APSA STRATEGIC PLAN 2020-2022

APSA Strategic Plan 2020-2022

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The Plan in Full

Background and purpose

The purpose of the plan is to guide the work of the staff of APSA, in terms of its allocation of the time of staff members and to provide the APSA Council in their oversight of its staff and in particular, the allocation of financial resources in each of the next three years' budgets. The plan is also meant to provide the membership with an update on the vision, mission and work of the association over the last three years and moving forward. Parts or the entire plan may be used for other purposes, for example, securing funding, but they are not intended as primary uses.

Vision, mission, and values

Vision

The American Political Science Association (APSA) promotes scholarly understanding of political ideas, norms, behaviors, and institutions to inform public choices about government, governance, and public policy.

Mission

The American Political Science Association (APSA) supports excellence in scholarship and teaching and informed discourse about politics, policy and civic participation.   The Association promotes a lively, diverse community of scholars, teachers, students, and practitioners who bring wide-ranging interests, methodologies, and perspectives to the analysis and conduct of government and politics.   The Association disseminates information, facilitates collaboration among its members, [publishes?] and publicizes research findings on important theoretical and political issues, and publishes a variety of materials relevant to the discipline. It enhances the capacity of political scientists to conduct research, improve teaching, develop professionally, and communicate their ideas within the discipline and to wider publics.

Values

It is committed to transparency, open enquiry, scholarly pluralism, high standards of ethics and integrity, and a global perspective.

Theory of change

If scholarly understanding of political ideas, norms, behaviors and institutions is to flourish and to inform public choices, these conditions must be fulfilled:

- A vibrant and healthy system of knowledge generation and dissemination. This requires, in turn:
  - An open political science profession: people are able to get into the knowledge system, which they will do principally through a PhD and getting a job related to knowledge generation, usually in a university but also in other areas, such as think tanks or government.

- o A profession that welcomes and promotes diversity in terms of its members' backgrounds, identities, views, fields of study, and methodological approach, because this diversity will ensure that the discipline generates the most productive ideas.
- The development and maintenance of mechanisms through which scholarly knowledge can be shared, reviewed, challenged and debated:
  - o Outlets for the knowledge and ideas that political scientists generate.
  - o A system for ensuring that they generate this knowledge and the ideas in ways that meet the standards of science.
  - o The means of ensuring the free exchange of ideas and collaboration, including between groups of political scientists with similar interests and expertise.
- There are a sufficient number of individuals with the skills, ability, connections and resources to participate effectively in the knowledge generation and dissemination system.
- The acceptance of Political Science as a legitimate component of the broader political-economic system. In particular, public acceptance hinges on: public understanding and appreciation of political science - the benefits, what it can and cannot do, and the risks of research; legal/formal support for the conduct of academic research including protections for academic freedom data collection, and accessible archives; and public and social financial support for political science.
- Efficient and diverse mechanisms for engaging the public in thinking about and debating Political Science and with policy and law-makers to inform public choices about government*, governance, and public policy.

Overarching goals

APSA's primary, overarching meta-goal will be to increase the value proposition of APSA membership, thereby increasing the number of APSA members. In support of increasing the value proposition of APSA membership, we will pursue the following long-term goals:

1. To provide and/or enable the knowledge production system – that is, the mechanisms of through which knowledge can be shared, reviewed, challenged, and debated for our members and the broader political science community.
2. To provide support for political scientists entering the profession, and to help political scientists in the profession flourish by supporting them in their research, teaching, and professional service.
3. To promote and encourage diversity and inclusion in the profession.
4. To foster public engagement with the discipline and promote connections between political scientists and society at the local, state, national, and international level.
5. To advocate on behalf of the discipline and political scientists.
6. To maintain APSA's organizational efficiency and financial stability.

APSA's current areas of work and business model

Main areas of work

APSA currently categorizes its work using the main headings and sub-categories outlined in Table 1.

Table 1. Main organizational areas of work.

Department	Description
Conferences and Meetings	Primarily the Annual Meeting and Teaching and Learning Conference.
Journals and Publications	The journals and publications office ensures that all the APSA journals (*APSR, PS, Perspectives* and *JPSE)* are published on time, editorial teams are adequately equipped and publishes a limited number of brochure and book publications. *PS* (back of issue sections) is currently produced in house.
Department Services	Programming to provide resources for department chairs; forums for departments to address common issues; and services for chairs, faculty and students.
Congressional Fellowship Programs	Brings select political scientists, journalists, federal employees, health policy specialists, and other domestic and international professionals to Capitol Hill to experience Congress at work.
Programs: Teaching & Learning	Provision of materials and learning opportunities along with programming and resources related to teaching and learning.
Academic & Professional development	Programs and activities (such as dissertation workshops, training classes on job searches, and sessions on public engagement at annual meetings) and resources (including eJobs and online resources) to help political scientists to develop the skills to foster a successful career.
Public Engagement	Public Engagement Program promotes dialogue between political scientists and the public to foster better understanding of political science and share insights from the discipline with broad audiences. The program supports political scientists with resources, training, and opportunities to share their research and connects the public to information from the discipline.
Government Relations	Government relations activities educate policymakers and the public about the importance of political science research and advocate for increased federal support for political science research and the independence of the peer review process.
Centennial Center	Encourages individual research and writing in all fields of political science, facilitates collaboration among scholars working within the discipline and across the social and behavioral science and humanities, and promotes communication between scholars and policymakers, primarily by providing research grants to political scientists, providing visiting scholars

	with space in the DC office, and organizing political scientist-policymaker exchange seminars.
Diversity and Inclusion Programs	Enhances and promotes diversity within the discipline and identifies and aids students and faculty from under-represented backgrounds in the political science discipline.
International Programs	A range of international activities including 3-14 days workshops that enrich political scientists' work and that of the community of scholars, which comprise it. APSA actively pursues ways to broaden its international partnerships, provide better access to its benefits for non-U.S. scholars and facilitate cross-national research by its members.
Awards	Managing a number of awards covering such areas as dissertations, papers and articles, books and career achievement.
Research	Research on the profession, and support for the evaluation of programs across APSA and its sections.
Development	The Development office works towards increasing grants, sponsorships, and donations to the Association.
Membership	Boosting membership and retention rates by promoting membership and communicating regularly with members. This office is also responsible for maintaining the membership database (NOAH). Oversight of and support for APSA Organized Sections.
Administrative: Marketing and Communications	The Marketing and communications office handles all association wide communication, web services, and media relations. This office also maintains and designs all the association marketing materials and branding.
Finance and Administration	Financial management, management of the headquarters building, and IT, including the websites
Governance	Activities of the elected officers and council members, and appointed committees.

Objectives, strategies and metrics
Critical Opportunities and Challenges for 2020-2022

The critical opportunities and challenges we aim to address in the next three years are:

1. **Member engagement**. Increase the number of member engagements through a variety of programming, and maintain or increase member satisfaction with a variety of programming, in order to (1) improve member retention and (2) reach out to a broad and diverse pool of returning and new members. The ultimate aim is to continue to provide a strong value proposition for APSA membership for all political scientists.

2. In order to efficiently and effectively meet the needs of members and carry out our membership strategy, we will invest in **Association Management Systems** (AMS) and IT systems in order to integrate data from multiple programs/sources, provide continuity of service, and prepare for future possible database transitions. To complement investments in AMS and IT upgrades, we will also focus on staff data training and business process/operational efficiency.

3. **Diversity and Inclusion**. Continue to broaden and deepen APSA's programming on diversity and inclusion throughout the association and build a climate of RESPECT. The intended outcomes are increased diversity, inclusion, and access within the discipline of political science across all levels and at APSA meetings and events, including through APSA governance, program development, annual meeting, teaching and learning conference, other workshops and events, and leadership.

4. We will strengthen APSA's **journals portfolio** by introducing different revenue models; enhancing collaborations between Organized Section Journals and APSA Publications overall; addressing the *APSR's* and other journals' Impact Factor rankings, in particular by supporting the new editorial team; and discussing the possibility of publishing an open access journal.

5. **Public engagement**. We will develop and build upon current APSA programming to promote public engagement by the membership by: articulating what public engagement is and the value of it for the profession and individual scholars; providing opportunities for political scientists to do public engagement; and increasing our communications with specific publics on political science and the benefits of political science research, teaching and service. It will be non-partisan.

6. **Advocacy**. We will work to deepen the political support for political science. Three main audiences exist for this effort: key staff members in federal agencies; selected legislators and staff on the Hill; and selected legislators and staff in State Houses. The measure of success will be (1) the number of key staff in federal agencies, legislators and legislative staffers who become champions of political science and (2) sustained levels of political science funding in the NSF tied to a) FY19 funding levels and b) as a proportion of overall NSF SBE budget. It will be non-partisan.

7. We will explore running the NSF's Doctoral Dissertation Research Improvement Grants program, as a means of providing greater benefits to graduate students, early career researchers, and the profession.

8. We will work to manage the financial risks associated with the potentially lower attendance at new **Annual Meeting** cities; and work to maximize the potential benefits, and minimize potential risks, of off-Labor Day dates. We will do this by continuing to innovate in conference formats and opportunities for our diverse pool of scholars and practitioner members who attend the meeting; prioritize clear marketing and communications around the new dates and sites, and measure attendee satisfaction.

2020-2022 Priorities by overarching goal
Goal 1: To provide and/or enable the knowledge production system

The Annual Meeting

Progress against objectives in 2017 to 2019

There were two specific objectives: to increase attendance to more than 7000 and to increase the number of exhibitors in the hall by 10%. We also planned to move away from non-Labor Day dates where financially feasible.

The main goal was achieved. The 2018 Annual Meeting had more than 7000 participants. In terms of the strategies through which we planned to achieve this goal, APSA was partly successful:

- Increasing the paper acceptance rate and therefore the number of presentations and panels: paper acceptance rate has gone up slightly since 2015, though it went down slightly in 2018. But we face a challenge of finding enough space to accommodate more panel slots.
- Keeping registration fees growth moderate and finding new revenue to support new costs through growth in registrations: we have not raised registration rates since 2017 and saw a growth in the number of registrations. 2017 was held in San Francisco, where we normally see a slightly lower attendance number than on the East Coast but in 2017 numbers were higher than 2015, the last time we were in San Francisco.
- Developing a coherent strategy on related groups: the related group strategy has been developed but has not yet been implemented.
- Increasing member satisfaction with meetings services by continuing innovation in services such as apps, how papers are made available, daycare services, etc.: based off survey data, overall meeting satisfaction has grown, from 64.9% in 2015 to 78.4% in 2018. We have increased child care and family focused events at the annual meeting
- Identifying and prioritizing 3-5 major plenaries and/or panels that enhance participants' experience: we have been highlighting plenaries, the breaking news panels, innovative session formats, and new programmatic sessions, such as the Hackathon and TLC at APSA. Average attendance at these types of events in 2018 greatly surpassed the average of other panels.

We have moved away from Labor Day weekends for all but two of the years 2020 to 2026.

Critical questions for 2020 to 2022

- How can we maximize program participations slots? Finite space is always going to be a challenge.
- How do we generate interest in our event outside of just being accepted to the program? Even with more participation slots, there will likely still be finite space. Do we engage individuals in a way that makes them willing to pay to attend – potentially out of their own pocket?
- How can we encourage attendance in the cities in which APSA's Annual Meeting will be taking place in 2020-2022 that may not be as accessible for attendees or may not be as popular as anticipated seeing they are off Labor Day?
- How do we diversify our attendance?

With these questions in mind, our objectives and strategies for the next three years are as follows

Objectives for 2020-2022

- 2020 through 2022 locations have had historically lower attendance than cities like Boston and DC. The date shift to off-Labor Day is also an unknown when it comes to attendance. Because of this, the goal is to grow registration by 1% over past years in these cities/areas:
    - San Francisco saw 6,138 attendees (including exhibitors) in 2015, 6,366 attendees in 2017, so the goal would be to see around 6,425 in 2020. 2020 is an election year, so this may boost attendance. The San Francisco growth is small, as there may be fatigue after being in San Francisco three times in the past five years.
    - 2011 in Seattle generated 6,287 registrations. Seattle 2021 is also on the West Coast, like the year prior. An estimate of around 6,350 is likely. Depending on the election results, attendance may fluctuate.
    - The attendance number that last time we were in Canada was 6,152 in Toronto in 2009. Since it has been more than ten years since we have been outside the US, it's possible we may see more robust growth here of around 6,250 in 2022. This could also be affected by the ease of border travel.
- Maintain satisfaction levels at 2018 levels.

Strategies
In order to maximize attendance:
- Increase paper acceptance rate and therefore number of presentations and panels.
- Increase the use in the program of mini-conferences.
- For the meetings in 2020, 2021 and 2022, which are sited in cities for which attendance has historically been lower than average:
    - Market early and often.
    - Market locally.
    - Make Montreal easy to attend – e.g. have a Montreal rep onsite to talk with exhibitors and attendees. Provide resources.

- Keep both non-Labor Day weekend and site choice factors under careful review and adjust policy accordingly.
- Keep registration fees growth moderate; new revenue to support new costs will be achieved through growth in registrations.
- Market the Meeting to undergraduates and high school teachers and students, for example, with undergrad and high school days.
- Support panel chairs to diversify panel membership.
- Implement a coherent strategy on related groups consistent with the goals above.

For the longer term, site the Annual meeting in cities that are likely to attract the maximum numbers.

In order to increase member satisfaction:
- Focus on session types that have generated most interest and allow for maximum participation.
- Consider using previously underutilized space for participation opportunities, like the Exhibition Hall.
- Continue to innovate ways of increasing participation:
    - Use more special presentation formats, breaking news panels, TLC at APSA, Hackathon, etc., as well as the plenary sessions.
    - Introduce lightning round sessions.
- Continue to innovate in services such as apps, and in how papers are made available.
- Create more specific opportunities for networking.
- Enhance provision of family friendly services like daycare and family friendly events.

Journals and Publications
Progress against objectives in 2017 to 2019

APSA partially achieved its main objectives:
- Successfully launch the new open access journal: the APSA Council did not approve the Open Access journal, though APSA Preprints will make open research available.
- Ensure high quality editorial teams: in 2019 a new team was selected for APSR; new editors were onboarded for JPSE and POP in 2016 and 2017, respectively; in 2018, the editorial team for PS was renewed for four years.
- Increase in the quantity and quality of scholarly Political Science disseminated by and under the umbrella of APSA:
    - Impact Factors were maintained or marginally improved, though APSR has declined in the ranking of journals in the last ten years and the American Journal of Political Science and British Journal of Political Science have risen to exceed it.
    - An increase in each journal's circulation was achieved: total institutional circulation of CUP APSA journals increased from 4,084 to 9,584 in 2016-2017 mostly due to Research4Life consortium in Global South.
    - Increase awareness of organized section journals by 3 % (by increasing membership in organized sections:) Membership in organized sections grew from 17k to 21k (23%) in 2018.

Critical questions for 2020 to 2022

- How to continue the efficiency of the APSR while addressing the declining Impact Factor and diversity concerns.
- How to ensure that the Cambridge contract royalty reforecast is fair and guarantees the financial contribution required by APSA.
- How to address the threats of Plan S and trend towards Open Access.
- How best to support authors from the global south.
- How to make research more accessible.
- How to optimize contracts across all journals.
- How to provide more data protection for members.

Objectives and strategies for 2020 to 2022

- To publish the highest quality scholarly journals in print and online
    - Onboard new APSR editors and ensure they are fully supported through Annual Meeting retreats, trainings and frequent calls to ensure smooth transition.
    - Work with these editors to address declining position of APSR relative to other journals
    - Solidify reputation of PS as a scholarly journal with an Impact Factor.
    - Make APSA's journals widely available to members and libraries subscribers.
    - Ensure that data is accessible and results are reproducible.

- To address the threat and opportunities presented by Open Access and Plan S:
    - Launch new platforms and journals such as continuing to explore the publication of a purely Open Access journal in the discipline
    - Ensure our publishers are working with authorities and providing the right business models (e.g. Read and Publish) to comply with mandates.

- Ensure that all four APSA journals are published efficiently and that members' data are protected:
    - On-time publication for all 4 current journals.
    - Ensure contractual consistency through strong editor contracts for the 12 journals for which APSA has editorial control; and renegotiation of publisher contracts as they come up for renewal and putting owned journals on same 2026 renewal schedule.
    - Work with CUP and MEs to ensure all journals are maximizing production and FirstView processes
    - Institute APSA policies related to publications that follow GDPR guidelines and enforce these policies with partners, vendors and in all platforms and forms.

- Explore feasibility of member-wide magazine that would replace PS back of issue and support objective of reinforcing reputation of PS as scholarly journal.

- To make research accessible to a much wider audience.

- Provide free/low cost content to Global South through publisher philanthropic deals.
- Provide lay person summaries through the Public Scholars Program.
- Support International Programs and TIM members.
- Collaborate with Centennial Center on Public Scholars program by providing content to public scholars within the context of the possibility of launching a public facing Exchanges blog.

- To publish books and other resources of interest to the profession.

- To support organized sections in their journal publications.
  - Assist section journals in moving publishers and writing editorial contracts.
  - Build into EM the opportunity for editors to transfer submissions between APSA-owned journals and section journals published by CUP or other pubs that use EM.
  - Explore journal affiliations for sections without a journal publication.

- To provide a sustainable revenue source to the Association.
  - Ensure that the CUP contract royalty reforecast and financial renegotiation in 2021 is fair and guarantees the financial contribution required by APSA.
    - Carefully review finances of 2019-2020 to make sure they represent accurate picture of revenues because they will form basis of 2021 reforecast for 2022-26.
  - Do careful budgeting for editorial payments and section journals.
  - Run all payments through APSA Publications.

Goal 2: To provide support for political scientists in their research, teaching, and professional service.

Programs: Academic and Professional Development (Teaching and Learning, Professional Development, Departmental Services)
The intended outcomes are: that political scientists know performance and other requirements for advancement in the profession and have the resources to navigate the jobs system so they can advance their careers; and that they can easily access information about available jobs in political science.

Progress against objectives in 2017 to 2019

APSA partially achieved its main objectives:
- Expanded in-person programming on how to achieve academic progress, on the applied job market and public engagement: new Ask-Me-Anything tables at the Career Fair, development of a new Career Center for 2019 Annual Meeting, professional development panels on the applied job market and public engagement held or planned for ISA, WPSA, and other regional conferences, and a co-sponsored mini-conference for community college faculty at 2019 WPSA.
- Qualitative research into experience and needs of political scientists in different settings and at

different stages of their career to understand where APSA has a unique role to play in providing professional development training: only partially done; no conclusions yet about APSA role.

- Online resources for professional development and new service development: online resources remain in-flux, as staff work to assess video production capabilities, though APD continues to work on the development of new services like the Career Center and is examining the possibility of an APSA-sponsored online academic submission system.

Critical questions for 2020 to 2022

- Growing programming.
- Low institutional memory regarding APD programming.
- Heavy workload for faculty, impacting the timeliness/reach of committee work
- Lack of data, especially related to PD needs and career trajectories of early career political scientists.
- Long-term cultural and economic threats to higher education.
- Issues of limited accessibility to APD programming.

Objectives and strategies for 2020 to 2022

<u>Teaching and Learning</u>
The overall objective of teaching and learning programming is to promote the normalization of teaching in the discipline and in APSA programming by expanding and improving teaching and learning programming. Areas of particular emphasis include new programming in international markets, cross-departmental collaborations, and in the recognition of excellence in teaching & learning.

- Teaching & Learning Conference and TLC at APSA
  – Maintain a minimum of 200 participants at TLC at APSA and an average of 275 participants at TLC
  – Conduct comprehensive assessment of the TLC programming in consultation with the Teaching & Learning Policy Committee. Maintain overall participant satisfaction levels of 80% or above.
- Centennial Center T&L Symposia
  – Maintain an average of 15 participants per symposia year over year. Hold two symposia on TLC years and increase to four in non-TLC years.
- International teaching programming
  – Sponsor one international teaching programming event or initiative per year, targeted at 20 participants per event on average. Assess satisfaction of participants and discern areas of improvement.
- Increased marketing: Increase the recognition of teaching excellence through our marketing outlets, by featuring one key member contributing to teaching & learning and other APSA events per month on PS Now and social media.
- Diversity & Inclusion: Work with diversity & inclusion teams to develop plan to create more inclusive programming and increase outreach to underrepresented groups to increase participation in teaching & learning programs.
- Civic engagement: Create and implement campaign to encourage student registration and voting in the lead-up to the 2020 election.

- Accessibility: Research potential video capture options and create plan for video capture at TLC 2020. Implement pilot plan for video capture, including marketing roll-out and an analytics plan to follow video participation rates and behaviors. Assess and determine video strategy for TLC 2022.

Professional Development. Increase support for current and future job candidates by expanding and improving career programming.

- Career fair:
    - Maintain a minimum of 100 participants at the Career Fair, increasing 10% year over year.
    - Maintain an average of 20 attendees at professional development panels (at least six panels per year), increasing 10% year over year.
- Deliver 3 presentations per year on careers in political science.
- Online resources:
    - Assess needs of potential content and organization for an online career hub with digital resources for graduate students and job candidates. In years two and three, implement plan.
- Assess ongoing and new professional development needs.
    - Collect feedback about professional development needs from participants in APSA professional development activities through surveys conducted onsite at the Career Fair, questions included in the Annual Meeting attendee survey, data included in other APSA initiatives (e.g. the online teaching resource library), and informal in-person discussions with job candidates and early-career scholars. Assessments will ask about preferred formats, as well as content preferences.

eJobs
Objectives:

- Provide members with accurate information regarding the current job openings in the discipline.
- Increase the listings posted for positions outside of academic institutions.
- Increase the use of the search status feature (transparency initiative).

Strategies:

- Continue to promote the use of eJobs to political science departments.
- Increase outreach surrounding eJobs to non-academic institutions.
- Review current subfields and areas of specialization that are available in NOAH to ensure all fields are included.
- Continue to promote the Search Status feature to departments with active job listings.
- Explore the possibility of adding a new submission system for jobs application materials, wherein job candidates could upload their application materials directly and hiring departments could accept them and, ultimately, notify them of their decision.

Department Services
- Maintain department services programming, while continuing to update resources and assessing department needs.

–   Update Materials for departments (including Resource Guide for Department Chairs, Careers Book, and recruitment materials).
–   Update the volunteer list for the External Review program and continue to advertise.

In order to address accessibility:

- Continue to provide funds to offset costs of participation in APSA programming and explore ways of expanding support with development team.
- Create APSA-wide policies, for all events, about accessibility related to childcare, disability, etc.
- Explore technological solutions for creating high quality presentation and audience experiences for conference attendees participating remotely.

Programs: Centennial Center

The intended outcomes are that more research and peer review is undertaken, practitioner-scholar exchanges increase, and APSA's reputation in DC as a facilitator of scholarly understanding is enhanced, all using the designated funding that is available.

Progress against objectives in 2017 to 2019

APSA mostly achieved its objectives:

- 5 groups to be using the Center annually by the end of FY 2018: this was achieved – there were a Black Politics Writing Retreat, a Women's Research Mentoring Workshop, Davidson in Washington and two Teaching Symposia in FY 2018, and five planned for FY19
- 50 to 80 people to attend events at the Center to discuss policy topics at 3-4 "Chatham House" style events each year. Not achieved: lack of staff capacity; alternative paths taken: convening a working group to develop a network of practitioner political scientists in DC (to be implemented fall 2019) and substantial work in progress through the APSA Presidential Task Force on new partnerships to create the Public Scholarship Program.
- 20 – 50 people receive funding for their work in each year. This objective was achieved: FY 2017: 29 CCRG recipients; FY 2018: Special Projects Fund – 39 recipients, CCRG 30 recipients, CMPS funded; FY 2019 to date: 23 CCRG recipients, CMPS funded. We have increased advertising of these well-established grant opportunities.
- Increase Centennial Center visiting scholars so that the Center facilities are at least 70% full each year. This was achieved: desk occupancy levels have remained at or above 75% since Fall 2016.

Critical questions for 2020 to 2022

- How to develop a clearer and more cohesive identity for the Centennial Center (with links between program areas for identity/brand cohesion and to maximize impact.)
- The need to increase awareness of the Centennial Center (and its more focused identity)
- How to expand public engagement efforts and developing a more cohesive and impactful public engagement program.
- How to improve administration of grant programs – including efficiency of administration process, applicant and reviewer satisfaction, links to public engagement.

Objectives and strategies for 2020 to 2022

Grant Programs:

- Increase awareness
    - Direct e-mails marketing grant opportunities.
    - Establish and widely publicize grants calendar.
    - Increase collaboration with International Programs
    - Hold a 2020 AM panel featuring Centennial Center research grant recipients.
    - Review historic application trends and best practices to develop metrics and goals for grant applications – including goal percentage of applicants who are first-time applicants.
- Grow capacity
    - Execute fundraising campaign for CCRG in Spring 2020.
    - Institutionalize Presidential Task Force on New Partnerships' grant-based programs within the Centennial Center, with programs managed by Centennial Center Director and reviews conducted by Centennial Center reviewer pools.
        - Hold first open call for Growing Democracy: Community Conversations proposals in fiscal year 2020
        - Hold first open call for Peer-to-Peer Pedagogical Partnerships proposals in Fall 2019
        - Hold first open call for Research Partnerships for Critical Issues in Fall 2019.
- Evaluate possibility of improving grant application and review process by adopting application processing software - in collaboration with other program areas.
- Increase dissemination of funded research and programming to members and the public.
    - Assess possibility of creating public art/public scholarship grant program.
    - Requesting public-facing descriptions of the work of grant recipients, in order to Share innovative, APSA-funded work with broader membership and public, raise profile of CCRG.

Visiting Scholars

- Maintain yearly use at 75% capacity.
- Grow number of short-term visitors (visitors using the space for 1 month or less) by 20% by FY 2022.
    - Perform review and assessment of visiting scholars program, to evaluate current program practices and members' needs.
    - Create a marketing campaign to increase awareness of the program and to lightly re-frame/re-brand the program based on evaluation.
    - Increase collaboration with International Programs to advertise Visiting Scholar program to members working outside US.
- Support members in improving and disseminating their research
    - Offer visiting scholars the opportunity to host an event during their stay – this could include a book or paper talk, a reading group meeting.

Centennial Center Events

- Five internal group events per year.
    - Offer space for members to hold small meetings or workshops, including those funded through Centennial Center and Special Projects grants.
    - Offer more detailed information to members about meeting space.
    - Work with academic and professional development team to host Teaching Symposia.
- Assess the ideal number of events per year, what is possible given increases in other program areas.

- Develop more standardized event hosting practices in collaboration with meetings and operations teams.
- Co-sponsor one event featuring political scientists by FY 2022.
  – Develop partnerships with DC-based organizations with the skills/resources/reputation to hold more prominent public-facing events. Co-sponsor and facilitate the involvement of political scientists.

Public Scholarship

- Increase the program significantly and sustainably, using the resources provided through the Presidential Task Force.
  – Continue to administer program, producing public-facing summaries of APSA journal articles and select Annual Meeting events. (research grant reports to be included in materials to be "translated" by public scholarship fellows.)
  – Substantive review and evaluation of the pilot cycle and corresponding updates to program design.
  – Increase the total number of Public Scholarship Fellows to 10 per year (pending Task Force and APSA staff approval).
  – Increase journal coverage to include APSA-owned section journals.

Teaching Library

- Based on the work of the Presidential Task Force on New Partnerships, develop and launch a new online platform for high-quality, curated political science teaching resources.
  – Conduct thorough search for website development partners, identify partner and produce statement of work: July-September 2019.
  – Identify advisory board members: July/August 2019.
  – Hire managing editor for online library: FY2020.
  – Conduct beta testing and soft launch of website by 2020 Teaching and Learning Conference.
  – Launch APSA Online Teaching Library: 2020 Annual Meeting.

Special Projects

- Maintain opportunities for members to pursue collaborative projects aimed at advancing the discipline.
  – Administer Special Projects Fund, running call for applications, review, disbursement and dissemination.
  – Assess and improve program design by assessing 2018's call for applications, review, disbursement, and management processes and making revisions and improvements as appropriate.
- Increase dissemination of results of funded work (including 2018 funded work).
  – Publish one PS post on each project before and after project implementation.
- Assist grantees in defining and demonstrating the impact of their programs on the political science discipline.

Pracademic Fellowship Program
- Move program out of pilot phase into mainstream.
  - Administer program.
  - Work with Pracademic Review committee to assess the pilot phase and consider enhancements or revisions to program as we move out of pilot phase.
  - Develop at least two standing partnerships with agencies interested in hosting fellows by FY 2022.

Programs: International Programs
The intended outcome is a greater degree of academic collaboration, exchange, and awareness between political scientists based in the US and those based outside the US, specifically in non-OECD countries.

Progress against objectives in 2017 to 2019

APSA partially achieved its objectives:
- Achieve moderate growth in the participation and engagement of non-US-based political scientists in dedicated international programming, serving 80 to 120 individuals a year.
  Achieved: around 110 in 2017 and 185 in 2018
- Increase proportion of members who are from non-OECD countries to 6%.
  Not achieved: the proportion of the APSA membership from non-OECD countries has remained at just over 3.5%.
- Increase proportion of members who register for the Annual Meeting from non-OECD countries to 6%.
  Not achieved: the number of non-OECD scholars attending has remained in the range 128-168 (2-2.5%) since 2014.
- Grow international, diversity and inclusion, and Centennial Center program participants by an average of 33%:
  Achieving: the number of international scholars impacted is expected to increase from 290 over the three years preceding this plan to 400 by the end of its three years in September 2019.
- Expand programming, specifically with political science communities in non-OECD countries.
  Achieved: APSA has increased programming in Europe, Latin America, Africa, MENA, Asia and doubled the grant funds it has raised to fund these.
- Maintain two large international workshops and 2-4 'individual'/bilateral collaborations per year for 3 years.
  Mainly achieved: we have so far only staged one large event but in 2018, 9 smaller collaborative projects.
- Market international membership and raise awareness of the Annual Meeting and panel submission and publication opportunities. Results unknown.

Critical questions for 2020 to 2022
- How to sustain significantly increased programming and meeting members' requests for more professional development opportunities with current staff capacity of one full-time Director, one part-time assistant position and one part-time consultant.

- How to sustain and grow International Programs given dependence on foundation grant funding and changing foundation priorities.
- How to expand 'broad-participation' opportunities that are still of significant value, especially in an environment where barriers to scholarly exchange are rising (travel costs, visas restrictions, oppressive regimes, etc.)

Objectives and Strategies for 2020 to 2022

International workshops
- <u>Maintain</u> grant funding for APSA's series of International Workshops in Middle East/North Africa (CCNY) and South/East Asia (Luce.)
- Experiment with a new MENA workshop format in 2020, expanding ancillary support through methods trainings, APSN support, etc.
- Achieve closer interaction with SE Asia Politics related group and grow this community within APSA.
- By the end of FY 2020, develop a business proposal for an "APSA-abroad"-style conference, held in different world regions every other year, targeting workshop attendees and alumni community for early support.
- If feasible, incorporate complimentary broad-impact project elements alongside existing high-impact/narrow programming.

Direct collaborations with other Regional/National Associations (like AMECIP, PSA, ASA, IPSA, etc.)
- Continue:
  - Special Engagement grant with PSA-UK for APSA Organized Sections and PSA Specialist Groups.
  - Methods course prior to AMECIP annual conference, AMECIP panel at APSA meeting.
  - Joint committee with ASA to discuss and promote closer interaction.
  - Regular communication with IPSA.
  - Occasional communication with ACSS
- Develop plans for three new initiatives:
  - A collaboration with Japan Political Science Association to support JAWS.
  - APSA support for an AMECIP methods school
- Organize a joint international conference with other associations on international and interdisciplinary research in 2020.
- If feasible, incorporate complimentary broad-impact project elements alongside existing high-impact/narrow programming.

Collaborative projects with APSA members, including via Organized Sections (like the RDG, JAWS, etc.)
- <u>Grow</u> programming and projects that support the activities and needs of specific APSA membership communities, including organized sections and related groups, as related to international programs
  - MENA Research Development Group with MENA Politics Section and POMEPS
  - Africa Research Development Group with APCG and ASA (supported by Hewlett grant through 2023)
  - JAWS (supported by JUSFC in 2018)
  - Limited support to Comparative Democratization Research Development Group

- Support members in taking forward project ideas (such as MENA methods training, Africa political parties research, etc.); utilizing various funding pools and bringing together networks. 2 such initiatives by end FY 2022.

Resources, support, and advocacy for international scholars
- Maintain connections with relevant communities and association staffs (e.g. by attending their conferences.)
- Maintain web sites, social media presence, and e-mail listservs for communication about relevant events; and expand online information and resources and social media presence.
- Maintain data on membership, conference registration, journal publication, etc. by international scholars to gauge/track participation.
- By the end of FY 2020, complete a reassessment of APSA-wide initiatives that may benefit international members (TIM, mentoring initiative, TLC, departmental membership, travel grants, centennial center, etc.) to determine how it is used and how these offerings can be improved.

Funding
- Expand number of foundation grants that support each workshop/region (go after diverse range of support from numerous funders.)
- Complement foundation support with other smaller funding pools to provide additional programming.

Research on the Profession
The intended outcomes are that: political scientists can learn about their profession and access resources to improve the profession, its diversity, and their quality of life and their scientific work; and APSA staff and Council can access data on the profession of political science and other topics of interest that enables them to make evidence-based decisions and monitor and evaluate APSA's programs effectively.

Progress against objectives in 2017 to 2019

APSA has largely achieved its goals in Research:
- Improve the quality of data collected and quantity of reports available for APSA members and the public:
  Achieved: response rates have increased (for example, from 28.1% in 2015-16 to 30.3% in 2017-18, in the case of the Departmental Survey;) surveys have targeted diversity and inclusion topics, to reduce response bias.
- Build out the communication mechanisms and capabilities to share findings from APSA research initiatives in a manner that is accessible to our members and the public and curated with the broader APSA communications plan:
  Partially achieved: research communication and dissemination is generally good, and has improved with 1) dashboards, and 2) charts of the month, for example, and we are aiming to make it more accessible with blog posts utilizing listicles or op-ed-type writing.

Critical Issues for 2020 to 2022
- How to improve the efficiency of data and research pipelines.

- How to broaden the dissemination of products.
- The need to increase awareness of the research that is undertaken and of the research department.
- The need for the optimum technology strategy and platforms.

Objectives and Strategies for 2022
- Maintain the Research Department's core activities of providing original, reliable, data on the profession and related topics, analysis with minimized threats to validity and reliability, demonstrative and useful visualizations, and engaging in collaborative research processes.
- Identify what our policies for data management, data architecture, data ethics need to be.
- Strengthen our ability to produce targeted, closer to real-time, data analytics for communications/ product dissemination/ membership growth and satisfaction.
  - Achieve efficiency and effectiveness in the research lifecycle by enhancing the current data architecture/ infrastructure and methods for information retrieval and data management:
    - Work with colleagues across APSA on a strategy for the long-term transformation of APSA's data architecture and infrastructure.
    - In the shorter term, ensure that Research staff are fully trained in best practices in responsible, ethical and transparent reproduction- and replication-oriented data management for the research data lifecycle in social science and for education researchers, in particular and participate in networks for education researchers and data management for social science
- Enhance the impact of APSA's research by using civically-engaged research to include those impacted by research within the research design itself, in order to, for example, improve their quality of life and work, and understand diversity within the profession.

Goal 3: To promote and encourage diversity and inclusion in the profession.
Programs: Diversity Programs

The intended outcomes are increased diversity, inclusion, and access within the discipline of political science across all levels and at APSA meetings and events.

Progress against objectives in 2017 to 2019

APSA achieved most of its goals in this area:
- Increase the number of RBSI, Minority Fellowship, and Mentoring Program participants.
  Partially achieved. The total number of participants in the MFP has increased from 19 in 2016-17 to 37 in 2018-19; the number of RBSI scholars has remained steady at 15 each year, pending an expected expansion of the program by the RBSI Director; the number of mentor matches was 42 in the 2016-2017 academic year, 42 in 2017-2018 and 47 in 2018-2019.
- Increase the number of RBSI applicants to 80 and participants to 70 by 2019.
  Not achieved: achievement of these targets depended on their being an increase in the number of RBSI programs, which has not occurred. However, there were 46 applicants in 2018-2019, compared with 25, 40 and 27 in the previous three years.

- increase the number of RBSI alumni who apply to doctoral programs from 67% to 75% by 2019 and complete their PhD.
- Increase the number of Minority Student Recruitment Program (MSRP) students in the database from 442 to 550 over three years.
  Partially achieved: after stripping outdated contacts from the database in 2017-18, the number went down to 460 but increased to 503 in 2018-19.
- Increase the number of participating MSRP PhD departments from 40 in 2015-2016, to 50 in 2017 and 60 in 2018.
  Not fully achieved but there is an upward trend, with 50 participating departments in 2018-19, compared with 33 in 2015-16.
- Increase the number of applications to the Minority Fellowship Program from individuals from under- represented backgrounds by 25% by 2019.
  Achieved: the increase between 2015-16 and 2018-19 was 33%.
- Prepare for review by the council a summary report on the overall diversity goals of the association including committee and council appointments.
  Achieved. As a result of the report, the Council decided to include governance diversity data in future such reports.
- Encourage APSA Sections to incorporate diversity and inclusion consideration in their committee and governing council appointments. By 2019, incorporate section information and input into the annual diversity report.
  Achieved.

Critical issues for 2020 to 2022
- How to ensure a climate of RESPECT, anti-discrimination and anti-bias in APSA, at its events, and more broadly in the profession.
- Improving the value-added for under-represented political scientists and practitioners to join and participate.
- How best to identify and improve the value added for allies, including HBCU, HHE, Indigenous Scholars, Scholars with disabilities.
- The need for APSA leadership to serve as models, leading by example.
- Working with sections/divisions to improve transparency and active recruitment for diversity and inclusion and new ideas.
- Improving marketing and outreach.
- Increasing the number of meaningful partnerships.
- How best to scale up the programs that we provide an effective way.
- Increasing forms and template usage to save time on responses.
- Locating application processing software.

Objectives and strategies for 2020 to 2022

Creating a climate of RESPECT, anti-discrimination and anti-bias

- RESPECT Campaign
    - Launch the campaign online and at the annual meeting with RESPECT pins, etc.
    - Engage departments and members.
    - Provide anti-bias training and bystander intervention trainings (already in place) for departments and the association at the annual meeting.
- Within APSA: Climate survey; Mandatory bias training; adoption of the Rooney Rule; departmental and Council commitments; Being responsive to self-identifiable descriptions and names; Incorporating language around justice in APSA diversity and inclusion materials; Diversity and inclusion screen and draft language, including inclusive language for an open call for papers; Incentivize or require such language.

RBSI Program

- Continue to increase the numbers of program applicants, participants, programs and collaborations in the current programming model, based on the recommendations of the RBSI Advisory committee:
    - Maintaining current marketing and outreach, alumni engagement and support at Annual Meeting.
    - Increase collaborations with HBCUs, HHSI and Tribal colleges.
    - Revisit program eligibility criteria if 2020 census adopts different categories.
- Appoint the next RBSI committee and engage Council in more direct and active participation in the program.
- Adopt new application processing software.

Minority Fellowship Program (MFP)

- Grow the number of MFP applicants, recipients, and alumni engagement activities and programs.
    - Run two application cycles (fall and spring.)
    - Travel grants.
    - Enhanced outreach and marketing, including using the MFP's 50th Anniversary as a 'hook.'
    - Hold alumni networking conference.
    - Adapt application and fellowship processing software.
    - Modernize the names of the MFP to Diversity Fellowship Program (DFP) to reflect demographic shifts in the US and the fact that people of color are the global majority.
    - Increase MFP award amounts ($5K) and add two large-sum awards (possibly between $10K and $15K) for grad students who attend an underfunded university or who do not have a good award package.
    - Formally launch the new fellowships for Indigenous politics/scholars and early career fellows

Minority Student Recruitment Program (MSRP)

- Grow number of participants and departments, commitment of departments.
    - Continue recruitment of faculty and students for program and departmental partnerships through effective and widespread marketing.
    - Recruit more HBCU, HHSI and Tribal College students to participate.

- Rename the program the Diversity Student Recruitment Program (DSRP,) to reflect demographic shifts in the US and the fact that people of color are the global majority.
- Encourage fee waivers.
- An MSRP recruitment fair.
- Recognize MSRP departments that are especially effective.

Mentor Program
- Grow number of new mentors and matches: 60 matches each fall (30 short term and 30 long term,) and 30 each spring:
  - Mentor matching through NOAH, 2x a year.
  - Increased marketing to attract new mentors.
  - Rethink mentor recruitment and incentives: plan in place by end of FY 2020.
  - Maintain orientation process.
  - Create an APSA Mentor Award, with funding and recognition.
  - Implement an association leadership mentoring and training program, involving APSA Council members.
- Create an online community on popular platform.

Status Committees
- Support six status committees:
  - Annual meeting events, receptions, conference calls in spring, meetings in the fall at Annual Meeting.
  - Work on enabling committees to collaborate.
  - Seek additional funding.
  - Provide and find funding for a Professional Development and Research Budget to Status Committees.
  - Provide APSA fellowships to undergrad and grad students to serve as RA's to the committees.
  - Create a diversity policy committee of the council –that would also liaise with status committees.

Alumni Engagement and Partnership Building
- Maintain program and increase mentoring opportunities and outreach.
  - Sustain and enhance current outreach and engagement efforts.
  - Create an APSA Excellence in Diversity, Equity and Inclusion Award.

Indigenous Politics Discussion Group
- Continue to develop working relationship with scholars who work in area of indigenous politics and indigenous scholars through:
  - Ongoing discussion group and resource page.
  - Short course support and land acknowledgement.
  - Special projects.
  - Outreach to students and faculty at tribal colleges and different organizations and indigenous scholars.

Department workflow and infrastructure
- Improved use of data: collaborate with Research Team.

- Adopt/Improve fellowship management and application processing software and enhance use of other efficiency-enhancing programs.

Goal 4: To foster public engagement with the discipline and promote connections between political scientists and society at the local, state, national, and international level.

Public Engagement

The intended outcome is informing the public about and engaging specific publics with political science, with the aim of growing engagement. In order to achieve this, we will increase political scientists awareness of public engagement, broadly defined; develop reliable standards and measurements for success in public engagement; and model public engagement through APSA's own activities, which will be non-partisan.

Progress against objectives in 2017 to 2019

APSA has only partially achieved its objectives in this area.
- Continue to develop APSA's public engagement initiatives into a robust stand-alone program. Partially achieved: the program has several components and initiatives (database, press gallery, trainings, scholars' program) but is not a standalone program.
- Support political scientists with resources, training, and opportunities to share their research including workshops and panel discussions on communicating political science, opportunities to liaise with media through the experts database, and to liaise with the public through public talks and events.
  Partially achieved: Staff developed a communications training program and conducted trainings at several meetings (NEPSA, NYSPSA, WPSA).
- Connect the public—including policymakers and the media—to information from the discipline. Partially achieved: The experts' database exists, and is a useful tool for occasional press requests. Despite promotional efforts, use of and participation in the database has been limited and is constrained by the Wufoo format that is unconnected to NOAH and does not automatically update. APSA participates in an annual Capitol Hill exhibition, which it combines with Hill visits for members.
- Use PSNow as the APSA hub for virtual engagement with the public: repurpose articles from other APSA products to share with the public, and a forum to hold effective discussion and engagement with the public.
  Partially achieved: The Press Gallery spotlights existing work and includes profiles of members. However, it does *not* foster discussion or two-way engagement. The Public Scholars Program builds on the need to repurpose articles from APSA products.
- Explore partnerships and funding opportunities for distinct training or fellowship programs. Develop new partnerships for increased public lectures and talks.
  Partially achieved: The PE program is collaborating with the Centennial Center to host more research brown bags and public talks but the budget is very limited.

Critical questions 2020 to 2022
- The need to define clearly what APSA means by 'Public Engagement', and ensure that definition has concept validity among Council, members, and the profession.
- The need to increase political scientists awareness of APSA PE programming.

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  o Consistently capture the breadth and depth of public engagement done by members.
  o Do members doing publicly-engaged work feel they can look to APSA for resources and opportunities.
  o Increase public service professionals' engagement with APSA.
- The need to develop reliable standards and measurements for success in public engagement, including in APSA's programming and activities.
- Need to coordinate the various public engagement activities in APSA to make the 'whole' more visible, and to make clear the links between public engagement and other programs and activities (CFP, diversity & inclusion, membership, etc.)

Objectives and strategies for 2020 to 2022
- Evaluate the **public scholars program** after a 1 year pilot phase with aim of revising and expanding program to cover a greater number of journals.
- In order to more efficiently and effectively link political science experts with the media, revise the **experts database** towards building partnerships with the media and focusing on identifying experts through communication with APSA leadership and membership. Actively seek out best practices for inclusive identification of expert representatives of the discipline. To better understand the demand for experts, develop metrics and tools to track contacts made and outcomes of these contacts over time.
- Offer **Centennial Center Visiting Scholars** multiple options for public engagement as part of their stay.
- Replace the Press Gallery with **career paths profiles** to amplify the specific work being done. Set goal for number of career paths PE posts. Create more accessible 'how to promote your work publicly' resource page on APSAnet.
- Cultivate **membership initiatives** and activities to articulate and improve the benefit of APSA membership for career public service political scientists, including regular review of programming and activities; DC-based early career happy hour, programming at annual meeting.
- Direct institutionalization and awareness raising for **Presidential Task Force on New Partnerships' Public Engagement Programs**. Including:
    - Help to publicize the first inaugural **APSA Distinguished Award for Civic and Community Engagement** and facilitate the recipient-hosted event at the 2020 annual meeting.
    - Provide staff support to the **Institute for Civically Engaged Research (ICER)**.

Congressional Fellowship Program
The intended outcome is enhancing the quality of scholarship, teaching and reporting on American national politics and leveraging alumni expertise for broader public understanding of policymaking.

Progress against objectives in 2017 to 2019
APSA partially achieved its main objectives.

- Expand outreach and recruiting activities to achieve a more diverse class of fellows through targeted recruitment, increased publicity, including using social media, use of APSA events and an increase in the number of partnerships:
  - Applications from political scientists have fallen somewhat but those from journalists have held steady and the number of MCI applicants has increased sharply. Overall the number of applicants for 2019-2020 is 36, versus 39 in 2017-2018.
  - Outreach has been enhanced through integration of recruitment at APSA events and one new and one restarted partner.
  - Other forms of outreach still works in progress.

- Develop new programming to highlight insights and expertise gleaned by alumni of the program: an exit seminar has been introduced, there will be a reception at the Annual Meeting and in November 2019 there will be an alumni reception at the Library of Congress; online resources of alumni portal and Linked-In page still to be completed.

Critical questions for 2020 to 2022
- How best to recruit high quality applicants.
- How to give more prominence to communications about CFP.
- Ensuring the best programming, especially new speakers each year.
- The amount of the APSA stipend and whether it is competitive with similar schemes.
- The need for additional staff time during the orientation periods.
- The lack of adequate and appropriate space at APSA for events and other programming.
- The lack of data, especially in order to track alumni.

Objectives and strategies for 2020 to 2022
- Continue the program's success in attracting a talented, diverse pool of applicants both across the three fellowship categories sponsored by APSA (political science, journalism, telecommunications) and among outside-sponsored fellows
- Enhance the quality of the CFP's programming
- Expand alumni programming

Goal 5: To advocate on behalf of the discipline and political scientists.
Government Relations

The intended outcomes are an increase in understanding by policymakers and the public of the value of political science research; increases in federal support for political science research and educational programs and support for independent peer review; and a successful defense against efforts to single out political science or groups of disciplines for funding cuts or elimination. Additionally, APSA will continue to advocate on behalf of academic freedom.

Progress against objectives in 2017 to 2019

APSA has achieved some of its objectives.

- Continue to build online presence to publicize APSA's advocacy work and inform members of developments affecting funding.
  Partially achieved –APSA now has a staff position dedicated to government relations.
- Identify the core constituents most likely to support advocacy efforts and equip them with tools for their own advocacy activities.
  Not achieved.
- Develop new strategic partnerships with individuals and advocacy coalitions that provide forums for APSA and its members to advocate for the discipline.
  Achieved: APSA is an active member of COSSA, CNSF, and CIE.
- Refine and develop core guiding documents and Standard Operating Procedures for advocacy.
  Achieved: staff has created a central calendar of reoccurring tasks and create a draft model for responding to issues publicly.
- Provide resources and training through PSNow, the website and at Annual Meeting.
  Partly achieved: APSA has created some online resources but has not created a training. Annual Meeting events focused on advocacy were not successful.
- Continue meetings with legislators and their staff on Capitol Hill, and identify opportunities for facilitating members' meetings with legislators.
  Achieved: APSA has continued to meet with legislative staff on Capitol Hill and facilitates member meetings related to NSF and international education appropriations.

Critical questions for 2020 to 2022

- How to tap into the increased interest in applying political science to policy and in advocacy.
- How to get across clearly to legislators, their staffs, key agency leaders (for example in NSF) APSA's program activity and goals.
- The need for greater general presence on the Hill, so that we can leverage our skills in advocacy.
- How do we engage members in advocacy efforts?

Objectives and Strategies for 2020 to 2022

- Build APSA's capacity to effectively lobby members of Congress and executive branch officials in support of political science research and education.
  - Partner with a lobbying firm to refine our advocacy strategy and activities.
  - Develop a strategic screen to support APSA member visits to the Hill. The screen will maximize APSA's time and resource investment when connecting members with key policymakers, including those on appropriating or authorizing committees.
    - This includes capitalizing on existing events located in DC where we can add on opportunities for APSA members to visit relevant representatives when their members are directly connected to an APSA advocacy goal.
  - Refresh and maintain updated talking points on the value of political science and funding for political science research and education
    - Talking points should include multiple dimensions and be able to address constituencies with differing concerns (ex: political science is a science) or interests (ex: political science helps keeps us safe).

- – Curate stories and testimonies on the impact of federally funded political science research and educational programs for use on the Hill and for NSF's communications team.
- Cultivate political science champions on the Hill
    - – Identify Congressional staff with political science backgrounds on the Hill
    - – In collaboration with the lobbying firm, contact offices and identify areas for collaboration (visits to political science departments on campus, research connections on the members' priorities, sponsorship of a caucus, etc.)
- Leverage advocacy and higher education networks to make the case for political science
    - – Identify and contact university presidents, deans, or prominent members of the public with political science background
    - – Continue to contribute to advocacy networks (CNSF, COSSA, CIE, NHA) and pursue opportunities for collaboration
        - ▪ Options include: events, advocacy training webinars, and spotlighting the work of political science through their communications channels.
- Work collaboratively across APSA departments to identify political scientists to engage in advocacy efforts or highlight in advocacy communications .

Goal 6: To maintain APSA's organizational efficiency and financial stability.

Membership

The intended outcomes are a stable membership, high member satisfaction, an increase in the number of prospective members that are included in outreach campaigns and 3% growth in professional membership in organized sections each year.

Progress against objectives in 2017 to 2019

APSA has partially achieved its goal and objectives for the period:
- Grow total individual membership by 3% in FY2017, and a further 1% in FY 2018 and 1% in FY2019: between FY2016 and 2017, there was a 10.8% decrease in the number of members, which was partly offset by an increase of 2.23% in FY 2018. Membership continues to grow through FY2019.
- Review and revise current articulation of member value proposition: the proposition has been written but has yet to be incorporated into membership materials.
- Feedback mechanism for members to express views: members can express views throughout the New Member Orientation; and through regular member surveys.
- Thorough review of membership fees structure: A review of dues was completed in 2016 and dues of other associations are regularly monitored.
- Identify current renewal rate in order to set quantified objective for retention: regularly exceed target 80% retention rate.
- Segment membership and survey to get feedback that leads to new targeted programs, services and benefits: segmentation is threefold – new members, those due to renew and those who have lapsed; only survey is New Member Orientation survey.
- Reclaim lapsed members: targeted e-mails to lapsed members are sent quarterly; organized sections use lapsed member lists to reclaim section members.

- Recruit new members from: Annual Meeting and TLC audiences; DSP member institutions; international initiative participants: all receive quarterly newsletters.
- Review of mechanisms and structures for enabling affiliating and networking among like-minded groups of members: not done.
- Review Higher Logic platform, to improve online connecting mechanism for members: APSA Connect has been relaunched.

Critical questions for 2020 to 2022
- How to expand prospective member lists.
- How to increase the efficiency of NOAH.
- How to grow APSA's presence in non-academic settings.
- How to increase engagement with students and recent graduates.
- How to maintain the recent growth in Organized Section memberships.

Objectives for 2020 to 2022

- Maintain APSA's individual membership at end-September 2019 levels by the end of the three years.
- Support Organized Sections to increase their professional membership by 3% each year.

Strategies

APSA Membership
- Provide a high level of customer service to APSA members, assisting them with renewals, account difficulties, and any questions they may have regarding APSA programs.
    - Manage renewal processes in efficient and timely manner.
    - Assist members with eJobs.
    - Assist members with renewals, benefits, and any additional inquiries.
    - Increase engagement with students and recent graduates by working with committee on graduate students.
- Update member communications on a monthly basis to ensure that up to date information and new opportunities are being shared with current and lapsed members.
- Increase outreach to the approximately 15,000 lapsed members.
- Increase outreach to prospective members:
    - Expand prospective member lists/groups that are contacted on a quarterly basis from the current number of 7677
    - Reach prospective members in our lower rate membership categories (K-12, international, non-academic.)
    - Promote membership to Community College faculty and students.
    - Implement the option for departmental members to gift a recent graduate of the department a recent graduate/early career membership.
    - Grow a presence in non-academic settings by securing more institutional members to allow APSA to reach individuals working outside a PS department.

- Re-launch and actively promote an institutional membership campaign.
- Increase eJobs listings for positions outside of universities/colleges.

Organized Sections
- Providing support to APSA's Organized Section officers and members.
- Develop resources made available to Organized Section Officers.
- Monthly outreach to multi-year members regarding expiring organized section memberships. (Starting March 2020.)

Database management
- Standardize fields, reports, and folders that are included in NOAH.
  - Consolidate and remove those that are not being utilized.
  - Increase the ability to create customized reports – multiple reports often have to be merged together to have the complete data being sought.
  - Ensure ability to track member movement over time.
- Streamline data entry into the AMS and CMS in order to decrease the duplication of data entry into multiple areas, enable the addition of memberships/folders to multiple contacts at a a time and information to be uploaded to the website (i.e. Organized Section Officers.)
- Monitor the AMS to ensure that member data is entered correctly and the system is functioning as it should be.

Marketing and Communications

Progress against objectives in 2017 to 2019

APSA has partially achieved its objectives in this area:
- Improve apsanet.org: there has been effective collaboration with staff across APSA; a new web skin was launched in August 2019.
- Increase member engagement:
  - Continue to develop APSA email communication strategies and expand email marketing tools to improve our monthly newsletter, program newsletters, membership initiatives, and annual meeting promotion
  - Email communications are being adapted to modern trends and mobile platforms.
  - We are partnering with membership and related programs to feature member highlights.
- Organized section microsites interests and webinars have increased
- Create more opportunities for APSA presence
  - We have collaborated with departmental teams to place advertisements in partner sites and platforms that give APSA a wider exposure.

Critical questions for 2020 to 2022

- The need to find an AMS platform that includes extensive and customizable data management and reporting, information hierarchy, improved user experience, customer support.

- How to ensure that APSA continues to upgrade technology around the organization and staff. This includes hardware and staff computers.
- How best to expand marketing tools including tools for data collection and analysis.
  - Improving outreach lists to achieve increased targeted messaging and reporting out with concrete analysis
  - Tracking, defining and understanding how APSA engages with members, and how best members and prospective audiences engage with APSA

Objectives and strategies

- Maintain and improve APSA technologies and IT.
  - Pull external APSA data into NOAH: make use of analysis on how APSA develops and builds it's member data; work with NOAH to import external data.
  - Search for better AMS platforms, research best practice for non-profits, membership organizations.
- Improve apsanet.org.
  - Monitor the new skin and troubleshoot as needed.
  - Implement branding guide standards.
    - Search for better CMS platforms, research best practices.
  - Continuing to improve APSA web platforms and user experiences (including apsanet.org, APSA Connect, PSNow, section microsites, etc.)
- Expand the association's marketing and communications strategies around programs, membership, and annual meeting:
  - Continue to develop and evolve our digital marketing tools and services to reach members and prospects and promote APSA's programming and events: video marketing & increased activity on social platforms, budgeting for the proper funds, increase social media analytical tools & services; increase reporting outcomes.
  - Expand APSA's external communications: collaborate with political science departments, groups and related organizations; build relationships and partnerships; possible money revenue generator.
  - Collaborate with internal staff to drive the branding of APSA through member highlights, testimonials, success stories and overall program awareness; revisiting program content and updating.
    - Aligning the department team goals to better reach their audiences with member specific promotional materials
    - Evolving member highlights and testimonials using video marketing and promotion
    - Increase marketing around career paths, award recipients, fellows of APSA, authors, influencers of APSA, journals, and alumni initiatives
  - Rebrand APSA print materials: develop the voice and storytelling of APSA programs and its members, budget for the proper funds, collaborate more with APSA teams to revamp, build and evolve the branding of its programs and events
  - Update APSA branding guidelines and generate how to procedures for staff, how to use the website, edit pages, update pages, use of APSA logo and colors, language and tone, etc.

- Expand platforms that curate social, web and email analytics on all APSA platforms.
- Increase the number of communications plan meetings with staff throughout the year
- Expand the communications team to assist in expanding and strengthening APSA's technology, marketing, branding and communication strategies.

Development

The intended outcome is that APSA continues to build a robust and viable fund development program for the purposes of expanding existing programs, or creating new programs and initiatives that benefit our members and/or the discipline, and strengthen the Association's fiscal health and sustainability.

Progress against objectives in 2017 to 2019

APSA has partially met its objectives.
- Meet the Ralph Bunche Endowment Fund campaign goal of $1.25 million.
  Partially achieved: lead grant of $200K secured and a total of $250,000.
- Maintain current high quality and delivery of awards.
  Achieved: awards and grants were widely promoted, applications were promptly handled, committee members were thanked, and recipients were notified and recognized for their achievement well in advance of the annual meetings.
- Grow exhibitors in the exhibit hall by 10%.
  Partially achieved: 5% increase in exhibitors and revenue.
- To maintain $35,000 in donations of unrestricted and restricted gifts to APSA.
  Achieved: $53,000 in FY 2017 and $174,000 in FY 2018; estimate for FY 2019 is >$1,300,500. There has been a gradual increase in the number of individual donors.

Critical questions for 2020 to 2022
- How do we continue to build fund development capacity using existing resources
- Are we ensuring that strategic fundraising decisions are made "in house" and not driven by donors
- Are we avoiding funding opportunities that may compete with members and their institutions
- Are we providing memorable experiences for audiences that interact with the Development Team
- What new services and products are of interest to Annual Meeting attendees in the Exhibit Hall
- Are there supporters of related/sister/cognate groups that we can tap into

Objectives and strategies for 2020 to 2022

Diversify Portfolio of External Revenue Sources

- Prioritize programs, projects, and initiatives in need of funding as determined annually by executive staff
- Work with Council and Staff to identify contacts and facilitate connections to prospective funders
- Monitor federal funding announcements and search for opportunities for further consideration
- Use growing member database to analyze and improve prospecting and acquisition of new supporters
- Conduct research and prepare list of prospective funders for further evaluation and analysis

Generate Revenue from Corporate Sources

- Maintain minimum target of 65 exhibitors and $225,000 in sales
- Maintain minimum target of $150,000 in combined advertisement and sponsorship sales
- Continue to refine revenue generation options, e.g. exhibitor, sponsor, advertiser offerings
- Encourage corporate vendors to consider philanthropic gifts in addition to current levels of support

Generate Revenue from Individual Giving

- Maintain minimum target of $35,000 in restricted and unrestricted donations
- Continue to enhance and refine giving options, e.g. tribute gifts, giving clubs, etc.
- Identify prospects and compile portfolio for major and planned gifts
- Secure major gifts between $2,500 - $50,000 to complete the RBSI fundraising initiative

Generate Revenue from Public and Private Foundation Sources

- Prepare and directly submit letters of inquiry and/or grant applications for appropriate opportunities
- Solicit feedback for unsuccessful applications and reapply when possible
- Apply for renewal grants or continuing rounds of support to extend funded projects
- Provide letters of support to members and their institutions for projects that align with APSA's priorities

Grow a Strong Culture of Philanthropy

- Move closer towards 100% giving by Council and other volunteer leaders
- Sustain a marketing and communications strategy that educates members about the role of philanthropy
- Develop a network of supporters that can tell the APSA story of impact to existing and potential donors
- Continue to build and maintain effective stewardship protocols, e.g. recognition event, donor listing, donor spotlight story, acknowledgment letters, personal meetings, phone calls, philanthropy awards, etc.

Ensure High Quality and Delivery of Annual Meeting Awards and Travel Grants

- Conduct annual recognition event for awardees and award selection committees
- Publish awardee announcements on public-facing APSA channels
- Provide timely reimbursement checks for travel grantees

Enhance Fund Development and Awards Capacity

- Further analyze systems, policies, and needs for a comprehensive and sustainable fund development program
- Continue to develop donor analysis, reporting, and prospecting from the database system
- Explore online platform solutions for managing award, travel grant, and exhibitor applications

Finance and Administration

Progress against objectives in 2017 to 2019

APSA has partly achieved its goals in this area:

- Provide valuable, timely and meaningful financial information to management to allow informed decision making in the mission of overall organizational goals.
  Partly achieved: behind with some monthly transactions, but this is because of desired changes in accounting systems (please see under next bullet point.)
- Ensure sound and efficient financial practices and services to the APSA staff and outside vendors.
  Achieved: Software upgrades in process; ADP payroll and time keeping 90% implemented; INTACCT implementation in process, A/P. Training, testing and specification updates in progress for budget, A/R, financial reporting. All transactions 3/1/19 forward will be recorded in INTACCT.
- Train APSA staff to understand and manage finances.
  Achieved: there is ongoing training on the APSA budget.
- Improve the physical assets for a safe working environment and income potential.
  Achieved: completed sprinkler, elevator and fire alarm renovations.
- To provide proper stewardship of APSA's financial resources.
  Achieved: started E-File procedure for all monthly journal entries and initiated ADP and Intacct system or Payroll and financial process; created a more reasonable and understandable chart of accounts. Trainings and reconciliations are in the progress.

Critical questions for 2020 to 2022

- How to maximize the use of new technology.
- How to continue the effective management of the office and building.
- How to ensure that the staff can benefit fully from the new accounts system.
- How to sustain robust stewardship of APSA's investments and properties

Objectives and strategies for 2020 to 2022

- Maintain current service in financial management and stewardship, while continuing implementation of new technology and long-term required improvements:
  - Maintain current service levels and quality in Accounts Payable, Accounts Receivable, cash Management, financial Reporting, payroll, Human Resources Management, business licensing and insurance and office and facility management.
    - Good communication with non-Finance staff and Council members.
    - Timely and accurate.
    - Based on most immediate/important needs.
- Complete transitions to Intacct and ADP.
- Continue support to staff in APSA: continued training on budget process and new chart of accounts.
- Use new software and systems to streamline processes, create greater efficiency and produce superior financial reporting:
  - Use test environment to assess alternate methods for current functions.
  - Discuss modules not being utilized or fully-utilized with software consultant to assess options.

- Research functionality within the software training and troubleshooting community resources provided.
- Attend informal or formal user meetings or trainings.
- Support adoption of revised APSA investment policy and implement once board approval complete.
- Work closely with Development department to best manage APSA grant and fund streams and reporting thereof.
- Initiate a HR policy update review and implement the results.
- Make improvements to APSA's buildings.
  - Resolve HVAC functionality, complete flooring installation and painting maintenance.
  - Assess options for 1527 building window replacement.

Governance

Progress against objectives in 2017 to 2019

APSA has partly achieved its objectives in this area:
- Complete the governance reform process.
  Mainly achieved: the bylaws have been passed and implemented, and a number of supporting policies and procedures have been developed and implemented (e.g. elections, board policy manual, policy committees). We are still working to ensure that policies and procedures are in line with the new bylaws (e.g. role of the rules and elections committee and we still need to receive council approval for governance policy manual and review by our legal counsel.

Critical questions for 2020 to 2022
- How to engage Council members and Council policy committees in ongoing policy and governance issues in order to ensure effective governance and increase likelihood of ownership of proposed policy changes and strategies.

Objectives and strategies for 2020 to 2022
- Ensure effective association governance:
  - Facilitating Council and Council committee activities.
  - Developing and implementing procedures for supporting and guiding elected and volunteer leadership.
  - Facilitating and implementing nomination and election procedures for Council and officers.
  - Monitoring implementation of association bylaws and policies and regular review of these policies.
  - Increase engagement of Council members and policy committees:
    - Specific social time for Council policy committees to get to know each other.
    - Clear meeting procedure and schedule.
    - More or longer in-person meetings.
    - More guidance for policy committee liaisons in managing committees, running meetings, integrating and orienting new committee members, etc.