, 2015.
- Colleen Flaherty, [Not a Retirement Club](#). *Inside Higher Ed*, October 7, 2013.
- Seth Matthew Fishman (2012). [The Merits of Emeriti](#). *Academe*, 98(3), 39-41.
- Audrey Williams June, [College Leaders Discuss One Last Faculty Transition: Retirement](#), *Chronicle of Higher Education*, July 12, 2011.
- Elinor Ostrom et al. (2005). [Staging a Career, Staging a Life: Strategies for Retirement](#). *PS: Political Science & Politics*, 38(2), pp 278-281.
- Albert Somit (1992). [From Professor of Political Science to Professor Emeritus](#). *PS: Political Science & Politics*, 25(4), pp 717-719.

## Faculty and Graduate Student Unions

This section provides data and other information on faculty and graduate student unions.

- Colleen Flaherty, [NLRB: Graduate Students and Private Universities May Unionize](#). *Inside HigherEd*, August 24, 2016.
- Ivan Katchanovski, Stanley Rothman, and Neil Nevitte (2011). [Attitudes towards Faculty Unions and Collective Bargaining in American and Canadian Universities](#). *Relations Industrielles/Industrial Relations*, 66(3), pp 349-373.
- Robert Rhoads and Gary Rhoades (2005). [Graduate Employee Unionization as Symbol of and Challenge to the Corporatization of U.S. Research Universities](#). *The Journal of Higher Education*, 76(3), pp 243-275.
- Jenny Lee, Leticia Oseguera, Karen Kim, Amy Fann, Tracy Davis, and Robert Rhoads (2004). [Tangles in the Tapestry: Cultural Barriers to Graduate Student Unionization](#). *The Journal of Higher Education*, 75(3), pp 340-361.
- Gary Rhoades (1993). [Retrenchment Clauses in Faculty Union Contracts: Faculty Rights and Administrative Discretion](#). *The Journal of Higher Education*, 64(3), pp 312-347.

## Chapter 5: Working with Undergraduate Students

This chapter aims to provide chairs with methods for supporting undergraduate students.

### Recruitment and Retention

This section approaches ways in which departments can increase enrollment and retention of undergraduates, including minorities, first-generation, international, and non-traditional students.

APSA Reports and Data:

- [Undergraduate Enrollment in Political Science, 2010-2014](#) (March 2016)
- [Political Science Enrollment by Highest Degree Offered, 2010-2011](#) (July 2012)
- [APSA Task Force on Political Science in the 21st Century](#)

Articles:

Resources for Department Chairs—October 2022

- Eric Hoover, [Regional Publics Cast Wider Nets and Rethink Retention](#). *Chronicle of Higher Education*, May 22, 2016.
- Katherine Mangan, [What Community Colleges are Doing to Counteract Declining Enrollments](#). *Chronicle of Higher Education*, April 26, 2016.
- Charles Menifield (2012). [Lottery Funded Scholarships in Tennessee: Increased Access but Weak Retention for Minority Students](#). *Journal of Education Finance*, 38(1), pp 3-17.
- Nicholas Bowman (2011). [Promoting Participation in a Diverse Democracy: A Meta-Analysis of College Diversity Experiences and Civic Engagement](#). *Review of Educational Research*, 81(1), pp 29-68.
- Silvia Gilardi and Chiara Guglielmetti (2011). [University Life of Non-Traditional Students: Engagement Styles and Impact on Attrition](#). *The Journal of Higher Education*, 82(1), pp 33-53.
- Mark Sherry, Peter Thomas, & Wing Hong Chui (2010). [International students: A vulnerable student population](#). *Higher Education*, 60(1), pp 33-46.
- Laura Perna, Heather Rowan-Kenyon, Angela Bell, Scott Thomas and Chunyan Li (2008). [A Typology of Federal and State Programs Designed to Promote College Enrollment](#). *The Journal of Higher Education*, 79(3), pp 243-267.
- George Kuh, Ty M. Cruce, Rick Shoup, Jillian Kinzie and Robert Gonyea (2008). [Unmasking the Effects of Student Engagement on First-Year College Grades and Persistence](#). *The Journal of Higher Education*, 79(5), pp 540-563.
- Terry Ishitani (2006). [Studying Attrition and Degree Completion Behavior among First-Generation College Students in the United States](#). *The Journal of Higher Education*, 77(5), pp 861-885.
- [High-Ranking Colleges and Universities Show Little Progress in Increasing Their Enrollments of Low-Income Students](#) (2006). *The Journal of Blacks in Higher Education*, 53, pp 50-59.
- Michael Arnone, [A Texas-Size Challenge: With the stakes high, public colleges in the state seek more Hispanic students](#), *The Chronicle of Higher Education*, November 28, 2003.
- Carol Lundberg (2003). [The Influence of Time-Limitations, Faculty, and Peer Relationships on Adult Student Learning: A Causal Model](#). *The Journal of Higher Education*, 74(6), pp 665-688.
- Hans Schuetze and Maria Slowey (2002). [Participation and Exclusion: A Comparative Analysis of Non-Traditional Students and Lifelong Learners in Higher Education](#). *Higher Education*, 44(3/4), pp 309-327.
- Stephen Earl Bennett and Linda L. M. Bennett (2001). [What Political Scientists Should Know about the Survey of First-Year Students in 2000](#). *PS: Political Science & Politics*, 34(2), pp 295- 299.
- Frances K. Stage and Nancy V. Milne (1996). [Invisible Scholars: Students with Learning Disabilities](#). *The Journal of Higher Education*, 67(4), pp 426-445.

## Financial Aid

This section addresses the role departments can play in providing students information on and access to financial support.

- Beckie Supiano, Jonah Newman and Brian O’Leary, [The Financial-Aid Fine Print](#). *The Chronicle of Higher Education*, February 23, 2015.
- Beckie Supiano, [College Board Offers Proposals for Simplifying Student Financial Aid](#). *The Chronicle of Higher Education*, February 16, 2014.
- Shoupin Hu (2011). [Scholarship Awards, Student Engagement, and Leadership Capacity of High-Achieving Low-Income Students of Color](#). *The Journal of Higher Education*, 82(5), pp 511-534.
- William Tierney and Kristan Venegas (2009). [Finding Money on the Table: Information, Financial Aid, and Access to College](#). *The Journal of Higher Education*, 80(4), pp 363-388.
- Stephen DesJardins, Dennis Ahlburg, and Brian McCall (2006). [An Integrated Model of Application, Admission, Enrollment, and Financial Aid](#). *The Journal of Higher Education*, 77(3), pp 381-429.

- Christopher Cornwell, David Mustard, & Deepa Sridhar (2006). [The Enrollment Effects of Merit-Based Financial Aid: Evidence from Georgia's HOPE Program](#). *Journal of Labor Economics*, 24(4), pp 761-786.
- Neil Seftor, Sarah Turner (2002). [Back to School: Federal Student Aid Policy and Adult College Enrollment](#). *The Journal of Human Resources*, 37(2), pp 336-352.

### Preparing Students for the Classroom

This section approaches possible ways to enhance student performance by providing them with information on what to expect in the classroom.

APSA Journals:

- [The Journal of Political Science Education](#) publishes evidence-based and theoretically informed scholarship on teaching and pedagogical issues in political science.

Articles:

- Jonas Bunte (2019). [Why Do Students Enroll in Political Science Courses?](#) *PS: Political Science & Politics*, 1-8.
- Matthew Barr and Louise H. Jackson (2018). [Enhancing Delivery and Assessment: A Case Study in Module Redesign for Improved Transition into Higher Education](#). *The Journal of Higher Education*, 14(3), pp 390-399.
- Rick Seltzer, [Giving Rural Students "the Short Box"](#), *Insider Higher Ed*, October 8, 2018.
- Ashley Smith, [From Community College to a Selective University](#), *Insider Higher Ed*, June 27, 2018
- Lee Gardner, [How to Identify and Invest in High-Achieving, Low-Income Students](#), *The Chronicle of Higher Education*, February 11, 2018.
- Scott Jaschik, [How Lake Superior State Doubled Applications](#), *Insider Higher Ed*, January 22, 2018.
- Angela Bell, Heather Rowan-Kenyon, & Laura Perna (2009). [College Knowledge of 9th and 11th Grade Students: Variation by School and State Context](#). *The Journal of Higher Education*, 80(6), pp 663-685.
- Alicia Dowd, John Cheslock, and Tatiana Melguizo (2008). [Transfer Access from Community Colleges and the Distribution of Elite Higher Education](#). *The Journal of Higher Education*, 79(4), pp 442-472.
- David L. Richards and Neil J. Mitchell (2006). [A Makeover for the Introductory Comparative Politics Course: Revising the College Board's Advanced Placement Program Course in Comparative Government and Politics](#). *PS: Political Science & Politics*, 39(2), pp 357-362.
- Elizabeth Allan and Mary Madden (2006). [Chilly Classrooms for Female Undergraduate Students: A Question of Method?](#) *The Journal of Higher Education*, 77(4), pp 684-711.
- Richard G. Niemi and Julia Smith (2001). [Enrollments in High School Government Classes: Are We Short-Changing Both Citizenship and Political Science Training?](#) *PS: Political Science & Politics*, 34(2), pp 281-287.
- William G. Tierney (2001). [A University Helps Prepare Low Income Youths for College: Tracking School Success](#). *The Journal of Higher Education*, 72(2), pp 205-225.
- Sheilah Mann (1999). [What the Survey of American College Freshmen Tells Us about Their Interest in Politics and Political Science](#). *PS: Political Science & Politics*. 32(2), pp 263-268.
- Frank Wilson (1991). [A Report on the Advanced Placement Program in Political Science](#). *PS: Political Science & Politics*, 24(4), pp 718-719.

## Mentoring and Advising

This section addresses the role of the department in providing advising to undergraduates and creating opportunities for faculty and peer mentoring.

APSA Resources and Programs:

- [APSA Mentor Program](#)
- [APSA Political Science Club Guide](#)

Articles:

- Matthew Schuster (2018) [Undergraduate Research at Two-Year Community Colleges](#). *The Journal of Political Science Education*, 14(2), pp 276-280.
- Michaelene Cox and Jaimie M. Kent (2018). [Political Science Student Journals? What Students Publish and Why Student Publishing Matters](#). *PS: Political Science & Politics*, 51(4), pp 804-810.
- Nina Srinivasan Rathbun and Brian C. Rathbun (2017). [Teach a Student to Fish? International Relations Scholars in the Classroom](#). *PS: Political Science & Politics*, 50(1), pp 214-220.
- H. Gibbs Knotts and Claire B. Wofford (2016). [Pre-Law Advising and the Political Science Major: Evidence from Pre-Law Advisors](#). *PS: Political Science & Politics*, 49(2), pp 320-26.
- Benjamin R. Knoll (2016). [Learning by Doing: Mentoring Group-Based Undergraduate Research Projects in an Upper-Level Political Science Course](#). *PS: Political Science & Politics*, 49(1), pp 128-131.
- Claire Potter, [Why Faculty Advising Matters](#). *Inside Higher Ed*, June 10, 2016.
- Joya Misra and Jennifer Lundquist, [The Sandwiched Midcareer Faculty Mentor](#). *Inside Higher Ed*, March 10, 2016.
- Kimberly Cowell-Meyers, Ben Mainwaring, Sean Dugdale, Carly Kinney and Brian Hanson (2015). [So You Want to Create a Student Research Journal? How to Craft a Journal Based on Peer Learning](#). *PS: Political Science & Politics*, 48(2), pp 492-496.
- Eric R. White (2015). [Academic Advising in Higher Education: A Place at the Core](#). *The Journal of General Education*, 64(4), pp 263-277.
- Mack Mariani, Fiona Buckley, Theresa Reidy, and Richard Witmer (2013). [Promoting Student Learning and Scholarship through Undergraduate Research Journals](#). *PS: Political Science & Politics*, 46(4), pp 830-835.
- Iza Wojciechowska, [A Major Push on Advising](#). *Inside Higher Ed*, August 6, 2010.
- Leo Gafney (2005). [The Role of the Research Mentor/Teacher: Student and Faculty Views](#). *Journal of College Science Teaching*, 34(4), pp 52-56.
- Annie Bernier, Simon Larose, and Nathalie Soucy (2005). [Academic Mentoring in College: The Interactive Role of Student's and Mentor's Interpersonal Dispositions](#). *Research in Higher Education*, 46(1), pp 29-51.
- Shellito, C., Shea, K., Weissmann, G., Mueller-Solger, A., & Davis, W. (2001). [Successful Mentoring of Undergraduate Researchers: Tips for Creating Positive Student Research Experiences](#). *Journal of College Science Teaching*, 30(7), pp 460-464.
- Cindy Simon Rosenthal (1999). [One Experience Is Worth a Thousand Words: Engaging Undergraduates in Field Research on Gender](#). *PS: Political Science & Politics*, 32(1), pp 63-68.
- Patricia A. Rupert and Deborah L. Holmes (1997). [Dual Relationships in Higher Education: Professional and Institutional Guidelines](#), *Journal of Higher Education*, 68(6), pp 660-678.

See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Part III, Section B, Responsibilities in the Classroom and to Students (p. 10)

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## Internships

This section focuses on internships that allow students to apply their classroom knowledge to workplace environments which could count toward graduation credit and/or career opportunities.

### APSA Resources:

- [Internship Resources](#) for undergraduates.
- Political Science Internships: [Towards Best Practices](#)

### Articles:

- Jeffrey K. Sosland and Diane J. Lowenthal (2017). [The Forgotten Educator: Experiential Learning's Internship Supervisor](#). *Journal of Political Science Education*, 13(1), pp 1-14.
- Brian Anderson (2014). [High-Impact Political Science Internships in a "Low-Density Opportunity" Environment](#). *PS: Political Science & Politics*, 47(4), pp 862-866.
- Brooke Chatterton, [What Job Statistics Say About the Value of College Internships](#), HuffingtonPost.com, July 24, 2014.
- Charles Westerberg and Carol Wickersham, [Internships Have Value, Whether or Not Students Are Paid](#), *The Chronicle of Higher Education*, April 11, 2011.
- Brian Burnsed, [Degrees Are Great, but Internships Make a Difference](#), *U.S. News & World Report*, April 15, 2010.
- Katherine S. Mangan, [Leading the Way in Leadership: The unending quest of the discipline's founding father, James MacGregor Burns](#). *The Chronicle of Higher Education* May 31, 2002.
- Jeffrey R. Biggs (1998). [Research, Teaching Heightened by Congressional Experience](#). *PS: Political Science & Politics*, 31(3), pp 673-675.
- George D. Kuh (1995). [The Other Curriculum: Out-of-Class Experiences Associated with Student Learning and Personal Development](#). *The Journal of Higher Education*, 66(2), pp 123-155.
- William Pederson and Norman Provizer (1995). [A Comparison of Washington Semesters at Public Colleges and Universities: Who Gets What, When and How](#). *PS: Political Science & Politics*, 28(2), pp 232-235.

## Career Advising

This section addresses the role of the department in providing advice on career options for students graduating with a bachelor's degree in political science.

### APSA Resources

- [Entering the Job Market with a Bachelor's Degree](#), APSA resource for new graduates on where to start looking for a job with a bachelor's degree in political science
- [Online Career Resources](#), a compilation of online resource for someone seeking a career with a bachelor's degree (or advanced degree) in political science

### Articles:

- Gregory B. Lewis (2017). [Do Political Science Majors Succeed in the Labor Market?](#) *PS: Political Science & Politics*, 50(2), pp 467-472.
- Goldie Blumenstyk, [Liberal-Arts Majors Have Plenty of Job Prospects, if They Have Some Specific Skills, Too](#). *The Chronicle of Higher Education*, June 9, 2016.
- Beckie Supiano, [Career Competence: Students Need Job Guidance From Day 1](#). *The Chronicle of Higher Education*, March 9, 2015.
- Patricia Okker, [It's the Faculty's Job, Too](#). *Inside Higher Ed*, August 1, 2014.

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- Megan Rogers, [The Flipped Career Fair](#). *Inside Higher Ed*, December 4, 2013.
- Todd A. Collins, H. Gibbs Knotts and Jen Schiff (2012). [Career Preparation and the Political Science Major: Evidence from Departments](#). *PS: Political Science & Politics*, 45(1), pp 87-92.
- Alexis Grant, [Six Ways to Network While You're in College](#), U.S. News & World Report, September 28, 2011.
- Beckie Supiano, [When it Comes to Earnings, Higher Education Isn't the Whole Story](#), *The Chronicle of Higher Education*, August 4, 2011.
- John Randolph Fuller, [So You Want to Be a Serial- Murderer Profiler](#), *The Chronicle of Higher Education*, December 7, 2001.

### **Pi Sigma Alpha, National Political Science Honor Society**

This section provides resources on how to use the [Pi Sigma Alpha Honor Society](#) program to enrich the undergraduate learning experience.

- Robert M. Alexander (2009). [Getting the Most from Pi Sigma Alpha Chapters: Exploring the Chapter Activity Grant Program and its Multiplier Effects](#). *PS: Political Science & Politics*. 42(3), pp 571 – 573.
- Benjamin J. Bauer, Whitney C. Ogás, Omar R. Shakir, Zoe M. Oxley and Rosalee A. Clawson (2009). [Learning through Publishing The Pi Sigma Alpha Undergraduate Journal of Politics](#). *PS: Political Science & Politics*, 42(3), pp 565-569.
- David Magleby (1995). [Pi Sigma Alpha, the Political Science Honor Society: Seventy-Five Years of Change and Growth](#). *PS: Political Science & Politics*, 28(3), pp 534-537.

### **Chapter 6: Working with Graduate Students**

This chapter aims at providing staff with methods for supporting graduate students in the various stages of their career development.

APSA Resources:

- [Committee on the Status of Graduate Students in the Profession website](#)

Articles:

- Megan Becker & Kelebogile Zvobgo (2020) [Smoothing the Pipeline: A Strategy to Match Graduate Training With the Professional Demands of Professorship](#), *Journal of Political Science Education*, 16:3, 357-368, DOI: 10.1080/15512169.2019.1577141
- Nakissa Jahanbani, Charmaine Willis & Donnett Lee (2018) [What We Wish We Knew: Reflections of Brand-New Teaching Assistants](#), *Journal of Political Science Education*, 14:3, 409-413, DOI:10.1080/15512169.2018.1445533

### **Admissions and Recruitment**

This section addresses the admission and recruitment of graduate students.

APSA Resources:

- [Graduate Student Connection](#), information on APSA resources and online resources for graduate students

Articles:

- Samuel H. Bersola, Ellen Bara Stolzenberg, Janice Love and Kevin Fosnacht (2014). [Understanding Admitted Doctoral Students' Institutional Choices: Student Experiences versus Faculty and Staff Perceptions](#). *American Journal of Education*, 120(4), pp 515-543.
- Julie Posselt (2014). [Toward Inclusive Excellence in Graduate Education: Constructing Merit and Diversity in PhD Admissions](#). *American Journal of Education*, 120(4), pp 481-514.
- Benita Barnes and Jennifer Randall (2012). [Doctoral Student Satisfaction: An Examination of Disciplinary, Enrollment, and Institutional Differences](#). *Research in Higher Education*, 53(1), pp 47-75.
- Gary King, John M. Bruce and Michael Gilligan (1993). [The Science of Political Science Graduate Admissions](#). *PS: Political Science & Politics*, 26(4), pp 772-778.

See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Part III, Section J, Principles Covering Graduate Scholars, Fellows, Trainees, and Assistants (p. 29).

### Professional Development

This section addresses the role of departments in preparing graduate students for their careers in the profession.

APSA Resources:

- [APSA Professional Development Program](#)
- [APSA Career Paths](#)

Articles:

- Mariano E Bertucci (2015). [Why, and How, to Bridge the 'Gap' Before Tenure: Peer-Reviewed Research May Not Be the Only Strategic Move as a Graduate Student or Young Scholar](#). *PS: Political Science & Politics*, 48(4), pp 591-94.
- Beth Miller, Jon Pevehouse, Ron Rogowski, Dustin Tingley and Rick Wilson (2013). [How To Be a Peer Reviewer: A Guide for Recent and Soon-to-be PhDs](#). *PS: Political Science & Politics*, 46(1), pp 120-123.
- Karen Kelsy, [Graduate School is a Means to a Job](#), *The Chronicle of Higher Education*, March 27, 2012
- Margaret Sallee (2011). [Performing Masculinity: Considering Gender in Doctoral Student Socialization](#). *The Journal of Higher Education*, 82(2), 187-216.
- Chris Golde (2005). [The Role of the Department and Discipline in Doctoral Student Attrition: Lessons from Four Departments](#). *The Journal of Higher Education*, 76(6), 669-700.
- Donna Lee Van Cott (2005). [A Graduate Student's Guide to Publishing Scholarly Journal Articles](#). *PS: Political Science & Politics*, 38(4), pp 741-743.
- Oneida Meranto Clark and Jenny R. Kehl (2002). [Preparing Future Faculty Symposium: The CO-CA Cluster - Initiatives for Preparing Future Faculty](#). *PS: Political Science & Politics*, 35(4): pp 720-725.
- Ann Austin (2002). [Preparing the Next Generation of Faculty: Graduate School as Socialization to the Academic Career](#). *The Journal of Higher Education*, 73(1), 94-122.
- Dick Simpson (2002). [Preparing Future Faculty Symposium: PFF Partnerships - Collaboratively Building for the Next Generation of Faculty](#). *PS: Political Science & Politics*, 35(4), pp 727-728.
- Constance A. Mixon and Richard J. Daley (2002). [Preparing Future Faculty Symposium: PFF Partners - A Crucial Component for Success](#). *PS: Political Science & Politics*, 35(4), pp 729-732.
- Norman Furniss, Bill Blomquist, Melissa Butler, Heather McDougall and Brett O'Bannon (2002). [Preparing Future Faculty Symposium: Preparing Future Faculty at the Indiana Cluster](#). *PS: Political Science & Politics*, 35(4), pp 733-736.

- Laura L. B. Border (2002). [Preparing Future Faculty Symposium: The Socratic Portfolio - A Guide for Future Faculty](#). *PS: Political Science & Politics*, 35(4), pp 739-742.
- Nicole E. Johnson, Alvin Thornton and Tamar Sat-Net (2002). [Preparing Future Faculty Symposium: Preparing Future Faculty - The Political Science Department at Howard University](#). *PS: Political Science & Politics*, 35(4), pp 737-738.
- James M. McCormick and Tom W. Rice (2001). [Graduate Training and Research Productivity in the 1990s: A Look at Who Publishes](#). *PS: Political Science & Politics*, 34(3), pp 675-680.
- Stephen L. Wasby (2001). [Proposal Writing—A Remedy for a Missing Part of Graduate Training](#). *PS: Political Science & Politics*, 34(2), pp 309-312.

### **Curriculum and Program Development**

This section addresses the role of the department to work with graduate students and faculty members in developing the PhD program and course structure.

#### APSA Reports:

- APSA [Report on Graduate Education in Political Science](#) (April 2004). Prepared by the APSA Task Force on Graduate Curriculum.

#### Articles:

- Sean M. Diament, Adam J. Howat, Matthew J. Lacombe. (2018). [Gender Representation in the American Politics Canon: An Analysis of Core Graduate Syllabi](#). *PS: Political Science & Politics*, 51(3), 635-640.
- Lee Trepanier (2017). [SoTL as a Subfield for Political Science Graduate Programs](#). *Journal of Political Science Education*, 13(2), pp 138-151.
- Wendy L. Martinek (2017). [A Review of Textbooks for Teaching Graduate Research Methods](#). *PS: Political Science & Politics*, 50(2), pp 554-558.
- L. J. Zigerell (2013). [Rookie Mistakes: Preemptive Comments on Graduate Student Empirical Research Manuscripts](#). *PS: Political Science & Politics*, 46(1), pp 142-146.
- Emory Morrison, Elizabeth Rudd, William Zumeta, and Maresi Nerad (2011). [What Matters for Excellence in PhD Programs? Latent Constructs of Doctoral Program Quality Used by Early Career Social Scientists](#). *The Journal of Higher Education*, 82(5), 535-563.
- Charlotte Briggs (2007). [Curriculum Collaboration: A Key to Continuous Program Renewal](#). *The Journal of Higher Education*, 78(6), 676-711.
- Peregrine Schwartz-Shea (2003). [Is This the Curriculum We Want? Doctoral Requirements and Offerings in Methods and Methodology](#). *PS: Political Science & Politics*, 36(3): pp. 379-386
- Stephen L. Wasby (2001). [Proposal Writing—A Remedy for a Missing Part of Graduate Training](#). *PS: Political Science & Politics*, 34(2), pp 309-312.
- James M. McCormick and Tom W. Rice (2001). [Graduate Training and Research Productivity in the 1990s: A Look at Who Publishes](#). *PS: Political Science & Politics*, 34(3), pp 675 - 680.
- John T. Morris (1998). [Introducing Master's Students to Area Studies: An Interdisciplinary Research and Skills Approach](#). *PS: Political Science & Politics*, 31(2), pp 204-208.
- John T. Harman (1998). [Running the Good Race, Part 1: High Anxiety: Some Lessons for Graduate Students Entering the Profession](#). *PS: Political Science & Politics*, 24(3), pp 535-539.

### **Mentoring and Socialization, Diversity and Inclusion**

This section focuses on mentoring and socialization of graduate students, as well as policies and issues related to diversity and inclusion.

#### APSA Resources and Programs:

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- [APSA Mentor Program](#)
- [APSA Diversity and Inclusion Programs](#)
  - [Minority Fellowships Program](#)
  - [Minority Student Recruitment Program](#)
- [Resources for Diversity Recruitment of Faculty and Graduate Students](#)
- [APSA Task Force on Political Science in the 21st Century](#)

Articles:

- Jeff Colgan (2017). [Gender Bias in International Relations Graduate Education? New Evidence from Syllabi](#). *PS: Political Science & Politics*, 50(2), pp 456-460.
- Kasia Kovacs, [Grad Students' Financial Worries](#), *Inside Higher Ed*, November 17, 2016.
- James M. Van Wyck, [Managing Your Adviser](#). *Inside Higher Ed*, May 2, 2016.
- Tamara Bertrand Jones, JeffriAnne Wilder, & La'Tara Osborne-Lampkin. (2013). [Employing a Black Feminist Approach to Doctoral Advising: Preparing Black Women for the Professoriate](#). *The Journal of Negro Education*, 82(3), pp 326-338.
- Vincente Lechuga (2011). [Faculty-graduate student mentoring relationships: Mentors' perceived roles and responsibilities](#). *Higher Education*, 62(6), pp 757-771.
- Erichsen, E., & Bolliger, D. (2011). [Towards understanding international graduate student isolation in traditional and online environments](#). *Educational Technology Research and Development*, 59(3), pp 309-326.
- Susan Gardner (2010). [Contrasting the Socialization Experiences of Doctoral Students in High- and Low-Completing Departments: A Qualitative Analysis of Disciplinary Contexts at One Institution](#). *The Journal of Higher Education*, 81(1), pp 61-81.
- Lori Patton (2009). [My Sister's Keeper: A Qualitative Examination of Mentoring Experiences among African American Women in Graduate and Professional Schools](#). *The Journal of Higher Education*, 80(5), pp 510-537.
- Jeffrey Bieber and Linda K. Worley (2006). [Conceptualizing the Academic Life: Graduate Students' Perspectives](#). *The Journal of Higher Education*, 77(6), pp 1009-1035.
- Yvette M. Alex-Assensoh, Terri Givens, Kathie Golden, Vincent L. Hutchings, Sherri L. Wallace and Kenny J. Whitby (2005). [Mentoring and African-American Political Scientists](#). *PS: Political Science & Politics*, 38(2), pp 283-285.
- Gail Rose (2005). [Group Differences in Graduate Students' Concepts of the Ideal Mentor](#). *Research in Higher Education*, 46(1), pp 53-80.
- Elizabeth A. Bennion (2004). [The Importance of Peer Mentoring for Facilitating Professional and Personal Development](#). *PS: Political Science & Politics*, 37(1), pp 111-113.
- Julia S. Jordan-Zachery (2004). [Reflections on Mentoring: Black Women and the Academy](#). *PS: Political Science & Politics*, 37(4), pp 875-877.
- Kristen Renwick Monroe (2003). [Mentoring in Political Science](#). *PS: Political Science & Politics*, 36(1), pp 93-96.
- Gregory A. Fugate, Patricia A. Jaramillo and Robert R. Preuhs (2001). [Graduate Students Mentoring Graduate Students: A Model for Professional Development](#). *PS: Political Science & Politics*, 34(1), pp 132-133.
- Kathleen Heinrich (1995). [Doctoral Advisement Relationships between Women: On Friendship and Betrayal](#). *The Journal of Higher Education*, 66(4), pp 447-469.

See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Part III, Section B, Responsibilities in the Classroom and to Students (p. 10-12).

## Teaching and Teaching Portfolio

This section addresses the role of the department to work with graduate students in learning how to teach and develop their teaching portfolios.

- Nakissa Jahanbani, Charmaine Willis, and Donnett Lee (2018). [What We Wish We Knew: Reflections of Brand-New Teaching Assistants](#). *The Journal of Political Science Education*, 14(3), pp 409-413.
- Edward M. Burmila (2010). [Graduate Students as Independent Instructors: Seven Things to Know about Teaching Your Own Course while in Graduate School](#). *PS: Political Science & Politics*, 43(3), pp 557-560.
- John Ishiyama, Tom Miles and Christine Balarezo (2010). [Training the Next Generation of Teaching Professors: A Comparative Study of Ph.D. Programs in Political Science](#). *PS: Political Science & Politics*, 43(3), pp 515-522.
- Patricia Helland (2010). [Espousal of Undergraduate Teaching Normative Patterns of First-Year Teaching Assistants](#). *The Journal of Higher Education*, 81(3), pp 394-415.
- Derek A. Webb (2005). [Twelve Easy Steps to Becoming an Effective Teaching Assistant](#). *PS: Political Science & Politics*, 38(4), pp 757-761.
- Daniel Butler and Ray Christensen (2003). [Mixing and Matching: The Effect on Student Performance of Teaching Assistants of the Same Gender](#). *PS: Political Science & Politics*, 36(4), pp 781-786.
- Rosemary O'Leary (2002). [Advice to New Teachers: Turn It Inside Out](#). *PS: Political Science & Politics*, 35(1), pp 91-92.
- H. Gibbs Knotts and Eleanor C. Main (1999). [Teaching Ph.D. Students to Teach Political Science: The Emory TATTO Program](#). *PS: Political Science & Politics*, 32(3), pp 607-610.
- David Shannon, Darla Twale, Matthew Moore (1998). [T.A. Teaching Effectiveness: The Impact of Training and Teaching Effectiveness](#). *The Journal of Higher Education*, 69(4), pp 440-466.

## Dissertation

This section addresses the role of the department in developing guidelines and expectations for graduate level theses and dissertations.

### Articles:

- Colleen Flaherty, [Articles, Not Books](#), *Inside Higher Ed*, July 14, 2016.
- James M. Van Wyck, [Managing Your Adviser](#). *Inside Higher Ed*, May 2, 2016.
- Stacey Patton, [The Dissertation Can No Longer Be Defended](#), *The Chronicle of Higher Education*, February 11, 2013.
- Fred Eidlin (2011). [The Method of Problems versus the Method of Topics](#). *PS: Political Science & Politics*, 44 (4), pp 758–761.
- Leonard Cassuto, [From Dissertation to Book](#), *The Chronicle of Higher Education*, May 30, 2011.
- Steven B. Rothman (2008). [Comparatively Evaluating Potential Dissertation and Thesis Projects](#). *PS: Political Science & Politics*, 41(2), pp 367-369.
- Beth L. Leech (2002). [Asking Questions: Techniques for Semistructured Interviews](#). *PS: Political Science & Politics*, 35(4), pp 665-668.
- Stephen Wasby (2001). [Introduction: Advisors and the Dissertation Proposal](#). *PS: Political Science & Politics*, 34(4), pp 841-842.
- Peter May (2001). [Constructing the Prospectus](#). *PS: Political Science & Politics*, 34(4), pp 843-844.
- Victoria A. Farrar-Myers (2001). [The Rights of Passage](#). *PS: Political Science & Politics*, 34(4), pp 845-846.
- Kristi Anderson (2001). [Faculty Roles and Student Projects](#). *PS: Political Science & Politics*, 34(4), pp 847-848

- Richard L. Fox (2001). [Developing the Dissertation Prospectus](#). *PS: Political Science & Politics*, 34(4), pp 849- 850.
- Kevin R. Den Dulk (2001). [Proposing a Dissertation with a Free Rein](#). *PS: Political Science & Politics*, 34(4), pp 851-852.
- Saca Benesh (2001). [The Key to a Successful Prospectus: Consult an Advisor, Early and Often](#). *PS: Political Science & Politics*, 34(4), pp 853- 854.
- Bert Useem (1997). [Choosing a Dissertation Topic](#). *PS: Political Science & Politics*, 30(2), pp 213-216.
- Kathleen Heinrich (1995). [Doctoral Advisement Relationships between Women: On Friendship and Betrayal](#). *The Journal of Higher Education*, 66(4), pp 447-469.
- A Wuffle (1989). [Uncle Wuffle's Advice to the Advanced Graduate Student](#). *PS: Political Science & Politics*, 22(4), pp 838-839.

See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Part III, Section B, Responsibilities in the Classroom and to Students (p. 10-12).

### The Academic Job Market

This section approaches ways departments can help graduate students prepare for job interviews and ensure they have the necessary tools for the job market.

APSA resources:

- [Careers for Political Scientists](#)
- [APSA eJobs](#)
- [APSA data and reports on employment](#)

Articles:

- Nilay Saiya (2014). [Navigating the International Academic Job Market](#). *PS: Political Science & Politics*, 47(4), pp 845-848.
- William J. Miller and Bobbi Gentry (2011). [Navigating the Academic Job Market in Treacherous Times](#). *PS: Political Science & Politics*, 44(2), pp 578-582.
- Ryan T. Moore and Andrew Reeves (2011). [The Job Market's First Steps: Using Research Tools to Simplify the Process](#). *PS: Political Science & Politics*, 44(2), pp 385-391.
- James E. Hanley (2008). [A Primer on Applying to the Liberal Arts College](#). *PS: Political Science & Politics*, 41(4), pp 809-812.
- Ron E. Hassner (2008). [Trial by Fire: Surviving the Job Talk Q&A](#). *PS: Political Science & Politics*, 41(4), pp 803-808.
- Natalie Masuoka, Bernard Grofman, and Scott L. Feld (2007). [The Production and Placement of Political Science Ph.D.s, 1902–2000](#). *PS: Political Science & Politics*, 40(2), pp 361-366.
- Janet M. Box-Steffensmeier and Anand E. Sokhey (2007). [A Dynamic Labor Market: How Political Science is Opening Up to Methodologists, and How Methodologists are Opening Up Political Science](#). *PS: Political Science & Politics*, 40(1), pp 125-127.
- Uncle Wuffle (2006). [Uncle Wuffle's Advice on Job Talks](#). *PS: Political Science & Politics*, 39(4), pp 883-886.
- Jon B. Gould and Scott Keeter (2003). [No Second Chance at Making a Good First Impression: Peril and Possibility in the Campus Visit](#). *PS: Political Science & Politics*, 36(4), pp 791-794.
- Evelyn M. Simien (2002). [On the Market: Strategies for the Successful Job Candidate](#). *PS: Political Science & Politics*, 35(3), pp 581-583.

- Donald Kent (2002). [Tenure-Track Employment Opportunities at the Community College Level: A View from the Job Candidate's Perspective](#). *PS: Political Science & Politics*, 35(1), pp 95-100.
- Kent Brudney, Richard Reitano, Constance Mixon, John Queen and Sharon Alter (2002). [Faculty Careers in Community Colleges: Placement and Professional Gratification](#). *PS: Political Science & Politics*, 35(1), pp 101-112.
- Michelle Donaldson Deardorff, Marianne Githens, Glen Halva-Neubauer, William Hudson, Grant Reeher and Ronald Seyb (2001). [Everything You Always Wanted to Know about Getting and Keeping a Job at a Private Liberal Arts College, but Your Graduate Advisor Didn't Tell You](#). *PS: Political Science & Politics*, 34(4), pp 856-857.
- Kent M. Brudney (2001). [Academic Careers in Community Colleges](#). *PS: Political Science & Politics*, 34(1), pp 149-153.
- Daniel W. Drezner (1998). [So You Want To Get a Tenure-Track Job...](#) *PS: Political Science & Politics*, 31(3), pp 609-614.
- Ralph G. Carter and James M. Scott (1998). [Navigating the Academic Job Market Minefield](#). *PS: Political Science & Politics*, 31(3), pp 615-622.
- Deborah K. Furlong and Scott R. Furlong (1994). [Netting the Big One: Things Candidates \(and Departments\) Ought to Know](#). *PS: Political Science & Politics*, 27(1), pp 91-97.

### The Job Market for Careers Beyond the Academy

This section addresses the placement & recruiting process for ABDs and new PhDs.

#### APSA Resources:

- [APSA Careers webpage](#)
- [Exploring Alt-Academic Job Options](#)
- [APSA data and reports on employment](#)
- Spring 2021 webinar: [Advising & Mentoring for Applied Careers in Political Science](#)

#### Articles:

- Colleen Flaherty, [GradUCon and Beyond](#), *Inside Higher Ed*, April 7, 2017.
- [Profession Symposium: Beyond the Ivory Tower: Political Science Careers Outside Academia](#) (2016). *PS: Political Science & Politics*, 49(3), pp 501-534.
  - Carl Klarner (2016). [Introduction](#). *PS: Political Science & Politics*, 49(3), pp 501-503.
  - Jennifer K. Benz (2016). [Reflect, Then Prepare for a Career Outside the Academy](#). *PS: Political Science & Politics*, 49(3), pp 504-506.
  - Chelsea Clark (2016). [I Don't Want To Be a Professor. Now What?!](#). *PS: Political Science & Politics*, 49(3), pp 507-509.
  - Lee Drutman (2016). [On the Value of Fox-like Thinking, and How to Break into the Washington Policy Community](#). *PS: Political Science & Politics*, 49(3), pp 510-512.
  - Adolf G. Gundersen (2016). [Neither Star Nor Gypsy: How I Found Happiness Outside Academia](#). *PS: Political Science & Politics*, 49(3), pp 513-515.
  - Natalie M. Jackson (2016). [The Intersection of Political Science and Media: Research at a Faster Pace](#). *PS: Political Science & Politics*, 49(3), pp 516-517.
  - Carl Klarner (2016). [Forget This: Choosing to Leave Academia after Tenure](#). *PS: Political Science & Politics*, 49(3), pp 518-520.
  - Kevin R. Kosar (2016). [Preparing for Unforeseen Opportunities Outside Academia](#). *PS: Political Science & Politics*, 49(3), pp 521-523.
  - Olivia Lau and Ian Yohai (2016). [Using Quantitative Methods in Industry](#). *PS: Political Science & Politics*, 49(3), pp 524-526.

- Brenda Seaver (2016). [From the Ivory Tower to the CIA: Reflections from a Career Intelligence Analyst](#). *PS: Political Science & Politics*, 49(3), pp 527-530.
- Andrew Therriault (2016). [Finding a Place in Political Data Science](#). *PS: Political Science & Politics*, 49(3), pp 531-534.
- Abraham F. Lowenthal (2012). [Considering Careers beyond Academia: Advice for Graduate Students](#). *PS: Political Science & Politics*, 45(4), pp 810-811.
- Michael H. Murakami (2012). [The Broad Value of a PhD in Political Science](#). *PS: Political Science & Politics*, 45(4), pp 812-814.

## **Chapter 7: Working Within the Institution**

This chapter aims to provide chairs with best practices for ensuring a healthy relationship between the institutional administrators and the department.

### **Working with Senior Academic Officers**

This section approaches ways to ensure a positive work environment between the department and the senior academic officers (deans, provosts, presidents, etc.) in the institution.

- Amy Fried and Cyrus Ernesto Zirakzadeh (2009). [Preparing to Fight the Good Fight: Advice from Two Associate Deans to Faculty Friends](#). *PS: Political Science & Politics*, 42(1), pp 149-153.
- Nathaniel Bray (2008). [Proscriptive Norms for Academic Deans: Comparing Faculty Expectations across Institutional and Disciplinary Boundaries](#). *The Journal of Higher Education*, 79(6), pp 692-721.
- Adrianna Kezar (2008). [Understanding Leadership Strategies for Addressing the Politics of Diversity](#). *The Journal of Higher Education*, 79(4), pp 406-441.
- Kevin J. Lasher and Kenneth Kitts (1998). [Coming Soon to Your Department: Institutional Effectiveness Plans](#). *PS: Political Science & Politics*, 31(1), pp 69-73.

### **Working with Administrative Staff**

This section approaches ways to ensure a positive work environment between the department and the administrative staff.

- Stephen Majeski (2005). [Surviving Administrative Mandates \(from a Department Chair's Perspective\)](#). *PS: Political Science & Politics*, 38(1), pp 105-106.
- Mary Durfee (2003). [Name This Job: A Faculty Member Becomes a Novice Administrator](#). *Political Science and Politics*, 36(4), pp 805-806.

### **Interdisciplinary Relationships**

This section offers ways to interact with faculty in other fields by recognizing and working together to reach common goals.

#### APSA Reports:

- [Interdisciplinarity: Its Role in a Discipline-Based Academy](#) (2009). Prepared by the APSA Task Force on Interdisciplinarity.

#### Articles:

- Rachel L. Ellett, Jennifer Esperanza, and Diep Phan (2016). [Fostering Interdisciplinary Thinking through an International Development Case Study](#). *Journal of Political Science Education*, 12(2), pp 128-140.

- Teena Gabrielson and Kaitlyn Watts (2014). [A Sea of Riches: Teaching an Interdisciplinary Environmental Justice Course through Political Theory On-Campus and Online](#). *PS: Political Science & Politics*, 47(2), pp 509-512.
- Paul M. Arsenault and Linda S. Stevenson (2013). [Developing a Pedagogy for Globalization: A Marketing and Political Science Multi-Disciplinary and Transnational Approach](#). *Journal of Teaching in International Business*, 23(4), pp 277-290.
- David Schlosberg and Thomas D. Sisk (2000). [The Environmental Science/Policy Interface: Crossing Disciplinary Boundaries with a Team-Teaching Approach](#). *PS: Political Science & Politics*, 33(1), pp 75-79.

### **Chapter 8: Dealing with Controversy**

This chapter aims to provide chairs with methods for handling difficult issues and situations both inside and outside the classroom.

#### **Personnel and Professional Conduct Issues**

This section approaches ways to address conduct issues among faculty and staff.

- Patricia C. Kelley, & Pepe Lee Chang. (2007). [A Typology of University Ethical Lapses: Types, Levels of Seriousness, and Originating Location](#). *The Journal of Higher Education*, 78(4), pp 402-429.
- Luna, A. (2006). [Faculty Salary Equity Cases: Combining Statistics with the Law](#). *The Journal of Higher Education*, 77(2), pp 193-224.
- Milton Greenberg (2003). [Facing Those Moving Fears](#). *PS: Political Science & Politics*, 36(4), pp 795-796.
- John Bruhn, Gary Zajac, Ali Al-Kazemi, and Loren Prescott. (2002). [Moral Positions and Academic Conduct: Parameters of Tolerance for Ethics Failure](#). *The Journal of Higher Education*, 73(4), pp 461-493.
- Jonathan Knight and Carol Auster (1999). [Faculty Conduct: An Empirical Study of Ethical Activism](#). *The Journal of Higher Education*, 70(2), pp 188-210.
- Melissa Anderson, Karen S. Louis, and Jason Earle (1994). [Disciplinary and Departmental Effects on Observations of Faculty and Graduate Student Misconduct](#). *The Journal of Higher Education*, 65(3), pp 331-350.

See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Part I, Grievance Procedures (pp. 1-3).

#### **Controversy and Perceptions of Bias in the Classroom**

This section provides possible ways to approach controversial or contentious topics in the classroom, including perceptions of partisan bias.

- Liebertz, S., & Giersch, J. (2021). [Political Professors and the Perception of Bias in the College Classroom](#). *PS: Political Science & Politics*, 54(4), 755-760.
- Burmila, E. (2021). [Liberal Bias in the College Classroom: A Review of the Evidence \(or Lack Thereof\)](#). *PS: Political Science & Politics*, 54(3), 598-602.
- Kelly Bauer and Kelly Clancy (2018). [Teaching Race and Social Justice at a Predominantly White Institution](#). *The Journal of Political Science Education*, 14(1), pp 72-85.
- Sofia Fenner (2018). [Not So Scary: Using and Defusing Content Warnings in the Classroom](#). *The Journal of Political Science Education*, 14(1), pp 86-96.

- Julian L. Garritzmann (2017). [The Partisan Politics of Higher Education](#). *PS: Political Science & Politics*, 50(2), pp 413-417.
- Travis Braidwood and Jacob Ausderan (2017). [Professor Favorability and Student Perceptions of Professor Ideology](#). *PS: Political Science & Politics*, 50(2), pp 565-570.
- Scott Jaschik, [Professors and Politics: What the Research Says](#), *Inside Higher Ed*, February 27, 2017.
- Darren L. Linvill & Will J. Grant (2016). [The role of student academic beliefs in perceptions of instructor ideological bias](#). *Teaching in Higher Education*, 22(3), pp 274-287.
- Joseph Losco and Ione DeOllos (2007). [Fear and Loathing in College Classrooms: A Survey of Political Science Department Chairs Regarding Political Bias](#). *Journal of Political Science Education*, 3(3), pp 251-264.
- Diana E. Hess (2004). [Controversies about Controversial Issues in Democratic Education](#). *PS: Political Science & Politics*, 37(2), pp 257-261.
- Yvette Alex-Assensoh (2000). [Minority Politics Courses: Moving Beyond Controversy and Toward Active Learning](#). *PS: Political Science & Politics*, 33(2), pp 201-206.
- Masoud Kazemzadeh (1998). [Teaching the Politics of Islamic Fundamentalism](#). *PS: Political Science & Politics*, 31(1), pp 52-59.
- Brian J. Glenn (1998). [The Golden Rule of Grading: Being Fair](#). *PS: Political Science & Politics*, 31(4), pp 787-788.
- Mark Carl Rom (2020). [Should Political Science Professors Remain Non-partisan in the Classroom?](#) *Political Science Educator*, 24(2).

See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Part III, Section B, Responsibilities in the Classroom and to Students (p. 10).

### Student Conduct Issues

This section addresses ways of handling conduct issues relating to students beyond the institution's specific disciplinary guidelines.

- John Elmes, [Tools That May Discourage Quality Writing](#), *Inside Higher Ed*, March 3, 2017.
- Cory Turner, [Turnitin and the Debate Over Anti-Plagiarism Software](#), *NPRed*, August 25, 2014.
- Matthew C. Woessner (2004). [Beating the House: How Inadequate Penalties for Cheating Make Plagiarism an Excellent Gamble](#). *PS: Political Science & Politics*, 37(2), pp 313-320.
- Melissa Anderson, Karen Seashore Louis, and Jason Earle (1994). [Disciplinary and Departmental Effects on Observations of Faculty and Graduate Student Misconduct](#). *The Journal of Higher Education*, 65(3), pp 331-350.

### Research Conduct Issues

This section offers ways of handling research conduct issues.

- Ellen M. Key (2016). [How Are We Doing? Data Access and Replication in Political Science](#). *PS: Political Science & Politics*, 49(2), pp 268-272.
- Kenneth R. Mayer (2016). [Working through the Unworkable? The View from Inside an Institutional Review Board](#). *PS: Political Science & Politics*, 49(2), pp 289-293.
- Dvora Yanow and Peregrine Schwartz-Shea (2016). [Encountering Your IRB 2.0: What Political Scientists Need to Know](#). *PS: Political Science & Politics*, 49(2), 277-286.

- Stephen F. Hard, James M. Conway, & Antonia C. Moran. (2006). [Faculty and College Student Beliefs about the Frequency of Student Academic Misconduct](#). *The Journal of Higher Education*, 77(6), pp 1058-1080.

See also:

- APSA's [A Guide to Professional Ethics in Political Science](#), Part III, Section A, Freedom and Integrity of Research by Academic Political Scientists (pp. 7-10).

### **Sexual Harassment**

This section addresses the issue of sexual harassment in the workplace: what it is, what to do, and where to go.

- Hunt, S. (2022). [Sexual Harassment and Assault During Field Research](#). *PS: Political Science & Politics*, 55(2), 329-334. doi:10.1017/S1049096521001645
- Behl, N. (2020). [Violence and Mentoring: Race, Gender, and Sexual Harassment](#). *PS: Political Science & Politics*, 53(4), 780-783. doi:10.1017/S1049096520000451
- Katherine Mangan, [What You Need to Know About the New Guidance on Title IX](#), *Chronicle of Higher Education*, September 22, 2017.
- Colleen Flaherty, [Sexual Misconduct and the Faculty Code](#), *Inside Higher Ed*, March 17, 2017.
- Sarah Brown, [Title IX Due Process](#), *Chronicle of Higher Education*, February 26, 2017.
- Robin Wilson, [Harassment Vigilance](#), *Chronicle of Higher Education*, February 26, 2017.
- Heather McLaughlin, Christopher Uggen, Amy Blackstone (2012). [Sexual Harassment, Workplace Authority, and the Paradox of Power](#). *American Sociological Review*, 77(4), pp 625-647.
- Leskinen, E., Cortina, L., & Kabat, D. (2011). [Gender Harassment: Broadening Our Understanding of Sex-Based Harassment at Work](#). *Law and Human Behavior*, 35(1), pp 25-39.
- Michelle Kelley and Beth Parsons. (2000). [Sexual Harassment in the 1990s: A University-Wide Survey of Female Faculty, Administrators, Staff, and Students](#). *The Journal of Higher Education*, 71(5), pp 548-568.
- Eric Dey, Jessica Korn and Linda Sax (1996). [Betrayed by the Academy: The Sexual Harassment of Women College Faculty](#). *The Journal of Higher Education*, 67(2), pp 149-173.
- Elizabeth Williams, Julie Lam and Michael Shively (1992). [The Impact of a University Policy on the Sexual Harassment of Female Students](#). *The Journal of Higher Education*, 63(1), pp 50-64.
- Kathleen Heinrich (1991). [Loving Partnerships: Dealing with Sexual Attraction and Power in Doctoral Advisement Relationships](#). *The Journal of Higher Education*, 62(5), pp 514-538.
- Paula Kilcoyne (1991). [Handling Harassment by a Student](#). *PS: Political Science & Politics*, 24(2), pp 240-241.

### **Chapter 9: Directions in Political Science**

This chapter aims to provide chairs with the latest commentaries regarding the status of the discipline and the direction in which political science is headed.

APSA Resources:

- Kent Worcester, ed. (2018). [Navigating Political Science: Professional Advancement & Success in the Discipline](#)
- [Task Force Report on Political Science in the 21st Century](#) (2011).
- Ira Katznelson and Helen V. Milner, eds. (2002). [Political Science: The State of the Discipline](#), W.W. Norton & Co.: New York.

#### Articles:

- Justin Buckley Dyer (2017). [Political Science and American Political Thought](#). *PS: Political Science & Politics*, 50(3), pp 784-788.
- John G. Gunnell (2005). [Political Science on the Cusp: Recovering a Discipline's Past](#). *American Political Science Review*, 99(4), pp 597-609.
- Henry E. Brady (2000). [Contributions of Survey Research to Political Science](#), *PS: Political Science & Politics*, 33(1), pp 47-57.
- Jay P. Greene and Paul E. Peterson (2000). [Should Public Discussion of Political Science Research Be Controlled?](#) *PS: Political Science & Politics*, 33(2), pp 221-224.
- Thomas W. Smith (2000). [Teaching Politics Abroad: The Internationalization of a Profession?](#) *PS: Political Science & Politics*, 33(1), pp 65-73.
- Helen V. Milner (1998) [Rationalizing Politics: The Emerging Synthesis of International, American, and Comparative Politics](#), *International Organization*, 52(4), pp 759-786.
- Hindy Lauer Schachter (1998). [Civic Education: Three Early American Political Science Association Committees and Their Relevance for Our Times](#), *PS: Political Science & Politics*, 31(3), pp 631-635.
- Robert H. Bates (1997). [Area Studies and the Discipline: A Useful Controversy?](#) *PS: Political Science & Politics*, 30(2), pp 166-169.
- Gary Andres and Janice A. Beecher (1989). [Applied Political Science: Bridging the Gap or a Bridge Too Far?](#). *PS: Political Science & Politics*, 22(3), pp 636- 639.
- APSA Committee on Standards of Instruction (1962). [Political Science as a Discipline: A Statement by the Committee of Instruction](#), *The American Political Science Review*, 56(2), pp 417- 421.

#### Books:

- Jessica Blatt (2018). *Race and the Making of American Political Science*. University of Pennsylvania Press: Philadelphia.

### **Chapter 10: Summary of APSA Resources for Chairs**

#### **Careers and Professional Development**

Learn more about [eJobs](#), [careers in political science](#), and [professional development](#) on the APSA website.

#### **Diversity and Inclusion Program**

Achieving diversity and inclusion in political science is a priority for the American Political Science Association. To find out more about the APSA diversity and inclusion program, please visit the [diversity and inclusion program](#) on the APSA website.

#### **Mentor Program**

The APSA Mentor Program connects interested students and junior faculty with political scientists who have made themselves available as mentors. Learn more about the [APSA Mentor Program](#).

#### **Teaching Resources**

Learn more about [teaching resources](#), including awards, civic education and engagement, and sample syllabi.

#### **Program Assessment Resources**

Learn about [assessment resources](#) on the APSA website, including [Assessment in Political Science](#) (2009), edited by Michelle Deardorff, Kerstin Hamann, and John Ishiyama, and the APSA [External Review Program](#).

#### **Journals**

Resources for Department Chairs—October 2022

APSA has [several journals](#) including *PS: Political Science & Politics* and the *Journal of Political Science Education*. All APSA journals contain articles that are of use to department leaders, scholars, and teachers.

### **Ethics Guide**

The [Ethics Guide](#) is the charter of the Committee on Professional Ethics, Rights and Freedoms and provides a statement of ethical principles fundamental to the practice of political science.

### **APSA Data and Reports**

APSA collects a variety of data from its members and the political science community as a whole. The annual survey of political science departments is just one of the products of this. You can access reports on employment, degree, enrollment, and curriculum data [here](#).

### **Centennial Center**

The [Centennial Center for Political Science and Public Affairs](#) assists APSA members with a wide selection of funds to assist with the costs of research, including travel, interviews, and access to archives. The Centennial Center also hosts a visiting scholar program.

### **Congressional Fellowship Program**

The [Congressional Fellowship Program](#) is a 9-month fellowship that gives political scientists first-hand insights into U.S. Congress through placements in Senate and House offices.

If you have any comments or suggestions about the resources described in this publication, please contact [dsp@apsanet.org](mailto:dsp@apsanet.org).