

UNIVERSITY OF NORTH TEXAS

DEPARTMENT OF HISTORY

COLLEGE OF ARTS AND SCIENCES

STRATEGIC PLAN—2006-2010

Adopted by the Department of History
April 29, 2005

Submitted to Dean Burggren
College of Arts and Science
May 2, 2005

EXECUTIVE SUMMARY

The Department of History at the University of North Texas was established in 1945 as an undergraduate program. The Department now offers the Bachelor of Arts degree for undergraduates and the following graduate degrees: Master of Arts, Master of Sciences, and Doctor of Philosophy. In the spring semester of 2005, the Department had 21 tenured and tenure-track faculty, 348 undergraduate majors, and 84 graduate students. Enrollment in History courses has been increasing at an average rate of 6.22% per year from fall 1999 through fall 2004, with enrollment for fall 2005 projected to be 4.99% above that of fall 2004.

The Department of History offers a wide variety of courses and has developed particularly strong programs in Texas history and military history. The Department of History has been active in outreach to the community through programs including the annual Teaching of History Conference, the Military History Seminar, guest speakers on various topics, and a partnership with the Denton Independent School District in a U.S. Department of Education Teaching American History grant.

While having developed a strong reputation for the excellence of its undergraduate and graduate programs, for a department with 348 undergraduate majors and 84 graduate students as well as responsibility for teaching the state-mandated U.S. History survey in a university of over 31,000 students, the Department of History is seriously under-staffed. History departments at universities of comparable size and with comparable numbers of undergraduate majors and graduate students in the state of Texas and around the country typically have 28-35 tenure-track and tenured faculty members. Furthermore, our departmental course offerings, while strong in U.S. and European history, are weak in areas such as Asia, the Middle East, Africa, Latin America, women's history, gender history, U.S. religious history, U.S. legal history, technology, medicine, sexuality and the histories of ethnic and religious minority groups in the United States. The Department also experiences difficulties in funding for graduate students.

During the period of this five-year plan, the Department of History, with the support of the College of Arts and Sciences and of the University, will work to increase the quantity and the diversity of its published research and of its course offerings at the undergraduate and graduate levels and to bring greater structure and rigor to its undergraduate and graduate programs. The key to achieving these goals is to pursue an aggressive hiring plan: all retiring faculty must be replaced, and new positions must be added to bring the tenured and tenure-track faculty strength to 34 by the 2010-2011 academic year.

MISSION OF THE DEPARTMENT

The mission of the Department of History is to provide through diverse courses a high quality student-centered undergraduate and graduate education in history, to advance the study and the public knowledge of history through research, publication, and outreach to the community.

VISION OF THE DEPARTMENT

The Department of History at the University of North Texas envisions and will endeavor to build by 2010 a department that is nationally and internationally recognized for the quality and strength of its Military History program and that is recognized in the state of Texas for possessing the finest program in Texas history. The Department will also be recognized nationally for the quality and strengths of its graduate programs in U.S. and modern European history and for having an undergraduate program reflective of the internationalization of education, economy, and culture that characterizes the world of the twenty-first century.

The Department of History will be rated as a tier-2 department by the standards delineated in the U.S. News and World Report. It will attract and retain the finest research faculty attainable by a tier 2 university. Faculty in the Department of History will publish approximately fifteen books and twenty articles and book chapters during the years of the 2006-2010 five-year plan.

The Department of History will recruit and train outstanding graduate students, particularly in Texas History and Military History. We will provide grants and stipends that cover up to eighty percent of the cost of attending UNT for eighty percent of the graduate students. Eighty percent of our Ph.D.s will be placed in teaching positions at colleges and universities across the country and in other positions requiring the professional skills of historians.

The Department of History will produce undergraduate students whose educational attainment prepares them for productive and informed participation as citizens of the workplace, the nation, and the world.

Faculty in the Department of History will provide historical expertise, understanding, and insights on matters of national and international concern to local and national news media. They will provide support to local secondary school districts by designing and participating in continuing education programs and teacher training seminars. The Department of History will build a better reputation than any other department in Texas for contributing to the historical education of the people of Texas. Through its website, the Department of History will be among the top 10% of departments of history in terms of providing online historical resources.

INTRODUCTION TO THE STRATEGIC PLAN

In 1944 President W. Joseph McConnell of North Texas State Teachers College proposed the possibility of reorganizing the college “to meet changing conditions in preparation for the postwar years.” McConnell then appointed three members from a central committee chosen by the faculty to formulate a reorganization plan. A draft proposal of the plan was returned to the central committee for its consideration on November 6, 1945. The central committee (with one dissenting vote) approved a reorganization plan that included the creation of a College of Arts and Sciences and an official name change for the school that then became North Texas State College. The Board of Regents approved the reorganization plan and the name change for the college on November 23, 1945. The newly created College of Arts and Science’s largest division was that of the social sciences, which included the disciplines of economics, sociology, geography, and history. The Department of History’s first head was Dr. L. W. Newton. Classes were then offered in American, English, European, Latin American, Russian, and Texas history. Beginning in the mid-1940s, a graduate student who had completed the required courses and with the approval of his/her major professor and the Department of History could receive a master’s degree in history by completing six hours of directed thesis. By 1951 the Department had five members: Frank Gafford (chair), Anna Powell, C.A. Bridges, Jack B. Scroggs, and W. T. Hagan. Following steadily increasing enrollment over the next seventeen years and with an accompanying increase in history faculty, the Board of Regents and the Texas State Legislature authorized the creation of a Ph.D. program, which was initiated during the 1968-69 academic year. Faculty members as of the 2004-2005 academic year numbered twenty-one. The Department currently offers the Bachelor of Arts degree for undergraduates and the following graduate degrees: Master of Arts, Master of Science, and Doctor of Philosophy. Doctoral students may choose from a concentration in United States history (including the Spanish Southwest) and modern European history (since 1400).

As of the spring of 2005, the Department of History has approximately 348 undergraduate majors and 84 graduate students pursuing M.A., M.S., or Ph.D. degrees in U.S. and Modern European history. The twenty-one full-time tenured and tenure-track faculty, three retired faculty teaching half-time on “modified service,” two full-time visiting lecturers, two part-time adjunct professors, and 11 graduate student Teaching Fellows taught a total of 3,441 undergraduate students in 37 sections of U.S. survey, 577 students in 14 sections of World History survey, and 1,053 students in 27 upper-level undergraduate courses. Enrollment in graduate courses stood at 172. Enrollments in spring 2005 were around 9% higher than in spring 2004. Overall, enrollment in History courses increased at an annual average of 6.22% from fall 1999 through fall 2004, with enrollment in fall 2005 projected to be 4.99% more than in fall 2004. From fall 1999 to Fall 2004, the Department experienced a 27.4% increase in student enrollment. Projections are that enrollment in History courses in fall 2005 will be 33.7% above that of fall 1999.

In the past five years, tenured and tenure-track faculty had published 10 research monographs. In the past three years, tenured and tenure-track faculty had published 11

research articles in peer-reviewed journals, 3 chapters in books published by peer-reviewed academic presses, 1 single-author work of historical synthesis, and 5 edited books.

The faculty of the Department of History agree that the Department's mission is to provide a high quality undergraduate and graduate history education to its students, to advance the study and public knowledge of history through research and publication, and to reach out to the North Texas community, including the faculties of community colleges and particularly K-12 teachers by offering public lectures and teacher training programs.

In order to achieve the goals articulated in its mission statement, the Department of History will, over the next five years, raise its status in the discipline by publishing original historical research, by recruiting and training outstanding graduate students, by educating undergraduates to prepare them for productive and informed participation as citizens, and provide consulting, training, and other educational opportunities to local media, school districts, and the North Texas community. The key to bringing the Department of History up to the "tier two" level as assessed by the news media (U.S. News and World Report) and by organizations such as the National Research Council is to make strategic hires of new faculty in order to bring the History faculty up to a number commensurate with the number of undergraduate and graduate students in the program. For an institution the size of the University of North Texas, this would be at least thirty-four full-time tenured and tenure-track faculty. With a faculty of at least thirty-four, the Department will have built up particular strengths in two areas: Texas history and military history. At the same time, the Department will have enough faculty members to provide a broad range of courses at the undergraduate and graduate levels while maintaining reasonably low student-teacher ratios essential to high quality instruction, particularly at the graduate level. A total faculty of thirty-four would bring our department into line with departments of History at our peer institutions in the state: the University of Houston (34 faculty, 440 undergraduate majors, and only 22 actively enrolled graduate students) and Texas Tech (28 faculty, 267 undergraduate majors, and 85 actively enrolled graduate students).

Pursuit of these goals will contribute to the realization of the University of North Texas' mission of "achieving high-quality instruction, scholarship, and service" and of stressing "the appreciation of the historical, intellectual, technological, scientific, and cultural nature of the search for knowledge." In striving to achieve their goals, the faculty of the Department of History will support the core values expressed in the University's Academic Plan: a student-centered educational environment, diversity, service to the North Texas community, the advancement of research, globalization of the curriculum, and aggressive recruitment and nurturing of outstanding faculty.

The Strategic Plan presented below lays forth the Department of History's specific goals for the years 2006-2010 and the steps to be taken to realize those goals. These goals include: a hiring plan, increases in graduate scholarships, specific measures to increase the quality and accessibility of undergraduate and graduate education, and plans to

continue and strengthen outreach programs including the annual Teaching of History Conference and the Military History Seminar.

The members of the History faculty agree that the pressure of projected enrollment increases at North Texas and the need for our faculty and course-offerings to reflect the diversity and globalization of the twenty-first century dictate that the hiring plan outlined as “Goal 1” is the core of this Strategic Plan.

THE PLANNING PROCESS

This plan began with a call for all faculty members to submit their goals for the Department to an *ad hoc* planning committee composed of Department Chair Harold Tanner (a specialist in 20th century China), Dr. Adrian Lewis (a specialist in European and U.S. military history) and Dr. Jill Dupont (a specialist in African American and 20th century U.S. cultural history). With Dr. Tanner as the lead writer, the *ad hoc* planning committee incorporated the faculty’s suggestions into a draft document, which was then circulated to the entire Department for a first round of critique and comment.

Comments from the faculty were collected and reviewed by the Departmental Affairs Committee (DAC) in the spring 2005 semester. The Department Chair (Harold Tanner) then incorporated those suggestions approved by the DAC and made other revisions. The re-written plan was submitted to the entire faculty again for consideration at the faculty meeting of April 29, 2005, where it was adopted following minor revisions. The plan was then sent forward to Dean Warren Burggren of the College of Arts and Sciences for his review.

CHALLENGES, OPPORTUNITIES, WEAKNESSES, STRENGTHS

From the vantage point of spring, 2005 looking toward 2010, the Department of History faces a number of challenges, opportunities, weaknesses, and strengths. Awareness of these will help us to set reasonable goals for our five-year plan and to move systematically and effectively toward realization of those goals.

CHALLENGES

In pursuing our goals for 2006-2010, we will need to be aware of and address the following challenges:

1. Maintaining current strengths and programs in the face of retirements and resignations.
2. Adding the new faculty members required maintaining the quality of education and research in a climate of increasing enrollments and decreasing state financial support for public institutions of higher education.
3. Adding the faculty necessary to maintain and build strengths in Texas and military history and graduate programs in U.S. and Modern Europe while at the same time striking an appropriate balance between these areas of strength and the pressing need to provide a broad range of course offerings reflective of the

diversity and globalization that characterize our nation in the 21st century and which are needed to support the University's various interdisciplinary programs (many of which are housed in the Department of History) and the major in International Studies (housed in the Department of Political Science).

OPPORTUNITIES

In meeting these challenges, we have significant opportunities to strengthen our department and our academic programs:

1. The opportunity to recruit new undergraduate and graduate students attracted by an undergraduate curriculum noted for breadth of course offerings, graduate programs in U.S. and Modern Europe, and special strengths at the undergraduate and graduate levels in Texas history and military history.
2. The opportunity to add to the diversity and breadth of our course offerings by pursuing an aggressive hiring plan.
3. The opportunity to add courses that will both bring greater diversity to our course offerings and support inter-disciplinary programs and languages programs across campus.
4. The opportunity to do more in terms of outreach to the community, particularly K-12 teachers.
5. The opportunity to develop further ties with the faculties of community colleges.

WEAKNESSES

In pursuing our goals for 2006-2010, we need to be aware of and work to overcome the following weaknesses:

1. Limited options for external funding for History—a discipline which rarely generates significant grants in support of research, is of peripheral interest to the business world, and whose alumni are overwhelmingly teachers and others of moderate income.
2. Our consequent need to rely on University funding to successfully pursue the core of our five-year plan: hiring and nurturing first-class tenured and tenure-track faculty members.
3. Very few (only three) faculty members with areas of specialty other than European and U.S. history.
4. A lack of coherence and structure in the military history program.

STRENGTHS

We do have certain strengths when it comes to achieving the goals laid out in the five-year plan. Some of these strengths are particular to our Department, while others are inherent in the discipline. Our strengths are:

1. A strong and productive faculty teaching a variety of courses and actively involved in research and publication.

2. Our courses serve not only an increasing number of History majors, but also students in various interdisciplinary minors (Asian Studies, African American Studies, Jewish Studies, Mexican American Studies, and Studies in Sexualities), students of foreign languages (who are encouraged to take courses in the history of their language area) and students in the International Studies and Women's Studies programs.
3. We have an established position as a department with strengths in Texas and military history.
4. We have, in the Barsanti Chair, one of the few endowed chairs in the College of Arts and Sciences and a faculty member who will be in a position to raise our profile as a strong center for the study of military history.
5. The fact that History is a cost-effective discipline—for a moderate salary cost and relatively little in start-up costs, the University and the College of Arts and Sciences can work with us to build an even stronger and more prominent History program through the recruitment of outstanding new faculty.
6. History, and particularly Texas and military history, generate a substantial degree of interest among the general public. The teaching of history (particularly of United States and military history) is also of great interest to the federal and state governments, the armed services, and some private foundations. Thus, there are opportunities for external support of outreach and pedagogical projects.
7. Established outreach programs and events including the Teaching of History Conference, the Military History Seminar, partnership with the Denton Independent School District in one of the U.S. Department of Education's major (nearly one million dollars) Teaching American History grants, participation in the Freeman Foundation's National Consortium for Teaching About Asia, and annual public lectures on Mexican American, African American, and women's history and Jewish Studies.

6. GOALS

Goal 1. Increase the size of the tenured/tenure-track faculty to 34 by fall 2010

A strong and diverse faculty is the core of any successful undergraduate or graduate program in History. In order to both serve the needs of an increased enrollment of undergraduates and to build on our strengths as a graduate program with concentrations in U.S. and Modern Europe, and with particular strengths in Texas and military history, we propose to increase the size of the Department from 23 (projected as of fall 2005) tenured and tenure-track faculty to a total of 34 by the fall semester of 2010. With an increased number of faculty members, we will be able to decrease the student-teacher ratio in upper-level history courses and increase the number of U.S. and World History survey sections taught by regular, research faculty.

The hiring plan that we propose below is an ambitious one. Hiring on this scale is, however, necessary because of, and can be supported by increasing enrollment in both the required U.S. history survey and in upper-level history courses. Continued growth in UNT's enrollment will bring roughly similar percentage increases in the numbers of students enrolled in the state-mandated U.S. history survey courses. Continued increases in enrollment may also contribute toward a continued trend in growth of the History classes overall. Enrollment in History courses grew at an average rate of 6.22% per year for the years 2000-2005. Continued growth in enrollment will contribute toward generating the funds necessary for hiring. Without knowing precisely how the University and the College of Arts and Sciences will allocate resources under the Responsibility Centered Management budgeting system, we cannot give hard numbers or even reasonable estimates of how much money enrollment in History courses will generate and how much of that will be available to pay for new faculty lines. Nonetheless, the general trend of increased enrollment at the University, College, and Department levels does indicate that some resources, at least, can be generated from student enrollment.

The hiring plan is designed to accomplish two fundamental goals. First, it will strengthen our existing programs (particularly at the graduate level) in U.S., Modern Europe, and military history. In addition, the hiring plan will bring further diversity and a broader global perspective to our undergraduate and graduate course offerings by making hires in U.S. Women's/Gender History, the Modern Middle East, Modern Japan, and Jewish History. The significance of these hires goes beyond the Department of History: they will support and enhance interdisciplinary programs including the International Studies major, Women's Studies, programs in Foreign Languages and Literatures, and the interdisciplinary minors in the Study of Sexualities, Asian Studies, and Jewish Studies. Hires in Modern France, the U.S. West/Environment, the U.S. Gilded Age, and Naval History will further strengthen existing programs in History. Taken as a whole, the hiring plan will help us to build diversity in undergraduate course offerings while maintaining and improving strength in core areas, particularly at the graduate level.

Action Item 1.1 Replace retired or resigned faculty with newly hired assistant or associate professors in the same or related fields as appropriate to the needs of the Department. In this way, we will be able to maintain our current strengths. While it is difficult to predict with any great precision, we expect about 4 retirements and/or resignations within the period of the five-year plan.

Action Item 1.2 Hire new faculty **above and beyond replacement of retirees** in the following order of priority:

Year	Field	Projected salary cost*	Projected HEAF
2005-06	U.S. Women's/Gender History	\$45,000-50,000	\$5,000
2005-06	Modern Middle East	\$45,000-50,000	\$5,000
2006-07	Modern France	\$45,000-50,000	\$5,000
2006-07	Modern Japan	\$45,000-50,000	\$5,000
2007-08	U.S. West/Environment	\$45,000-50,000	\$5,000
2007-08	U.S. Gilded Age/Progressive	\$45,000-50,000	\$5,000
2008-09	Naval History	\$45,000-50,000	\$5,000
2008-09	Jewish History	\$45,000-50,000	\$5,000
2009-10	Eastern Europe	\$45,000-50,000	\$5,000
2009-10	U.S. Social/Cultural History	\$45,000-50,000	\$5,000

* These salary figures and the HEAF figures reflect current (2005) practice and do not take inflation into account.

For both Action Items 1 and 2, the hiring will be done by search committees in the department under the leadership of the Department Chair and the DAC.

The source of funds for these hires will be state salary monies and/or tuition revenue allocated by the administration. Retirements in the Department of History may be a source from which some existing salary money may be recouped and applied toward funding of new hires.

Goal 2. Raise research productivity

Research and publication is one of the basic responsibilities of faculty members in the Department of History. Scholars actively involved in research and publication bring the excitement and inspiration of their work into the classroom at the undergraduate level and enhance the reputation and the quality of both undergraduate and graduate education in History. In order to encourage research and publication and to further strengthen the Department's already established reputation for excellence in research, the departmental leadership will take the following actions:

Action Item 2.1 Recruit new tenure-track faculty members whose doctoral work demonstrates excellence in research and who show a strong commitment to an ongoing plan of research and publication.

Action Item 2.2 Regularly plan for the employment of graduate student research assistants and assign them to faculty members who have demonstrated strength in research and who have specific projects that will benefit significantly from the help of a Research Assistant.

Action Item 2.3 Encourage faculty members to apply for internal and external research grants by making small amounts of matching funds available from discretionary or other departmental monies.

Action Item 2.4 Encourage research productivity, particularly for tenure-track faculty, through flexible class scheduling and other creative arrangements in order to allow faculty time to concentrate on research.

Goal 3. Increase Graduate Scholarships

Graduate scholarships are a key element in attracting and retaining high-quality graduate students who will, in turn, contribute to the research and teaching missions of the Department. To pay 80% of the expenses (estimated in-state tuition, books and supplies, and living expenses as of spring 2005) of 64 graduate students would cost \$6,618.00 per student, for a total of \$423,536.00 total. An unknown portion of this expense may be met by funds for the support of graduate students in the Provost's budget requests. Nonetheless, the Department is committed to development of external sources of funding for graduate students through the following action items:

Action Item 3.1 Continue to solicit donations for currently endowed scholarships through the annual departmental newsletter. This can be expected to bring in a relatively small return—a few hundred dollars a year at most. The Associate Chair and Department staff under the direction of the Department Chair will carry out this work. Production and mailing costs of approximately \$200.00 per year are a part of the Department's regular operating budget.

Action Item 3.2 Work with the Departmental Advisory Board and the College of Arts and Sciences development officer to create a base of donors who contribute a set amount of money to graduate scholarship funds an annual basis. The Department Chair, with the support of the graduate faculty, will perform this work.

Action Item 3.3 Approach five major corporations and/or foundations over the next five years with proposals for creating fully endowed named graduate scholarships. The Department Chair in consultation with the CAS development staff would perform this task.

Action Item 3.4 Encourage further alumni involvement and alumni giving by inviting selected alumni as special guests to departmental events including the Military History Seminar, the Teaching of History Conference, and the Phi Alpha Theta (History Honors Society) annual banquet. This work will be done by the organizers of the events, under the leadership and coordination of the Department Chair.

Goal 4. Increase the quality of entering graduate students

Action Item 4.1 Increase graduate scholarships (See Goal 2 above)

Action Item 4.2 Limit the number of graduate students accepted into the program by establishing a system of preferences according to which the most qualified applicants (as measured in GRE scores and other application materials) are given early acceptance while those with lower qualifications have their applications moved to the back of the line. The Department Graduate Committee, with the approval of the Department faculty, will set criteria and guidelines.

Action Item 4.3 Approach one or more of the U.S. military services to establish cooperative programs that would bring servicemen and women to North Texas for graduate work in military history. This will be the responsibility of the Barsanti Chair, working in cooperation with relevant faculty members with the support of the Department Chair.

Goal 5. Continue and Strengthen the Teaching of History Conference

The Teaching of History Conference is the Department of History's most significant, ongoing program of outreach and service to the school districts of the North Texas region. The annual conference features nine content-oriented sessions, three each on Texas, U.S., and World history along with a luncheon and keynote speaker. The conference is funded partly by teacher registration, but mainly by grants from private foundations. Our goal for the next five years is not only to continue the conference, but also to increase funding from \$15,000 to \$25,000 in order to allow us to bring in more nationally known historians as keynote speakers. We also plan to gain further publicity for the conference in order to strengthen the reputation of the conference itself and, by extension, the reputations of the Department and the University. The "Action Items" below are to be implemented by the faculty coordinator for the Teaching of History Conference.

Action Item 5.1 Continue to build our relationship with the Jonsson Foundation to secure their ongoing support of the Teaching of History Conference at the level of approximately \$6,000.00 a year.

Action Item 5.2 Continue to build our relationship with the Summerlee Foundation to secure their ongoing support of the Teaching of History Conference at the level of approximately \$6,000 a year.

Action Item 5.3 Approach at least two other foundations in order to broaden and increase the level of funding available for holding the Teaching of History Conference each year.

Action Item 5.4 Subject to increased levels of funding, invite nationally known, high-profile keynote speakers in order to further enhance the Teaching of History Conference's reputation among teachers in the North Texas region.

Action Item 5.5 Arrange to have the Teaching of History Conference written up in at least two regional or national publications such as *The Chronicle of Higher Education* and *Perspectives* (the newsletter of the American Historical Association) as a model for university outreach to K-12 teachers.

Goal 6. Improve Teaching Quality in Undergraduate Courses

Undergraduate instruction is an important mission of the Department of History. The Department teaches state-mandated survey courses in U.S. History, core curriculum courses in World History, and upper-level courses that serve History majors, majors in International Studies, and students with minor fields in History, Jewish Studies, African American Studies, Mexican American Studies, Asian Studies, Women's Studies, and the Study of Sexualities.

Action Item 6.1 The Department Undergraduate Committee will carry out annual assessment of the undergraduate program and draw up Quality Enhancement Plans as mandated by the Southern Association of Colleges and Schools (SACS). The Undergraduate Committee will suggest specific measures to improve the undergraduate program on the basis of their evaluations and incorporate these into a Quality Enhancement Plan.

Action Item 6.2 In order to strengthen the quality of instruction in U.S. and World History survey courses taught by graduate student Teaching Fellows, the Director of Teaching Fellows will design a standard syllabus to be used by all first-semester Teaching Fellows in the department.

Action Item 6.3 In order to improve the quality of instruction in undergraduate courses taught by graduate student Teaching Fellows, the Director of Teaching Fellows will continue to improve training offered in the "Teaching of College History" course (which is required of T.F.s) and to regularly observe and evaluate the classroom performance of Teaching Fellows.

Action Item 6.4 The Department will increase the number of state-mandated U.S. survey sections and the number of World History survey sections taught by regular research faculty by pursuing an aggressive hiring plan (see Goal 1 above). The Department Chair and Associate Chair will devise a rotation plan to ensure that all faculty members are assigned to teach core curriculum classes on a regular and equitable basis.

Action Item 6.5 The Department will continue to supplement and enrich the experience of undergraduate students in History by inviting historians of national and

international reputation to UNT to give talks on their areas of specialty and to visit selected classes. Visiting speakers will be invited by individual faculty members under the leadership and coordination of the Department Chair, with arrangements being made with the assistance of the departmental office staff. Costs of approximately \$5,000.00 per speaker will be met from student course fees.

Goal 7. Improve the quality of graduate education in History

Action Item 7.1 The Department will increase the number and breadth of course offerings at the graduate level by pursuing the hiring plan outlined in Goal 1 above.

Action Item 7.2 The Department Chair and Associate Chair, in consultation with faculty members teaching military history, will develop an organized curriculum of graduate courses in military history and coordinate the scheduling of those courses so that students will be able to plan their course-work in an organized fashion.

Action Item 7.3 The Department will revise the Historiography course currently required of Ph.D. students in History to make it a coherent course covering the historical development of the discipline of history and of various interpretive approaches to history. The course will be rotated among faculty members interested in teaching it and offered approximately every other year or more often if needed.

Action Item 7.4 Develop a thesis/dissertation workshop where participants could share experiences and get feedback on their work. This would be done by the graduate faculty under the direction of the Graduate Advisor. The Department will cover incidental costs of food, drink, and photocopying.