

Request for Proposals

Mellon Humanities Postdoctoral Fellowship

Grant Applications Due: Friday September 30, 2022.

The National Park Service (NPS) and the National Park Foundation (NPF) are excited to announce a request for proposals to host Mellon Humanities Postdoctoral Fellows (Mellon Fellows) in the first cohort of 15 two-year fellowships starting September 2023 and ending August 2025. This opportunity is funded by the Mellon Foundation through the National Park Foundation. The project is administered via a three-way agreement among NPS, NPF, and American Conservation Experience (ACE).

Prospective hosts may be individual or consortia of parks and program offices. National Heritage Areas are also eligible to apply in partnership with a park unit, regional office, or program office. Applications may be for individual fellows or for a team of (likely two) fellows.

Hosting a Mellon Fellow represents a unique opportunity to support and expand research and interpretation both at individual sites and across the NPS. Mellon Fellows draw on expertise in varied fields including American Studies, anthropology, archaeology, ethnic studies, history, language and literature, museology, philosophy, study of the arts, women's studies, or related disciplines to create new and dynamic programming that enriches the stories shared with park visitors. In the past, Mellon Fellows have served on exhibit development teams, led audience-centered dialogues, produced podcast series, created extensive online content, led in-person and virtual training sessions, and organized virtual public events.

In partnership with NPS staff, the incoming cohort of Mellon Fellows will contribute to planning and preparation for the 250th anniversary of the signing of the Declaration of Independence. Commemorations linked to this event offer the NPS a chance to tell a more accurate, inclusive, and transparent story of the American past and present. New humanities scholarship, informed by the subject matter expertise and training of the Mellon Fellows, can serve as a foundation for the development of innovative in-person and digital programming at a pivotal moment for the agency and the country. **This is an initial application.** As noted below under "criteria" the selection panel will consider geographic and thematic representation as well as the merit of individual proposals in making selections. The fellowship team will work with prospective hosts to refine projects and finalize the recruitment announcements to be posted this Fall. Postdoctoral fellowships are distinctive positions that offer both hosts and fellows an opportunity to learn and grow in partnership. Prospective hosts should have the capacity to support and mentor a fellow over several years as well as be open and receptive to incorporating new ideas and perspectives into programming.

Optional Informational Call: An optional informational call to discuss this RFP and the proposal process will be held on:

a. Monday September 12, 3-4pm ET

- Zoom link: <https://nationalparks-org.zoom.us/j/86912132846>

b. Tuesday September 13, 1:30-2:30pm ET

- Zoom link: <https://nationalparks-org.zoom.us/j/85766963609>

All parties interested in submitting a proposal are encouraged to attend the call, but it is not a requirement.

To access the grant application, click here: <https://nationalparks.fluxx.io>. Deadline: Applications are due no later than Friday September 30, 11:59pm

Award Amount: Successful applicants will host Mellon Humanities Post-doctoral Fellow(s) from September 2023 through August 2025. Each fellow's salary, benefits, and individual research funds are included in the grant award; ACE will hire the Fellows. Each host will also be granted \$25,000 per fellowship per year for interpretation and educational products as well as modest funding for expert consultation to finalize each year's project and to assist in purchasing a laptop and software for the fellow. There will be a separate call to host fellows in the second cohort from September 2024 through August 2026.

Host notification: Hosts will be notified in October 2022 and will work with the fellowship team to finalize the first-year research project.

Selection Process: All applications will be reviewed by a selection committee comprised of representatives from NPS, NPF and ACE. Grantee selections will be based on the applicant's ability to meet and exceed program requirements and outcomes. The panel will also make every effort to achieve geographic diversity and coverage of the four America at 250 focus areas noted in the Overview below. See Scoring rubric, attached below.

Questions: Have an idea but uncertain if it qualifies? Contact Barbara Little (Barbara_Little@nps.gov) or Karen Lee (klee@nationalparks.org)

RFP Contents:

- A. Overview
- B. Project Examples
- C. Criteria
- D. Requirements
- E. Timeline
- F. Evaluation
- G. Instructions
- H. Proposal Template
- I. Budget Request
- J. Supplemental Documents
- K. Appendices for further information and context:

Appendix 1: NPS Rethinks National Anniversaries Commemorations

Appendix 2: Project Examples

Appendix 3: Schedule for Hiring and Onboarding Fellowship Cohorts #1 and #2

Appendix 4: FAQ

Appendix 5: Scoring Rubric

A. OVERVIEW

The 250th anniversary of the signing of the Declaration of Independence presents an expansive opportunity for NPS to engage with our partners and communities to tell more accurate, inclusive, and transparent histories and to engage the nation in exploring the meanings of our past to benefit our collective future. Every Mellon Fellowship project will be connected to America at 250 and will have impact beyond any single park or program through this national thematic connection.

As steward of the United States' most iconic historic places and as the federal leader of the national historic preservation program, the NPS has an opportunity to shape how Americans and international visitors experience U.S. history, and how we see ourselves and each other represented in America's promise. This anniversary both invites and, for the sake of equity and fairness, demands that NPS share more diverse, complex, nuanced, and intersectional stories. The four America at 250 focus areas include: 1) Advance Equality and Justice for All, 2) Acknowledge and Honor Indigenous Peoples, 3) Acknowledge and Honor People of African Descent, and 4) Acknowledge and Honor the Contributions of Women.

The NPS also recognizes that the 250th provides an imperative to connect our history to our civic health. The anniversary can help us to learn and discuss hard truths and their legacies, which we continue to experience. For further context on how the NPS has approached national commemorations, please see Appendix 1, "NPS Rethinks National Anniversary Commemorations."

By delivering socially just and culturally relevant content, NPS will be able to connect in new ways to communities of all backgrounds and further grow its reach. The Mellon Fellows will play a key role in partnering with NPS to develop these types of materials, which encourage opportunities for healing and reconciliation. For example, the history of segregated facilities and land dispossession has been further complicated by an internal NPS discriminatory culture, which perpetuated systems of oppression and inhibited growth of a more diverse workforce – a fact apparent in the history of the Federal government overall. NPS is committed both to healing its internal culture and to working with partners to diversify the historic preservation workforce and share America's diverse and intersectional history.

The five-year grant will fund 30 two-year Mellon Humanities Postdoctoral Fellows in two Cohorts of 15 each. Cohort #1 Fellowships will run from September 2023 through August 2025. Cohort #2 Fellowships will run from September 2024 through August 2026. The Fellows will be hired by American Conservation Experience (ACE) who will administer salary and benefits. ACE will also hire a National Coordinator per cohort.

Fellows will have been awarded a Ph.D. in humanities or humanistic social sciences, including American Studies, anthropology, archaeology, ethnic studies, history, language and literature, museology, philosophy, study of the arts, women's studies, or related disciplines, within five years of the start of the fellowship.

Fellows will (1) perform project-based research; (2) share research results; (3) produce and substantially contribute to interpretive and educational products; and (4) perform career-focused work.

- 1. Project-Based Research:** During the first year of the two-year fellowship, Fellows will devote their research to the specific project defined by the Host. Such projects will be specific enough to provide structure and a clear outcome, but flexible enough for the Fellow to make the project their own and apply their unique knowledge, skills, and creativity. These projects may involve new research or may apply existing research in new ways. To help make the scholarly work accessible to NPS staff, partners, and, eventually, visitors, Fellows may produce a summary of relevant current scholarship. During the first year, the Fellow will consult with NPS mentors, Partner Mentors, Tribal consultant(s), and other subject matter experts as needed, to propose a project for the second year that is responsive to the NPS America at 250 approaches. It is likely to build on the first-year project, but it could also take a new direction.
- 2. Sharing Research Results:** The Fellow will collaborate with their support team to share the results of their applied research with their hosts, cohort, Fellowship project team, the larger community of NPS staff and partners, and ultimately to visitors and community partners. Fellows will be expected to develop and sustain connections with mentors and host staff, associated NPS staff, members of their Fellowship cohort, and other Fellows across the tenure of the program. In addition to being mentored, Fellows will have the opportunity to mentor others and to enrich staff knowledge by identifying and hosting at least one external speaker for a virtual presentation. Twice a year Fellows will participate with their cohort and other Fellows in a virtual conference for NPS staff and partners to provide updates about their research. Each Fellow will be responsible for tracking and reporting accomplishments and for supplying copies of products to their host and to the National Coordinator.
- 3. Interpretive and Educational products:** Fellows will work with their support team to identify feasible interpretive products informed by their applied research. The options are varied and will rely on the creativity and skills of the Fellows in collaboration with their support team and NPS interpreters and educators. Position announcements will include the requirement to support or develop such products. Interpretive products will address the breadth of visitor experiences, whether virtual or on-site and respond to visitation trends and audience needs. Traditional in-person visitor experiences include trip planning, ranger walks and talks, and wayside and visitor center exhibits. NPS social science research on public engagement with the parks indicates that people want more online information about park resources even if they don't intend to visit. NPS increasingly recognizes that virtual engagement is an important part of its mission and not simply a prelude to in-person travel. The pandemic lockdown provided parks opportunities to deepen their skills and facility in developing digital resources. Products for virtual visitors include websites, apps, podcasts, videos, social media, and virtual public events. Fellow work will also seek to encourage experimentation and piloting of new opportunities to help illuminate new interpretative approaches and inclusion impacts. Each fellowship will be provided \$25,000 per year to support the creation of new products to be offered by hosts –

whether individual or consortia of parks and programs – or by partner organizations such as cooperating associations or collaborating local communities. Fellows may also collaborate to combine their funding to support larger projects.

- 4. Career-focused research and products:** The Fellows are likely to have a variety of career goals. While NPS hopes to inspire new scholars to consider careers in NPS or other public service, the Fellowship does not provide a guaranteed hiring path. It is important to provide time and support to a Fellow to allow them to pursue research that supports whatever career goals they wish. Each Fellow, in consultation with their external partner mentor (described below), will carry out a career-centered project. About 20 percent of the Fellowship will be dedicated to this scholarly work that advances a Fellow’s career path.

Fellows will be supported by a multidisciplinary team created by the host to draw on local, regional, and service-wide expertise. Each Fellow will have a support team of mentors, including at least one NPS Interpretation or Education expert and at least one NPS Cultural Resources expert, both of whom will advise and collaborate with the Fellows on projects and development of research that promotes new interpretive products and programs for audiences in the parks, National Heritage Areas, and the virtual setting. In addition, hosts will identify for each Fellow an external partner/mentor either by drawing on networks of subject matter experts established through projects conducted by parks, regional, or national offices or by researching active scholars whose work is relevant to the topic. Identifying these mentors will be done in consultation with the NPS project director for the fellowship program, the National Coordinator for the incoming cohort, and/or other experts available in NPS parks and programs. The external partner mentor will be paid an annual honorarium of \$5,000 to help panel applicants, select the Fellow, and then guide their professional development and career-focused work. In many cases this will be an academic faculty mentor but may also be a public humanities practitioner in a museum or other relevant location.

Each Fellowship cohort will be supported by a National Coordinator who will organize and manage a community of practice for the Fellows including opportunities for professional development. The fellowship team will also include digital communications assistants, a digital humanities consultant, a DEI consultant, and a variety of humanities scholars to provide opportunities for professional development. A limited travel budget will be provided for Fellows, mentors, and project staff to encourage in-person collaboration when possible, however virtual meetings will be encouraged in the interest of lessening the carbon footprint of the program. NPF will coordinate an orientation for each of the cohorts and one full team conference during the year that the cohorts overlap.

Fellows will work with their host support team of mentors to identify feasible interpretive and/or educational products that will be informed by their project-based research. Such products could include wayside and visitor center exhibits, ranger walks and talks, lesson plans and curricula, websites, apps, podcasts, videos, social media, in-person and virtual public and community engagement events, public art, etc. Digital products are required to be hosted on NPS.gov and Hosts will commit to providing Fellow access to learning and developing content for NPS.gov. Not all projects will be digital, but all projects will be documented digitally on NPS.gov so that they contribute to broad Service-wide storytelling about both America at 250 and documentation of the grant accomplishments.

B. PROJECT EXAMPLES

Please see Appendix 2 for these project examples. Each of provides a viable model for fellowship activities:

- Mellon Fellow in the History of Commemoration and Memorials 2020-2021
- ACLS Leading Edge Fellowship 2021 - 2022
- Postdoctoral Fellowship in Women's History in the Pacific West 2021-2023

For a sample of highlights from the pilot program please see: [NPS Mellon Humanities Fellowship Program \(U.S. National Park Service\)](#)

C. CRITERIA

Every effort will be made to distribute fellowship positions across the country and the territories. The NPS framework for America at 250 extends nationwide and is not restricted to the locations of the thirteen British colonies or to Revolutionary-era cities.

Prospective hosts will develop a detailed plan, which will include a

(1) **Project.** The first-year project will be connected to one or more of the four America at 250 focus areas: 1) Advance Equality and Justice for All, 2) Acknowledge and Honor Indigenous Peoples, 3) Acknowledge and Honor People of African Descent, and 4) Acknowledge and Honor the Contributions of Women. (See the sample projects for ideas about scope and specificity; it is not necessary to structure the project as a position announcement.) Note that during the first year, the Fellow will consult with NPS mentors, Partner Mentors, Tribal consultant(s), and other subject matter experts as needed, to propose a project for the second year that is responsive to these focus areas and/or additional NPS America at 250 Framework goals. It is likely to build on the first-year project, but it could also take a new direction.

(2) **Products.** Identify initial ideas for potential interpretive and/or educational products or categories of products or activities, including public engagement and public art, recognizing that these ideas are likely to change considerably when informed by the fellow(s) and their research; Because NPF will transfer funds only once per fellowship per year, confirm that the host or a partner designee can accept and appropriately spend funds to support I&E products;

(3) **Mentoring plan/Fellow support.** Identify NPS mentors (at least one each in cultural resources and interpretation & education) who will be available for the entire length of the fellowship, a strategy for identifying an external partner mentor (see the overview), a strategy for supporting Fellows with diverse identities, a strategy for inclusion of fellow into workplace

activities and culture, and a succession plan if previously identified mentors are not able to continue;

(4) **Logistics.** Specify logistical details indicating preference for on-site (specify location) or remote fellow(s); confirm commitment to conduct background investigation, secure PIV card, provide laptop, software and reasonable accommodation, and to perform other onboarding including ongoing logistical support throughout the two-year fellowship; commit to a minimum of biannual reporting on fellowship activities and accomplishments to ensure NPS meets NPF and donor requirements;

(5) **Commitment.** Make a commitment to work collaboratively with the fellow and broader fellow team to develop interpretive products that engage diverse audiences onsite, across the country, and across the world; commit to document the process and products for project archive; please note that as part of this commitment, each fellow will be trained and provided access to create content for NPS.gov. Recognizing that not all projects will be digital, commit to digitally documenting all projects efforts (on NPS.gov) so that they contribute to broad Service-wide storytelling about both America at 250 and documentation of the grant accomplishments.

D. REQUIREMENTS

1. Fifteen fellowships will be awarded to hosts (individual parks/programs/ National Heritage Areas or consortia). The number of hosts may be fewer than 15, as hosts may apply for and be granted more than one fellow.
2. Hosts are encouraged to submit as a consortium if they have similar goals, history or needs which fellows can fulfill. Parks are also encouraged to submit as a consortium to address cross-cutting needs or leverage opportunities to forge multidisciplinary interpretive products and processes that live beyond this Fellowship. It will be necessary to identify a lead park or program to ensure appropriate Superintendent/Program Manager certification for NPF documentation.
3. Projects are not required to include in-kind or partner match but if you have a match, please describe.
4. Funding will support fellowship activities between September 2023-August 2025.
5. Biannual reports will be due approximately December and May with updates at the end of each fellowship year.
6. Selected hosts will need to collect project content (videos, photos, participant biographies, impact stories, etc.) and work with NPF to collaboratively amplify grant activities through social media, media inquiries, and other opportunities as available.

E. TIMELINE

RFP open: Thursday September 1, 2022

RFP submission closes: Friday, September 30, 2022, 11:59pm

Applicants notified of decisions and begin refinement of proposals and advertisements: October 2022

Advertise Cohort #1 positions: mid-November 2022

Panel and interview applicants: Winter 2022:

Select and notify Fellows, undertake background investigations: Spring 2023

Fellowship implementation: September 2023 through August 2025

Final grant report(s) due: TBD For further scheduling information, see Appendix 3: Schedule for Hiring and Onboarding Fellowship Cohorts #1 and #2

F. EVALUATION

Grantee's will participate in program evaluation for individual Fellowships and the overall project.

NPF will oversee and coordinate evaluation efforts in collaboration with an external evaluation firm (TBD) on an annual basis. NPF values thorough evaluation to not only best understand impact and successes but also to implement insights to improve program success and identify future change. The evaluation will include quantitative and qualitative data to strengthen internal and external collaboration, innovation, communication, and the stories shared as a result of this important work. Listening sessions of multidisciplinary teams engaging with the Fellows, and full team meetings will help to enlighten shared learning and broad engagement.

G. INSTRUCTIONS

G. Proposal Instructions:

1. **Read the RFP** Please read this RFP, including all the appendices, and use the online application (<https://nationalparks.fluxx.io/>) to submit application. Please be as specific as possible when providing application responses to help NPF and NPS reviewers fully understand the scope and expected impact of your proposed project because you may be filling out a generic [application](#).

2. **Optional:** An optional informational call to discuss this RFP will be held on

c. Monday September 12, 3-4pm ET

- Zoom link: <https://nationalparks-org.zoom.us/j/86912132846>
- Meeting ID: 869 1213 2846

d. Tuesday September 13, 1:30-2:30pm ET

- Zoom link: <https://nationalparks-org.zoom.us/j/85766963609>
- Meeting ID: 857 6696 3609

3. Fluxx Registration & Online Application Tips:

- If you already have an account, you can access the application by logging into the grantee portal with your existing Fluxx credentials. If you do not have a Fluxx account, please visit NPF's grantee portal at <https://nationalparks.fluxx.io/> and click on "Create an Account Now" to fill out the registration form.
 - **Please Note:** New Fluxx registration requires 2-3 days for approval prior to accessing the application. Returning Fluxx users, please verify access to your account 2-3 days before submitting an application. NPF will help you trouble shoot technical issues but cannot guarantee success if you wait until the RFP closing date.
- New Fluxx users will receive an email and link to set up an account password. The registration email will come from Do-notreply.grants07-us-east-1@fluxx.io (Please check your junk/spam folders).
- To start an application, log into grantee portal, navigate to the left-hand menu, and click on "Apply for Funding". On this page, select "**Host Mellon Humanities Fellow – Cohort 1**".
 - **Reminder:** Fluxx **does not** automatically save. **Click the "Save" button frequently** to ensure that no information is lost. You may save your application to continue working on it later. We recommend you complete your application in Word first to ensure you don't lose any information.
- "Primary Contact" & "Primary Signatory": Please select the correct person based on the following descriptions. If you do not see the correct person's name, reach out to applications@nationalparks.org and provide their name, email address, and title to have them added to the system.
 - Primary Contact will receive automated emails and reminders from the system. All reports will be added to this individual's account, and NPF staff may reach out to them directly as needed.
 - Primary Signatory will receive any potential grant agreements or documents that may need signature.
- "Superintendent Certification": If you are a partner without access to a Superintendent, please provide a letter from your organization's Executive Director or Board President.
- "Organization Documents": If you believe you have not received funding from us before or have had any changes to your organization's address, account information, etc., please upload a W9 Form and Vendor Profile Form in your application. These forms can be found at the bottom of the "Apply for Funding" page in the grantee portal.

For assistance using Fluxx, please contact applications@nationalparks.org.

4. Proposals are due no later than 11:59 PM ET – Friday September 30, 2022

H. PROPOSAL TEMPLATE

See below

APPLICATION STATEMENTS:

Read and answer each question below.

1. Organization Information

Organization (lead)

Primary Contact

Primary Signatory

(Primary Signatory is the name of the person who will be signing the Grant Agreement. This is typically the Superintendent or Executive Director of the lead park or program).

To add or remove names in the Primary Contact and Primary Signatory fields, please email the Grants Administration team at applications@nationalparks.org. We need the person's name, organization, email address, and phone number to add them to the list.

2. Fellowship Title

Project title should capture the essence of the fellowship.

3. Fellowship Abstract

Please provide a one-paragraph overview that concisely captures your vision for the role and potential impact of a Mellon Fellow (s) at your site or program. Consider that the number of Fellowships is limited, so state succinctly why your proposal should be one of just a few that might be selected? If a consortium of parks and programs are applying to host a Fellow(s), then be sure to list each participating host organization.

4. Fellowship description

Please provide a detailed description of the research, programming, and interpretive product development that might be undertaken by a Mellon Fellow at your site or program. Be sure to address how the proposed work links to the goals of American at 250 (see the Overview). Will partners assist in your project and, if so, how? If a consortium of parks and programs are applying to host a Fellow(s), then be sure to list each participating host organization.

5. Fellowship Mentoring Plan/Fellow Support

Please provide a detailed description of your plan for mentorship and support of Fellow during the period of the fellowship. If your site has previously hosted graduate or postdoctoral fellows, please share how that experience might inform your current proposal.

6. Fellowship Outcomes

This Mellon Fellowship program advances the education mission of the NPS by connecting sites and programs with the latest humanities scholarship. Mellon Fellows bring a potentially wide range of experiences and expertise to the position. How might hosting a Mellon Fellow contribute to expanding the stories told at your site or program? How will it help you address the goals of America at 250 (see the Overview)? How do you see your site or program being tangibly changed by the presence of a Mellon Fellow?

7. Fellowship Timeline

What are the major milestones? Do they align with key events? Please estimate specific dates for key project components and explicitly address the feasibility of the timeline. You may attach your schedule as a Word or Excel document to the online application.

8. Are there any other “leveraging” opportunities?

Describe opportunities to leverage funds, in-kind donations, outreach, expertise, research, partnerships, etc. (In-kind or leveraging opportunities are not a requirement).

I. BUDGET AMOUNT REQUESTED

For each Fellowship, please enter \$50,000 as the amount requested from NPF.

There is no need to provide a project budget.

Grant Made Payable To

Please indicate amounts and to whom checks should be made payable (including the NPS unit) along with the address where the check should be mailed. NPF will need a W-9 and Vendor Profile Form for a third party that is to be paid. (Please find the Vendor Profile Form on the "Apply Now" page of your grantee portal and attach both files in the "Organization Documents" section below.) Note: NPF can help deliver funds to a limited number of project partners, pending discussion.

J. SUPPLEMENTAL DOCUMENTS

- Superintendent/Program Manager Certification
 - All applications must have NPS Superintendent or regional program manager approval before submitting. By providing the information below, you are certifying that the NPS site's superintendent or regional program manager approves this application.
 - National Park Site or Program Name
 - NPS Authority's Name
 - Title of NPS Authority (Superintendent, Program Manager, Site Manager)
 - Email of NPS Authority
 - Phone number of NPS Authority
 - Name of person submitting this application
 - Email of person submitting this application
 - Phone number of person submitting this application

K. APPENDICES

Appendix 1: NPS Rethinks National Anniversaries Commemorations

Appendix 2: Project Examples

- Mellon Fellow in the History of Commemoration and Memorials
- ACLS Leading Edge Fellowship

- Postdoctoral Fellowship in Women’s History in the Pacific West 2021-2023

Appendix 3: Schedule for Hiring and Onboarding Fellowship Cohorts #1 and #2

Appendix 4: FAQ

Appendix 4: Scoring Rubric

Application Categories	Definition	Score Range
Project Description	<p>How does this project:</p> <ul style="list-style-type: none"> • Feature or intersect one or more of the four America at 250 focus areas • Incorporate new research in the Humanities • Transform new scholarship into potential interpretive and educational products • Identify the potential roles of partners, public engagement, and public art (if any) • Identify major milestones for the first-year project 	1-5
Mentoring	<p>How does this project:</p> <ul style="list-style-type: none"> • Identify a full team of NPS mentors • Identify or strategize identification of an external partner mentor • Provide a succession plan for mentors; establish and maintain expectations that mentors actively participate in regular meetings, full team convenings, and other activities for the duration of the project? 	1-5
Fellow Support	<p>How does this project:</p> <ul style="list-style-type: none"> • Detail a strategy for onboarding, supporting, and providing a safe and welcoming environment for Fellow(s) with diverse identities • Detail a strategy for including Fellow(s) into workplace activities and culture and provide professional development relevant to careers in NPS or other public service • Go the extra mile to provide hands-on integration of Fellow(s) into your Unit, Region and NPS nationally. 	1-5
Project Outcomes	<p>How does this project:</p> <ul style="list-style-type: none"> • Advance the education mission of the NPS by connecting sites and programs with the latest humanities scholarship • Create new interpretive and educational products; Address the goals of America at 250 for the host; Transform the host sites or programs in the short and long terms, including impacts on NPS staff • Provide Fellow(s) professionally enriching experience 	1-5

Commitment	Demonstrate how this project: <ul style="list-style-type: none"> • Has wide support from leadership, staff, partners, individual champions from each participating park, program, and National Heritage Area • Provides 360-degree onboarding, logistical support, training, and access to NPS.gov, digital documentation, participating in evaluation, and reporting • Will thrive despite staff changes or other unanticipated realities. 	1-5
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Appendix 1: NPS Rethinks National Anniversaries Commemorations

In 1976, the NPS commemorated the U.S. founding with a Bicentennial celebration of democratic ideals. NPS presented an uncomplicated narrative history of the Revolutionary War period, held up its laudable legacies, and advanced the view of the U.S. as leader and defender of the Free World. The Bicentennial also provided the opportunity for partners, such as the Afro American Bicentennial Corporation, to advocate for and achieve diversification of the NPS, along with increased historic preservation of African American historical sites through National Monument and NHL designations. However, the historical fissures of our Nation's founding were largely absent from NPS' broad interpretive and educational frameworks.

From 2011-2015, NPS held a multi-year Civil War to Civil Rights commemoration of the 150th anniversary of the U.S. Civil War and the 50th anniversary of the modern African American Civil Rights Movement. While NPS continued its familiar work of interpreting battles, it also broke from tradition to interpret slavery as cause and catalyst of the Civil War, despite public opposition, marking a sea change in future NPS commemorations. The NPS articulated the history of Black freedom struggle and success after emancipation and its thwarted potential for change caused by the violent ending of Reconstruction and white national reconciliation to a public that still largely misunderstood the period. Partnerships expanded to engage youth and underrepresented communities. NPS staff expanded their work with diverse communities to identify histories important to them and tell the stories from perspectives meaningful to their lived experiences.

In 2016, the NPS Centennial recognized that significant demographic, cultural, and societal shifts challenged the agency to reimagine its role and relevance to the American public. NPS reintroduced itself as more than a collection of parks, but rather as an expansive network of places and stories dedicated to representing the breadth of the American experience. Internally, NPS had established an Office of Relevancy, Diversity, and Inclusion in 2013 to champion an increasingly inclusive and participatory organizational culture that values diversity. Adopting the principles of relevancy, diversity, and inclusion, and examining internal systems and culture led to a commitment to relevancy, which NPS defined as when all Americans are able to establish a personal connection to NPS parks and programs and find meaning and value in the NPS mission. This work for the Centennial commemoration provided the foundation for the commitment to the principles of equity and access for all in the upcoming semi-quincentennial commemoration. The National Endowment for the Arts partnered with NPS on the "Imagine Your Parks" grant initiative of nearly \$2 million, which successfully engaged a young, diverse audience and added vitality and relevance to the Centennial.

The 19th Amendment Centennial Commemoration in 2020 involved NPS joining other organizations and agencies in telling a more diverse, complex, and intersectional history. The commemoration emphasized that women of many races, religions, and class backgrounds were key leaders in the suffrage movement; that some white suffragists were discriminatory to advance their cause; and that the barriers to women's voting continued to stand after the ratification in 1920. The public not only was receptive to a

fuller story, but also demanded authenticity. Any commemoration that did not emphasize the role of women of color in the suffrage movement and the partial nature of its victory would have been a failure. The commemoration encouraged parks, programs, and partners not only to uncover their connections to the 19th Amendment but also to discover and share their stories of historical and contemporary women; and explore civics and the process of social change.

The America at 250 anniversary calls on us to expand and deepen our critical work of commemoration as we engage with our nation in a celebration, reflection, and recognition of the legacy of our founding ideals. The 250th will draw on 50 years of scholarship on previously silenced histories and communities. It will not be limited to the British colonies, but will explore the whole country, including the territories, to reexamine dominant national narratives, explore our ongoing struggles to achieve our founding promise, and to actively support diversity, equity, and inclusion in agency operations and organizational culture. The Fellows will be central to this effort and this multi-year initiative will provide the research content and interpretive opportunities required to ensure that America at 250 is the most authentic and transformative commemoration yet.

Appendix 2: Project Examples

Project Examples follow:

- a. Mellon Fellow in the History of Commemoration and Memorials
- b. ACLS Leading Edge Fellowship
- c. Postdoctoral Fellowship in Women's History in the Pacific West 2021-2023

a. Project Example. Mellon Fellow in the History of Commemoration and Memorials

Postdoctoral Fellowship in Public Humanities

The National Park Service (NPS) and the National Park Foundation (NPF) invite scholars who are no more than five years beyond receipt of the doctorate to apply for a one-year National Park Service Mellon Public Humanities Postdoctoral fellowship.

The National Park Service, which preserves and interprets many of America's iconic historic places, is planning events to commemorate the 250th Anniversary of the American Revolution. A goal is to connect the public, partners, and NPS sites to the 250th commemoration of the nation's founding in bold and forward-looking ways. Through programming, virtual events, and digital engagement, the National Park Service will invite the public to probe provocative and resonant questions that underscore the nation's founding and continue to shape our collective pursuit of the American Promise. NPS seeks a Postdoctoral Fellow in the Public Humanities to help us do this work.

The Covid-19 pandemic and the resurgence of the Black Lives Matter movement will forever characterize 2020. Social justice concerns have brought together new coalitions of people, new ways of organizing, and political actions across the country, from large metropolitan cities to rural, small towns, touching all Americans. The renewed energy behind the BLM movement has challenged businesses and organizations to examine their own practices, biases, and systems in an effort to confront and dismantle systemic racism. The National Park Service wishes to capture, understand, and memorialize this moment in history and connect the present to the past. Indeed, 2020 marks the 250th anniversary of the Boston Massacre, a seminal event in America's history of resistance, whose first martyr was Crispus Attucks, a Black and Native American man who escaped from slavery. As we approach the 250th anniversary of the Declaration of Independence, we wish to highlight the arc of America's moral universe struggling to bend toward justice.

This Postdoctoral Fellow will thus examine public places, monuments, memorials, invented traditions, and memory and how they are being contested as America grapples with its historical consciousness and its grand narrative. This Fellowship will contribute to the effort to bridge gaps between the

academic and the popular to better tell the story of America from its roots laid out in our early founding documents to the present day.

Specifically, the Fellow will focus on the act of commemoration. The Fellow will select public places, monuments, memorials, ephemera, and invented traditions and examine them from their creation to the present day or from their creation today to the past. A series of essential questions framing the research could include:

- How have people appropriated these places and memorials to support their own belief systems? How, when and why were certain legacies secured? Who benefited? Who resisted?
- How have they been used over time to express grief or joy, dissent or consent, power or subordination, and other values?
- How have they been designed to include, exclude, identify, politicize, unify or divide?
- How do these symbols help us as a nation contextualize our evolving value systems as we strive for a “more perfect union”?

Products will be designed in consultation with National Park Service staff and will include items such as:

1. Applied research relevant to the theme of the fellowship.
2. Presentations to NPS staff service-wide via online seminars.
3. Interpretive or Educational products based on their scholarly research.
4. Career-focused research and product. The Fellow will dedicate up to 20 percent of their time to pursue research on a career-centered project.

Applicants must possess US citizenship and have a Ph.D. in the humanities or humanistic social sciences by August 2020 (history, museology, archaeology, philosophy, ethnic studies, women’s studies, American Studies, anthropology, or related disciplines). Applicants must demonstrate comfort with working collaboratively and across disciplinary boundaries; excellent research, writing, and communication skills; flexibility and the capacity to learn quickly; and a strong interest in public scholarship. Selective factors include the merit of scholarship and promise, commitment to the public humanities, and capacity to complete research successfully. Fellowship is contingent upon a successful security background check.

NOTE: Application details that would be provided in the announcement are omitted here.

End of project example a. Mellon Fellow in the History of Commemoration and Memorials

b. Project Example: ACLS Leading Edge Fellowship.

Project Title: Landscapes of Protest: Public Parkland and the First Amendment

Organization: National Park Service, Capital Area, Interior Region I (Washington, DC)

Location: Remote

Stipend: \$60,000 per year, plus health insurance and professional development funding

Start Date: September 2021

Organization Description:

The Landscapes of Protest Fellow will serve in the National Park Service's (NPS) National Capital Area Office of Resource Stewardship and Science, Division of Cultural Resources (CR Division). The CR Division has primary responsibility for the preservation of cultural resources within the National Capital Area's 35 congressionally designated park units, as well as for providing technical and professional expertise and other consultation to parks, outside partners and programs related to preservation of the region's historic resources. The CR Division is made up of an interdisciplinary team of cultural resource specialists with expertise in anthropology, archeology, historic architecture, history, landscape architecture (cultural landscapes), and museums and archives. We strive to connect all Americans to their heritage resources in a manner that resonates with their lives, legacies, and dreams, and tells the stories that make up America's diverse national identity. Learn more at <https://www.nps.gov/>

Project description:

NCA parks have long played host to local and national protests. From the Bonus Army marches of 1932, to massive Vietnam War protests, to the recent clashes between law enforcement and those protesting white supremacy and police brutality at Lafayette Park in 2020, the National Mall and surrounding park land in D.C. is the premier location for Americans to exercise their first amendment rights. In 2020, the re-emergence of critical conversations surrounding memorialization along with lawful protests associated with the Black Lives Matter movement have spurred many institutions to examining their part in systemic racism and ways to dismantle it.

The CR Division wishes to engage a Leading Edge Fellow to explore the history and places related to protest and First Amendment activities on federal lands throughout the region and to examine the role that NPS's design and management of public spaces have both negatively and positively influenced the arc toward social justice. How has NPS management contributed to the nation's democratic experiment and how has its policies and design decisions suppressed or limited protests and excluded certain groups? From the 1917 arrest of Alice Paul and the Silent Sentinels demonstrating for women's suffrage in Lafayette Park to one of the largest national demonstrations held on NPS lands in the early 20th

century-- a 60,000-strong Ku Klux Klan march down Pennsylvania Avenue in 1925--the history of protest on federal land is layered and often problematic. By critically examining where, how, and why certain spaces have been used to demand and expand equitable treatment under the law and how NPS has contributed to or limited that expansion, NPS can improve management decisions and other barriers that affect access to public lands today and in the future.

Using historical and anthropological methods to understand the dynamics of human use of the landscape, the Landscapes of Protest Fellow will examine the historical patterns and events associated with protests and demonstrations in NCA parks over time and identify ways that NPS policy and design has impeded or discouraged certain groups and certain uses. Building on the work of historian Lucy Barber (*Marching on Washington: The Forging of an American Political Tradition*, University of California Press, 2002) and NPS's own historical and anthropological research conducted as a part of the NPS's Civil Rights Initiative, the Leading Edge Fellow will inventory spaces throughout the region's parks that are officially designated for First Amendment activities, develop an analytical report explaining trends and patterns of First Amendment activities and NPS responses to those activities while identifying constraints and barriers built into the parks that discourage or control their use by various groups. The fellow will present findings and recommendations to the National Capital Area's regional leadership team and other key staff. The inventory, report, and recommendations will be used by the CR Division to inform ongoing documentation of cultural landscapes and ethnographic and anthropological resources across the region, thus raising awareness in park managers about the complex and problematic history of access to First Amendment spaces. This is a full-time commitment for the fellowship year, including dedicated time for professional development activities.

Responsibilities and tasks:

- [Months 1-2] Working closely with the Regional Cultural Anthropologist, Historian, and Cultural Landscape program, develop a project research design and review background and other related research reports.
- [Month 3] Draft a historical overview of protest and demonstrations in NCA parks and plan inventory tasks.
- [Months 4-5] In collaboration with the Cultural Landscape Program staff, conduct an overview inventory of First Amendment spaces and collect existing historical data on these spaces from parks.
- [Months 6-8] Complete additional research and develop analytical report.
- [Months 9] Revise report in conjunction with CR Division and other regional staff. Plan outreach elements. • [Month 11] Draft outreach elements (potentially a presentation and web content).
- [Month 12] Prepare and present findings and recommendations to senior staff.

Qualifications:

- PhD in any field of the humanities or humanistic social sciences.
- Interest or research in public history, cultural anthropology, cultural landscapes, cultural geography, landscape history, architectural history, or the history of social movements;

- Cross-disciplinary research and analytical skills;
- Knowledge of humanistic research methods, including identifying and defining historic contexts;
- Excellent research, writing, and communication skills;
- Ability to work both independently and collaboratively in a team environment;
- Skill in project planning, organization, and time management.

NOTE: Application details that would be provided in the announcement are omitted here.

END of example b: ACLS Leading Edge Fellowship

c. Project Example: Postdoctoral Fellowship in Women’s History in the Pacific West 2021-2023

The National Park Service (NPS) and the National Park Foundation (NPF) invite scholars who are no more than three years beyond receipt of their doctorate to apply for a two-year National Park Service postdoctoral fellowship. The Postdoctoral Fellowship in Women’s History in the Pacific West will begin in October 2021.

The NPS commemorated the 100th anniversary of the 19th Amendment of the U.S. Constitution through an extended effort that encouraged a comprehensive examination of the suffrage movement as well as the triumphs, struggles, and stories of those excluded. As part of this effort, the NPS, in partnership with the NPF, funded over 25 grants to parks and regional offices to research, document and interpret the stories of women associated with the units or programs of the National Park System. This fellowship is intended to build on the research, interpretation, and education programs funded by these grants and individual park efforts within the Pacific West, including oral histories, resource guides for interpreters, and biographies of women representing the region’s diversity of cultures. In addition, as the National Park Service has begun preparations to mark the 250th anniversary of the Declaration of Independence on July 4, 2026, the stories of women related to themes exploring the meaning of “life, liberty and the pursuit of happiness” as it has evolved since 1776 will be a focus for the Fellowship. The struggle for civil rights, for example, has many stories associated with park units and National Historic Landmarks in the Pacific West.

This fellowship, funded by the NPF, will be jointly directed by the Cultural Resources (CR) and Interpretive, Educational and Volunteers (IEV) programs of the NPS regional office for Interior Regions 8, 9, 10, & 12, located in San Francisco, CA. The scope of the project includes parks from Washington to Oregon, Idaho, California, Nevada, Hawai’i, portions of Arizona and Montana, American Samoa, Guam, and the Commonwealth of the Northern Mariana Islands. The Fellow’s research will assist national park units and programs in the Pacific West to document and tell more effectively the rich inclusive histories and stories of women. NPS is committed to developing effective audience-centered interpretation and K-12 educational programs and materials to engage visitors in these stories, both in person and virtually, even when those stories can be uncomfortable.

The Fellow will work with NPS advisors representing the CR and IEV programs and must further identify and engage a faculty member to serve as an additional academic mentor. The Fellow will work with their

NPS and academic advisors to develop research priorities and interpretive and educational materials based on that research. There are four project outcomes expected:

1. Research.

A. Baseline summary: The Fellow will assess and summarize current relevant scholarship and interpretation of women's history in the West, including research and interpretive programs in the parks of the Pacific West. The specific focus of this fellowship will be on the stories of women in pursuit of "life, liberty and the pursuit of happiness" as they relate to park units and National Historic Landmarks. This information will provide guidance for developing the Fellow's research priorities and products. At the conclusion of the fellowship, the Fellow will provide an updated summary of scholarship and programs, and in turn make recommendations to the NPS for further research that would support stewardship, interpretation, and educational needs pertinent to these themes.

B. New or applied research: The Fellow will undertake research relevant to the theme of the fellowship in consultation with NPS and academic advisors. Such research should be broad enough in scope to apply to multiple parks or programs by bringing greater understanding to the experiences and contributions of women in the Pacific West region. A detailed vision of this new or applied research should be presented.

2. Online seminars.

The Fellow, as a research resource, will make presentations to NPS staff service-wide via quarterly online seminars to foster discussion, engage outside scholarship, and disseminate new content. Other presentations might include hosting of book clubs, development of scholarly panels, or introduction of archives or resources for Parks.

3. Interpretive or educational products.

The Fellow will collaborate with NPS IEV staff to develop education and interpretation resources to fill identified needs of parks within the Pacific West region. These resources will stem directly from the scholarly research of the Fellow. Funding is included within the budget for this fellowship for this collaboration.

4. Career-focused research and product.

The Fellow may dedicate up to 20 percent of their time to pursue career-centered research. This research must be documented as part of the Fellowship application.

Applicants must possess US citizenship and have a Ph.D. in the humanities or humanistic social sciences by December 20, 2021 (history, museology, archaeology, philosophy, ethnic studies, women's studies, American studies, anthropology, or related disciplines). Applicants must demonstrate comfort with working collaboratively and across disciplinary boundaries; possess excellent research, writing, and communication skills; exhibit flexibility and the capacity to learn quickly; and hold a strong interest in public scholarship/digital humanities. Selective factors include the merit of scholarship, commitment to the public humanities, and capacity to complete research successfully. Fellowship is contingent upon a successful security background check.

NOTE: Application details that would be provided in the announcement are omitted here.

END of Project Example c: Postdoctoral Fellowship in Women's History in the Pacific West 2021-2023

Appendix 3: Schedule for Hiring and Onboarding Fellowship Cohorts #1 and #2

Schedule for Hiring and Onboarding Cohort #1

Two-year fellowship from September 2023 through August 2025.

2022

August 2022: issue call for Cohort #1 Host projects to develop year-one projects for Cohort #1 recruitment

September: panel and select Cohort #1 Host applications and create FAQ for Fellow applicants

September–October: create websites for postings and application process and panels, advertise Cohort #1 post-doc positions

November–December: Fellowship Applications due for Cohort #1; Hosts plan orders of workstation equipment for September 2023 readiness.

December–February 2023: panel, interview applicants Cohort #1

2023

March–April: Select and notify Cohort #1 Fellows to begin September 2023; Hosts begin federal security background investigations *Note: Fellowship is contingent upon a successful security background check. The Fellows must follow all agency rules and procedures, as required for use of NPS equipment and office space.*

May: if necessary, advertise for fast-track application and review (Cohort #1)

June–August: if necessary, panel, interview, and select fast-track (Cohort #1)

September: Onboard Cohort #1; Orientation

Schedule for Hiring and Onboarding Cohort #2

Two-year Fellowship September 2024 through August 2026

2023

June–August 2023: issue call for Cohort #2 Host projects to develop year-one projects for Cohort #2 recruitment

September: panel, select Cohort #2 Host applications;

September-October: update websites and FAQ for postings and application process and panels, advertise Cohort #2 post-doc positions

November-December: Fellowship Applications due for Cohort #2; Hosts plan orders of workstation equipment for September 2024 readiness

December-February: panel, interview applicants Cohort #2.

2024

March-April: Select and notify Cohort #2 Fellows to begin September 2024; Hosts begin federal security background investigations. *Note: Fellowship is contingent upon a successful security background check. The Fellows must follow all agency rules and procedures, as required for use of NPS equipment and office space.*

May: if necessary, advertise for fast-track application and review for Cohort #2.

June-August: if necessary, panel, interview, and select fast-track for Cohort #2.

September: Onboard Cohort #2; Orientation

Appendix 4: FAQ

ELIGIBILITY QUESTIONS

Who can apply to host fellows?

- Individual or consortia of parks and programs, may apply to host Fellow(s). National Heritage Areas may apply in partnership with an NPS office as all Fellows are required to have the access to work behind the NPS.gov firewall. At least one Fellow will reside in the Washington, D.C.-based Park History program.

Can a host apply for more than one fellow?

- Yes, a host can apply for a team of fellows (likely two). Proposals should be as specific as possible about what each fellow's project and how the projects intersect and amplify each other.

PROJECT QUESTIONS

Do projects have to include all 4 of the America at 250 emphasis areas or can they be focused on one or more?

- Fellow projects don't have to include all four of the areas but are expected to align with at least one of them. Projects are likely to be stronger if they explore intersections among the areas

Can a fellow take on the work of a federal employee for their two-year fellowship?

- No, the fellowship is not meant to be a substitute for a federal position. Postdoctoral fellows are a unique opportunity for an accomplished scholar to work with and learn from NPS practitioners and partners, while also sharing their own expertise.

QUESTIONS ABOUT FELLOWS

Can a fellow work with a partner and stay outside of the NPS firewall?

- The fellow can work with a partner, but the fellow must be onboarded as an NPS partner with a PIV card, computer equipment, and access behind the firewall.

Who is responsible for initiating the security background investigation for the fellows and ensuring the issuance of PIV cards?

- Hosts are responsible for the full onboarding of the fellows.

Who is responsible for the purchase and set up of computer equipment for the Fellow?

- Hosts are responsible, but funding will be provided to cover or offset the cost.

How will Fellows be selected?

- The Fellows will be selected in a national competitive search, with advertisements placed in professional forums and publications such as *The Chronicle of Higher Education*, *Academic Diversity Search*, *H-Net*, *National Council for History Education* and/or the National Council on Public History's job listings. Opportunities will be amplified in social media outlets with tags such as #BIPOCScholars.
- Panels will select the Fellows based on the merit of their scholarship and promise, their commitment to the public humanities, and the capacity of the candidate to complete the research successfully. These panels will consist of 4-5 individuals selected from the host's Fellow support team (Interpretation or Education expert, Cultural Resources expert, and external partner mentor); the National Coordinator, NPS or NPF project manager; and an additional subject matter expert drawn from either NPS staff where available or from universities or external partner organizations.
- Every Fellow will be required to undergo a federal background investigation in order to work in federal facilities, behind federal firewalls.

What if a selected fellow backs out or leaves early?

- One recruitment for each of the two cohorts of Fellows is planned. If a Fellow leaves early or is unable to participate, additional recruitment is possible, either for a full two-year fellowship or for a one-year fellowship.

GENERAL QUESTIONS ABOUT MELLON, HUMANITIES AND POST-DOCS

Where can I learn more about the Mellon Foundation and its interest in the National Parks?

- Read the Op-Ed for *Outside* magazine by President Elizabeth Alexander: [Op-Ed: We Need to Learn the Forgotten Stories in Our National Parks | Mellon Foundation](#)
- See also: [Mellon Foundation](#) and [Humanities in Place | Mellon Foundation](#)

Where can I learn more about the Humanities?

- Fellows will have been awarded a Ph.D. in humanities or humanistic social sciences, including: American Studies, anthropology, archaeology, ethnic studies, history, language and literature, museology, philosophy, study of the arts, women’s studies, or related disciplines.
- To learn more about the Humanities explore:
 - The National Endowment for the Humanities: [Home \(neh.gov\)](http://neh.gov)
 - American Academy of Arts & Sciences 2013 report, The Heart of the Matter, by the Commission on the Humanities and Social Sciences: [The Heart of the Matter | American Academy of Arts and Sciences \(amacad.org\)](http://amacad.org)
 - New Directions in the Humanities Research Network [New Directions in the Humanities Research Network](#)

What’s a post-doctoral fellowship and how does this NPS fellowship compare to a post-doc in an academic department?

- Post-doctoral fellowships are temporary posts that provide mentoring and experience for Ph.D. graduates as they prepare for their career paths. They are very common in the sciences and medical fields and somewhat less common in the humanities. They are often located in academic departments where a new Ph.D. develops skills for academic research and teaching and expands their professional network. Many Ph.D. graduates in the humanities are interested careers in public humanities outside of the academic setting, including parks, museums, and other public-facing institutions.
- The four outcomes identified for NPS fellows are similar to the kinds of activities that any humanities practitioner would be doing in any kind of career, including academic positions.
 1. Project-based research is something that every scholar must do if they are interested in making contributions in their field.
 2. Sharing research results requires organizing and sharing of information, whether carried out as teaching or public humanities.
 3. Interpretive and educational products are produced in different forms by nearly every scholar for the public, whether the public is comprised of students or, increasingly, wider communities.
 4. Career-focused research and products are needed by new scholars to build their resume and marketability and to further explore their intellectual passions.

What do we expect as outcomes of this program as a whole?

- Judging from the outcomes of the pilot program, transformational outcomes can be expected from this expanded program for both the Fellows and the staff with whom they work. The products created will lead to further beneficial outcomes as NPS continues and strengthens its commitment to telling all Americans’ stories to cultivate a broader public appreciation for our country’s complexity and diversity.
- Fellows’ outcomes: Each Fellow will have a successful experience demonstrated by development of professional skills, achievement of an applied research project, and career-

focused products. They will have broadened their professional networks and expanded their career opportunities.

- Partner mentor outcomes: Partner mentors will have broadened their understanding of public humanities and public lands. Faculty mentors will incorporate more place-based public humanities work into their classes and student internships.
- NPS Staff outcomes: Staff will have expanded their professional skills and broadened their professional networks. They will have increased their knowledge about and appreciation for the Humanities as an essential part of offering visitors interpretive and educational opportunities. Work with new scholars will encourage NPS staff to ask questions that may be current in academia, but not yet in NPS materials and to expand the narratives shared with the public. NPS will strengthen its ties and relationships with Humanities scholars to facilitate ongoing commitments to current research.
- NPS interpretation and education: NPS will have new research products to use for ongoing responsibilities for stewardship and interpretation of cultural resources. We will have new ideas and new interpretive and educational products.
- NPS as an agency: NPS will have demonstrated and strengthened its commitment to becoming a diverse and inclusive agency that provides every American with the opportunity to see their story and contributions represented in NPS interpretation.
- The American public: The benefits of this project will contribute to NPS's goals for the 250th to provide every American with the opportunity to see themselves and each other as belonging to the nation; to inspire engaged and informed citizenship through advancing a collective understanding of the nation's expansive and complex history; to create lasting relationships with communities historically left out of the American promise; to spark connections with youth; and to further unlock the power of places in which history happened.
- National Park Foundation: By leveraging its voice, investments, and leadership with this program, NPF will ensure its outreach, engagement, and programs give voice to the stories of all Americans in a shared dialogue of this nation and its history.

Appendix 5: Scoring Rubric

Score Range for each category is 1-5; A score of 1 indicates meeting the minimum and a score of 5 indicates exceptional

Total highest score possible: 25 points

Application Categories	Definition	Score Range
Project Description	<p>How does this project:</p> <ul style="list-style-type: none"> • Feature or intersect one or more of the four America at 250 focus areas • Incorporate new research in the Humanities • Transform new scholarship into potential interpretive and educational products • Identify the potential roles of partners, public engagement, and public art (if any) • Identify major milestones for the first-year project 	1-5
Mentoring	<p>How does this project:</p> <ul style="list-style-type: none"> • Identify a full team of NPS mentors • Identify or strategize identification of an external partner mentor • Provide a succession plan for mentors; establish and maintain expectations that mentors actively participate in regular meetings, full team convenings, and other activities for the duration of the project? 	1-5
Fellow Support	<p>How does this project:</p> <ul style="list-style-type: none"> • Detail a strategy for onboarding, supporting, and providing a safe and welcoming environment for Fellow(s) with diverse identities • Detail a strategy for including Fellow(s) into workplace activities and culture and provide professional development relevant to careers in NPS or other public service • Go the extra mile to provide hands-on integration of Fellow(s) into your Unit, Region and NPS nationally. 	1-5
Project Outcomes	<p>How does this project:</p> <ul style="list-style-type: none"> • Advance the education mission of the NPS by connecting sites and programs with the latest humanities scholarship • Create new interpretive and educational products; Address the goals of America at 250 for the host; Transform the host sites or programs in the short and long terms, including impacts on NPS staff • Provide Fellow(s) professionally enriching experience 	1-5
Commitment	<p>Demonstrate how this project:</p> <ul style="list-style-type: none"> • Has wide support from leadership, staff, partners, individual champions from each participating park, program, and National Heritage Area • Provides 360-degree onboarding, logistical support, training, and access to NPS.gov, digital documentation, participating in evaluation, and reporting • Will thrive despite staff changes or other unanticipated realities. 	1-5