This plan reflects not only support for the overall campus strategic plan, but also the Themes and Levers that are specific to this department. Members of the department endorse the Mission, Vision, Values, and Strategic Statement of the campus Plan and the members plan to contribute to realizing the vision of the University. Our students enjoy direct, personal access to a department of nationally and internationally known faculty. We believe that by adding a historical and political perspective to the students’ undergraduate education, we provide a crucial component to S&T’s goal of becoming a top research university. We do this through our commitment to excellence in teaching and research. We emphasize a universal expectation for this sustained excellence among our students as well as among the faculty.

Even in, or perhaps especially in, a university such as Missouri S&T that focuses so heavily on science and engineering, the pursuit of a life of the mind and the contributions of the humanities, particularly those of the discipline of history, are indispensable. Moreover, the broad disciplines of humanities and social sciences inevitably establish links between science and public policies. They integrate the vast reaches of science and engineering to the implementation of public policies such as health, education, energy, transportation, environmental regulation, affirmative action, product safety, intellectual property and information technology. In short, our computer scientists and programmers will be better designers if they understand not just computer code but aesthetics and psychology. Our scientists will be better scientists if they understand not only how nature works objectively but how humans perceive their relationship to nature. Pre-med students will be better doctors if they understand not only how to cure a disease but also its emotional effects on patients and families. Our engineers will be better engineers if they ask not only can I build it, but should I? And all of our students will be better at whatever they do if they learn to communicate effectively and to write well.
Mission

By adding a historical and political perspective to the students’ undergraduate education, the Department of History and Political Science will provide a crucial component to S&T’s vision of becoming a leading public technological research university.

Vision

By 2020 the Department of History and Political Science will continue to be one of the most productive in teaching and scholarship among departments nationwide with terminal bachelor degree programs in history.

Values

Integrity
Our students and faculty will complete all work with the highest standards of scholarly integrity, properly using and citing all primary and secondary sources, and avoiding plagiarism at all costs.

Respect and Dialogue
Our students and faculty will respect divergent scholarly interests, points of view, and scholarly interpretations, while engaging in constructive critical dialogue with those with whom they disagree.

Accuracy
Our students and faculty, while necessarily shaped by their backgrounds, beliefs, and scholarly interests, will nevertheless be held to present all information accurately, without distorting the historical record to advance a particular ideology.

Rigor
Our faculty will make our courses demanding, expecting high level work from all of our students. Our faculty will likewise hold themselves to the highest professional standards in their own work.

Strategy Statement

By 2020 the Department of History and Political Science will continue to be one of the most productive in teaching and scholarship among departments nationwide with terminal bachelor degree programs in history.
Theme 1: Develop and Inspire Creative Thinkers and Leaders for Life-Long Success

Lever 1.1

Require all undergraduate students to participate in some significant experiential learning activity before they graduate.

Department Action

Once the campus has created a defining, comprehensive list of experiential learning activities, the department will identify ways its majors will be able to complete such requirements.

Beginning in 2011, we require all of our seniors to complete an extensive thesis based on independent analysis of historical primary sources.

We also encourage our majors to take honors courses and internships, study abroad, and to participate in the OURE. This includes participation in Phi Alpha Theta conferences, the campus Undergraduate Research Day, and other scholarly meetings.

[Metric: Identify ways majors can meet the experiential learning requirement by June 2014.]

Lever 1.2

Foster innovation and creativity for faculty, staff and students

Action Item 1.2.10

Identify, develop and implement professional development plans to enhance leadership, creativity, and innovation for the staff in each department or unit.

Department Actions

We will continue to offer our faculty development leaves on a rotating basis so we can develop courses and/or work on research projects. We will promote the constructive assessment of teaching quality and advising quality to inform strategies of continual improvement and broader integration of faculty contribution of quality teaching and advising into performance considerations. As a way for students to meet the requirement of having significant experiential learning activity, we will continue to encourage participation in the OURE, and paper presentations at conferences.

[Metric: Two department faculty leaves each academic year, 2014-2020.]

We will promote the constructive assessment of teaching quality and advising quality to inform strategies of continual improvement and broader integration of faculty contribution of quality teaching and advising into performance considerations.

[Metric: Annually, 30 percent of faculty will participate in CERTI or Teaching and Learning Conferences.]

We will develop a definition of meaningful interaction with its students.

[Metric: See Lever 1.1.]
Lever 1.5

Encourage and enhance collaboration in teaching and research.

Department Action

First, one must note that research in the humanities is far more individualized than in the STEM fields. We do not have labs or research teams, and almost all scholarship is published by a single author. Nevertheless, in collaboration with the Department of Arts, Languages, and Philosophy, we will implement an elementary education program. Students in the program will complete all state certification requirements in elementary education while pursuing a Bachelor of Arts in Multidisciplinary Studies, a degree offered by ALP. Also, the History of Science, Technology, and Politics minor includes courses from a number of different departments. We will explore development of minor and certificate programs in humanitarian engineering and science.

[Metric: Implement the elementary education program in August 2014; develop a minor for humanitarian engineering and science in January 2015.]

We will revise the Pre-Law minor in order to maintain courses from a variety of different departments, as well as to include more courses from History and Political Science.

[Metric: We will complete revisions in December 2014.]

Theme 2: Enhance reputation and raise visibility

Lever 2.1

Employ transformative and focused hiring, including cluster hires, in selected areas of expertise to support best-in-class achievements.

Action Item 2.1.3

Develop and implement a process to allocate faculty raises aligned with the strategic plan to address retention and reward high productivity.

Department Action

In 2011 the department completed a thorough review of criteria for tenure, promotion, and salary increases. This is part of a continuing process of evaluation. The department plans to reviews these criteria every three years to evaluate contributions in teaching, scholarship, and service.

[Metric: Complete reviews in June 2014, June 2017, and June 2020.]

We will annually review salary ranges among political science and history departments nationally at public institutions and the other humanities departments at S&T and will make appropriate adjustments in salary when resources permit.

[Metric: Review annually.]
Lever 2.3

Develop a culture of excellence in research scholarship and creative activity among faculty, staff, and students.

Department Action

The department will develop and implement benchmarks in scholarship with peer departments from across the nation.

[Metric: Complete survey of peer departments and review of data from American Historical Association, and Academic Analytics in June 2014, June 2017, and June 2020.]

We will maintain our national and international reputations as leading scholars in our respective fields. The department regularly dispenses money, within the constraints of our annual budget, to facilitate faculty research. We also have implemented a faculty leave program designed primarily to enhance the quality and quantity of our scholarship. We maintain active participation in regional, national, and international conferences, seminars, and workshops. We are highly sought-after participants in various public forums, such as in television documentaries, C-SPAN panels, and radio panels. We are active contributors to print scholarship and there are several ways to compare the productivity of members of the department.

[Metric: Annually, 75% of the faculty will present papers at state, regional, national, or international conferences, workshops, or seminars, give invited presentations or appear in public forums, such as television documentaries and radio appearances.]

The average for scholarly publication among academic historians is one book or monograph per faculty member every seven years; our department maintains an average of one book or monograph per faculty member every five years, clearly exceeding the national average. The average for scholarly publication of articles among historians in peer-reviewed journals or book chapters at our peer institutions is 3.7 over the course of 7 years; our department maintains an average of 3.8 over 7 years slightly above the national average.

According to the latest Academic Analytics data on faculty book publication rates, historians at Missouri S&T are producing scholarship at a truly excellent rate. In terms of published books per faculty member, historians of this department rank ahead of their counterparts at Emory University, the University of Washington, Clark University, Harvard University’s History of Science Department and Brown University. We rank slightly behind City University of New York, Oklahoma State University, Duke University, Cornell University and Princeton University’s Department of History and Ecumenics.

The department will benchmark teaching load and research with comparable departments across the nation. Specifically, we have identified the following departments of history that have 8-12 faculty members, the bachelor degree as the terminal degree, and fewer than 100 majors: Bates College, Bucknell University, California University of Pennsylvania, Earlham College, Hamilton College, Middlebury College, Mount St. Mary’s University, Pomona College, and St. Olaf College.

[Metric: Annually, the department will publish, on average, 2 books, and 4-6 articles, book chapters or their equivalent.]
Lever 2.5

Modify our conventional methods of teaching and research to accommodate current and new technology that will enhance student learning and increase faculty productivity.

Department Action

We will increase e-Learning opportunities for students by having more faculty utilize e-learning techniques.

[Metric: Total number of blended courses, online courses, “flipped” classes and courses with video capture of lectures.

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Theme 3: Achieve sustainable growth to ensure best return on investment

Lever 3.1

Evaluate current academic programs and create, modify, eliminate or combine in order to ensure a relevant portfolio that supports S&T’s Carnegie classification as a national research university.

Action Item 3.1.3

Evaluate the need for new or elimination of existing degree programs.

Department Action

In response to the critical need to educate more elementary school teachers qualified in math and science, the department will offer an elementary education program in which all graduating students will have at least one concentration in either math or science. This will be associated with the Bachelor of Arts in Multidisciplinary Studies.

[Metric: See metric for Lever 1.5.]

Since the addition of a second European historian, the department has been able to accommodate an increasing number of majors and minors. We continue to evaluate our offerings in hopes of providing more instruction in areas of the world like Latin America, Africa and the Middle East.

The department is exploring reciprocal courses with system institutions.

[Metric: Offer 1 course every other year.]

In evaluating our portfolio, we will convert experimental 301 courses into permanent courses that broaden our scope.

[Metric: 1 301 course will become permanent every other year.]
Lever 3.3

**Improve facilities to enhance research and student learning, and expand experiential training.**

Department Action

In collaboration with the Departments of Arts, Language and Philosophy and Psychological Sciences, we have money available to us through the use of a surplus in our copy machine account that we will utilize to make improvements to the classrooms in H-SS. These improvements will consist of technologies such as smart boards, working speakers and improved projectors.

[Metric: Annually use $1,000 of surplus for improvements.]

We will also provide funds for students to travel to conferences to present research, as well as offer scholarships for study abroad opportunities.

[Metric: Annually provide $1,000 to fund students to present papers at appropriate conferences or to study abroad.]

Lever 3.4

**Promote inclusion and increase diversity of faculty, staff, and students to remain relevant and competitive in a global environment.**

Department Action

The department will continue to aggressively recruit female and traditionally underrepresented groups when filling faculty positions. In a department of ten in 1990 History and Political Science had only white male faculty members. In the intervening twenty-three years, the department has begun to assemble a more diverse faculty, an effort that will continue with any additional hires. We have increased the number of female and traditionally underrepresented tenured/tenure-track faculty members to provide role models for a diverse student body.

[Metric: Ongoing.]

We will continue to encourage the participation of department members on service committees and in extracurricular programs that support diversity and inclusion.

[Metric: Ongoing.]

Lever 3.5

**Create and implement a student and alumni lifetime engagement strategy.**

Department Action

Beyond its annual newsletter and the convening of an alumni advisory board, the department maintains a popular Facebook page through which we stay in regular contact with students and alumni.

[Metric: Annually update the newsletter and Facebook and invite a different roster of alumni to serve on the department advisory board.]
Lever 3.9

Conduct a comprehensive fundraising campaign to secure private support for identified campus priorities.

Department Action
The department will continue to direct most of the funds received in the annual Phonathon to student scholarships. We accept the campus agreement on the Phonathon that will extend the timeline from just five days to year-round coverage.

[Metric: Increase Phonathon total 5% each year.]

Theme 4: Increase and Facilitate Meaningful Access to and Interaction with Renowned Faculty, Staff, and Services

Lever 4.3

Enhance innovative use of technologies to improve and facilitate student access to faculty.

Department Action
Increase the number of faculty who teach blended course or online courses and who utilize “flipped” classes and video capture of lectures. [See Metric for Lever 2.5]

Lever 4.4

Ensure that renowned faculty teach/interact with undergraduate students.

Department Action
This department has few classes with more than 40 students, and no teaching assistants, so all of our undergraduate students—whether they are history majors or not—almost always have direct access to our renowned faculty (who teach a 3/3 course load each semester) on a daily basis. Beyond this interaction, the department will bring renowned scholars to campus.

[Metric: The department will host a Visiting Distinguished Humanities Professor who will teach a class for undergraduate students in 2016 and 2019 and annually will bring two renowned scholars to campus for talks to students.]

Lever 4.6

Improve student, faculty and staff mentoring and advising

Department Action
Most faculty members are academic advisors to our majors and provide developmental advising. We will enhance the current reward system to encourage and recognize effective teaching and advising, in part through the implementation of a department faculty service award. We will promote the constructive assessment of advising quality to inform strategies of continual improvement and broader integration of faculty contribution of quality advising into performance considerations. We also maintain a departmental excellence award and the new departmental service award as tangible ways of promoting excellence in these areas.
[Metric: Annually, the department will select a faculty member for an outstanding service award.]

We encourage participation in the advising series for the office of undergraduate studies.
[Metric: Annually, 30% of the faculty advisors will attend at least one campus advising workshop.]

Lever 4.8

Expand access to renowned faculty through enhanced recruiting and retention.

Department Action
We have continued participation in Showcase recruiting events, Majors and Miners events, and visiting community colleges in order to recruit students. Faculty members will continue to participate in Opening Week events and the Reconnection events and will maintain active participation on the campus Student Success Committee.
[Metric: Annually, 75% of the faculty will participate in at least one of the following: attend Showcase recruiting or Majors and Miners events, visit community colleges or high schools to recruit students, participate in Opening Week events, participate in the Reconnection events, or be a member of the campus Student Success Committee.]

Lever 4.9

Promote non-traditional activities outside of the classroom.

Department Action
Many of our faculty have participated in the Missouri-London program, are interested and successful in taking groups of students on study-abroad summer trips, and take students on short term field trips to Ste. Genevieve, Chicago, and more.
We encourage undergraduate participation in the OURE or Service Learning Activities.
We support faculty development of short-term study-away programs.
[Metric: The participation rate of history majors in one or more of the above opportunities will be: 10% in 2014, 15% in 2015, 20% in 2016, 25% in 2017, 30% in 2018, 35% in 2019, and 40% in 2020.]