

**The University of Western Ontario
Department of History
Winter 2016**

**HISTORY 2807G
ENTREPRENEURSHIP IN THE UNITED STATES AND CANADA SINCE 1800**

Instructor: Professor Keith Fleming
Office: Lawson Hall 2201
Office Hours: tbd or by appointment
Telephone: 661-2111, ext. 84964
E-mail: kfleming@uwo.ca

Lectures: Tuesday, 4:30 – 6:30 p.m.
Classroom: Social Science Centre 3024

Tutorial Sect 002: Thursday, 3:30 - 4:30 p.m. **Classroom:** Social Science Centre 3006
Tutorial Sect 003: Thursday, 4:30 - 5:30 p.m. **Classroom:** Social Science Centre 3006

COURSE DESCRIPTION:

History 2807G is a study of entrepreneurs and entrepreneurship in the United States and Canada in the 19th and 20th centuries. Entrepreneurs are best understood as those who take the risks to create material wealth in the economic realm. This course will examine how economic, social, and political conditions in the United States and Canada encouraged a culture of entrepreneurship, and in turn were shaped by the activities of successive generations of creative entrepreneurs. Various theories of entrepreneurship will be examined along with their practical application by entrepreneurs in a wide array of business endeavors, including corporate finance, marketing, mass production manufacturing, corporate trusts, and transportation. Entrepreneurs' revolutionary approaches to labour relations, business organizational structures, and invention and new technologies will also be discussed, along with entrepreneurialism in the context of publicly-owned enterprises and privately-owned multinational corporations.

A central emphasis of the course will be to study the careers of leading entrepreneurs, including but not limited to Andrew Carnegie, Jonas Chickering, Samuel Colt, Jay Cooke, Michael Dell, James B. Duke, Pierre Du Pont, William C. Durant, George Eastman, Timothy Eaton, Thomas Edison, Marshall Field, Henry Ford, Henry Frick, Bill Gates, A.P. Giannini, Jay Gould, Edward H. Harriman, H.J. Heinz, James J. Hill, Lee Iacocca, Henry Kaiser, Ray Kroc, Estée Lauder, Francis Cabot Lowell, Charles E. Merrill, Cyrus H. McCormick, J.P. Morgan, John H. Patterson, George Pullman, John D. Rockefeller, Howard Schultz, I.M. Singer, Samuel Slater, Alfred P. Sloan, Donald Smith, A.T. Stewart, Gustavus Swift, Cornelius Vanderbilt, William Cornelius VanHorne, Sam Walton, George Westinghouse, and Robert Woodruff.

There will be one two-hour lecture each week, as well as a one-hour tutorial when the weekly assigned readings are discussed.

RESEARCH ESSAY ASSIGNMENT:

Each student will write a **research essay** (10-12 typewritten pages in length) on the life and principal business innovations of a leading American or Canadian entrepreneur. Individual essay topics will be assigned by the instructor in consultation with each student. In addition to focusing on the entrepreneur's most significant business innovations, essays must discuss the

principal societal, economic, and political influences which affected the entrepreneur's decision-making. If, for example, a student intends to write a research essay on the career of the pioneering industrialist and steel producer Andrew Carnegie, attention must be given to the relevant social, economic and political events which marked American society between the 1870s and the 1890s, the decades when Carnegie made his most significant entrepreneurial innovations. A detailed description of the essay assignment will be distributed and discussed in class on **Tuesday January 19th**.

A **research essay proposal** (maximum one page in length) outlining the topic, thesis, and main sources to be utilized must be submitted **in class** no later than **Tuesday February 9th**.

A paper copy of the completed research essay must be submitted **in class** on **Tuesday March 22nd**. In addition, an identical electronic copy of the written assignment must be submitted by the due date and time to <http://www.turnitin.com/static/index.html> where students must also register with their own password to ensure that their work is secure. Registration instructions are found at <http://turnitin.uwo.ca>. The class ID number is **xxxxxxx**. The class name is **History2807GF2016**. The enrollment password is **entrepreneur**. The assignment title is **innovation**.

A **late penalty** of 5% for the first day and 2% per day thereafter (weekends included) will be assessed against all written work submitted after the due date. Students must keep a duplicate of all written work until the final grade is received.

EXAMINATIONS:

There will be a one-hour **mid-term examination** on **Tuesday February 23rd** covering all lectures, tutorials, and required readings in the course to that date.

There will be a two-hour **final examination** during the April examination period covering all lectures, tutorials, and required readings for the entire course.

COURSE READINGS:

The course textbook Nancy F. Koehn, *Brand New: How Entrepreneurs Earned Consumers' Trust from Wedgwood to Dell* (Harvard, 2001), is available in the University Book Store.

All other course readings are available either on-line, or in the *Custom Course Book* which can be purchased in the University Book Store.

PARTICIPATION:

Students are required to participate actively in all tutorial discussions, thereby demonstrating their comprehension of the assigned readings and lectures. All students will be assigned a participation grade on a 10-point scale following each tutorial. Failure to attend a tutorial will result in a score of "0" for that class. Merely attending a tutorial without participating in the discussion will result in a score of "2" for that class. The assignment of a participation grade from "3" to "10" will be determined by the quality of the student's contributions to discussion during any given tutorial.

COURSE GRADING:

Research Essay proposal (due Tuesday February 9th) 5%
Mid-term Exam (in class on Tuesday February 23rd) 15%

Research Essay (due Tuesday March 22 nd).....	30%
Tutorial Participation.....	20%
Final Examination.....	30%

LEARNING OUTCOMES:

Students will be able to

- identify the major events, concepts, and personalities associated with the development of entrepreneurialism in North America since 1800
- provide accurate factual information about a wide range of people, groups, events, and documents discussed in readings and explain their significance
- strengthen skills of oral and written communication
- analyze secondary sources, including their sources, methods, arguments, strengths, limitations, potential implications and significance for the field
- solve research problems by identifying a topic, refining it to a significant and answerable historical question, determining the essential components of the argument, organizing the parts of the essay, and drawing conclusions
- effectively integrate a wide thematic variety of secondary sources in a research essay
- situate contemporary business issues in a broader historical context, identifying ways these issue have been informed by the history of entrepreneurship described in this course

SYLLABUS

WEEK #1

Tuesday 5 January 2016

Introduction to History 2807G

Lecture: Defining Entrepreneurship (I)

No Tutorial This Week

WEEK #2

Tuesday 12 January 2016

Lecture: Defining Entrepreneurship (II)

Lecture: Colonial Entrepreneurs

Tutorial Readings for Week #2:

Nancy F. Koehn, “Entrepreneurs and Consumers” in *Brand New: How Entrepreneurs Earned Consumers’ Trust from Wedgwood to Dell* (Harvard, 2001), pp. 1-7.

Gary J. Kornblith, “The Craftsman as Industrialist: Jonas Chickering and the Transformation of American Piano Making,” in *Business History Review* (Vol. 59, No. 3, Autumn 1985), pp. 349-368.

<http://www.jstor.org.proxy1.lib.uwo.ca:2048/stable/pdfplus/3114003.pdf?acceptTC=true>

WEEK #3

Tuesday 19 January 2016

Lecture: Extending the Entrepreneurial Reach (I): Roads, Canals, Steamships and the Telegraph

Lecture: Essay Instructional Session

Tutorial Reading for Week #3:

T.J. Stiles, *The First Tycoon: The Epic Life of Cornelius Vanderbilt* (Vintage Books, 2010), pp. 505-11, 515-22, 526-55, 565-71. (see custom course book)

WEEK #4

Tuesday 26 January 2016

Lecture: Extending the Entrepreneurial Reach (II): Railroads

Lecture: Entrepreneurial Innovations in Financial Institutions (I)

Tutorial Reading for Week #4:

“The Morgans: From Family Dynasty to the Partnership of Strangers,” in David S. Landes, *Dynasties: Fortunes and Misfortunes of the World’s Great Family Businesses* (Viking, 2006), pp. 75-108. (see custom course book)

WEEK #5

Tuesday 2 February 2016

Lecture: Entrepreneurial Innovations in Financial Institutions (II)

Lecture: Entrepreneurial Manufacturers and the Development of Mass Production Strategies (I)

Tutorial Reading for Week #5:

Nancy F. Koehn, “H.J. Heinz, 1844-1919” in *Brand New: How Entrepreneurs Earned Consumers’ Trust from Wedgwood to Dell* (Harvard, 2001), pp. 43-90.

WEEK #6

Tuesday 9 February 2016

* * **RESEARCH ESSAY PROPOSAL DUE TODAY** * *

Lecture: Entrepreneurial Manufacturers and the Development of Mass Production Strategies (II)

Lecture: The Inventor as Entrepreneur

Tutorial Reading for Week #6:

Richard S. Tedlow, “Henry Ford: the Profits and the Price of Primitivism” in *Giants of Enterprise: Seven Business Innovators and the Empires they Built* (HarperBusiness, 2003), pp. 119-177. (see custom course book)

WEEK #7

Tuesday 23 February 2016

Lecture: Entrepreneurialism in Organizational Structures (I)

MID-TERM EXAMINATION (IN CLASS DURING SECOND HOUR)

No Tutorial This Week

WEEK #8

Tuesday 1 March 2016

Lecture: Entrepreneurialism in Organizational Structures (II)

Lecture: Entrepreneurship and the Rise of Corporate Trusts (I)

Tutorial Reading for Week #8:

“The Rockefellers: Luck, Virtue, and Piety,” in David S. Landes, *Dynasties: Fortunes and*

Misfortunes of the World's Great Family Businesses (Viking, 2006), pp. 217-245. (see custom course book)

WEEK #9

Tuesday 8 March 2016

Lecture: Entrepreneurship and the Rise of Corporate Trusts (II)

Lecture: Marketing Entrepreneurs (I)

Tutorial Reading for Week #9:

Nancy F. Koehn, "Marshall Field, 1834-1906" in *Brand New: How Entrepreneurs Earned Consumers' Trust from Wedgwood to Dell* (Harvard, 2001), pp. 91-130.

WEEK #10

Tuesday 15 March 2016

Lecture: Marketing Entrepreneurs (II)

Tutorial Reading for Week #10:

Nancy F. Koehn, "Estée Lauder" in *Brand New: How Entrepreneurs Earned Consumers' Trust from Wedgwood to Dell* (Harvard, 2001), pp. 137-199.

WEEK #11

Tuesday 22 March 2016

* * * * **RESEARCH ESSAY DUE TODAY** * * *

Lecture: Entrepreneurs in Wartime

Lecture: Entrepreneurial Approaches to Labour Management (I)

No Tutorial This Week

WEEK #12

Tuesday 29 March 2016

Lecture: Entrepreneurial Approaches to Labour Management (II)

Lecture: Exporting Entrepreneurialism and the Growth of Multinational Corporations

Tutorial Reading for Week #12:

Nancy F. Koehn, "Howard Schultz and Starbucks Coffee Company" in *Brand New: How Entrepreneurs Earned Consumers' Trust from Wedgwood to Dell* (Harvard, 2001), pp. 201-256.

WEEK #13

Tuesday 5 April 2016

Lecture: Entrepreneurs in Communications and Information Technology

Tutorial Reading for Week #13:

Nancy F. Koehn, "Michael Dell" in *Brand New: How Entrepreneurs Earned Consumers' Trust from Wedgwood to Dell* (Harvard, 2001), pp. 257-305.

FINAL EXAMINATION NOTE:

Students will also be required to answer on the final examination a question based on Nancy F. Koehn, "Historical Forces and Entrepreneurial Agency" in *Brand New: How Entrepreneurs*

Please note: Students are reminded that **academic accommodation on medical grounds** can in most instances only be granted if supported by a University of Western Ontario Student Medical Certificate. This form can be accessed at the following website:

https://studentservices.uwo.ca/secure/Imedical_document.pdf or be picked up at the Academic Counselling Office in the student's home faculty. (For Social Science students 2105 SSC.)

Further details on medical accommodation can be found at the following website:

<https://studentservices.uwo.ca/secure/index.cfm>.

All required writing assignments may be subject to submission for textual similarity review to the **commercial plagiarism detection software** under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offense (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

THE UNIVERSITY OF
WESTERN ONTARIO
FACULTY OF SOCIAL
SCIENCE
PLAGIARISM

In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. Different forms of writing require different types of acknowledgement. The following rules pertain to the acknowledgements necessary in academic papers.

- A. In using another writer's words, you must both place the words in quotation marks and acknowledge that the words are those of another writer. You are plagiarizing if you use a sequence of words, a sentence or a paragraph taken from other writers without acknowledging them to be theirs. Acknowledgement is indicated either by (1) mentioning the author and work from which the words are borrowed in the text of your paper; or by (2) placing a footnote number at the end of the quotation in your text, and including a correspondingly numbered footnote at the bottom of the page (or in a separate reference section at the end of your essay). This footnote should indicate author, title of the work, place and date of Publication and page number. Method (2) given above is usually preferable for academic essays because it provides the reader with more information about your sources and leaves your text uncluttered with parenthetical and tangential references. In either case words taken from another author must be

enclosed in quotation marks or set off from your text by single spacing and indentation in such a way that they cannot be mistaken for your own words. Note that you cannot avoid indicating quotation simply by changing a word or phrase in a sentence or paragraph which is not your own.

B. In adopting other writer's ideas, you must acknowledge that they are theirs.

You are plagiarizing if you adopt, summarize, or paraphrase other writers' trains of argument, ideas or sequences of ideas without acknowledging their authorship according to the method of acknowledgement given in 'A' above. Since the words are your own, they need not be enclosed in quotation marks. Be certain, however, that the words you use are entirely your own; where you must use words or phrases from your source; these should be enclosed in quotation marks, as in 'A' above.

Clearly, it is possible for you to formulate arguments or ideas independently of another writer who has expounded the same ideas, and whom you have not read. Where you got your ideas is the important consideration here. Do not be afraid to present an argument or idea without acknowledgement to another writer, if you have arrived at it entirely independently. Acknowledge it if you have derived it from a source outside your own thinking on the subject.

In short, use of acknowledgements and, when necessary, quotation marks is necessary to distinguish clearly between what is yours and what is not. Since the rules have been explained to you, if you fail to make this distinction, your instructor very likely will do so for you, and they will be forced to regard your omission as intentional literary theft. Plagiarism is a serious offence which may result in a student's receiving an 'F' in a course or, in extreme cases, in their suspension from the University.

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Adopted by the Council of the Faculty of Social
Science, October, 1970. Revised after consultation
with Department of History, August 13, 1991

General Information

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.

3. Bring your request for accommodation to the Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation (see below for information on acceptable forms or documentation). Submit your documentation to the Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Academic Counselling Office and your instructor with supporting documentation (see below for information on documentation).
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Academic Counselling Office for approval without delay.

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the

instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

SHORT ABSENCES

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate.

EXTENDED ABSENCES

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

- **Personal Illness:** If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form allowing them to notify Academic Counselling (the form is available in the Academic Counselling Office, 2105). Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The off-campus medical certificate form must be used.
<http://www.uwo.ca/univsec/handbook/appeals/medicalform.pdf>. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.
- **In Case of Serious Illness of a Family Member:** Obtain a medical certificate from the family member's physician.
- **In Case of a Death:** Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- **For Other Extenuating Circumstances:** If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense (see below) and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.

- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.

ADDITIONAL STATEMENTS

Prerequisites and Antirequisites:

Unless you have either the requisites for this course, as described in the Academic Calendar description of the course, or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites. The Academic Calendar description of each course also indicates which classes are considered antirequisites, i.e., to cover such similar material that students are not permitted to receive academic credit for both courses.

Academic Offences:

Scholastic Offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitute a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

Plagiarism:

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indentation in such a way that they cannot be mistaken for your own words. Note that you cannot avoid indicating quotation simply by changing a word or phrase in a sentence or paragraph which is not your own.

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Medical Issues:

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Please go to https://studentservices.uwo.ca/secure/medical_accommodations_link_for_OOR.pdf to read about the University's policy on medical accommodation. This site provides links to the necessary forms. In the event of illness, you should contact Academic Counselling as soon as possible. The Academic Counsellors will determine, in consultation with the student, whether or not accommodation should be requested. They will subsequently contact the instructors in the relevant courses about the accommodation. Once the instructor has made a decision about whether to grant an accommodation, the student should contact his/her instructors to determine a new due date for tests, assignments, and exams.

SUPPORT SERVICES:

Students who are in emotional/mental distress should refer to Mental Health@Western, <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 661-2111 x 82147 for any specific question regarding an accommodation.

If you have any further questions or concerns please contact, Morgan Sheriff, Undergraduate Program Advisor, Department of History, 519-661-2111 x84999 or msherif5@uwo.ca