strategic review 2012
encouraging the training, research and cross-national cooperation of political scientists

Established in 1970, the European Consortium for Political Research (ECPR) is an independent, scholarly association that supports and encourages the training, research and cross-national co-operation of political scientists through Europe and the rest of the world.

The ECPR is a membership association, open to any scholarly institution concerned with the teaching and research of political science and its related sub-disciplines. Whilst it is the institution that becomes a member of the ECPR, it is the individuals, from post-graduate level onwards, who benefit from that membership. The ECPR offers two levels of membership: Full, which is open to institutions based in Europe; and Associate, which is open to institutions from throughout the rest of the world. A full list of members can be found on the ECPR website.

Every three years, to coincide with the change in Executive Committee (EC), the ECPR conducts a Strategic Review. This document reviews the progress made over the past three years and sets out strategic goals for the next three.

Alongside the Strategic Review, the ECPR also compiles a Review of Activities every three years which provides an overview of all ECPR events and initiatives that have taken place in that period. A copy can be found on the website (www.ecprnet.eu), or can be requested from Central Services (rknapp@essex.ac.uk).

In 2011 the ECPR conducted its first study into the way members and the wider community participate in its events, from the Graduate Student Conference and Methods Schools, through to the Joint Sessions of Workshops and General Conference. The findings are published as a supplement to the Review of Activities, entitled the Event Participation Study, and again can be found on the website or requested from Central Services (see above).
introduction

The ECPR conducts a Strategic Review every three years in time for the election of a new Executive Committee. This provides the current Executive Committee (EC) with an opportunity to reflect on the achievements of the last three years and to map out possible future developments. The Strategic Review is not designed as a blueprint that the new EC has necessarily to follow, nor is it meant to be exhaustive (since new opportunities and developments constantly arise) but rather is intended to provide a guide based on the experience (three years for some, six years for others) of members of the outgoing Committee for the new Executive Committee as well as for the ECPR Council.

We therefore hope that the new Executive Committee, as well as the broader ECPR membership, finds the document useful in providing a better understanding of the current strategic orientation of the ECPR.

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1. membership

The last Strategic Review, published in 2009, contained a section on Membership, which emphasised the need to focus much more on our members, the benefits we provide them, their activity and more general needs in a context of increasing competition to participate in ECPR events. It was specifically recommended that we create a Membership Portfolio on the Executive Committee and that we begin a proper database of participant activity.

Achievements 2012-15 include:

- Creation of a Membership Portfolio on the Executive Committee, as well as a position in Central Services dedicated to membership matters.
- Creation of an activity database, the first results from which are published as the Event Participation Study document, as a supplement to the Review of Activities, as well as at the Reykjavik General Conference and in ECPR News.
- A review of membership benefits which was influential in the decision to expand further our services, making the General Conference an annual event (starting in 2014) and the creation of a new Winter School in Methods and Techniques (which was launched in February 2012).
- Development of a means to communicate more effectively with the individuals who make up the ECPR’s institutional members: MyECPR. Through this function, available via the ECPR website, individuals can create their own ‘membership accounts’ which allow a much closer interaction with the ECPR. This development has, in particular, unlocked a previously untapped stream of interest in the ECPR and its activities.
- Specific attempts to increase membership from Central and Eastern Europe which have been met with some success.
- A review of the status of Associate Members, resulting in a constitutional change which now allows them to become Full Members after six years good standing as Associate Members (which can be counted retrospectively), thus entitling them to the full benefits. This has produced new Full Members from beyond Europe.
- A review and modification of the membership fee structure and the payment process.
- A review of the ECPR’s current (i.e. institutional-based) membership model. This was commissioned as an independent review and the results will be handed on to the incoming Executive Committee.

Key Recommendations for 2012-15:

1. The review of the ECPR’s membership structure should be received and considered and any necessary and agreed action taken.
2. As part of the review of the membership structure, a detailed review of existing membership benefits should be conducted with any necessary changes being made.
3. A membership survey should be conducted, one aspect of which should be focused on individual participants and one on Official Representatives.
4. The current work in relation to tracking participant activity should be consolidated and extended with further analysis of the data.
5. A review of strategy towards increasing membership from Central and Eastern Europe (and especially Russia) should be conducted, prioritising the growth of membership in this region by analysing whether more specific services could be offered to prospective members there.
6. Areas beyond Europe (Latin America, Asia, India and Africa) should be considered and prioritised in a new membership strategy towards non-Europeans.
2. events

The last Strategic Review, while not having a section dedicated to Events, made two pertinent recommendations that appeared in other sections. The first was that we explore the possibility of re-launching the Research Sessions ‘with a difference’. The second was that we complete a cycle of the Capital Lecture Series (CLS).

Achievements include:
- The launch of a new-look Research Sessions linked closely with publishing opportunities for the workshops through the ECPR Press and Comparative Politics book series (published with Oxford University Press). The first Research Sessions were run at the European University Institute (EUI) in Florence in May 2011 and proved to be extremely popular and a great success. The second is scheduled for June 2012, again in Florence.
- A review of the CLS following completion of three events. It was concluded that the goals of this activity (interacting beyond the academic world) could probably be better achieved through other means and specifically through a more prominent role for the ECPR in relation to policy developments and lobbying through liaising with other organisations (see section 5 below).
- The decision to move from a biennial to an annual General Conference, starting in 2014 in Glasgow.
- The creation of a new Winter School in Methods and Techniques, which was held in Vienna in February 2012.
- The first major international conference held jointly with the International Political Science Association (IPSA), held in Sao Paulo, Brazil, in February 2011. The ECPR also ran a smaller joint conference with the European Union Studies Association (EUSA) in May 2011 and a second one is scheduled for March 2012.
- The commencement of a discussion on the format and length of the Joint Sessions and whether or not improvements could be made.

Key Recommendations for 2012-15:
1. The new-look Research Sessions should be bolstered as a regular annual event in the ECPR calendar.
2. Preparations for an Annual General Conference should be fully implemented, working through all the practical, logistical and staffing requirements of holding an annual event of this size, since from 2013 there will be no break between events.
3. A review of the Joint Sessions should be conducted from the specific perspectives of the increasing difficulty of finding hosts and the restrictions on size imposed by the format/length/time of year, with a view to seeing if changes could be made.
4. There should be a clear separation in the management and presentation of events and activities held for graduates (Summer Schools, Winter Schools and Graduate Student Conference), in view of the importance of graduates to the future of the profession.
5. A consolidated ECPR calendar of events should be developed for ease of reference to members who wish to see at a glance all of the events and activities being hosted by the ECPR in a given year.
6. A more formal, integrated, systematic and advanced process of applications to host ECPR events should be designed and implemented by 2015.
3. publications

The recommendations in the last Strategic Review focused on developing the ECPR’s third journal, the *European Political Science Review (EPSR)* and securing acceptance into the Thomson Reuters Social Sciences Citation Index (SSCI) ranking; expanding ECPR Press through meeting a target of 12-14 books published per year; re-launching the ECPR-OUP Comparative Politics series of books; and maintaining the quality of the *European Journal of Political Research (EJPR)* and the growing recognition of the professional journal, *European Political Science (EPS)*.

**Achievements include:**

- Continuation of work on developing *EPSR* into a front-rank journal, although it is still too early to be accepted into the Social Science Citation Index and subscriptions have not increased at the rate expected.
- The maintenance of the *EJPR*’s top-rank status with impact league positions of 2, 14 and 22 for 2008, 2009 and 2010 respectively, and the successful tendering of the journal, resulting in a renewal of the contract with Wiley-Blackwell on improved terms.
- The commencement of work to digitise the archive and current data of the *Political Data Yearbook (PDY)* to create a rich, electronic resource.
- The receipt of the first impact factor for *EPS* in 2011 placing it 107th (out of 139 journals) with an impact factor of 0.315, a satisfactory result for a non-conventional journal which is not easily citable by other journals. In addition, *EPS* published a ruby red special issue on ‘Forty Years of European Political Science’ to celebrate the ECPR’s 40th anniversary in 2010, as well as a ten year cumulative index to celebrate the journal’s 10th anniversary in the same year. The decision was also made to fold in the Reviews Issue into four ordinary issues per year from 2012.
- ECPR Press meeting and surpassing its publishing targets and the Press successfully taking over the Studies in European Political Science series (generated by the Joint Sessions of Workshops), formerly published by Routledge.
- The separation of the management of the ECPR Press from direct control of the Publications Board (a process that needed to be initiated once the Press reached a certain size) through the creation of an independent Management Board.
- The overhaul and renovation of the ECPR-Oxford University Press Comparative Politics series under its new editors, with a stream of important volumes being commissioned and published.

**Key Recommendations for 2012-15:**

1. Work on *EPSR* should continue to increase its subscription base and to secure entry into the Social Sciences Citation Index by 2015.
2. The new layout (standard quarterly) for *EPS* should be implemented and consolidated, and an increase in its impact factor league position be secured by 2015.
3. The ECPR Press Management Board should be implemented and consolidated in its functioning.
4. The online version of the *PDY (PDY: Interactive)* should be operational by 2015.
5. The ECPR Press should be close to self-financing by 2015.
6. ECPR Press should explore the possibility of e-book publications.
4. teaching and training

The last Strategic Review contained recommendations for the first time pertaining to expanding the remit of the ECPR into teaching areas, and these focused on: helping EpsNet (which had been brought under the ECPR umbrella in the preceding period) consolidate as a teaching network with at least 25 members; appointing an Associate Editor to EPS from EpsNet with a brief of running the Teaching & Training section of the journal and generating an average of three articles per year; the General Conference hosting a Teaching and Training section; and the Summer School (the aim of which was to have a yearly participation figure of 275 and 16 courses by 2012) establishing a longer-term development plan for training.

Achievements include:

- Creation of a new Teaching & Learning Standing Group (once it was clear that EpsNet would not meet the goals of the Strategic Review and needed therefore to be dissolved). The new Standing Group is now well-established and operational.
- Appointment of a new Associate Editor of EPS with the production of regular articles for the Teaching & Training section of the journal.
- The running of a teaching section at the General Conference in Reykjavik. In addition, tentative work has begun on a proposal to run a Teaching & Learning Conference along the lines of the APSA model.
- Participation figures for the Summer School in Methods and Techniques of 250 in 2011 with 12 two week courses and seven one week courses. The sub-committee responsible for administering the Summer School completed an analysis of the situation pertaining to training, and the outcome was the design and implementation of a further School, the Winter School in Methods and Techniques, with a curriculum that would complement rather than repeat that of the Summer School, thus creating an integrated training programme throughout the year. This is being combined with a clearer identification of a distinct Graduate Area in the ECPR for all activities and events pertaining to graduates.

Key Recommendations for 2012-15:

1. Every Annual General Conference should host a Section dedicated to Teaching & Learning.
2. The feasibility of running an ECPR Teaching & Learning Conference should be explored, either alone or in conjunction with APSA, whose model should be considered.
3. Consideration should be given to developing and funding an ECPR Teaching Award.
4. The Winter School should be fully consolidated as a standard ECPR activity.
5. A single ECPR portfolio area for all Graduate Matters should be considered.
The last Strategic Review recommended the continued publication of articles on the profession in *EPS* and the continuation of the Capital Lecture Series (CLS) as a means of interacting with society and politics and increasing the visibility of the ECPR in these circles. These were both achieved. However, in a situation of changed context in relation to the funding of social sciences in Europe, it became increasingly clear that a more focused action by the ECPR on professional issues and representing the discipline was required. It was decided, therefore, to end the CLS and divert the resource into other actions.

### Achievements include:

- Publication of articles in *EPS* on the profession and teaching.
- Completion of the CLS cycle.
- Signing of an open letter regarding the European Commission’s FP8 programme which threatens drastically to reduce funding for the social sciences and humanities.
- Supporting the actions of the interdisciplinary Alliance for the Social Sciences and the Humanities.
- Attending the founding meeting of what will become a new ‘European Alliance’ (umbrella organisation) tasked with lobbying the European Commission and national funding agencies.

### Recommendations for 2012-2015:

1. As the largest single organisation in European political science, the ECPR must aim to become a much more effective representative of, and lobbyist for, the discipline. To this end, it is recommended that the existing ‘European liaison’ portfolio be abolished and replaced with a formal ‘lobbying’ portfolio with the specific remit of promoting and defending the discipline.
2. The ECPR should become a leading participant in the nascent Alliance for the Social Sciences and Humanities.
3. The EC should hold at least one meeting in the next three years in Brussels, accompanying it with activities in relation to the European Union which help to promote and defend the political and social sciences.
4. The Annual General Conference should develop a ‘Jobs Market’ (along the lines of the APSA model) as a permanent feature of the Conference and service to the European political science discipline.
6. internationalisation

The last Strategic Review built on the achievements of the previous three years in aspiring to grow the ECPR internationally and beyond Europe, developing it into a genuinely global organisation of political science. For 2009-12 it was recommended to continue with this strategy by specifically developing closer links/joint projects with the principal political science associations of the world (APSA, IPSA, ISA) as well as some associations beyond Europe.

**Achievements include:**

- Carrying through a constitutional reform to allow Associate Members to become Full Members of the ECPR after six years of good standing.
- Organising a major joint conference with IPSA in Sao Paulo, Brazil, in February 2011.
- Organising Joint Conferences with EUSA in 2011 and 2012 on European Union issues.
- Carrying out a two-day visit to APSA, exchanging information and ideas on service delivery and agreeing on a joint project to exchange best practice over the coming years in relation to various aspects of the organisation’s functioning.
- Visiting the Russian Political Science Association in Moscow (with the aim of increasing ECPR membership among Russian institutions).
- Attending the Jubilee International Scientific Conference of the 20th Anniversary of the Department of Political Science of the University of National and World Economy in Sofia, Bulgaria.
- Scheduling the Annual General Conference to take place in Montreal in 2015, the first time the ECPR will organise single-handedly a conference outside Europe.
- Holding panels every year at different associations’ annual meetings, e.g. APSA, IPSA, and ISA.

**Recommendations for 2012-15:**

1. The ‘exchange of best practice’ project with APSA should be fully implemented, and built upon by developing out of this a second stage of outward-looking projects to benefit political science.
2. Further joint conferences should be considered and developed, where other associations display positive responses.
3. The General Conference should develop a ‘Related Group’ structure, to provide a formal vehicle through which other associations can participate, thus encouraging ‘internal internationalisation.’
4. A strategy to increase the ECPR’s visibility in Asia (especially China and India) and Oceania should be devised and implemented.
As the ECPR has grown so have its Standing Groups. Their role as thematic networks within the ECPR has become central to a number of the organisation’s activities. For example, Standing Groups are fundamental to the structure and success of the General Conference and they often help shape the topics for Workshops at the Joint Sessions. Although Standing Groups were not mentioned in the recommendations of the last Strategic Review, it was decided, during 2009-12, that much greater attention needed to be given by the Executive Committee (EC) to their role and how they might be better supported in terms of their needs and interests.

Achievements include:

- The carrying out of a review of Standing Groups and their needs and interests.
- Production of an integrated Standing Group Guide and Procedures Handbook (SG GAP) and revision of the policy of co-financing SG Summer Schools in order to respond to increasing demand. The renewed policy will have one call each year for seven annual grants for co-financing SG Summers Schools. It is being gradually implemented taking into account former decisions (under the previous policy of approving three years’ worth of Summer Schools in each application).
- The development of a more regular form of communication with Standing Groups through the practice of annual meetings of the members of the EC, Central Services and SG Conveners during ECPR events.
- The dedication, since 2011, of one half-time position in Central Services to supporting Standing Group-related matters and activities.
- The general development of new initiatives and activities in the Standing Group field through new Standing Groups, new Standing Group Summer Schools and academic publications relating to professional and teaching matters.

Recommendations for 2012-15:

1. The implementation of policies outlined by the SG GAP (2012) should be closely monitored, and a midterm evaluation should be prepared by the end of the 2012-15 term.
2. A policy review of co-financed Standing Group Summer Schools should be carried out, in terms of both a) responding to SG Summer School needs and b) ensuring comparable quality of teaching and learning (such as standards of evaluation and providing ECTC).
3. An electronic database of Standing Groups and their summer schools should be developed and maintained, based on SG reporting, and should be used for improving ECPR policies in this field.
4. Standing Group website management supported provided by the ECPR should be improved.
5. The administrative support provided by Central Services for Standing Groups activities should be further developed (ensuring locations for Standing Group meetings during ECPR events; supporting Standing Groups’ conferences etc).
6. A Standing Group ‘newsletter’ should be created on the home page of the ECPR website for prompt publicising of Standing Group news, activities and calls.
7. Standing Groups visibility should be promoted in ECPR News.
The last Strategic Review did not contain any section expressly dedicated to Graduate Matters. However, attention to the ‘next generation’ of political scientists has grown over time. Academic curricula across Europe are becoming more comparable (thanks also to the Bologna Process) and a veritable European academic market is evolving. These developments require a commensurate effort on the ECPR’s part to help European graduate students acquire the right skills to compete in such a market. Also to these ends, the Graduate Student Network is still in need of full consolidation.

Achievements include:

- Consolidation of the Graduate Student Conference (GSC), developing it into a stable (biennial) ECPR activity, with hosts secured until 2016, and a self-managed event with graduate students acting as Section Chairs, Panel Chairs and Discussants, as well as paper-givers.
- The re-location of the GSC to early July so as to differentiate it more clearly from other ECPR activities.
- The revival of the Graduate Student Network through a special event planned for the 2012 Antwerp Joint Sessions.
- A stronger identification of the needs of graduates in the way in which relevant events are managed and administered in Central Services.

Key recommendations for 2012-15:

1. A closer linkage between the GSC and teaching and learning initiatives should be developed.
2. The Graduate Student Network should be further strengthened by creating a dedicated space for it on the ECPR website.
3. Graduate students should become more fully integrated into the ECPR through consideration of the possibility of creating a ‘Junior OR’ for each institutional member.
4. The possibility for European departments to advertise positions (post-doctoral positions, junior positions, etc.) through the ECPR should be developed, and consideration given to organising a ‘job placement’ service at the Graduate Student Conference and/or through the website.
5. A review of the Central Services provision for graduate events should be conducted after the 2012 Graduate Student Conference in Bremen.
In the past three years the Executive Committee (EC) has become increasingly aware of the degree to which the ECPR needs to take on the gender issue more directly in two senses: obtaining more information on participation and activity by gender, and then considering possible actions to help address this situation. This is a process that has begun, but needs building on over the next three years.

Achievements include:
- Establishing an EC Sub Committee on Gender (as an outgrowth from a special group established to look at gender).
- Building links with the Standing Group on Gender and Politics as a source of expertise in this area.
- Actively considering gender issues when putting in place the new constitutional provisions and voting procedures for the election of the Executive Committee.
- Publishing existing sex disaggregated statistics for ECPR events.

Recommendations for 2012-15:
1. The process and outcome of the 2012 elections should be monitored in terms of their gendered impact, with a view to further action if necessary to produce a more gender-equal outcome.
2. There should be a further rolling out of the collection of sex disaggregated statistics for all ECPR events, associated activities and membership records.
3. A Gender Analysis Report on the ECPR should be produced with policy recommendations.
10. marketing and publicity

The last Strategic Review included, for the first time, a section on marketing and publicity, noting that ‘A successful organisation should publicise itself and its activities, since this can act as a further attraction to members and develop the profile of the ECPR as representative of European political science.’ However, it also noted that ‘there has been little concerted action in this area to date’. It was recommended that the ECPR exploit the ECPR’s 40th anniversary in 2010, using it as a springboard to generate a new prioritisation of this area, that the Executive Committee develop 40th anniversary souvenir products, an annual Newsletter and an online shop; and that the Committee should review the situation after two years and consider taking professional advice from a marketing consultant.

Achievements include:

- The development of a full set of 40th Anniversary souvenirs which were sold online utilising the ECPR Press’ shopping cart.
- The (re-)launch of a biannual newsletter, ECPR News, available online in high quality magazine-style as well as in hard copy.
- Going beyond the recommendation of using a marketing consultant and instead re-assigning the work of one existing member of staff to publicity and appointing a part-time member of staff responsible for marketing, who works partly on marketing ECPR Press and partly marketing the ECPR more generally.
- Developing a new approach to marketing and publicity in the ECPR as a permanent feature of what is done to develop the profile and visibility of ECPR.
- Beginning the process of re-building the website from scratch, investing in new staff in this area and doubling the IT staffing resource recommended in the last Strategic Review.

Recommendations for 2012-15:

1. The implementation of the new website should take into full consideration marketing and publicity of the ECPR.
2. MyECPR functionality should be enhanced and publicised actively to increase take-up and usage and provide a more direct link between the individual and the ECPR which can in turn be used to publicise all aspects of the ECPR’s work.
3. There should be further professionalisation of the ECPR ‘brand’ through all literature (both printed and electronic) and the website.
4. Building on the ECPR’s Facebook and Twitter accounts, there should be further development of the use of Social Media as a way of engaging the membership, promoting the Consortium and providing networking opportunities amongst the community via the ECPR.
11. the ecpr heritage

The last Strategic Review introduced, for the first time, the notion of putting in place a more systematic examination and maintenance of the ECPR’s heritage. It was recommended that the ECPR publish a first ‘light’ history of the ECPR; that it develop an electronic database/archive of all key information relating to personnel and activities; and that it commission an ‘official’ history of the ECPR in time for publication in its 50th anniversary year in 2020. Elsewhere in that document, it was recommended that the Executive Committee explore the possibility of establishing an ‘ECPR Foundation’ (which can usefully now be included under this section as part of building a ‘heritage looking forward’).

Achievements include:

- Publication of a first history of the ECPR by former Executive Director, Ken Newton, and Thibaud Boncourt, *The ECPR’s First Forty Years 1970-2010* (ECPR Press, 2010).
- Commencement of overhaul of the ECPR website so that an electronic database of ECPR activities and personnel over the years will be easily accessible and user-friendly.
- Discussions regarding an ‘official’ history (but no commission as yet).
- A decision, in principle, to establish a ‘Foundation’, and one to be implemented in a year when the budget allows and following the establishment of a special group to draft terms and conditions and governance of the ‘Foundation.’
- The formulation of an Archiving Policy to ensure that the ECPR builds and maintains a proper electronic and hard-copy archive over time.

Recommendations for 2012-15:

1. The database of activities/personnel/photographs should be completed by 2015.
2. An ‘official’ history of the ECPR should be commissioned by the end of 2013.
3. An ‘ECPR Foundation’ should be established by 2015.
4. A new Archive Policy should be fully implemented by the end of 2013.
12. governance and delivery of services

The last Strategic Review explicitly referred to the link between the internal organisation of the Consortium (its governance) and its ability to deliver an ever-expanding range of services. The challenging nature of the ECPR as it expands is underlined by the relentless growth in Central Services staff to meet the growing demands of a large membership organisation. In 1998 there were two full-time and one part-time member of staff. By 2009 (nine years later), this had more than doubled to four full-time and four part-time members of staff. By 2012 (only three years later) this has more than doubled again to nine full-time and six part-time staff.

Under the sub-heading of ‘further professionalisation’ the last Strategic Review recommended that the Executive Committee: consolidate the ‘Troika’ (Senior Management Team); produce a second revised edition of the Handbook for EC members; re-locate Central Services to a larger suite of offices; appoint a new member of staff with IT skills; develop web-based applications and evaluation systems for all major events; create a separate budget line for staff development; get Central Services staff attending on average at least one staff development session every two years; appoint a personnel consultant to advise on HR matters; and develop a new handbook on personnel procedures. There were, in this period, some very challenging staffing issues, which were outlined in detail in the paperwork for the Council meeting at St. Gallen 2011. Nevertheless, these staffing issues, whilst causing some temporary setbacks, did not stop the reform process. On the contrary, they presented opportunities to take things forward with greater conviction.

Achievements include:

- The consolidation and re-naming of the ‘Troika’ as the Senior Management Team (SMT), combined with the recognition of the important and time-consuming role of the Chair of the ECPR through modified terms and conditions.
- The production of a revised second edition of the EC Handbook.
- The re-location of Central Services to a much larger suite of offices on the University of Essex campus, which has, for the time being, solved health and safety issues and brought a new sense of identity and professionalism to Central Services.
- The appointment of a new member of staff with IT skills in 2009 and, when he departed in 2011, his replacement with two members of staff, thus doubling the resource in this area.
- The development of web-based applications under the old website for all major events. With the decision to renovate the website, these web-based applications have been temporarily postponed pending their improvement under a new website.
- The creation of a separate annual budget line for staff development.
- Regular attendance by Central Services staff on staff development sessions. Staff development is now regarded as an inherent part of being a member of Central Services.
- The appointment of a personnel consultant in 2009 to advise the ECPR on HR matters. In the half year under the new management structure of Central Services (see below) a process of building in-house capacity and expertise in HR has begun in order to make redundant this need over time.
- The production of a new handbook on personnel procedures which is updated as and when necessary.
- The production of a set of written procedures/guidelines for the Senior Management Team and Executive Committee.
- The establishment of a Constitutional Reform Group following the difficulties experienced in electing a new Executive Committee in Lisbon 2009. The Group re-wrote the electoral rules and presented them, as part of a broader constitutional reform, to Council at Münster in 2010 which subsequently approved the changes by electronic vote.
- The establishment of a Governance Review Group (GRG) to review the management and governance of the ECPR following the departure of the Administrative Director from the ECPR and the decision to leave the post vacant. The GRG produced a proposal for constitutional reform at St. Gallen in 2011 (the focus of which was the abolition of the...
posts of Administrative and Academic Director and their replacement with a single Director), discussion of which was deferred until Antwerp 2012. In the interim, the GRG continued its work, and will be presenting other proposals for reform to the Council at Antwerp in 2012 (alongside proposals for reform from Council’s Committee of Three established at St. Gallen in 2011).

- Experimentation with a single Director model by temporarily using the post of Academic Director, introducing better terms and conditions for this position in order to provide the time to carry out the role.
- The overhauling of the Central Services structure to be more compatible with a single Director model of governance, dispensing with the former ‘flat’ hierarchy and replacing it with a system of ‘departments’ each headed up by a manager, with the Managers reporting to the Academic Director.
- The initiation of work on a number of other issues pertaining to Central Services, as detailed in the Staffing Report submitted to the Council at St. Gallen in 2011, which is continuing (each at different stages of development). Overall, these changes amount to a modernising and increased professionalisation of Central Services.

**Recommendations for 2012-15:**

1. The proposals of the Governance Review Group (constitutional and other reforms), assuming they are approved by Council at Antwerp, should be fully implemented. In particular, the single Director model and Central Services Managers should be formally implemented and consolidated within the structure of Central Services and ECPR governance generally.
2. The changes and reforms to Central Services should be continued and consolidated.
3. A third revised edition of the EC Handbook should be produced.
4. In view of the expansion in Central Services staff, office space should be kept under review. An attempt should be made to secure the final extra office adjacent to the Central Services suite of offices (which is currently used for storage by another Essex department).
5. The aesthetic re-design of the new website and closure of the old website should be completed by the end of 2012.
6. The development of in-house expertise in HR matters should be continued, with a view to bringing all HR matters in-house in the longer-term. The use of an HR consultant should be reduced in terms of time and money by 2015.
We believe that the above 60 recommendations provide an effective road map for our successors to build on our and our predecessors’ achievements, although, based on our experience, the new Executive Committee should find that it will go beyond many of these recommendations as the environment changes and the Committee develops and revises its own strategic outlook.

We wish the 2012-15 Executive Committee well and hope that it will continue the work necessary to ensuring that the ECPR remains the preeminent political science organisation in Europe.

The Executive Committee:
Luciano Bardi, University of Pisa (Chair)
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The European Consortium for Political Research (ECPR) is an institutional membership organisation open to any university, college, or department of any scholarly institution engaged in teaching and research in political science and its related disciplines worldwide.

The ECPR operates two types of membership, dependent on the location of the member: Full Membership is open to all institutions based in Europe; and Associate Membership to all other non-European countries. Both Full and Associate Members receive the same extensive range of benefits, with the key difference being that Associate Members cannot stand for, or vote, in an Executive Committee election and may not direct a workshop at the ECPR’s Joint Sessions of Workshops. Associate Members with six consecutive years’ membership can now, however, apply to become Full Members and thus enjoy those additional benefits.

Although it is the university that becomes the member of the ECPR, every scholar (from post graduate level and above) within (and affiliated to) that institution can benefit from membership to the organisation. This is not restricted to the political science department; individuals in related fields such as sociology, economics and history can also benefit.

At present the ECPR has some 300 institutional members, which translates into approximately 10,000 individuals who are part of the ECPR network. Being part of this network is the key benefit of membership to the ECPR. Other, more tangible benefits available to all include:

Events
- Free attendance at the annual Joint Sessions of Workshops.
- Reduced fees for the annual ECPR Summer- and Winter Schools in Methods and Techniques.
- Reduced fees for the biennial Graduate and (soon to be annual) General Conferences.

Funding
- Grants to attend the Joint Sessions.
- Travel and Accommodation Grants for graduate students attending ECPR events.
- Scholarships for participants at the Graduate Conference, ECPR Methods Schools and supported spring and summer schools.

Publications
- Free print copies and online access to ECPR News.
- Free online access and print copies of European Political Science (EPS).
- Free print copies of European Journal of Political Research (EJPR).
- Free print copies of European Political Science Review (EPSR).
- Substantial savings on all ECPR Press titles.
- 30% discount on all Comparative Politics Series books (published in association with Oxford University Press).

Networking
- Being part of a large network of academics with related research interests.
- The opportunity to convene or join a Standing Group or Network.