

Grant Guidelines



Welcome!

Thank you for getting to know us better. Arizona Humanities is proud of our long history supporting a wide range of public humanities projects. We look forward to adding your inspiration to our list.

Please review this document closely to learn more about our grant opportunities and application process.

Our History

Arizona Humanities is a 501(c)3 non-profit organization and the Arizona affiliate of the National Endowment for the Humanities. Founded in 1973, Arizona Humanities has supported public programs that promote understanding of the human experience with cultural, educational, and non-profit organizations across the state. Through providing accessible and enriching educational programs, we strive to help Arizonans better understand themselves and the world around them. Check out our website at www.azhumanities.org to learn more about our past grantees, additional program opportunities, humanities awards, and more.



*The Ellis-Shackelford House,
home of Arizona Humanities*

Mission Statement

Arizona Humanities builds a just and civil society by creating opportunities to explore our shared human experiences through discussion, learning and reflection.

TABLE OF CONTENTS:

1. What We Fund (Pg. 3)
2. Our Grantmaking Process (Pg. 3)
3. Our Grantmaking Calendar (Pg. 4-5)
4. Eligibility (Pg. 6)
5. Our Grantmaking Parameters (Pg. 7)
6. Our Budget Requirements (Pg. 9)
7. Frequently Asked Questions (Pg. 11)
8. Definition of Terms (Pg. 12)
9. Tips For Successful Applications (Pg. 13)



What we Fund

Arizona Humanities supports innovative, community-based projects that use humanities disciplines to connect Arizonans to the cultures, peoples, and histories of the state and beyond. Arizona Humanities welcomes proposals from a wide range of nonprofit organizations and encourages projects that are innovative in their approach toward the humanities and public programming.

Through our grants program, we aim to stimulate thoughtful community exchange, build new audiences for the humanities, innovate new methods in the humanities, and advocate for the importance of the humanities for a lively and engaged democratic public. We invite you to submit proposals that help us achieve these goals.

Program formats include, but are not limited to:

- Interactive lectures and discussions
- Exhibits
- Publications (must be published through a third-party, peer-review process)
- Public broadcasts; online and/or radio
- Film documentaries
- Discussions before or after performances

Please closely review the various sections of this document to learn more about:

- The details of each step in our grantmaking process
- Our calendar of grantmaking, including when award decisions will be announced
- Our funding guidelines and fundable activities
- F.A.Q. & Definition of Terms
- Tips for submitting successful applications

Our Grantmaking Process

Arizona Humanities maintains two levels of grant support available throughout the year: (1) **Mini Grants** (quarterly) (2) **Project Grants** (twice-yearly). The processes and deadlines differ for Mini and Project grants. We encourage you to speak with us about your project before submitting your proposal. Many applicants find this part of the process very useful. All grants are awarded on a competitive basis and are dependent on the availability of federal funds from the National Endowment for the Humanities. We can only accept proposals via our online application which can be reached by visiting our website at **www.azhumanities.org/grantsportal**. We cannot accept proposals by mail or e-mail; please take the time to get to know our online system.

Our Grantmaking Calendar

All materials must be submitted to Arizona Humanities through the online grants portal by 5 p.m. Arizona Time on the day of the established deadline. Deadlines that fall on weekends or holidays are honored on the next business day. Please pay close attention to our grant deadlines. We want your proposal to get its fair consideration, but in fairness to other applicants and to the process, we cannot make any exceptions to our deadlines.



Mini Grant Cycles and Deadlines (requests up to \$2,000)

Mini Grants are small grants of up to \$2,000 that are available year-round to support innovative public programs that increase understanding of the human experience. Mini Grants can be used for capacity-building, program planning, and implementation of programs. Capacity-building may include training and education for constituents to help the organization plan and/or implement public humanities engagements. The goal of Mini Grants is to foster the capacity-building of small organizations with limited funding, and encourage partnerships and collaboration between nonprofits. While larger institutions can still apply for Mini Grants, they must partner with a smaller institution that will lead the program or project.

ACTION	DATE	WHAT THIS MEANS
STEP 1 – Proposals submitted to online grants portal	By the 15 th of the month before the quarterly deadline (January 15, April 15, July 15, October 15)	Full proposals must be submitted online by 5:00p.m. Arizona.
STEP 2 - Arizona Humanities review of proposal	15 days	
STEP 3 - Award decision notifications	The first of the month following the quarterly deadline (February 1, May 1, August 1, November 1)	Applicants will be notified of award decisions through the online portal.
STEP 4 -Review and return grant agreement	By the 15 th of the month following the decision notification (February 15, May 15, August 15, November 15)	Applicants awarded grants will need to review and sign grant contracts before funds can be released for their programs.
STEP 5 - Program Implementation	No sooner than the 1 st day of the month following notification (March, June, September, December)	Project start dates must begin at least 4 weeks after notification date and end by 12 months after start date.
STEP 6 - Report to Arizona Humanities	60 days after the end of the project period	Grantees will report back to Arizona Humanities on the activities of their grant programs through the online portal. Final reports will automatically be available 15 days before the end of the project period.

- ✓ Apply or Manage your Mini Grant at: www.azhumanities.org/grantsportal
- ✓ Add administrator@grantinterface.com to your safe sender list to ensure timely receipt of important grant notifications.
- ✓ You can always check the status of your grant request by logging into the grants portal at: www.azhumanities.org/grantsportal
- ✓ If a deadline or notification date falls on a weekend or Federal holiday, it will roll over to the next regular business day.

Project Grant Cycles and Deadlines (requests up to \$10,000)

Project Grants are competitive grants supporting public programming across Arizona using the humanities to provide context, depth, and perspective to the Arizona experience and explore issues of significance to Arizonans. Organizations may request up to \$10,000 to support their program implementation.

ACTION	DATE	WHAT THIS MEANS
STEP 1 - Letter of Intent (LOI) registrations due	Twice yearly (November 1 and May 1). LOI registration opens four weeks prior to deadline.	Pre-registration for Project Grant deadlines is mandatory. LOIs are non-binding; however, they must be submitted online by 5:00p.m. Arizona Time on the deadline to be eligible to submit a full proposal to Arizona Humanities.
STEP 2 - Arizona Humanities staff approval of LOI	Within one week of the registration deadline	Pre-registrants will be notified within 5 business days regarding approval/requests for more information. All pre-qualification criteria must be met before a full application can be released to applicant organizations.
STEP 3 - Full proposals due	Six weeks after LOI deadline, twice yearly (December 15 and June 15)	All components of the full proposal must be received by 5:00p.m. Arizona Time on the posted deadline.
STEP 4 - Arizona Humanities Staff and Board of Directors review of proposals	8 weeks	
STEP 5 - Award decision notifications	By March 1 and September 1	Applicants are notified of decisions through the online grants portal.
STEP 6 - Review and return grant agreement	Within 30 days of notification date	Applicants awarded grants will need to review and sign grant contracts before funds can be released for their programs.
STEP 7 - Program Implementation	- April 1 to October 15 of following year (for Nov. 1 LOIs) - October 1 to April 15 of following year (for May 1 LOIs)	Project must be completed within 18 months after start date.
STEP 8 - Final Report to Arizona Humanities	60 days after the end of the project period	Grantees will report back to Arizona Humanities on the activities of their grant programs through the online portal. Final reports will automatically be available 15 days before the end of the project period.

- ✓ Apply or Manage your Project Grant at: www.azhumanities.org/grantsportal
- ✓ Add administrator@grantinterface.com to your safe sender list to ensure timely receipt of important grant notifications.
- ✓ You can always check the status of your grant request by logging into the grants portal at: www.azhumanities.org/grantsportal
- ✓ If a deadline or notification date falls on a weekend or Federal holiday, it will roll over to the next regular business day.

Eligibility to Apply

Organizations may apply for a Mini Grant or Project Grant if:

1. Eligible applicants include private nonprofit 501(c)3 organizations; local, tribal, and state governments; institutions of the federal government; academic institutions; and unincorporated organizations or groups that are constituted for nonprofit purposes.
2. You are in “good standing” with Arizona Humanities, i.e., you do not have an overdue grant report or a previously defaulted grant.

In addition, organizations may apply for a Mini Grant if:

3. The organization does not currently have an open Mini Grant with Arizona Humanities
4. The applicant organization's budget does not exceed \$500,000. A copy of the organization's annual budget is to be included with the application. If you are applying from a department or unit within a parent organization, please use the budget of your department/unit to determine if you qualify.

Authorizing Official Responsibilities

The Authorizing Official is the person with the responsibility to sign legal contracts on behalf of the applicant organization. Their primary obligations include: record-keeping and accounting for the grant funds, matching contributions, and services received. The Authorizing Official may be the Executive Director, Chair of the Board, or President. In academic institutions, this person is often the director of the grants or business office.

In the event of an award, the Applicant Organization is responsible for the project and budget described in the grant application. By applying, the organization agrees to the Arizona Humanities Grant Guidelines. It is the organization's responsibility to appropriately supervise the Project Director and ensure the project takes place as described, to use Arizona Humanities funds only as allowed, to acknowledge Arizona Humanities funding in conjunction with the project, and to submit project reports as required. Acceptance of an award also requires the organization's agreement to additional award terms and conditions.

SAM Cage Code Requirement

The National Endowment for the Humanities (NEH) has adopted the use of SAM numbers as a way to keep track of how federal grant money is dispersed. Therefore, all Letter of Intent pre-registrations must obtain a SAM number before Arizona Humanities can establish eligibility to apply. If your institution needs to obtain a free SAM Cage Code, please follow the instructions found on our website: www.azhumanities.org/grant-opportunities/

Funding Colleges and Universities

Our primary goal is to increase public access to quality humanities programming. We accept proposals from colleges and universities that demonstrate a commitment to reach an audience beyond the campus community. Such proposals should show strong community collaboration, a well-defined outreach and publicity plan, and stated audience goals.

Out-of-State Applicants

Non-Arizona based organizations and individuals are encouraged to apply, but should be prepared to articulate the impact their project will have in Arizona. We prioritize funding for projects with a clear Arizona connection.

Repeat Funding for Mini Grants

Applicants who have applied for and received Mini Grant funding for the same program for three consecutive years are thereafter ineligible to receive Mini Grants for that program. This restriction is meant to encourage organizations to build sustainable programs and to make room for new potential programs. The applicant may still apply for either Mini or Project grants for a substantially different program.

Repeat Funding for Project Grants

Project Grants can be awarded to projects that re-occur, or occur on an annual basis. Applicants may also apply more than once for the same project, which is often preferable for larger projects that occur in phases. All Project Grants should be completed within an eighteen month time frame.

NEH Restrictions

Since Arizona Humanities is an independent affiliate of the National Endowment for the Humanities (NEH), we are responsible for ensuring that grantees are aware of the legal mandates that apply whenever Federal funds are disbursed. For more details, current grantees can review the Arizona Humanities Grant Agreement, which is derived from NEH's General Terms and Conditions for Awards. New applicants can view the document from the Arizona Humanities Grant Opportunities page: <http://www.azhumanities.org/grant-opportunities/>

Our Grantmaking Parameters

Project Accessibility

Your projects should connect the public with the humanities at no cost and be accessible. Programs with nominal costs (\$10 or less) must demonstrate in the proposal how funds will support the program goals. Programs should be geared toward a broad and diverse general audience, and must allow for differing points of view.

Humanities Scholar Requirement

Arizona Humanities requires the involvement of humanities scholars to support a broad humanistic perspective as well as in-depth knowledge in a particular field of study.

As defined by Arizona Humanities, a humanities scholar meets one or more of the following qualifications:

- Holds an advanced degree (M.A. or higher) in the humanities discipline;
- Is a recognized expert with a verifiable record of working, teaching, and publishing in the humanities discipline and/or is acknowledged as such by other scholars in the field;
- or, Is a Native American elder or traditional teacher involved in a project whose focus is on their particular tribe(s).

The consulting Humanities Scholar should be involved in the planning of the project and be able to represent to the Grants Review Committee how they will help make sense of the humanities content in your program. Every proposal is required to have at least **one** consulting Humanities Scholar and up to **five** consulting Humanities Scholars may submit forms for the grants committee to review.

Humanities Scholar responses are due by the application deadline. Please plan accordingly and provide them access to the form as early in the application process as possible.

Humanities Scholars can play many roles in a project including, but not limited to:

- *Consultant or advisor on humanities content to develop and help shape ideas into a humanities project.*
- *Researcher or writer of critical and interpretive materials, essays, and text for exhibitions; curricular materials; script treatments; catalogues, etc., to accompany a project or program.*
- *Evaluator upon project completion to assess whether and/or how the project's learning goals were met.*

The Arizona Humanities Scholar Database is a resource for prospective grant-seekers and community partners. The database lists scholars working in Arizona or on Arizona topics who have made themselves available to work as consultants, speakers, and evaluators on public programs. For each scholar you'll find a professional affiliation, topics of study, and contact information: <http://www.azhumanities.org/humanities-scholars/database/>

Logo Use and Acknowledgment Requirement

Grantees must prominently acknowledge Arizona Humanities in all promotional materials affiliated with their funded projects. Federal regulations stipulate that credit be given to Arizona Humanities-funded projects in all written notices, news releases, or other publicity. In all publicity and printed materials, grantees must specify that the project is funded, supported, or made possible by a grant from Arizona Humanities. The name of Arizona Humanities and its logo must appear in a conspicuous location and be large enough to be easily legible. Logos are available on the Arizona Humanities website at: <http://www.azhumanities.org/news/logos/>

Grant Evaluation Requirement

Evaluations help us learn together how effective projects are in communicating humanities content and meeting identified goals. We require you to submit an evaluation plan that is appropriate for assessing your project's goals. You may choose from one of our recommended methods, or you may design your own based on your project's needs:

- *Audience surveys may be administered with the results tabulated and summarized as part of your Arizona Humanities Final Report.*
- *Independent evaluators may be hired as part of your Arizona Humanities grant to evaluate projects and submit a written report to Arizona Humanities. Their evaluation plan and methodology should be outlined in the grant proposal. Evaluators should be unaffiliated with project personnel and staff to qualify as independent.*
- *Evaluation consultants, who specialize in evaluation methodology, may be hired as part of your Arizona Humanities grant to evaluate program design and delivery. Consultant's evaluation plan and methodology should be outlined in the project proposal.*



Our Budget Requirements

Why We Ask for a Budget

A budget is a simple illustration of the monetary aspects of your project. It tells us what money you need to complete your project, specifically how you will spend the funds, and what kind of support you are receiving. An organized and thorough budget bolsters a proposal and instills confidence in our reviewers that you have the capacity to succeed. Arizona Humanities requires you to submit a FULL project budget, NOT a simple indication of how you plan to spend the Arizona Humanities funds requested. The line items included in your budget should be well-researched and organized into appropriate cost centers.

Arizona Humanities does not fund retroactively; therefore, only project costs incurred after the project period start day will be eligible. (See Grants Calendar to verify your project timeline with our award notification.)

Basic Tips / What We are Looking for in a Budget

- Plan how much money is needed to complete your project.
- Categorize your project expenses into line items, e.g., scholar honoraria, travel, library fees, design, printing, mailing, etc.
- Verify the eligibility of the line items for which you seek Arizona Humanities funds.
- Use Arizona Humanities' Budget Template to plan and submit your budget.
- Use the Budget Narrative section to list any additional funding support for your project, including names of other funding organizations and amounts pledged or received and any pending grant asks.
- Use the Budget Narrative section to explain any unusual or non-traditional items in your budget.
- Make sure that you have accounted for all costs so that there will be no surprises mid-project.
- Finally, make sure all the numbers add up.

Cost-Share Requirement

Arizona Humanities requires one-to-one in-kind or cash matching of all projects. Matching consists of all project expenses not attributed to the Arizona Humanities grant, including both cash and in-kind contributions (donations of goods and services) made to the project by the applicant and third parties. The total cost sharing must at least equal the total funds requested from Arizona Humanities. Please note, any funds of federal origin cannot contribute to your match, but must be noted in your budget.

Budget Form

Arizona Humanities has devised a Budget Form to use with grant proposals that clearly delineates line items requested to Arizona Humanities and those contributing to cost-sharing. Applicants must use our Budget Form when submitting a proposal. The Budget Form is available on our website: www.azhumanities.org/grant-opportunities/.

Line Items We DO NOT Fund

- Academic fees or other degree-related expenses, including academic research
- Archival acquisitions
- Courses
- Creation of art or performances in the arts
- Direct social action or political action, e.g., counseling, legal or medical services, economic development activities, lobbying
- Economic development activities
- Equipment purchases (exceptions may apply where rental costs exceed purchase value)
- Fellowships or scholarships
- Food or beverages
- Foreign, non-economy, or extensive domestic travel
- Fundraising or for-profit activities
- Indirect or overhead costs
- Restoration work and construction work
- Salary replacement for permanent staff. Part-time staff may be offered honoraria if the funds will be used for hours above what the applicant organization currently offers to them.

Workshops

Arizona Humanities hosts regular workshops via webcast and at sites across the state. The workshops are free of charge, and open to anyone interested in learning more about us, our available grant opportunities, or how to write a competitive Arizona Humanities grant proposal. Applicants are strongly encouraged to attend a workshop prior to submitting a Project Grant or Mini Grant. Upcoming workshops are posted on the Arizona Humanities website.

Questions?

Arizona Humanities staff is happy to provide guidance on completing an application, determining eligibility, discussing project ideas, addressing budgetary questions, as well as troubleshooting technical difficulties with electronic forms. Staff comments and suggestions are based solely on our prior experience with grant review sessions and do not guarantee funding.

- Samantha Anderson, *Programs & Grants Coordinator* • sanderson@azhumanities.org • Ext. x25

Address: 1242 N. Central Avenue Phoenix, AZ 85004 | **Phone:** 602-257-0335



Frequently Asked Questions

Is an organization required to submit a Letter of Intent?

- **Project Grants:** Yes. All applicants must submit a Letter of Intent before the posted Intent deadline. After the deadline, all forms are reviewed for applicant and project eligibility. Approved Letter of Intent registrations will be invited to submit a full application.
- **Mini Grants:** No.

Does Arizona Humanities provide any support for writing a Grant application?

- Yes. Arizona Humanities encourages prospective applicants to contact us directly and discuss the project before submitting the grant application. We can advise applicants in creating an eligible project and competitive grant application. We do not review draft applications.

What role should a humanities scholar play in a project?

- A humanities scholar is a recognized expert or traditional teacher who provides the interpretation of the humanities topic(s) to the general public. The humanities scholar(s) must have expertise in the field(s) related to the humanities content of the project.

Are individuals eligible to apply for a Project Grant?

- No. Eligible applicants include organizations constituted for nonprofit purposes; civic and service organizations; local, tribal, and state governments; and academic institutions.

Does Arizona Humanities fund art or performance projects?

- Arizona Humanities funds art-based projects that seek to interpret, analyze or otherwise explain the social or historical context and elements of the creative arts. Arizona Humanities does not provide funding for the creative or performing arts elements of a public program, or the honoraria and travel expenses of individual artists.

How does a program “use the humanities to address contemporary social issues?”

- Competitive Arizona Humanities grant proposals will use the humanities to contextualize and analyze perspectives of contemporary social and political issues, and provide an organized framework for respectful and civil dialogue. Projects should not advance a specific policy agenda.

Can an organization apply for multiple grants in the same year?

- Project Grants: Yes. There are **two** grant cycles in any given fiscal year (Our fiscal year runs from November 1st to October 31st). An organization may apply for and receive a project grant in each cycle.
- Mini Grants: Yes, but organizations may **not** have a currently open Mini Grant.

Will previous awards from Arizona Humanities affect my proposal?

- Arizona Humanities will use an organization’s past Arizona Humanities grant funding activity as an example of the organization’s capacity to plan and execute successful projects as well as to administer a grant award. Each application, however, will be considered and evaluated on its individual merits, and repeat funding is not guaranteed.

What qualifies as an “in-kind contribution” and “cash contribution?”

- **In-kind contributions** refer to contributions from an applicant organization to the project such as: staff salaries and volunteer time, services, facilities, and internal funds.
- **Cash contribution** refers to third party, cash donations made to the organization. Unlike In-kind contributions, cash contributions may not come from an organization’s board or board member, the project director, or any other individual who might be seen as to gain benefit by financially supporting the proposed program. The donation must be committed to the specific project at the time of the grant application, and a letter from the donor(s) must be included in the proposal.

How are grants reviewed?

- **Project Grants:** A Committee consisting of rotating Arizona Humanities Board members, Arizona Humanities staff, and guest humanities scholars reviews applications **two** times a year. Arizona Humanities staff provide a grantee's history and current policy information, but do not score applications.
- **Mini Grants:** Mini Grants are reviewed **four times per year** by Arizona Humanities staff and approved by the Executive Director.

If an application is not awarded, can the organization resubmit an application in a future cycle?

- Yes. Please consult with Arizona Humanities regarding the outcome of the Review Committee's discussion before resubmitting in future grant cycles.

Definition of Terms

Authorizing Official

- The organizational official authorized to commit institutional resources, services and personnel to a funded project (Typically, an Executive Director, CEO, or President). **See Page 6.**

Cash Contribution

- Refers to third party, cash contributions made to the grantee. Contributions for grants must be committed to the specific project at the time of the application, and letters or copies of the checks from the donors must be included in the proposal. Third-party cash contributions are requested if requesting more than \$5,000 in a Project Grant application. **See Page 9.**

Grant Period

- Period of time established in the Grant Agreement during which Arizona Humanities funds will be expended.

Humanities

- The humanities include disciplines related to human thought and culture. These include, but are not limited to, the following: anthropology, archaeology, art history and criticism, religious studies, ethics, history, jurisprudence, linguistics, literary criticism, and philosophy.

Humanities Scholar

- For the purposes of Arizona Humanities grants, a humanities scholar either a) has an advanced degree (M.A. or higher) in the humanities discipline presented, b) is a Native American elder or traditional teacher (for projects focused on the particular tribe of the elder), or c) is a "recognized expert" in the project area. A recognized expert has a record of working, teaching, and publishing in a humanities discipline and/or is recognized as such by other scholars in the field. **See Page 7.**

In-kind Contribution

- In-kind contributions refer to contributions from an applicant organization to the project such as: staff salaries and volunteer time, services, facilities, and internal funds.

Project Director

- The Project Director is the primary contact with Arizona Humanities in all aspects regarding the implementation of the grant, and is responsible for submitting final reports.

Public Program

- An activity that is a) free, or of nominal cost (\$10 or less), b) open and accessible to the general public, c) takes place in the state of Arizona and/or is made available to Arizona residents, and d) is advertised to the general public as being all the above.

Tips for Submitting a Successful Application

Elements of Strong Proposals & Key Points to Keep in Mind

Murphy's Law. There are no exceptions to our deadlines. Do not wait until the last minute! Remember rushed applications tend to look sloppy. Take advantage of our staff's counseling to help you shape your idea and prepare your application.

Funders love a good story. Along with quantifiable data, include descriptive and qualitative language while avoiding jargon and buzz words. Help us to envision your project with you.

What's your inspiration? How did you stumble across this idea? Why you? How are you uniquely qualified to undertake the project? Passion can be contagious.

Articulate the need for the project. Are you addressing an issue of community concern? Does your project or initiative align with a new strategic vision to move your work forward? Why would we want to invest in your ideas? Testimonials are very helpful for communicating impact.

Fuzzy numbers and unexplained budget items. Nothing strikes fear in the heart of funders like an inflated budget. We might love your idea, but lose confidence in your ability to administer the grant.

Bell curve philosophy. Do not ask for more than you need thinking we'll cut your budget anyway. Our philosophy is to fund requests to the fullest extent possible, so please be resourceful and ask for only what you need to execute your project.

Resourcefulness. In the current economic climate, funders are hurting too. Are you being economical? Are you leveraging resources?

Collaboration. Funders love to see people working together to deliver a stronger program. This is not an easy task. Make sure relationships and roles are clear.

Balance. Funders love to be on the cutting edge without being too experimental. Innovation and creativity are key concepts, but a proven track record goes a long way.

Build your web presence. Not only does it build your audience reach and extend your project's longevity, but this is how funders find out more about you.

Who is your audience? Be clear about whom you are intending to serve and how they will find out about your project.

Sloppy prose or vague language. Proof read your proposal. Ask others to read it for clarity. Use clear, quantifiable language.

Hyperbole, contentious ideas, generalizations, grandiose language. "A little known fact..." "Most Arizonans know nothing about..." Show, don't tell. Avoid just making claims, support them.

Grants are contracts. Describe clearly what you plan to execute with the grant dollars. Phase your project accordingly. Don't promise more than you can deliver.

EXPECT PAPERWORK. Arizona Humanities administers grant dollars of federal origin which require a lot of documentation. Review reporting requirements so you know in advance what to expect. Maintain good files! Keep receipts for everything!

Review thoroughly. Once applications are submitted, you will no longer be able to make any changes.

Special thank you to the team at the Rhode Island Council for the Humanities for their inspiration and expertise.