



NATIONAL
ENDOWMENT
FOR THE
HUMANITIES

OFFICE OF CHALLENGE GRANTS

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SAMPLE PROPOSAL

This narrative portion from an NEH Challenge Grant is provided as an example of a funded proposal. It will give you a sense of how a successful application may be crafted. It is only an example, not a template. Every successful application is different, and each applicant is urged to prepare a proposal that reflects the institution's unique programs and aspirations. Prospective applicants are also strongly encouraged to consult with staff in the NEH Office of Challenge Grants well before the application deadline.

Purpose: Endowment for fellowships, staff,
and programming at the Center for
Humanistic Inquiry

Institution: Emory University

Amount of Final Award: \$500,000

Formatting of sample proposals may vary from that suggested by program guidelines. Applicants should consult the Challenge Grant application guidelines at www.neh.gov for instructions.

**NEH CHALLENGE GRANT PROPOSAL
THE CENTER FOR HUMANISTIC INQUIRY, EMORY UNIVERSITY**

The Center for Humanistic Inquiry (CHI) at Emory University in Atlanta, Georgia, seeks a \$500,000 Challenge Grant from the National Endowment for the Humanities. This Challenge Grant would be used to build our endowment in order to promote the humanities by enhancing the CHI Fellows Programs, by establishing permanent funding for current successful CHI general programming, and by expanding CHI humanities initiatives beyond the University into the larger community. The \$2,000,000 in matching funds (4-to-1 match) will be raised in tandem with Emory University's upcoming Capital Campaign.

HISTORY OF THE CHI

The CHI was established three years ago, from a long-term initiative sparked by the grassroots advocacy of individual faculty members, forwarded by the Humanities Council, and concluded by a Planning Committee appointed in fall 2000 by the College and Graduate School Deans. The originators envisioned a Center that would promote individual research, while also increasing the impact of the humanities across the University and ultimately on Atlanta, the region, and the nation.

The CHI capitalizes on two of Emory's strengths: excellent humanities Departments and Programs, and longstanding institutional commitments to interdisciplinary research and teaching. The Institute of the Liberal Arts (ILA), established in 1953, is among the oldest interdisciplinary studies units in the U.S. Although the ILA modeled academically rigorous interdisciplinarity for Emory, other humanities departments have tended to remain somewhat compartmentalized.

Activities at the Center were envisioned as combining Emory's disciplinary and interdisciplinary strengths to better serve all of the humanities.

The administration approved establishment of the CHI in spring 2001 with a dual mandate: to operate as a residential humanities research center for fellows, and to originate and coordinate humanities programming at Emory for the College, for the University as a whole, and eventually for the larger community. As the CHI's name indicates, its focus is humanistic *inquiry*, not simply research in the humanities. Thus its Fellows Programs are open both to those trained in traditional humanities disciplines and to others in any field who work with humanistic issues. Similarly, CHI programming includes faculty from across Emory, including the social sciences, the natural sciences, and the professional schools, and from other area colleges and universities, as well as interested non-academics at and beyond Emory.

During an initial academic year of planning (2001-2002), the CHI's governing structures were organized: an Executive Committee of 10 from the humanities faculty, and a 29-member Advisory Board, the Humanities Council, which includes all Department Chairs and Program Directors in the Humanities. (The Humanities Council Chair also sits on the CHI Executive Committee.) Relying on consultation with faculty, students, and administrators throughout the University, these groups, along with the Director and Assistant Director, established policies and operating procedures, organized the first CHI Faculty Response Forum, and advertised for and selected the first group of Fellows. In the first year the Center also joined the Consortium of Humanities Centers and Institutes and implemented its website.

In fall 2002 the first ten Fellows, the Director, the Associate Director, and a new half-time secretary moved into new offices in the CHI House on the edge of campus, and the Center formally opened. Reporting to the Dean of Emory College, the Center

now operates with a staff of four: the Director (½ time CHI administration; ½ time teaching), the Associate Director, a Program Coordinator, and the half-time Secretary.

Under the leadership of President James T. Wagner, Emory has articulated a Vision Statement of our aspirations as a University. Emory strives to be “a destination university internationally recognized as an inquiry-driven, ethically engaged, and diverse community, whose members work collaboratively for positive transformation in the world through courageous leadership in teaching, research, scholarship, health care, and social action.” The work of the CHI in the humanities plays an integral part in realizing this capacious vision. With our encouragement of the best scholarship and teaching, along with our emphasis on a broad and liberating conception of the humanities as a whole as well as specialized research in diverse fields, the CHI stands for the central role of the humanities in the life of Emory University and beyond.

CHI OPERATIONS: FELLOWSHIP PROGRAMS

Currently, the CHI runs three Fellowship Programs annually (Appendix B). Two are internal: four Senior Fellowships, for tenured Emory faculty members, and three Dissertation Completion Fellowships, for Emory Ph.D. students whose dissertation progress indicates completion of their degrees while at the CHI. Three Junior (3 to 10 years beyond the Ph.D.) and Post-Doctoral (Ph.D.s within the past 3 years) Fellowships ensure that intellectual exchange at the CHI is not solely intramural. These Fellowships are advertised nationally, with preference given to applicants with no previous association with Emory. (Appendix C offers complete lists of all Fellows.)

In addition to their own research, Senior Fellows offer individual public intellectual contributions, which have ranged from a Southern Studies Lecture Series to “Memory Sites,” a public exhibition in Woodruff Library. They also assume vital

roles at the CHI as mentors to the other Fellows. Junior/Post-Doctoral (J/PD) Fellows usually enter with manuscripts that will become their first monographs. To ensure that Emory receives the benefit of these Fellows' diverse experiences, each offers an upper-level course in his or her area of specialization, as well as a public presentation to the Emory community and interested outsiders. Since the Graduate Fellowships were instituted in part to encourage timely completion of the Ph.D., these students concentrate on writing, with only a single public presentation of their research.

Responses to the CHI Fellowship Programs have been enthusiastic. Even in the first year, with limited time to advertise, we received 24 J/PD applications, increasing last year to over 90. Senior applications doubled in the second year to 12, reaching 17 last year. Graduate applications have remained stable at 12 to 15 annually.

Unlike many humanities centers, the CHI does not structure Fellows' activities around an annual theme. Our research into other centers suggested that themes, which often seem faddish, can also be exclusionary, particularly of certain kinds of traditional humanities scholarship. The CHI's priority is to choose the best projects among the applications, whatever the intellectual areas and approaches, and each year common themes have emerged naturally as the Fellows interact.

The CHI Executive Committee, in consultation with external reviewers, selects the Fellows. They receive offices in the Center, research budgets, computers, and access to University libraries and other facilities for an academic year. Each is paired with a library staff specialist in his or her research area. All Fellows meet regularly with the Director to discuss their scholarly progress. At the end of the year, they submit preliminary reports on their activities, including future research plans, and then more detailed final reports a year later, evaluating the Center's influence on their scholarship and teaching. These reports, along with continuing informal

communications, allow the staff and the Executive Committee to track the accomplishments of Fellows after they leave the CHI. Our first groups of Fellows have reported not only the increased research productivity that we expected after CHI residency, but also a number of new course offerings focused on general humanistic concerns (including “Classical Texts, Modern Echoes,” “What is a Liberal Education?,” and “Creativity and Collaboration”). One Fellow has introduced a component in Humanities into her departmental examination fields.

Finally, a significant indication of the impact of the CHI Fellows Programs, intangible in the sense that it can be assessed only qualitatively, has been the subtle yet powerful transformations in Fellows’ intellectual outlooks that we have seen during their residencies at the CHI. Through participation in our programs and energetic and generous mentorship at all levels, each year’s CHI Fellows have come to view themselves not simply as scholars in specialized disciplines, but also as intellectuals committed to larger ideals of the humanities. For faculty, this expansion of perspective in a sense brings many back to where they began, to the kind of broad humanistic vision that impels many to choose lives of teaching and learning. Several of the new courses developed after CHI residencies were more wide-ranging than the versions originally proposed in the applications—“Humanities at the Millennium,” for example, when offered had become “Global Culture and the Future of the Humanities.” For graduate students immersed in specialized dissertation research, the CHI’s emphasis on the rewards as well as the obligations of the life of liberal learning in the richest traditional sense broadens their vision of the intellectual life at a crucial time in their apprenticeships. Several former J/PD and Graduate Fellows attribute their success in job interviews (at institutions ranging from Whitman College

to the University of the South and McGill University) to the habits of interdisciplinary humanities conversation fostered by the CHI.

CHI/WOODRUFF LIBRARY SUMMER RESEARCH FELLOWS

The CHI has established a joint program with Emory's Woodruff Library to support up to 4 external Summer Research Fellows (Appendix D). We provide office space and a computer for each Fellow, along with research assistance. This program supports extramural intellectual exchange by encouraging scholarly work in the Woodruff Collections, particularly the pre-eminent holdings in Modern Poetry, Irish Literature, African American Studies, and Southern History and Literature.

CHI OPERATIONS: GENERAL HUMANITIES PROGRAMMING

In addition to its role as a residential research center, the CHI originates carefully selected campus programs. Connecting both roles are the weekly *Fellows' Lunches* on Wednesdays, which bring together CHI Fellows, Emory faculty, students, and administrators, and non-academics for discussions. Lunch topics have ranged widely, from "Claude Simon, Chronophotographer" and "Slavery in New Spain, 1640-1763" to discussions about the rewards and challenges of classic translations.

These Lunches, which have successfully introduced many at Emory and in the community to the CHI's work, are a natural link between our two roles as research center and programming unit. Apart from these, the CHI faced two particular challenges in programming. The first is to avoid replicating successful efforts already underway across the University. Recognizing that at this point coordination was as important as additional programming, the CHI developed a central clearinghouse for campus humanities activities, the on-line *CHI Humanities Calendar*. Updated weekly,

it provides information about upcoming events, and those planning programs are strongly encouraged to consult this calendar before final scheduling.

In our coordinating role, we also developed *CHI Programming Support* (CHIPS), which offers small grants to subsidize humanities activities at Emory, including speakers, colloquia, performances, workshops, and conferences (Appendix E). CHIPS encourages interdepartmental cooperation by funding multi-department events that are too small to warrant College or University support. Activities that include the general public and students receive priority, and CHIPS will not fund programs that conflict with events already scheduled on the CHI Humanities Calendar.

The second humanities programming challenge for the CHI was specific to Emory. Outside of the ILA, the University lacks traditions of interdisciplinary faculty conversation. In response, the CHI chose to focus our major programming efforts on getting the Emory faculty talking to each other, throughout the College and across the University. This goal may sound modest, but in fact it is quite ambitious: our aim is to change the prevailing intellectual climate of an entire academic community.

To initiate and sustain these campus conversations, we originated four programs, in which both current and former Fellows also participate: 1) the CHI *Faculty Response Fora*; 2) the *CHI Interdisciplinary Research Seminars*; 3) the CHI *Roundtables*; and 4) the *Graduate Grant Workshops* series, co-sponsored with Emory's Center for the Study of Public Scholarship (CSPS).

The CHI's *Faculty Response Fora*, held annually in spring, are evenings of dinner and discussion where faculty join roundtables examining the roles of the humanities in relation to contemporary events (Appendix F). From the beginning these Fora have been popular, with each fully subscribed within a week or two of the notice on topics for each table. We began with "The Humanities and Terror," with 8

tables of 10 to 12 faculty from 26 College Departments and 3 professional schools discussing the responses of the humanities to 9/11. Each year we added more tables as demand increased. By Response Forum III, which paired faculty from the College and professional schools to facilitate discussions, every College Department and professional school at Emory was represented, along with interested members of the community who saw our announcements and called to participate.

The CHI is exploring ways to translate this highly successful format into different venues for new constituencies. Last year, for example, we hosted a *CHI Humanities Evening for Sophomores* (Appendix G) in the fall, funded by a grant from the College Joint Activities Committee. Distinguished faculty moderated tables discussing a range of humanities topics, and the response was the same kind of enthusiasm that the Faculty Fora generate.

What the Response Fora accomplish on a large scale, we seek in microcosm, with a more intensive engagement over time, through the *CHI Interdisciplinary Research Seminars* (CHIIRS) Program (Appendix H). Inaugurated in 2003, these Seminars of 8 to 16, moderated by faculty members, have drawn not only faculty and graduate students from across Emory, but also participants from other local colleges and universities and the general public. Each seminar receives \$750 a semester for materials, publicity, outside speakers, food, or other appropriate group activities.

We began with four seminars in the fall semester, and added two more in the spring. Programming has varied according to the needs of each group, from individual presentations of research in progress to group discussions of theoretical issues. Of our 4 original seminars, “Brothers and Sisters” and “Personality and Creativity” were new, developed as prototypes for the CHIIRS program, while an ongoing faculty seminar, “Race and Comparative History,” elected to operate under CHI auspices by

expanding its membership. “Memory and Memorializing” grew out of its moderator’s research as a CHI Fellow the year before.

We are delighted with the results of CHIIRS, which give faculty and graduate students from across the University, along with some members of the community, a chance for sustained work in the humanities. Of our original seminars, four are continuing into their second year, and we expect to add two more this year.

A further programming service the CHI offers to Emory is the opportunity to hold *Roundtable Discussions* on humanities topics at the Center. These Roundtables, which bring together Emory faculty, students, and community members in the CHI Conference Room for discussions, have ranged from “Representing African Music” to “Local Practices, Global Controversies.”

Two years ago the CHI joined the CSPA to develop a *Graduate Grant Writing Workshop* for students in the Humanities and Social Sciences (Appendix I). Funded by the Graduate School of Arts and Sciences (GSAS), we offered a morning program with speakers and panels on researching grant opportunities and constructing proposals. The Workshop offered 100 places and was quickly oversubscribed. Last fall’s morning Workshop was again oversubscribed, and we added a follow-up program, an intensive spring Workshop for students with completed draft proposals.

All Workshops are evaluated by participant questionnaires, and the responses have been overwhelmingly enthusiastic. The number of Emory students applying for external grants to support humanities research has also increased. The continuing success of the Graduate Workshops led the CHI to collaborate with the CSPA on a similar Workshop for faculty this fall. Next year we expect to add an intensive Faculty Workshop in the spring.

THE NEH CHALLENGE GRANT

The CHI is proud of what we have created over the last three years. Emory now has a fully operational humanities center with ten resident Fellows and a vibrant set of programs in place. But we see much more that can—and should—be done, and we believe that now is the time to do it. In particular, although the CHI's mandate includes engaging the community with the humanities, because of time and financial constraints we have not yet been able to work systematically at public outreach. Members of the community attend CHI programs, and we encourage their participation, but they tend to find us mainly by chance. We want to make more targeted efforts to incorporate the community beyond Emory in our work.

In the last two years, the opening of Emory's new Schwartz Center for the Performing Arts and Woodruff Library's acquisition of the Danowski Collection, the largest collection of poetry ever assembled by a private collector, have focused local and national attention on the humanities and arts at Emory. (Please see Appendix J for sample coverage.) The CHI wants to use that momentum to channel the considerable public interest already aroused in the direction of our programs. Moreover, Emory's long-awaited Capital Campaign is currently gearing up, with matching funds for this Challenge Grant already approved as a strategic priority for College fund-raising. Using this NEH Grant as the vehicle, we see a great opportunity to simultaneously seek both donors to the CHI and participants in our programs.

The College funds the Senior and J/PD Fellows Programs. GSAS supports the Graduate Fellows. Internal grants from the Quadrangle Fund, Campus Life, the Office of Strategic Planning, and the Humanities Council have funded other CHI programs. While the College will maintain current levels of support, underwriting further growth

for the CHI would entail cutbacks in other areas. If the CHI is to serve the humanities in the ways we envision, we have to find other resources.

In our second year the CHI received an anonymous gift (unsolicited) to establish a small endowment. We are now eager to build substantially on this base in order to use the income to strengthen and expand both CHI residential research and general humanities programs. For our research programs, endowment income from the Challenge Grant would 1) inaugurate a new Junior/Post-Doctoral Fellows Program of named fellowships with an NEH J/PD Fellow in Poetics, and 2) upgrade a current staff position to Fellows Coordinator. For general programming, NEH income would 3) underwrite the CHIIRS Program, 4) develop a new Great Works Seminar Series, and 5) expand public accessibility to both CHIIRS and Great Works Seminars.

1. NEH Junior/Post-Doctoral Fellow (J/PD) in Poetics: \$50,100

(\$38,500 stipend; \$9,600 fringe with full benefits; \$2,000 research funds)

The CHI seeks to inaugurate a new program of named Junior/Post-Doctoral Fellowships, with an ultimate goal of five new J/PDs, to be inaugurated by an NEH J/PD in Poetics funded by this Challenge Grant. This new J/PD Program will combine the strengths of both the current CHI J/PD Fellowships and the CHI/Woodruff Library Fellowships to attract scholars in areas where Emory has rich research resources. The designation of “Poetics” for the first J/PD capitalizes on the newly acquired Danowski Collection of over 50,000 works, and also on the extensive collections in Irish and African American poetry as well as on poetry scholarship currently underway in Classics, French, Religion, and other departments. With these resources, Emory is emerging as a major international center for the study of poetry, and the new NEH J/PD in Poetics would help shape Emory’s research profile in this area.

The CHI would advertise annually for the NEH J/PD in Poetics (Appendix K). A Selection Committee of Emory faculty, particularly chaired senior faculty with expertise in the applicants' fields, would be assembled each year to name this Fellow. As with the other CHI Fellowship Programs, an outside evaluator would join this panel for extramural evaluation of scholarly quality.

The CHI prefers to target young scholars because at this point in our development, adding Fellows at the J/PD level will offer maximum benefit to the Center, to Emory, and to the J/PDs themselves. The CHI can provide support in the crucial early stages of academic careers (when scholars tend to be more mobile), and the interdisciplinary dialogue that we encourage will thus occur at a key time for them, countering the intellectual myopia that specialized graduate training sometimes produces. The J/PDs in turn enrich intellectual exchange at Emory by giving us access to current work by young scholars with fresh ideas. Finally, by offering courses, the J/PDs contribute to Emory's humanities teaching as well as research.

These J/PDs can support the CHI's goal of long-term enrichment of the humanities at Emory and beyond through sustained intellectual community better than shorter residencies or a Senior scholar would. Emory CHI Fellows currently outnumber those from outside by a ratio of over two to one. Increasing the number of external Fellows would produce a more equal ratio to maximize the CHI's potential for wide-ranging intellectual exchanges, and the J/PD Program offers the most economical place for expansion from outside. With an NEH J/PD in Poetics in place as the precedent, we plan to approach donors for other named Fellowships.

2. Fellows Coordinator: \$25,000 (\$20,000 salary, \$5,000 fringe with full benefits)

Emory College supports a half-time Senior Secretary for the CHI, a position made temporarily full-time last year due to our increasing workload. With endowment income from this Challenge Grant added to the College's half-time salary, the CHI would upgrade this position to create a full-time Fellows Coordinator (job description in Appendix L) to strengthen our role as a residential research unit by providing the concentrated attention necessary for further development of this Program.

Currently, administrative support for the Fellows is distributed among all four CHI staff members. Reorganizing these responsibilities under a single position would increase continuity while allowing us to devote sustained efforts to areas that need more attention: relocation assistance for Fellows; alumni development, including a newsletter; and more integration of Fellows into the ongoing intellectual life at Emory.

Equally important for the CHI's development, the resulting redistribution of staff duties would allow our Program Coordinator to work at least half-time on systematic public outreach. With her current obligations to the Fellows reassigned to the Fellows Coordinator, she would begin assembling mailing lists to target specific public constituencies for our programs. Creating and maintaining this data base will be a long-term effort, but reorganizing Fellows' support under a single position is the crucial first step in organizing the contacts necessary to raise our public profile.

3. CHIIRS Seminars: \$7500

At present the CHI operates the CHIIRS Program with a GSAS Quadrangle Grant, awarded to support a trial program for 3 semesters to assess faculty interest. With careful management, we have stretched that grant to cover 2 full years.

The CHIIRS Program makes crucial contributions to our goal of engaging Emory and the community in interdisciplinary conversations, and the CHI is ready to make

this program permanent. CHIIRS was always intended to be an evolving program, with some seminars ongoing for years, probably with changing membership, and others discontinued as interest in particular topics wanes. Our experience indicates that within two years the CHI will need to support a minimum of eight seminars annually. To do so we must have permanent funding for this Program.

The CHI monitors the CHIIRS Program carefully. At the end of the academic year, CHIIRS moderators write formal reports on the activities of their seminars to the CHI Director. In addition, the CHI staff tracks attendance at and responses to the CHIIRS groups throughout the year.

Currently we support 6 CHIIRS at \$750 per semester for each seminar. Fewer than 3 of these can be fully maintained from our current endowment. With \$7,500 from NEH funds to support 5 more CHIIRS, our total allocation of \$12,000 would fund the 8 CHIIRS that we need annually. CHIIRS would continue to be evaluated through the combination of formal reports and informal feedback that works well.

4. Great Works Seminars (GWS): \$6,000

Our second programming initiative with NEH endowment income would be a new series of CHI “Great Works Seminars.” A number of faculty and Emory alumni have urged us to organize CHI reading groups to study the classic texts of philosophy, literature, and history. This proposed series would enlarge that concept to include classics in music and the visual and dramatic arts.

The CHI has often seen this format in action, since many of our Fellows’ Lunches have focused on close reading of texts, from selections from St. Augustine to poems by T.S. Eliot. For example, last year a Senior Fellow writing her second book on Montaigne led several lunch conversations on individual essays for Fellows and

various non-academic visitors. Another Fellow led two discussions on electronic music composition. These have been among our most popular lunches, and significantly, the non-academics attending were just as enthusiastic as the Fellows.

The possibilities for this series are many, particularly given the rich cultural offerings at Emory. GWS could be developed to study the works presented each year in one of the Schwartz Center's many concert series. Former Senior Fellow Steven Everett wants to lead a GWS on Javanese Gamelan music, while Vincent Murphy, the Director of Theater Emory, is interested in organizing a GWS around his annual "Brave New Works" Series. Seminars could also be connected to major exhibitions at the Carlos Museum, the Dance Lecture Series, or the Coca-Cola Artists-in-Residence.

The GWS would be our first major vehicle for involving the community with the humanities through the CHI. All moderators would be required to include the general public as well as students and faculty in their membership, and our Program Coordinator would work closely with each moderator to assemble participants. We have a mailing list of community members who have expressed interest in our programs; we would add a mailing to local Emory alumni, and then move to incorporate information already assembled by Emory units who maintain strong public connections, particularly the Office of University and Community Partnerships and the Departments of Educational Studies and Music. Depending on the particular CHI program, the Program Coordinator will establish contacts with other Atlanta institutions and organizations (for example, the High Museum of Art, the National Black Arts Festival, the Atlanta Symphony) to reach community members interested in cultural events. Finally, because our Program Coordinator is a former librarian, the CHI is well positioned to work with the extensive Atlanta-Fulton County Public Library

System, including the Auburn Avenue Research Library on African-American Culture and History, to attract the local community to the GWS and other programs.

As in CHIIRS, all GWS would require approval by the CHI Executive Committee, and each would receive \$750 a semester to be used for publicity, food, speakers, tickets to events, or other group activities. Initially we would fund four GWS from endowment income: one in music, one in drama, and two in classic texts. Montaigne and Gibbon will probably be our first textual GWS. In addition to formal and informal reports, the CHI staff would visit each GWS at least once every semester to monitor the effectiveness of this program. We would also develop an evaluation instrument, distributed regularly to participants to assess the groups. The CHI is ready to initiate these kinds of public discussions and to work to become in time a leader in humanities conversations in the region. We view the GWS as only a beginning.

5. NEH Humanities Initiative Fund for Public Programs: \$11,400

The GWS specifically target the general public, but with additional support, a number of our CHIIRS seminars would provide excellent venues for involving the community. To encourage both these seminar series to organize humanities events that would include participants beyond Emory, we would designate \$11,400 a year from the endowment as an NEH Humanities Initiative Fund for Public Programs.

Individual seminars could apply to this Fund to support programs that include the general public, whether lectures, workshops, mini-conferences, performances, or other activities. For example, a reading by a local novelist arranged by the CHIIRS on Women Writers could be opened to interested community members. Applications would have to outline the specific methods that organizers plan to use to publicize the event to the community and detail how they would involve non-academic participants.

As with the GWS, the CHI Program Coordinator would work closely with the organizers to help them get information about these activities to the public.

A CHI staff member would attend all events funded by the NEH Humanities Initiative Fund to assess their success. In addition, all funded activities would be evaluated by questionnaires distributed to participants. The CHI staff and Executive Committee would track the collected reports and responses, both formal and informal, to gauge the potential of individual events for becoming permanent CHI-sponsored activities as we develop our public outreach.

IMPLEMENTATION OF CHALLENGE GRANT ACTIVITIES

Based on the projected funding streams into the CHI endowment from the NEH and Emory's own fund-raising, we would initiate programming over the next four years. AY 2006-2007 should generate \$20,000; the following year, \$40,000; then \$60,000 (AY 2008-2009); and finally, \$100,000 annually beginning in AY 2009-2010.

Our initial focus would be on programs involving the community, to launch our targeted public initiatives as soon as possible. Thus the 2006-2007 income would inaugurate the GWS and the NEH Humanities Initiative Fund for Public Programs. The remaining funds would add additional CHIIRS.

In 2007-2008 we would increase the current $\frac{1}{2}$ time Senior Secretary position to $\frac{3}{4}$ time to move toward centralization of Fellows' support and increase the Program Coordinator's responsibilities for public outreach. The position would increase to full-time status the following academic year, when the CHI would also advertise and accept applications for the first NEH J/PD in Poetics.

By 2009-2010, the final year of the Challenge Grant, all projected programs would be fully operational and all personnel in place. By that time the GWS, the NEH

Initiative Fund, and the expanded CHIIRS Program will have been in place long enough to allow us to spin off new public programs from them. Having the NEH J/PD Fellow in residence as an example will spur fund-raising efforts to establish other named Fellowships, our Fellows Coordinator will help the CHI attract and serve the most promising scholars, and our Program Coordinator will be maintaining a substantial data base as she coordinates our expanding public programs.

LONG-RANGE PLANS FOR THE CHI

Opportunities abound at every level for the CHI to forward the research of campus humanists and help scholars share their work with the wider public beyond Emory. The following is only a sample of plans that we are currently developing.

Fellows Program: CHI Fellowships have improved the research productivity of individual humanists, enhanced the research profile of the University, and increased intellectual exchange at and beyond Emory through the J/PDs. The ongoing success of these Fellowships indicates that these Programs can and should expand. Within the next decade, we would like to grow to 5 Senior, 8 J/PD, and 5 Graduate Fellowships. This configuration would make the number of Emory participants roughly equal to those from outside, a ratio that should maximize productive intellectual exchanges.

Graduate Programs: The CHI seeks to build on our Dissertation Completion Fellows Program and graduate participation in CHIIRS seminars to offer more Emory students access to the kinds of experiences that our Fellows currently enjoy, particularly the opportunities for mentorship and for interdisciplinary dialogue at an early stage in their academic careers. We plan to assemble a CHI Graduate Advisory Committee of students and departmental Directors of Graduate Studies to help us

construct programs that encourage the broad vision of intellectual life in the humanities that the CHI represents. To that end, a workshop on “Writing the Humanities Dissertation” is already in development; graduate dinner discussions on humanities topics, modeled on the Faculty Response Fora, are another option.

Undergraduate Programs: In addition to the Humanities Evenings for Sophomores, the CHI currently hosts an annual reception for Honors Students in the Humanities and their faculty advisers. 80% of the students enrolled in Honors attend each fall. Discussions are currently underway about possible CHI Undergraduate Fellowships, most probably for honors students in the spring semester.

Public Outreach: With our GWS established fiscally, we can use their momentum—and particularly the mailing lists and local contacts we create to support them—to develop other programs that will increase public access to and understanding of humanities scholarship and its importance. Our first new event will be an annual Humanities Festival during Alumni Weekend, to celebrate humanities research at Emory and also showcase it to the local community. We plan a book exhibit and when feasible, exhibits and performances, with Emory authors and artists present for informal conversations with guests.

From a larger perspective, the CHI is centrally located to provide a wide range of humanities programming for the Southeast. We are already in contact with the Georgia Humanities Council, other private institutions in the area such as Vanderbilt University, and public institutions such as the University of Alabama-Huntsville to discuss ways of working together to promote the humanities across the region. These discussions have just begun, but we are hopeful that they will lead to future joint ventures for both academic and public audiences.

The ambitions of the CHI are substantial. We recognize that successful fund-raising will be crucial to our ability to progress toward our goals. Thus this NEH Challenge Grant is vital to us not only for the specific programs that it allows us to implement, but also because this prestigious support will fuel further fund raising.

PLANS FOR FUND RAISING

Emory University has a long record of successful fund raising for the humanities. The Division of Development and University Relations is well positioned in terms of experience, staff, strategic direction, and donor prospects to secure the matching funds required by this NEH Challenge Grant to the CHI.

Over the past 25 years, Emory has successfully completed 2 major fund-raising campaigns. In 1979 Emory's five-year campaign raised \$220 million for 19 new faculty chairs and 34 new endowed scholarships. Emory launched another five-year \$400 million campaign in 1990. By 1995, \$420,000,018 had been raised from 57,214 donors, whose gifts ranged from \$25 to \$5.5 million. In the humanities, this campaign raised \$52 million, including funds for professorships and a new building.

In the nine years since the last campaign, Emory has raised over \$1.4 billion, including \$103,308,461 last year for interdisciplinary humanities projects. In addition, Emory has considerable experience raising funds successfully to meet challenge grant opportunities, including challenges from the Kresge Foundation, the Coca-Cola Foundation, and the NEH.

Emory will announce a new University-wide comprehensive Campaign in 2005-2006. A Steering Committee drawn from a broad cross-section of the University and its friends is in place, and a Priorities Committee of faculty, Deans, Directors, and Vice Presidents is completing a strategic master plan, developed through a process that has

involved the entire Emory community. In July 2004 Johnnie D. Ray joined Emory as Senior Vice President for Development. Vice President Ray came from the University of Texas at Austin, where he was the architect of a successful \$1.5 billion campaign. At Emory, he has already enhanced the effectiveness of fund-raising staff across the University, including reorganizing the Division of Development and University Relations, setting new performance goals for fundraisers, and expanding the network of skilled research and writing staff who support major gift officers.

These initiatives will increase the scope of a staff of 60 fundraisers, 5 of whom are devoted exclusively to Arts and Sciences. An additional 8 work solely on major gifts for priorities such as the CHI, which bridge units across the University. This central staff includes officers experienced in securing funds from Emory donors for challenge campaigns and interdisciplinary humanities projects.

In addition, each Emory unit is establishing its own Campaign leadership. College priorities for the Campaign already include raising matching funds for the NEH Challenge Grant for the CHI. Emory Trustee Wendell Reilly co-chairs the Campaign for Emory College, and, as his letter of support for this application indicates, he is enthusiastic about working to raise the matching funds. Proposals for support of the CHI Challenge Grant will be presented to lead donors during the Campaign, and the larger institutional contexts surrounding these appeals will add urgency and authority. The CHI is already actively involved in fund-raising, inviting potential contributors to Fellows' Lunches and entertaining them at Roundtables and receptions. Donors enjoy participating in CHI events, and the CHI will host a number of donor activities during the Campaign.

The CHI's mission resonates with the strategic direction of the University, the Arts and Sciences, and, by extension, the University-wide Campaign. At the

University level, Emory is committed to maintaining educational excellence, providing scholars with opportunities for intellectual exchange on critical cultural and social topics, and increasing public access to the products of teaching and research. The CHI plays key roles in all of these endeavors.

The goals outlined by the CHI in this NEH application are also firmly grounded in Emory College's strategic planning. The College plan seeks to cultivate a diverse and intellectually vibrant community; to invest in programs that sustain faculty scholarship and teaching; to support participation in community life; and to develop targeted areas of scholarly strength where Emory can achieve genuine distinction, including interdisciplinary humanities. The CHI's goals and objectives reflect the strategic plan of the College as well as the interests of key College donors.

The magnitude of the new Campaign will require Emory to retain its base of support, while broadening its appeal to new donors. Emory already has a large donor base with the capacity and proven commitment to fund University priorities. In preparation for the upcoming Campaign, Emory recently used the services of Grenzebach, Glier & Associates to conduct an electronic screening of its database for the purposes of wealth identification and predictive modeling of likelihood of giving:

Rated Capacity Level	Total Prospects	Current Emory Donors
\$5 Million +	16	16
\$1 Million - \$4.99 Million	40	33
\$500,000 - \$999,999	93	73
\$250,000 - \$499,999	448	330
\$100,000 - \$249,999	2883	2217

Many of these donors are committed to the humanities and have made gifts within the past five years. Among them are:

- A \$5 million challenge grant from Trustee Arthur M. Blank that has to date leveraged an additional \$2.6 million for the Tam Institute for Jewish Studies;
- \$2.2 million for professorships in Journalism, Jewish Studies, and Art History;
- \$1.5 million for public programming in History and Religion;
- \$900,000 from the Rockefeller Foundation to establish the CSPA;
- \$475,000 from the Mellon Foundation for African American Studies fellowships;
- \$200,000 from the Ford Foundation for Comparative Studies in the ILA.

The Campaign for the CHI will have special appeal to this base of existing high-level donors. Many of them are longtime contributors to Emory who share the strong commitment to the humanities represented by the CHI.

Fund raising for the CHI will also help to attract new prospects, including two constituencies who are becoming increasingly important to Emory. First, the CHI's mission will appeal to many institutions and individuals who seek to invest in projects that will bring Emory's resources to bear on public issues and societal goals.

Secondly, this mission will speak to Emory's significant—and so far underutilized—base of young alumni. The CHI's research agenda, some CHIIRS, the GWS, and the increased public programming will be particularly attractive to younger alumni eager to continue their intellectual lives beyond formal education, and will be important vehicles for engaging this influential demographic group in the life of the University.

Emory would also leverage the strengths of the CHI and an NEH Challenge Grant Campaign to attract new donors who may or may not be affiliated with Emory, but who wish to support development in specific subject areas. Emory is well positioned to lead research initiatives in many fields, and the University will highlight its assets—both established and new—to the general public.

For example, some of our research collections in the humanities, which are among the best in the world, could provide topics and materials for CHI seminars and programs that would attract the general public, and by extension, new donors, to meet the NEH Challenge. In addition to the Danowski Collection and the holdings in Irish and modern poetry, Emory's renowned collection of materials on African American culture is already heavily used by local, national, and international researchers. These collections, combined with strong faculty and programs across the humanities, have made Emory a destination for many scholars and have raised the profile of the University. This increased visibility should attract new donors to the CHI.

Since 1999, Emory has received 9 grants from NEH and the Georgia Humanities Council (GHC). They supported projects in the Political Science, Religion, Middle Eastern Studies, and History Departments, as well as in the Emory Libraries and the Candler School of Theology. Emory has 3 NEH applications pending, none of which overlap with this CHI proposal. Among all Emory NEH grants, 4 (3 current, 1 pending) have matching requirements, and in each case the University has already identified the required matching funds. Emory thus does not anticipate any conflicts between fund raising on behalf of the CHI and for these other projects. A complete list of NEH and GHC grants at Emory since 1999 appears in Appendix M.

The University expects an NEH Challenge Grant for CHI to have long-term effects on humanistic inquiry at Emory. Emory has received 3 such grants in the past 3 decades, and each contributed significantly to the advancement of research and teaching in the humanities and attracted new donors to humanities programs. With our 1979 Challenge Grant and the matching funds, Emory developed interdisciplinary humanities programs, endowed professorships in the English Department and the ILA, increased library acquisitions in the humanities, and renovated the Carlos Museum.

Secondly, in 1990 Emory received a Challenge Grant to establish and endow two Distinguished Teaching Professorships in the Humanities. These Professorships have enhanced the vitality of teaching in Emory College by rewarding teaching excellence, encouraging pedagogical development among all faculty, and highlighting Emory's commitment to undergraduate teaching in the humanities. The NEH matching requirement, fulfilled during a comprehensive University campaign, became a focal point for fund-raising, generating \$931,400.

Emory's third Challenge Grant in 1991, to improve humanities collections in the General Libraries, significantly strengthened our holdings in literature, art history, and particularly African American history and culture. The campaign raised \$500,000 for areas that have garnered international recognition for the humanities at Emory.

In all three cases, these NEH Challenge Grants were awarded during University-wide campaigns. As Emory expects with the current proposal for CHI, the increased resources devoted to strategic planning, donor development, and major gifts staff during a campaign contributed to raising matching funds. In addition, a Challenge Grant generates excitement for the University campaign by providing volunteers and donors with specific, compelling projects to which to contribute.

The generous support of NEH in the past has produced a wide range of benefits for the humanities at Emory. Now, as the University finalizes plans for its Capital Campaign, and with the recent regional and national attention focused on the arts and humanities at Emory, the CHI is eager to build on this momentum. A Challenge Grant at this time would allow us to seize this crucial opportunity to consolidate our successful programs and develop new public initiatives that would share Emory's rich academic and scholarly resources in the humanities with the community.