

# THE HEBREW UNIVERSITY OF JERUSALEM

## Department of International Relations Department of Political Science & Public Administration

July 2007

### Committee members:

Prof. **Theda Skocpol**, Harvard University (Chair)  
Prof. **Peter Mair**, European University Institute (Italy)  
Prof. **Helen Milner**, Princeton University  
Prof. Dr. **Thomas Risse**, Freie Universitat Berlin  
Prof. **Ian Shapiro**, Yale University

### Executive Summary

From June 17 to 21, 2007, an international review committee convened at the Hebrew University in Jerusalem. It was charged by the Rector with assessing the performance, academic standing, and interrelations in teaching and research of a complex of units in the study of politics, government, and international relations. The committee focused closely on the Department of Political Science and Public Administration (founded in 1950) and the Department of International Relations (separate from Political Science since 1969), and also considered the relations of these departments to the Leonard Davis Institute for International Relations (established in 1972), the Gilo Center for Citizenship, Democracy, and Civic Education (established in 2001), and the Federmann School of Public Policy and Government (founded in 2000). Professor Theda Skocpol of Harvard University chaired the review committee, and its other members were Professor Peter Mair of the European University Institute, Professor Helen Milner of Princeton University, Professor Thomas Risse of the Freie Universitaet of Berlin, and Professor Ian Shapiro of Yale University.

During its time at the Hebrew University, the review committee met with the chairs and directors of all the units, and also with undergraduates, MA and PhD students, and junior and senior faculty in the departments of Political Science and International Relations. We were generally impressed by the commitment and energy of faculty and students and their ability to maintain major departments in a situation of tight resources. Research and teaching are internationally engaged, and both departments have impressive scholars of international repute with active research agendas. Political Science has particular strength in political philosophy and the study of Israeli politics and is fostering an impressive new venture in political communication. International relations has special research and instructional strengths at the intersection of international relations with law and diplomacy. Existing strengths should be sustained and renewed for the future.

We also noticed positive features of collegial climate. Political Science has achieved a remarkable spirit of cooperation and volunteerism among faculty under the leadership of the outgoing chair, Jeffrey Macy. In International Relations we were impressed by the energetic leadership of the chair, Arie Kacowicz, and also take special note of the cooperative connections to the Law School, as well as the vital research workshop for PhD students, which has created unusually good morale in that sector of the graduate program.

The review committee has also identified important lacunae in Hebrew University's research and teaching about politics and international relations. There is little doubt that the departments of Political Science and International Relations remain leaders within Israel and internationally, yet even the best academic units must avoid complacency and remain agile enough to seize new opportunities. Each department faces important challenges in moving beyond traditional strengths and grasping new opportunities in research and educational practice. The various units we visited, and many of their components, are too often operating in mutually defensive isolation. In consequence, resources are underutilized and opportunities for cooperation are missed, with the result that the whole becomes less than the sum of its parts.

Throughout this report, we encourage faculty and administrators to rethink appointment and promotion procedures and routines for resource allocation, so as to encourage complementarities and innovation rather than reproduce separate and self-contained entities and traditions. Procedures and decisions need to become sufficiently flexible to allow the departments and centers involved in the study of politics and international relations at Hebrew University to take the best advantage of available people and funding beyond as well as within Israel.

The review committee poses four major goals and offers a series of specific recommendations to achieve them.

**Goal:** *Renew and develop the Departments of Political Science and International Relations as major departments in Israel and internationally, especially by fostering new synergies between the two departments and between them and the School of Public Policy and surrounding centers.*

(1) We recommend the rapid and steady development of a jointly appointed cluster of faculty, including mid-career tenured faculty, to propel to research and direct a joint graduate program at the intersection of Political Science and International Relations in internationally recognized areas of political science not sufficiently present in either department. Priority should be given to recruitments in international political economy, security studies, and the study of international institutions, including scholars who use models or statistical data. This is not a recommendation to merge the two departments now, but rather to add underrepresented research and methodological strengths to both. The new cluster of faculty can be built in part by extending joint appointments to mid-career faculty already in each department, but there should also be two or more incremental joint appointments, including at the early tenured level.

(2) The recently created Federmann School of Public Policy needs to strengthen its ties to the surrounding disciplines, especially political science. A regularly convened Academic Committee should have the authority to provide strong collegial guidance on strategy as well as faculty appointments, and should include at least two political scientists and two economists. We applaud the current rule that the great majority of faculty appointments to the School should be joint with academic disciplinary departments. This should continue, and any PhDs granted through the School should be supervised by two advisers, one of whom should come from the cognate disciplinary department.

(3) The Davis and Gilo Centers provide important support for teaching and research, and their resources could be even more effectively deployed. We call for the continuation of the Davis Center's current practice of channeling the preponderance of its funds into research grants for faculty and graduate students, and urge special emphasis on funding collaborative projects that include graduate students and junior faculty members. The Davis Center might also usefully support access to data sets and travel to gather research evidence; and it could offer seed support to encourage faculty applications for external funding. Although postdoctoral fellows might be housed in its space, scarce Davis Center funds should not be diverted to provide stipends for postdocs or visitors. The Gilo Center fosters imaginative and unique projects in civic education. These should remain the

primary emphasis, but the review committee also hopes that a portion of Gilo resources can be used to support relevant research by graduate students and young faculty.

**Goal:** *To enhance graduate education by institutionalizing cooperation between Political Science and International Relations, and by increasing levels of support for graduate students in all of the research MA and PhD tracks offered in both departments.*

(4) The expanded cluster of jointly appointed faculty recommended above should supervise the joint research MA track and PhD in political science and international relations, focusing especially on international political economy, international institutions, and security studies.

(5) Through departments, centers, and faculty research grants, increased resources should be devoted to the support of research MA students and PhD candidates in all parts of Political Science and International Relations, in order to reduce the reliance on outside employment that slows progress to degree completion.

(6) Committees, not just individual faculty, should actively supervise PhD students, and junior faculty should be allowed to serve as the primary advisor.

**Goal:** *To foster undergraduate programs that encourage language learning and study abroad; provide internships and orientations to career opportunities; and connect academic theories and skills to thinking about real-world problems and issues.*

(7) The BA program in International Relations might appropriately be relabeled "International Studies" and offer full credit for language training and/or study abroad linked to joint majors in various regional area specialties.

(8) Both Political Science and International Relations need more resources to support large undergraduate programs. More teaching assistants should be provided for basic introductory courses, especially in Political Science.

(9) Most undergraduates do not intend to become academic scholars, so courses for them should use real-world problems and cases to show the value and relevance of theories and skills. Internship opportunities and career orientation workshops can also help undergraduates connect university training to occupational choices.

**Goal:** *Enhance flexibility in the appointment of faculty and support for research in priority areas within and across departments.*

(10) To offer departments and administrators better control over the shape as well as the quality of new appointments, planning for priority areas within and between units needs to allow the dedication of slots over multiple years, so that predictable searches can continue until a strong and available candidate is approved.

(11) Especially in priority areas where strong young-tenured leadership is needed, rules of appointment should facilitate tenured appointments of external candidates at the Senior Lecturer and Associate Professor Level.

(12) The appointment of scholars from abroad in priority areas could be facilitated by allowing part-time appointments and relaxing the requirement to use Hebrew for teaching at the graduate level.

(13) To tap all of the available talent, pools for faculty positions must be broadened and applicants sought from currently underrepresented groups, including women. Graduate students from such groups may also need extra support to gain experience abroad and demonstrate their ability to do publishable research.