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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.

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:

- The Department Chair, published by Wiley. This is a newsletter written for department chairs in all disciplines.
- Colleen Flaherty, Forgotten Chairs, Inside Higher Ed, December 1, 2016.

Books:


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.
- 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:


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)
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:

APSA Journals:
- The Journal of Political Science Education publishes evidence-based and theoretically informed scholarship on teaching and pedagogical issues in political science.

Resources for Department Chairs—October 2022
Articles:


Books:


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:


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

Articles:

**Technology**
This section addresses methods for developing programs that educate faculty, staff, and students on the use of technology in the classroom and in conducting research.

• *Wired Campus*, *Chronicle of Higher Education’s column on technology and education*

**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.

• Steven D. Roper (2004). *Conducting a Distance Education Course When You Are the Distant One*. *PS: Political Science & Politics*, pp 477-479.


Books:


**Study Abroad Programs**

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


**International Students**

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


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**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.


Resources for Department Chairs—October 2022

• Mary Durfee (2003). Name This Job: A Faculty Member Becomes a Novice Administrator. *PS: Political Science & Politics*, 36(4), pp 805-806.


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](https://www.apsanet.org/committees/status)
• [Coalition on the Academic Workforce](https://www.academicworkforce.org/)
• [New Faculty Majority](https://www.newfaculty.org/)

Articles:
• [Statement on Contingent Faculty](https://www.apsanet.org/committees/status), American Association of University Professors.
• Coalition on the Academic Workforce (2012). A Portrait of Part-Time Faculty Members: A Summary of Findings on Part-Time Faculty Respondents.
• Anonymous (2009). The Unhappy Experience of Contingent Faculty. Academe, 95(6), 22-25.

Books:

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:
• 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.


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

Resources for Department Chairs—October 2022
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APSA Resources:
- eJobs Database
- Data and Reports on Employment

Articles:
- Colleen Flaherty, Thinking Outside the Pipeline, Inside Higher Ed, November 18, 2016.
See also:


**New Faculty and Mentoring**

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


**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:


Articles and Reports:


See also:

Resources for Department Chairs—October 2022
Post-Tenure Review
This section addresses the standard evaluation process and career trajectory of full professors after tenure review.

Articles and Reports:

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
• *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 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:

• 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.

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**Books:**

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

**APSA Reports:**

**Articles & Reports:**

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

- Audrey Williams June, College Leaders Discuss One Last Faculty Transition: Retirement, *Chronicle of Higher Education*, July 12, 2011.

Faculty and Graduate Student Unions
This section provides data and other information on faculty and graduate student unions.


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:

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


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:
• Rick Seltzer, Giving Rural Students “the Short Box”, Insider Higher Ed, October 8, 2018.
• Ashley Smith, From Community College to a Selective University, Inside Higher Ed, June 27, 2018
**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:

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)
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:
- Brian Burnsed, Degrees Are Great, but Internships Make a Difference, U.S. News & World Report, April 15, 2010.

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:
- Patricia Okker, It’s the Faculty’s Job, Too. Inside Higher Ed, August 1, 2014.
• Beckie Supiano, When it Comes to Earnings, Higher Education Isn’t the Whole Story, The Chronicle of Higher Education, August 4, 2011.

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.


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:

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:


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:


### 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:

#### Articles:

### 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:

Resources for Department Chairs—October 2022
• **APSA Mentor Program**

• **APSA Diversity and Inclusion Programs**
  o **Minority Fellowships Program**
  o **Minority Student Recruitment Program**

• **Resources for Diversity Recruitment of Faculty and Graduate Students**

• **APSA Task Force on Political Science in the 21st Century**

Articles:


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).

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**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.


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

**Articles:**

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:


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.

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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.


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

- 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:

Articles:


**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.


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.


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.


**Research Conduct Issues**
This section offers ways of handling research conduct issues.


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.


**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*
Articles:


Books:


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.