



EVALUATION OF POLITICAL SCIENCE STUDIES

THE **ACADEMIC COLLEGE** OF TEL AVIV YAFFO

COMMITTEE FOR THE EVALUATION OF POLITICAL SCIENCE AND
INTERNATIONAL RELATIONS STUDIES IN ISRAEL

December 2022

Section 1: Background and Procedures

- 1.1 In the academic year 2022, the Council for Higher Education [CHE] put in place arrangements for the evaluation of study programs in the field of Political Science and International Relations in Israel.
- 1.2 The Higher Education Institutions [HEIs] participating in the evaluation process were:
- 1.3 To undertake the evaluation, the Vice Chair of the CHE appointed a Committee consisting of¹:
 - **Prof. Cheryl Schonhardt-Bailey** – *Chair*. Head of Department (2019-2022), and Fellow of the British Academy Department of Government, LSE, UK.
 - **Prof. Dr. Tanja A. Börzel** – Professor of political science and chair for European Integration at the Otto Suhr Institute for Political Science, Freie Universität Berlin, Germany.
 - **Prof. Joel Migdal** – Robert F. Philip Professor of International Studies, University of Washington, USA.
 - **Prof. James Perry** – Professor of Public and Environmental Affairs, Indiana University, USA.
 - **Prof. Avner de Shalit** – Political philosopher and Max Kampelman Chair of Democracy and Human Rights, Hebrew University, Israel.

Pe'er Baris-Barnea and Anat Haina served as the Coordinators of the Committee on behalf of the CHE.

- 1.4 The evaluation process was conducted in accordance with the CHE's Guidelines for Self-Evaluation (January 2022). Within this framework the evaluation committee was required to:
 - examine the self-evaluation reports submitted by the institutions that provide study programs in Political Science and International Relations;
 - conduct on-site visits at those institutions participating in the evaluation process;
 - submit to the CHE an individual report on each of the academic units and study programs participating in the evaluation;
 - set out the committee's findings and recommendations for each study program;
 - submit to the CHE a general report regarding the evaluated field of study within the Israeli system of higher education including recommendations for standards in the evaluated field of study;
- 1.5 The evaluation committee examined only the evidence provided by each participating institution — considering this alongside the distinctive mission set out by each institution in terms of its own aims and objectives. This material was further elaborated and explained in discussions with senior management, lecturers,

¹ The committee's letter of appointment is attached as **Appendix 1**.

students, and alumni during the course of each one-day visit to each of the institutions.

- 1.6 In undertaking this work, the committee considered matters of quality assurance and quality enhancement — applying its collective knowledge of developments and good practices in the delivery of higher education in Political Science (mainly from European countries and the USA) to the evaluation of such provision in Israel.

Section 2: Executive Summary

Overall, the Committee was very impressed with the dedication and commitment expressed by all the representatives of the Academic College of Tel Aviv-Yaffo. All the participants were enthusiastic, and it is apparent they take pride in the Department of Political Science in the School of Government and Society. In particular, the President should be commended for his enthusiasm, direction, and clarity of vision for the College. The Committee was also impressed with the students, who all expressed their sincere desire to make an impact on society in general. The Committee commends the College on its excellent Self-Evaluation Report, which reviewed well the existing strengths and needs of the Department.

The Department is small, and has only recently renewed its Political Science program of study. Both the size of the Department and the novelty of its new program are challenges that this Report addresses.

The Committee applauds the Political Science Department for delivering much with few staffing resources. The Committee found it remarkable that from the feedback of current students, the perception was that the Department is well-run and that students were receiving sufficient attention from their course instructors.

This Report details by subject areas the observations by the Committee of the Department of Political Science at the Academic College of Tel Aviv-Yaffo. The Committee was satisfied with the Department and its approach to teaching. The recommendations made by the Committee seek to improve existing strengths of the Department and advance its overall standing in Israeli higher education. The recommendations focus on additional staffing resources (two new full-time faculty members) and improvements in the library. Several other recommendations are offered as desirable or important.

Section 3: Observations

3.1 The Institution and the Parent Unit

The President should be commended for his enthusiasm, direction, and clarity of vision for the College.

The Committee applauds the College's strong emphasis on impact and accepts that there can be a multidimensional measurement of impact. However, it was clear from our conversations

with faculty and students that at present there does not exist a common understanding of what “impact” entails on the ground.

The Department should find a way to implement the “impact” approach in the research, curriculum, and teaching; however, the Committee recognizes that aspects of this may well develop via the internship program in the 3rd year.

3.2 Internal Quality Assurance

The Committee was very impressed with the Self-Evaluation Report. It reviewed well the existing strengths and needs of the Department. Given that the Department is in the midst of reconstituting itself, it is advisable that the faculty and administration meet at the end of each academic year to monitor progress.

Having reviewed the previous set of recommendations, the Committee is largely satisfied with the Department’s fulfillment of these recommendations. The one outstanding recommendation, namely to reduce the reliance on adjunct faculty, has not been adequately addressed. Our new recommendation to recruit two new full-time faculty members (as elaborated on in the “Academic Faculty and Human Resources” section, 3.6), is accompanied with the corollary expectation of a reduction in the reliance on adjuncts.

The Department evaluated its overall performance in Internal Quality Assurance:

(1=unsatisfactory, 2=needs significant improvements, 3=needs minor improvements, 4=satisfactory, 5=highly satisfactory)

	1	2	3	4	5
				X	

The Evaluation Committee evaluated the Department's overall performance in Internal Quality Assurance:

	1	2	3	4	5
				X	

The committee concurs with the Department’s evaluation in this section.

3.3 The Department/Study Program

The Department renewed its Political Science program less than two years ago. It offers a double-major program, combined with sociology. Students can specialize in Communication and Media (24 credit points). This track seems to be popular among the students.

The study program covers all of the important topics relevant to political science. The Head of Department suggests that they should perhaps have additional courses in Middle Eastern and Israeli politics from a comparative perspective.

The Committee did not meet 3rd-year students, as none exist thus far. Therefore, it could not evaluate the progression of studying into the final year, where there is intended to be a bridge between political science studies and work and life competencies. However, 2nd-year students are happy with the program, and feel that it prepares them well both for life and for graduate studies.

Both alumni and current students share the notion that political science is not necessarily a profession but rather a perspective that helps in many facets of life. **The Committee suggests that the third-year curriculum should reflect this.** On a similar note, the Committee supports the College's attempt to build courses in the local community or engage with the community.

Admission to the College is selective; however, because of the small number of students in the Department, at the moment, the bar is not very high (85 average in the matriculation exams or psychometric score of 550, subject to eligibility for a matriculation certificate).

The Committee was impressed with the high level of English used by the students we met. Students are required to take two of their courses in English. However, if their English level is low when they enroll in the program, they need to take English language training courses, and this covers their requirement to take courses in English. **The Committee suggests offering the content course taught in English as an elective to students who undergo the language training courses.**

The Department does not have a teaching committee or any other departmental committee. With the current number of faculty members, this makes sense. The Head of Department evaluates the course syllabi and approves them.

The Committee also notes that the College does little to support students who pursue student international exchange programs. **The Committee encourages more administrative support as well as academic guidance for the students who wish to experience a semester abroad.**

The Committee suggests that the College could benefit from offering a teaching post-doctoral position, relying on its high level of research and good facilities. The post-doc would involve both research and preparing the post-doctoral fellow to teach at one of Israel's colleges or universities.

The Department evaluated its overall performance in Study Program:

(1=unsatisfactory, 2=needs significant improvements, 3=needs minor improvements, 4=satisfactory, 5=highly satisfactory)

	1	2	3	4	5
		X			

The Evaluation Committee evaluated the Department's overall performance in Study Program:

	1	2	3	4	5
			X		

On the one hand, the Department should have additional faculty members and offer more courses in Israeli politics; on the other, the Committee is impressed with the variety and quality of courses. However, this assessment by the Committee is contingent upon the assumption that the Department delivers well on its 3rd year offerings.

3.4 Teaching and Learning Outcomes

The Committee's assessment of teaching and learning outcomes is challenging for a variety of reasons, including that (1) only 2 years of the political science curriculum is delivered presently; (2) the College Learning Center has a brief history, beginning operations in 2021; and (3) the Committee conducted limited interviews with faculty, adjuncts, and students.

The Self-Evaluation Report provides a list of training activities of the College Learning Center intended to support current and new faculty. The Center was newly constituted in summer 2021, so its implementation is in its initial stages. Among the activities the Center provides are training on outcomes-based education; the lecturer as an instructor; and effective course planning. The Committee did not receive explicit feedback, favorable or unfavorable, about these activities, from the instructors we interviewed.

Teaching regulations are communicated to instructors by the College in an information sheet that is updated each year. We reviewed the Information Sheet for Lecturers provided in the Self-evaluation Report. The information sheet was about 5 single-spaced pages and appeared to provide appropriate information to convey teaching regulations that faculty would need to conduct their courses.

The assessment of teaching relies almost exclusively on student teaching evaluations, which are conducted at the end of each course using the College website. Reliance on student teaching evaluations appeared to be accepted by faculty, administrative staff, and students.

As indicated in the Self-Evaluation Report, Intended Learning Outcomes (ILOs) are at an early stage of development. The creation of the College Learning Center ushered in a new process for development of ILOs. The Center conducted its first workshop to define specific ILOs in June 2022. Only the Dean of the School and the Head of the Political Science Department participated in this workshop.

The Self-Evaluation Report provides a general strategy for development and improvement of teaching and learning outcomes. At this juncture, the Dean of the School, Head of Department, and faculty have considerable work to do to build the ILOs and make them an integral part of the way the School and Department function. The depth and clarity of the ILOs, based upon a review of Political Science syllabi, seem uneven. The syllabi we reviewed differed with respect to the number of ILOs they contained and the clarity of each ILO. **The Committee encourages the Dean of the School, Head of Department, and faculty to continue the process of developing ILOs for each course, as well as their interactions with faculty about the appropriateness and clarity of the ILOs. When a third-year curriculum is added, the Committee also encourages the administration and faculty to reflect upon curriculum-wide assessment of ILOs.**

The Department is experimenting with new student evaluation approaches (e.g., quizzes, reading memos, case analyses). In the Self-Evaluation Report, the Department notes that a potential weakness of changing in-course assessment methods is a reduced number of required written assignments associated with the new evaluation methods. This, the report suggests, might have a negative impact on students' writing skills. **The committee embraces the Department's awareness of this potential weakness and encourages it to re-evaluate the reforms in three years.**

The Department evaluated its overall performance in Teaching and Learning Outcomes:

(1=unsatisfactory, 2=needs significant improvements, 3=needs minor improvements, 4=satisfactory, 5=highly satisfactory)

	1	2	3	4	5
				X	

The Evaluation Committee evaluated the Department's overall performance in Teaching and Learning Outcomes:

	1	2	3	4	5
			X		

In light of the work that still needs to be done, the Committee is unable to conclude that teaching and learning outcomes are as yet satisfactory.

3.5 Students

The Committee was very impressed by the thoughtfulness, enthusiasm, and commitment of the students and alumni. All students the Committee met expressed their sincere desire to make an impact on society in general.

The Committee appreciates the College's efforts to attract more Arab students, in particular from Jaffa. This includes the College's preparatory program which is specially tailored for the needs of local Arab students. The Committee observes that despite the College's sincere attempts, only two Arab students are currently studying in the program, one in each cohort. The Committee understands that at the end of the day, the Arab community in Jaffa is not that big and most graduates of high school wish to study a profession. Therefore, the College is unlikely to attract a large number of Arab students. This Report returns to this point in section 3.7 on Diversity, and recommends broadening the outreach of the BA program to attract students from other minorities and disadvantaged groups.

The Committee further observes that there is an inherent age disparity between incoming Arab and Jewish students, with the former being several years younger. The Jewish students and alumni we spoke to had a delayed entry to higher education, which gave them more life experience and maturity.

The Committee is satisfied with the admission criteria. The Committee was impressed with the academic level of the students, their oral expression, and their commitment to their studies. The Committee also notes and applauds the high level of English proficiency by both the current students and alumni we met. According to the Self-Evaluation Report, admitted students should have a matriculation certificate of at least 4 units of English and a passing grade.

The Committee noted widespread satisfaction with the management of the Department, the teaching by faculty, and the interactions between faculty and students; however, there is dissatisfaction with the College's performance in adequately responding to students' complaints. The College has a Student Center which assists them with various needs, and according to the Self-Evaluation Report, the College has sufficient means and regulations to deal with complaints, so perhaps the point is to make all this known to the students.

The alumni whom the Committee met felt strongly attached to the College. With regard to the low number of students currently studying in the program, the Committee heard from alumni that the College should reconsider how to convey to prospective students that Political Science provides tools and perspectives that could enable students to excel in a number of careers. **The Committee believes that the Department should utilize the alumni for marketing and attracting more students, create internships, and offer guest lectures on the use of the studies in one's career and life.**

The students whom the Committee met did not receive any financial support from the College, although some of them had modest external scholarships. The Self-Evaluation Report mentions seven options for scholarships, from external scholarships (the Rashi Foundation) to internal scholarships for students with outstanding admission grades. **The Committee suggests that these be made better known to the students when they apply and during their first year.**

Because the BA program is new, no data is available about dropout and about degree completion period.

The Department evaluated its overall performance in Students:

(1=unsatisfactory, 2=needs significant improvements, 3=needs minor improvements, 4=satisfactory, 5=highly satisfactory)

	1	2	3	4	5
					X

The Evaluation Committee evaluated the Department's overall performance in Students:

	1	2	3	4	5
				X	

The Committee agrees with the Department regarding the quality of the students and the way they are taught; however, the Committee is concerned about the low number of students enrolled in the program.

3.6 Academic Faculty and Human Resources

Overall, the Committee applauds the Political Science Department for delivering much with few staffing resources. The Committee found it remarkable that from the feedback of current students, the perception was that the Department is well run and that students were receiving sufficient attention from their course instructors.

However, the Committee remains highly concerned that, at present, the number of faculty (that is, 3 full-time faculty members) in the Political Science Department is too low to be sustainable. The limited number of faculty was also listed as a weakness of the Department in its own Self-Evaluation Report.

To address this concern, **the Committee strongly recommends that the Department immediately appoint a minimum of two new permanent faculty to the Political Science Department.** This would better distribute the workload among faculty and would enable the Department to provide core competencies in the Political Science discipline, particularly for a Political Science department situated in the center of Israel. **The Committee further recommends that the Department actively pursue a strategy of diversity in considering the appointment of these new faculty members.** The Department's Self-Evaluation Report

described the establishment of a Faculty Search Committee, but it was unclear to our Committee the role that this Faculty Search Committee has played in assisting the Political Science Department.

The Committee is also concerned about the heavy reliance on adjunct faculty to provide the bulk of the teaching in the Department. According to the Head of the Department, roughly two-thirds of the teaching hours taught in Political Science are done by adjunct lecturers, which is, in the view of the Committee, too much. **With the addition of two new permanent faculty, the Committee would expect the Department to reduce its reliance on adjuncts.** (Notably, a recommendation to reduce reliance on adjunct faculty was also made in the 2011 CHE evaluation of the previously existing program.)

The Committee recognizes that, across the Academic College of Tel Aviv-Yaffo (and indeed among other Colleges in Israel), faculty undertake heavy teaching loads. These teaching loads enhance the provision of teaching excellence at the College, but take a toll on the ability of faculty to conduct their research. The Committee does, however, note that the College and Department have actively sought to help facilitate the research of faculty by way of writing retreats, guaranteed sabbatical every seventh year, seed funding for larger grants, and so on. We address these more fully under the Research section of this report. The Committee applauds the College and Department for recognizing and supporting academic research in imaginative and proactive ways.

The Committee discussed at length the criteria for promotion with faculty, the Head of Department, as well as the various College-level representatives. While the Committee applauds the Department and College for achieving the recent promotions for two faculty in the Political Science Department, there is room for improvement.

Specifically, the Committee observed what appears to be a misunderstanding of the precise criteria for promotion, particularly between senior lecturer and professor (associate and full). There also seems to be a mismatch between the expectations of the College's promotions committee and CHE, bearing in mind that the latter decides promotions at the level of the professor (associate and full). For promotion to senior lecturer, where the College decides the outcome, the criteria emphasize three main pillars: research, teaching, and citizenship/service. However, in deciding whether or not to support a case of promotion to associate/full professor, the College promotions committee anticipates a decision criterion by CHE that exclusively focuses on research excellence. This anticipation determines, in large measure, whom the College recommends to the CHE for promotion. In short, the perception of the College that for promotion to associate or full professor, it is research only that matters. The President of the College recommended a more balanced (and transparently balanced) decision criteria by CHE, whereby the CHE allows for strengths in teaching excellence and/or service/citizenship excellence to be used as compensation, to enable an overall balanced profile of the candidate for promotion. **To conclude, the Committee suggests that CHE could convey to colleges that it considers a balanced and holistic approach to promotions, which requires all three core pillars of academic life – research, teaching, and service. CHE should apply this new approach for promotion to the professorial levels.**

As a final remark, the Department's Self-Evaluation Report also mentioned as a weakness the ongoing shortage of HR resources at the level of School administration. The Committee notes that current students remarked that in registering for courses, they were not given suitable

access or attention. It was their perception that this resulted from the small overall size of their program, but it may also reflect less than adequate central services for students. **We were unable to ascertain the exact cause of this student course registration problem, but the College should look into this.**

The Department evaluated its overall performance in Academic Faculty and Human Resources:

(1=unsatisfactory, 2=needs significant improvements, 3=needs minor improvements, 4=satisfactory, 5=highly satisfactory)

	1	2	3	4	5
					X

The Evaluation Committee evaluated the Department's overall performance in Academic Faculty and Human Resources:

	1	2	3	4	5
		X			

The single most important reason for the discrepancy in overall performance as judged by the Committee is that the Department urgently requires the recruitment of two new full-time faculty members. This will ensure the strength of a Department that is highly promising and impressive in many other aspects.

The concern of the Committee for improving the promotions criteria rests predominantly outside the scope of the Department.

3.7 Diversity

Community involvement and diversity is part of the College’s mission. They also figure prominently in the new strategic outlook to “Make an Impact”, which the President of the College outlined. The Committee commends the College on its outreach activities, including specific programs with local high schools, and preparatory courses intended to increase the recruitment of Arab students. It appears, however, that Arab students are less inclined to choose the BA program in Political Science and Sociology. **The Committee therefore recommends broadening the outreach of the BA program to attract students from other minorities and disadvantaged groups.**

From the Committee’s observation, the College has a strong contingent of female leadership, including the Dean of the School of Government and Society, and the Head of the Department

of Political Science. The Committee is concerned, though, that the College tends to overburden female faculty with administrative responsibilities. **The College should ensure adequate gender representation** in the Department, as defined by the College's Gender Representation Committee decision of 40% per gender for senior management positions and for each academic rank (Self-Evaluation Report, pp. 65-66). **The Committee also encourages the College to continue and broaden its support for the research of (female) faculty** (writing retreats, writing days, seed money).

The Department evaluated its overall performance in Diversity:

(1=unsatisfactory, 2=needs significant improvements, 3=needs minor improvements, 4=satisfactory, 5=highly satisfactory)

	1	2	3	4	5
		X			

The Evaluation Committee evaluated the Department's overall performance in Diversity:

	1	2	3	4	5
		X			

The diversity of the student body and of the faculty needs significant improvement. There are also concerns regarding a balanced gender representation.

3.8 Research

Faculty research is one of the central goals of the College. Research and publications appear to be the main pillars for promotion, particularly to the professorial levels. The College has provided key resources to encourage and promote faculty research.

The research record of the three permanent faculty members is impressive. They have all been involved in international collaborations. All have been awarded multiple outside grants.

Assaf Meydani is a full professor with a commensurate list of publications, many of which have become quite influential in the field of law, governance, human rights, and public policy. He has ventured into an exciting new area, namely, politics and poetry. In 2014, he was awarded the Best Book Award by the Israeli Political Science Association, for his Cambridge University Press book, *The Anatomy of Human Rights in Israel: Constitutional Rhetoric and State Practice*.

Arie Kampf is an associate professor who has built a reputation through his works in international relations, especially international monetary institutions. He has a book on Israeli

political economy in Hebrew and another in English on neoliberalism and Israel. Additionally, he has published 19 articles in refereed journals and has many other publications.

Nurit Hashimshony-Yaffe, the Department Head, is a Senior Lecturer. Her research specialization is in African politics, particularly the politics of climate change, sustainability, and civil society. She has collaborated internationally and with Israeli scholars on seven journal articles in refereed journals, as well as numerous other articles in refereed books.

There is an ongoing tension between the faculty's research interests, on the one hand, and its teaching and administration obligations, on the other. All the faculty members have invested deeply in their research. The College and the Department have encouraged them in that regard. Among the resources and opportunities provided are writing workshops, a research support budget (that can be rolled over), the provision of seed money for larger grants, teaching reductions, and sabbaticals. Prior to this academic year, faculty participated in a five-day writing retreat, which, a faculty member reported, was extremely successful in facilitating progress in faculty research projects.

The sabbatical policy is worth noting: a full year off at full pay every seven years for all faculty members. A modest budget of 3,000 NIS per year is available for translating and editing. Grants of 15,000-20,000 NIS can be applied for from the College as seed money for applications for larger outside awards. Teaching reductions of up to four hours per semester can be awarded by the College to allow for more time for research.

Faculty also indicated the constraints they face in pursuing research. Standard teaching loads are onerous, 12 hours per semester for lecturers, and 10 for professors. **The Committee recommends that these requirements be reversed, with junior faculty being given a lighter load to promote their research at the early stages of their careers.** Hours committed to teaching have been particularly high as the Department has been reconstituted, and the faculty have had to prepare a new set of courses. Similarly, administrative demands have been high in the relaunching of the Department. All these demands cut into time for research and writing.

Faculty expressed some uncertainty about the criteria for assessing research for promotion. Similarly, the President indicated that the CHE's criteria do not adequately take into account the differences between university and college faculty members in the amount and type of research they do and the outlets in which they publish.

The Department evaluated its overall performance in Research:

(1=unsatisfactory, 2=needs significant improvements, 3=needs minor improvements, 4=satisfactory, 5=highly satisfactory)

	1	2	3	4	5
				X	

The Evaluation Committee evaluated the Department's overall performance in Research:

	1	2	3	4	5
					X

The Committee graded overall performance higher given the outstanding publication record and impact of the faculty in their research.

3.9 Infrastructure

The Committee sees little reason to question the adequacy of the infrastructure available to the Department's study program. The Department is located in the central building of the campus, which seems sufficient for the Department's physical needs. Classrooms are well equipped. Office spaces appear sufficient.

The Committee does have concerns about the library regarding the overall size as well as the content of its collection. There also seems to be little effort at assisting teaching and learning processes. **The Committee strongly recommends the library establish ways to support and enhance student learning and faculty teaching**, e.g. through offering more and enhanced in-class and in-library workshops. **The Committee also encourages the College to acquire classical and contemporary publications in Political Science that are available in Arabic.**

The Department evaluated its overall performance in Infrastructure:

(1=unsatisfactory, 2=needs significant improvements, 3=needs minor improvements, 4=satisfactory, 5=highly satisfactory)

	1	2	3	4	5
					X

The Evaluation Committee evaluated the Department's overall performance in Infrastructure:

	1	2	3	4	5
			X		

The Self-evaluation Report does not acknowledge the issues raised by the Committee regarding the library – its size and content of its collection, and assistance to teaching and learning processes.

Section 4: Recommendations

Essential

The Committee strongly recommends that the Department immediately appoints a minimum of two new permanent faculty to the Political Science Department.

The Committee strongly recommends the library establish ways to support and enhance student learning and faculty teaching.

Important

The Committee suggests that the College could benefit from offering a teaching post-doctoral position, relying on its high level of research and good facilities.

The Committee suggests that scholarship opportunities be made better known to the students when they apply and during their first year.

The Committee recommends broadening the outreach of the BA program to attract students from other minorities and disadvantaged groups.

The College should ensure adequate gender representation in the department as defined by the College's Gender Representation Committee.

The Committee recommends that standard teaching loads be reversed, with junior faculty being given a lighter load.

The Committee also encourages the College to acquire classical and contemporary publications in political science that are available in Arabic.

The Committee recommends that the CHE improves and makes more transparent the promotion criteria and process to the professorial levels.

Desirable

The Committee suggests offering the content course taught in English as an elective to students who undergo the language-training courses.

The Committee encourages more administrative support as well as academic guidance for the students who wish to experience a semester abroad.

The Committee recommends the continuation of the process of developing and improving ILOs for each course.

The Committee embraces the Department's awareness of the potential weaknesses of the new student evaluation approaches and encourages it to re-evaluate the reforms in three years.

The Committee believes that the Department should utilize the alumni for marketing and attracting more students.

Signed by:

Prof. Cheryl Schonhardt-Bailey
Committee Chair

Cheryl Schonhardt-Bailey

Prof. Dr. Tanja A. Börzel

Tanja A. Börzel

Prof. Joel Migdal

Joel Migdal

Prof. James Perry

James L. Perry

Prof. Avner de Shalit

Avner de Shalit

Appendix I: Letter of Appointment



July 2022

Prof. Cheryl Schonhardt-Bailey
Department of Government
London School of Economics
UK

Dear Professor,

The Israeli Council for Higher Education (CHE) strives to ensure the continuing excellence and quality of Israeli higher education through a systematic evaluation process. By engaging upon this mission, the CHE seeks: to enhance and ensure the quality of academic studies, to provide the public with information regarding the quality of study programs in institutions of higher education throughout Israel, and to ensure the continued integration of the Israeli system of higher education in the international academic arena.

As part of this important endeavor we reach out to world renowned academicians to help us meet the challenges that confront the Israeli higher education by accepting our invitation to participate in our international evaluation committees. This process establishes a structure for an ongoing consultative process around the globe on common academic dilemmas and prospects.

I therefore deeply appreciate your willingness to join us in this crucial enterprise.

It is with great pleasure that I hereby appoint you to serve as the chair of the Council for Higher Education's Committee for the Evaluation of **Political Science and International Relations** departments. In addition to yourself, the composition of the Committee will be as follows: Prof. Tanja A. Börzel, Prof. Joel Migdal, Prof. James Perry, Prof. Avner de Shalit, Prof. Cameron Thies.

Ms. Pe'er Baris-Barnea will be the coordinator of the Committee.

I wish you much success in your role as a member of this most important committee.

Sincerely,

Prof. Edit Tshuva,
Vice Chair,
The Council for Higher Education (CHE)

Enclosures: Appendix to the Appointment Letter of Evaluation Committees

cc: Dr. Varda Ben-Shaul, Deputy Director-General for QA, CHE
Dr. Liran Gordon, Senior Advisor for Evaluation and Quality Enhancement
Ms. Pe'er Baris-Barnea, Committee Coordinator