



NATIONAL ENDOWMENT FOR THE

**Humanities**

OFFICE OF CHALLENGE GRANTS

## **Narrative Section of a Successful Application**

The attached document contains the grant narrative and selected portions of a previously funded grant application. It is not intended to serve as a model, but to give you a sense of how a successful application may be crafted. Every successful application is different, and each applicant is urged to prepare a proposal that reflects its unique project and aspirations. Prospective applicants should consult the Infrastructure and Capacity Building application guidelines at [www.neh.gov/grants/preservation/infrastructure-and-capacity-building-challenge-grants](http://www.neh.gov/grants/preservation/infrastructure-and-capacity-building-challenge-grants) for instructions. Applicants are also strongly encouraged to consult with the NEH Office of Challenge Grants staff well before a grant deadline.

Note: The attachment only contains the grant narrative and selected portions, not the entire funded application. In addition, certain portions may have been redacted to protect the privacy interests of an individual and/or to protect confidential commercial and financial information and/or to protect copyrighted materials.

Project Title: A Cornerstone for the Humanities: The Institute of Arts and Humanities

Institution: University of California, San Diego

Project Director: Cristina Della Coletta

Grant Program: Infrastructure and Capacity Building Challenge Grants

## **A Cornerstone for the Humanities: The Institute of Arts and Humanities**

This proposal seeks \$750,000 to support construction costs of the Institute of Arts and Humanities floor and related collaborative and seminar spaces in the new Arts and Humanities Building, an integral part of a transformative new development at UC San Diego: the North Torrey Pines Learning and Living Neighborhood (see Planning and Design Documentation). An investment from the National Endowment for the Humanities will enable us to launch the fundraising efforts in order to meet our total goal of \$15 million for the entire building.

With the mission to cultivate interdivisional teaching, research and public dialogue, the Institute of Arts and Humanities was launched in 2016-17 to create an organizational infrastructure to connect 15 interdisciplinary programs and centers that were previously housed in different departments or units in the University of California San Diego Division of Arts and Humanities (see Appendix A). Separately, the programs were struggling. Situated together in the Institute of Arts and Humanities, they achieve greater academic synergies and thrive by leveraging shared strength. In its current situation, the Institute of Arts and Humanities has an allocation of 1,358 square feet in the basement of a campus building and utilizes another 3,200 square feet of borrowed space from the Department of History. The institute provides eight offices, a small conference room and a utility room to its eight full-time program staff, plus another 23 temporary offices and one seminar room interspersed on multiple floors of the same building to accommodate its 16 instructors and 30 teaching assistants, assigned two or three per room in various shifts as can be accommodated. The lack of contiguous and collaborative space will be solved by the construction of the new Arts and Humanities Building, and the Institute of Arts and Humanities will serve as the nexus of interdivisional collaboration and research in an estimated 5,800 square feet on the entire sixth floor of the Arts and Humanities Building.

### **Background**

UC San Diego has grown rapidly since its inception in 1960 and, as a result, the humanities departments are located at quite a distance from one another across the nearly 2,000-acre campus. For the first time in the university's history, all humanities-centered units will now be joined together under a

single roof. With approximately 60,410 square feet spread over nine floors, the Arts and Humanities Building within the planned Living and Learning Neighborhood will allow the departments of History, Philosophy and Literature, the Analytical Writing Program, the Office of the Dean of Arts and Humanities, and the Institute of Arts and Humanities to take advantage of their new adjacencies. From the core of this expansive space, the Institute of Arts and Humanities will spearhead efforts to facilitate interdisciplinary research and teaching, increase undergraduate enrollment, attract talented graduate students, cultivate alumni, and enhance collaborations with partners on and off campus. The building's common spaces will showcase high-impact student research projects, and spacious conference rooms will allow students and the community to learn from scholars and speakers. A multi-level bridge linking the Arts and Humanities and the Social Sciences Buildings will increase opportunities to develop interdisciplinary projects across the two divisions.

With a \$490 million design-build contract to complete 1.5 million square feet of LEED® platinum-certified residential and academic spaces on 11 acres between 2018 and 2020, the Living and Learning Neighborhood will create a collegiate community unlike any other on campus and distinct within the entire University of California system. This mixed-use community will incorporate a residential college (“Sixth College”)<sup>1</sup> with 2,000 beds for undergraduates as well as academic, cultural, administrative, dining, parking and retail spaces. Sixth College is devoted to core humanistic values and emphasizes experiential learning and the themes of culture, art and technology. Its programs focus on developing fundamental writing skills together with training in the most innovative forms of digital communication. The close proximity of Sixth College with the Institute of Arts and Humanities will encourage shared programming where writing and media literacy constitute foundational modes of

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<sup>1</sup> The College system at UC San Diego is a unique university structure that personalizes the delivery of services to undergraduate students—each student is assigned to one of the six colleges. The Colleges are residential neighborhoods on campus with their own residence facilities, staff, traditions, and general education requirements. As our student population continues to grow, the College system ensures that UC San Diego students continue to benefit from a small liberal-arts college experience at the same time as they engage with the vibrant opportunities of a large research university — one that ranks fifth in the nation for sponsored research.

inquiry transcending individual majors and connecting different learning communities. The Living and Learning Neighborhood's open physical layout will facilitate these efforts to overcome "siloes" academic cultures in favor of the horizontal thinking that promotes respectful discussion from multiple sightlines and constructively diverging perspectives.

### **Significance and Intellectual Quality that the Challenge Grant Would Support**

The Institute of Arts and Humanities will concentrate the values and goals of the Living and Learning Neighborhood as it fulfills the expansive promise and practice of humanism for all UC San Diego students. Through intersecting specializations, the Institute of Arts and Humanities brings multiple constituencies together in a shared intellectual vision, one predicated on the belief that sound humanistic thinking makes for better physicians, scientists and engineers as much as it does for better literary critics, historians and philosophers. By fueling initiatives aimed at crossing boundaries between our humanities departments and Sixth College, and facilitating connections among its 15 interdisciplinary programs, the Institute of Arts and Humanities will build bridges from the humanities to the rest of campus and serve as a consolidated, yet richly diverse, resource for advancing the effectiveness of humanities study as it impacts our fast-evolving, interconnected world. This is a critical objective for the division as the university is the first and only University of California campus designated as a Changemaker Campus by Ashoka U for its role as a leader in social innovation education. The strategic location of the Institute of Arts and Humanities will spearhead (1) a long-range plan of curricular reform; and (2) the development of robust programming around three signature initiatives that exemplify the Institute's ambitious reach.

(1) Curricular Reform. The interdisciplinary programs that joined the Institute of Arts and Humanities in 2016-17 have begun to remedy their histories of being compartmentalized and physically removed from one another. Under the banner of the institute, these programs are increasingly effective in reaching other departments and divisions in relevant subject areas (the Chinese Studies Program involves the departments of Literature, Linguistics, History, Visual Arts, Ethnic Studies and Anthropology, for example). These programs' proximity to one another on the sixth floor of the new Arts and Humanities

Building will allow the institute to further fuel this momentum. A committee of faculty from all relevant program areas is being charged to redesign individual curricula with the goal of establishing more substantive connections across the programs themselves. By exploring commonalities as well as differences, the committee will discuss the potential for cross-listed and team-taught courses that approach global concerns from different cultural perspectives. It will define incentives for high-impact pedagogical projects that introduce students to multiple methods of humanistic inquiry. These will include community-based learning and internships, online and digital platforms, and public-facing curricular initiatives. This exercise will also include curricular innovation for the university's language-instruction programs, especially with the use of shared technologies. In this area, the Institute of Arts and Humanities will launch a post-doctoral initiative that will explore new directions in language-instruction research in digitally mediated environments and technology-enhanced language course design. The sixth floor of the Arts and Humanities Building and relevant classrooms will be equipped with the most up-to-date technologies to facilitate this type of innovative language instruction, including videoconferencing, telecollaboration, and the interaction between actual and virtual classrooms.

(2) Three Programming Initiatives. *The Global Humanities Initiative*: In a world conditioned by the global flow of capital, technology, labor and ideas, the Institute of Arts and Humanities supports research, teaching and public engagement that consider the linkages between the local, regional, hemispheric and global because how humanists reshape the public commons is central to the institute's mission. As envisioned by the physical design of the sixth floor that views places and people as interconnected, the aim of the Institute of Arts and Humanities is to advance work that explores how the global and transnational are rooted in local communities, how borders, migration and diaspora bridge cultural difference as much as they divide, and how the connections between disparate people and places offer new ways of thinking about the past, present and future. Situated just minutes from the most active international border in the world, our university sits at a nexus for the global humanities. The Institute of Arts and Humanities' engagement with our student body will thrive on opportunities to connect with local communities as a means to increase access to humanities learning on and off campus. With seed funding

by the Mellon Foundation, the institute will enhance its partnership with the San Diego Community College District to guide the journey of university-bound transfer students into the study of the humanities. Launched with a cohort of 22 students, the collaborative program called Preparing Accomplished Transfers to the Humanities, or PATH (see Appendix B), includes a summer academy to prepare students prior to arrival at the university and continues throughout the completion of their degree. The program, which boasted more than 50 percent under-represented minority presence in its initial group, will grow to include up to 35 students each academic year and strengthen the Institute of Arts and Humanities' culture of peer mentorship and active engagement.

*The Public Humanities Initiative:* Public and socially engaged humanities at the Institute of Arts and Humanities prioritizes equity, diversity and inclusion. Institute programs encourage a lifelong commitment to the humanities by serving young people and retirees, cultivating conversations inclusive of and relevant to underserved communities of color and low-income individuals, and partnering with communities that seek positive change in the San Diego region. Our expectation is that the Arts and Humanities Building will allow us to bring more flexibility and an innovative edge to all activity, allowing us to more fully coordinate between campus-based humanities departments and our community partners. The sixth floor will be the home base from which the Institute of Arts and Humanities will collaborate with area libraries, schools, historical societies and grassroots organizations, such as the San Diego Public Library, Malcolm X Library, Jewish Family Service, Casa Familiar, and Osher Institute for Lifelong Learning, to name a few. With ample parking and welcoming conference rooms, the Institute of Arts and Humanities will highlight the wide range of places, times and processes from which the humanities emerge, and consider the relationship between academics and civic life and society. We will grow this engagement through the Challenging Conversations program, which promotes humanities-based storytelling and learning by uniting scholars from around the world with local humanists to address “challenging” topics of the day. Held both on and off campus, these conversations pair experts with different insights, methods and experiences to explore issues ranging from racial discord to the threat of nuclear war. The Institute of Arts and Humanities' commitment to spotlight the many forms of public

humanities is essential to help students and the general public navigate the challenges of inequality in our own time and place.

*The Digital Humanities Initiative:* As digital technologies become increasingly ingrained in the university's practices of research, pedagogy and public communication, the Institute of Arts and Humanities views a praxis-oriented engagement with technology as central to its mission. The enhancement of networked, computational software into everyday life brings forth new tools to supplement and critique the ways humanist scholars analyze subject matter, collaborate with peers, and preserve and publish knowledge. Yet, such innovation also impacts the very world we study. On one hand, new tools and techniques offer a shift in communicative power with the potential to democratize both education and access to knowledge. On the other, they also magnify the power of states and corporations to shape, monitor and monetize our political, scholarly and personal lives. Rather than accept this expanding digital strata as a neutral, we see technology as not adequately understood without historical, cultural and philosophical investigation. We also recognize the challenge of successfully providing our students and scholars with the technical skills necessary for a meaningful participation in the digital world. In collaboration with Sixth College, the Institute of Arts and Humanities will host workshops related to digital humanities research, and consult with students, faculty and programs on ways to leverage digital humanities methods to advance their pedagogical and research goals. We are interested in fostering digital literacy skills in our students as a means to enhance their research methods, online scholarly identity and competitiveness on the job market. In collaboration with The UC San Diego Library, the Institute of Arts and Humanities has begun to develop the UC San Diego Digital Commons called KNIT (<https://knit.ucsd.edu>) aimed at expanding channels of peer-to-peer communication that cut across disciplinary boundaries, thus facilitating cross-campus networking and aiding students, faculty and staff to create public-facing digital scholarship and resources.

### **Long-Range Plans for Advancing and Disseminating Humanistic Knowledge**

Designed by Safdie Rabines Architects, who specialize in “site specific, humanistic, socially responsible and environmentally sustainable architecture,” the physical layout of the Institute of Arts and Humanities

location will ignite the engine of humanities research for many decades to come. Upon completion of the Living and Learning Neighborhood in 2020, the humanities will gain unprecedented visibility at UC San Diego, helping to turn a conventionally STEM campus into the truly comprehensive university that we aspire to be. Strengthened by its new brick-and-mortar presence, the institute will be propitiously positioned to act on its long-range plans. We envision two long-term directions in which the Institute of Arts and Humanities will advance humanistic knowledge: (1) We will take the lead in bringing our three signature initiatives to counterparts across the 10 University of California campuses to further expand the range of humanistic research across California to the world. The Mellon Foundation recently committed to contribute \$10 million in support of an endowment campaign for the University of California Humanities Research Institute and the associated UC Humanities Network, based in all 10 UC campuses. This initiative will strengthen the collaborative research support for the humanities, including faculty and graduate-student research on every campus, and research collaborations across campuses. The Institute of Arts and Humanities will take a leadership role in both the Research Institute and Network to shape national efforts to reconceive liberal-arts curricula for the 21st century, and leverage the capabilities of digital technologies to advance research and education. (2) With curricular innovation and co- and extra-curricular collaborations, we will expand our partnership with the San Diego Community College District to increase the pipeline of transfer students coming to UC San Diego prepared to take on a humanities major and to bolster undergraduate enrollments in general.

### **Impact of the Challenge Grant**

Success of the Challenge Grant will be measured by assessing its impact in:

- Elevating the prestige of humanistic research by establishing the visible physical presence of the humanities on our campus,
- Benefiting our students through better designed and connected interdisciplinary programs, and curricular and co-curricular initiatives,
- Heightening the visibility of the humanities on campus and beyond via the institute's three signature initiatives (Public Humanities, Global Humanities, Digital Humanities),



- Increasing the quantity of scholarly research, successful grant submissions and number of top-caliber scholars coming to UC San Diego,
- Enhancing multi-campus collaboration with the entire University of California system,
- Increasing the number of students admitted to UC San Diego to pursue a humanities major, with particular attention paid to minority, low-income and first-generation students via our ongoing partnership with the community colleges,
- Enhancing the ability to recruit top-tier graduate talent in the humanities, and
- Increasing the presence of UC San Diego in the broader San Diego region, with special emphasis on underrepresented communities.

Success will be measured with several assessment tools, including student-satisfaction surveys, enrollment metrics, rankings, communications analytics, community-engagement surveys and attendance records.

### **Audience to be Served and How it Will Benefit from the Project**

**Undergraduate students:** The Institute of Arts and Humanities' new location will help PATH transfer students create a lasting cohort as they meet in centralized classrooms, engage with faculty advisors and peer mentors, and build strong humanistic skills. Sixth College students will be exposed to humanities learning to appreciate the value of creative thinking, effective communication and problem solving. Students in the three humanities departments and the institute's interdisciplinary programs will benefit from more transparent and effective curricula as we continue to expand these research opportunities:

- Undergraduate Curating Fellowships, allowing students to curate their own exhibits using rare archival material,
- Breaking Out of the Classroom Grants, allowing students to utilize San Diego's unique location to sail on historical Spanish galleons, or to record and archive the oral histories of local San Diegans,
- Academic Humanities Internships in museums, libraries and community centers, to expand hands-on training, learning experiences and intellectual exchange beyond the classroom, and

- Careers in the Humanities Workshops to educate students on careers that will make use of the skills they have honed in their majors.

**Graduate students:** The Institute of Arts and Humanities' new location will attract talented humanities graduate students who will have easy access to one another, thereby increasing collaboration. Initiatives include:

- Graduate Summer Fellowships in Equity, Diversity and Inclusion with a focus on research in race, ethnicity and social justice, as well as global, public and digital humanities,
- Science Studies Workshops offering graduate students an opportunity to integrate the perspectives developed in the history, sociology and philosophy of science,
- Dissertation Writing Workshops providing support to Ph.D. humanities candidates, and
- Collaborative Research Groups providing support to faculty and graduate students to participate in research clusters oriented around a specific theme across departmental and divisional lines.

**Faculty:** The centralized location of the Institute of Arts and Humanities will be an effective recruitment tool for faculty, especially under-represented minorities, given the focus of the institute on the principles of equity, diversity and inclusion. Examples include:

- Faculty Manuscript Support providing a forum to receive feedback on book manuscripts designed for assistant professors seeking tenure and associate professors seeking promotion to full professor,
- The Southwest Seminar featuring a consortium of scholars dedicated to the study of colonial Latin America, with particular interests in research on identity, labor, and knowledge production, and
- The New Faculty Q&A Series inviting new faculty to share their humanities-based research in an informal and collegial setting.

**Community and Alumni:** Off-campus visitors including alumni and the general public will find the Institute of Arts and Humanities situated in a central and accessible location. Seminar rooms will be available for large gatherings, and the greater community will be able to take advantage of cutting-edge initiatives, such as the Challenging Conversations series. Institute leaders have established contact with

multiple outside entities and have an extensive growing list of influencers, including organizations such as museums, libraries and other universities.

### **Plans for Raising Funds to Meet the NEH Matching Requirement**

UC San Diego has an established record of effective fundraising to support campus initiatives like the vital completion of an advantageous space for the Institute of Arts and Humanities. Under the leadership of Chancellor Pradeep K. Khosla — who continues to emphasize the importance of the Division of Arts and Humanities to the future of UC San Diego — the university has recently embarked on its second comprehensive fundraising campaign. This award-winning effort brings the full force of the university's fundraising apparatus together in a unified effort to fund UC San Diego's most important priorities including the sixth floor and surrounding areas in the Arts and Humanities Building.

UC San Diego development and communications professionals will draw upon our strong donor base of alumni and local philanthropists who are devoted to promoting the humanities to raise the necessary matching funds. Supported by a comprehensive and strategic communications plan with the potential to reach hundreds of thousands of supporters, our fundraisers will tap into key relationships and build a groundswell of giving momentum for the institute, aided by the NEH's anchor gift. We will leverage the eminence of an NEH-supported project in our development and marketing efforts to build confidence in donors who are not currently giving to the division, and further enthusiasm in those who already support the humanities at UC San Diego. For example, in conjunction with a wide, public-facing press announcement, we will hold one-on-one meetings with major donors where we will promote the grant and solicit donor support. With follow-up media showcasing the impact of the grant, we will ask our most loyal donors to host a reception where the Institute of Arts and Humanities will be showcased and the NEH match will be featured so as to inspire additional support. Through this work, we are building the framework of long-lasting community involvement and buy-in necessary to not only match the requirements of the grant, but also to ensure the university's position of strength for years to come.