Maine has long depended on its resource-based economy -- its fisheries, its forests, its granite, its hydroelectric power. In the new century Maine must not forget another resource -- the minds of its people. The Maine Humanities Council is positioned to ensure that the protection and development of Maine's intellectual resources, so essential to Maine's and our nation's future, includes a substantial commitment to the humanities.

This document represents the Council's strategy for meeting that challenge over the next decade. The product of more than a year's work by its planning committee, staff, and board, the plan is divided into two sections. Part I outlines the Council's development, from its founding in 1975 to the present, and presents an analysis of the environment in which it now operates. Part II looks forward, outlining an ambitious plan designed to position the council more centrally, with a broader audience, an expanded mission, and new services for an enlarged constituency.

Planning Committee: p. 2

Part I – From Exchange Street to Brighton Avenue: p. 3

Part II – Looking Toward 2010: p. 9
Maine Humanities Council

**Planning Committee**: (2000-2001)

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Donna Cassidy         Gorham
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D. Lea Girardin       Lincolnville
Harriet Henry          Standish
Theodora Kalikow      Farmington
William Knowles        Orr's Island
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Barbara Rice McDade    Bangor
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The Maine Humanities Council (MHC) traces its roots to efforts in the early 1970s to establish an agency to re-grant funds from the National Endowment for the Humanities, resulting, in 1975, in the Maine Council for the Humanities and Public Policy. An office was opened on Exchange Street in Portland in 1976. Its first grants were awarded that year, and by 1977 the first full-scale reading group—a seminar that brought together scholars and state officials—began to meet regularly. It’s now one of the most enduring humanities-based reading groups in the nation.

The organization’s name was changed to the Maine Humanities Council in 1981. Early programming landmarks included the ground-breaking “Maine at Statehood: The Forgotten Years, 1783-1820” (1982); “Justice in Law and Literature,” a seminar for Maine judges (1984); the AIDS conference (1987); “The Land of Norumbega” conference and exhibition (1988); adult literacy and community library series (1991); “The Century Project: Modern Times in Maine and America, 1890-1930” (1994); and the statewide Reader Roundtable discussions on civic involvement (1995). In 1989, the Council created the Maine Collaborative for Education in the Arts & Humanities, an independent organization devoted to scholarly, collegial, content-rich professional development programs for Maine teachers K-12, which ultimately attracted more than $1 million from the NEH and other sources. As an efficiency measure, in 1997 the MHC brought the Collaborative back into its fold. In 1997, the Maine Center for the Book was established as a division of the MHC. Affiliated with the Library of Congress, the Center is the programming arm of the Council, drawing together the many reading, discussion, and literacy programs originated and run by MHC.

From an organization that operated chiefly to regrant federal funds, MHC has become a multi-faceted granting and programming operation. It has a now well established record in planning, organizing, and funding state-of-the-art childhood literacy projects, teacher enrichment seminars, programs for at-risk youth, collaborative efforts in the cultural heritage field with other Maine institutions and state government, cultural tourism promotion, a network of seminars for professional groups, and an expanding range of other public programs designed to bring to Maine communities “the power and pleasure of ideas.” In the process MHC has garnered
many national awards, including several exemplary awards from NEH, the Helen & Martin Schwartz Prize from the Federation of State Humanities Councils in 1999 and 2003, and an Award of Merit from the American Association for State and Local History.

Central to all MHC programs is the discussion of texts as one of our great civic bonds. Taken together, the programs enrich the lives of Maine’s people, from infancy through the retirement years. They bring together scholars and the general public to address important public policy questions, to foster a deeper understanding of history and literature, to encourage grass-root intellectual and cultural activity, to reward excellence, and to foster learning as a lifelong activity. [A listing and description of current MHC programs is attached.] should be deleted

In 2000, with the help of a challenge grant from NEH, the Council purchased and renovated a building on Brighton Avenue in Portland, moving there in the final months of the year. With the advent of this new and highly visible physical presence on a major thoroughfare, the Council is now poised to enter a new phase. These extensive physical changes mirror the organizational and programmatic transformation that has taken place over the past five years.

In April, 2003, the Council dedicated the Harriet P. Henry Center for the Book – the focus of our challenge grant and capital campaign. The NEH Challenge (3-1) was met, and MHC filed its final report in December, 2004. To date, a total of $ has been received with $ still outstanding and due by July, 2005

The Environment in Which We Work: The Context for Our Plan

Maine’s size and scattered population pose a formidable challenge to the Council. It is as large as the rest of New England combined, yet its population (in 1990, 1.3 million, 55 percent of it rural) is thinly spread; the state’s largest city has only about 60,000 people. Many towns are several hours by car from a good book store, a theater, an art museum, or a first-rate library. This makes the job of a humanities council all the more urgent and demanding.

A. Economic Forecasts

Like the rest of the nation, Maine has enjoyed the boom of the 1990s, as evidenced by state budget surpluses, refurbishment of historic buildings, flow of tourist dollars, lower unemployment, and a general air of optimism. However, much of this prosperity is confined to the southern coastal tier and a few resort towns. Many
parts of the state continue to be characterized by declining mill towns, abandoned farmland, factory closings, under-funded schools, and small communities with minimal cultural amenities. As of 1998, 32% of the jobs in Maine didn’t pay enough to support a family of two, and the per capita income gap between the most affluent and the poorest counties grew to 37%. There are sardonic references to towns “where the Great Depression never ended,” and continuing talk of “two Maines” – north versus south, or rural poor versus suburban prosperous. This pattern is unlikely to change in the next decade: Maine’s ability to innovate is ranked 45th out of the 50 states, taking into account such factors as the number of scientists, patents issued and R & D funding. Rising real estate values and concomitant taxes, especially on the coast and in towns and cities like Portland and its suburbs, threaten many longtime residents. They have provoked statewide tax cap initiatives and pushed the legislature toward significant tax reform. This situation has tended to exacerbate the divisions between the “two Maines.”

B. Demographic Changes.

Maine’s population is expected to increase very slightly in the early 21st century, although the exodus of the state’s brightest young people in search of good jobs is likely to continue. From the 1970s through the 1980s, this loss was somewhat offset by migration into the state of well educated people “from away,” many of them former “summer people,” seeking a more livable environment. This trend continues, as the Internet allows people to work from wherever they choose to live.

Maine is one of the two “ whitest” states in the country, with a minority population of less than 2 percent, including a few thousand residents of Native American descent. Because Portland has become refugee resettlement site, southern Maine is seeing a small, but significant increase of residents from Asia and Africa. The 40 percent of Maine residents of French Canadian (Quebecois) descent are spread throughout Maine, and are thoroughly assimilated into the economic, social, and political life of the state, although, particularly within the last decade or two, there has been a growing interest in preserving and celebrating traditional French Canadian culture. The 30,000-40,000 people of Acadian French descent who live in the far northern St. John Valley are perhaps even more determined to maintain Acadian culture.

Though the numbers are small, one of the most interesting demographic changes in the 1990s has been the increase in well-educated, generally affluent retirees who have moved here rather than to the Sunbelt. They form an important and appreciative audience for cultural events; at the same time, for MHC, their presence implicitly raises the question of whether and how to divide our attention between humanities programs for people who “need” them and people who “want” them.

C. Educational Levels and Trends
Maine is blessed with four of the most prestigious small liberal arts colleges in the country (Bowdoin, Bates, Colby and University of Maine at Farmington). Each supports a larger, extra-mural community of people interested in the arts and humanities. There are other high-quality small institutions, and a well-regarded, land-grant state university system, with seven campuses around the state. All of these institutions have provided scholars and venues for MHC programs. However, the number of Mainers with post-secondary degrees has slipped to 19.2%, 10 percentage points below the New England average.

Educational excellence in Maine extends beyond its colleges, as the state’s K-12 educational system has gained national recognition for its quality. Among the most striking features of this system is its extremely decentralized nature. As a result, and also reflecting a financing system based on property valuations, schools vary in quality from excellent to marginal. Many of these schools are, by national standards, small – an educational advantage that sometimes compensates for material deficiencies. Mostly as a result of criticism by business leaders, and following national trends, Maine schools have come under pressure to reform and now must conform to the state-mandated “learning results.” With the more recent requirements established by the federal No Child Left Behind Act, many schools and teachers feel under siege.

Two trends of concern to the Council are the growth of colleges and a community college system offering technical training of various kinds at the expense of liberal arts core subjects. There is real danger that the notion of education to shape citizens and critical thinkers will be lost in the rush to provide vocational training.

Literacy problems continue to be a major challenge. According to the National Institute for Literacy, one in six Maine adults cannot read well enough to fill out a Social Security card application or locate an intersection on a street map. This puts a significant number of Mainers at a tremendous socio-economic disadvantage in their work, home, and civic lives.

D. Other cultural resources.

One of the most distinctive features of the cultural landscape is the number of small museums, historical and preservation societies, and community libraries. In a cultural sense, “civil society” thrives here. Traditionally, funding for such activities has come largely from the private sector, including summer people, although MHC has assisted these institutions for almost 25 years, on a relatively modest and generally unheralded scale.

In 1998-99, MHC joined a coalition of the larger cultural agencies, the Cultural Affairs Council to successfully lobby the state legislature for the New Century Community Program, a pathbreaking $3.2 million package funding a variety of cultural endeavors, including preservation of buildings, documents and artifacts as
well as programming. This collaboration has been nationally recognized, and has continued to successfully lobby the Maine legislature for both direct appropriations and approval of bond issues.

The MHC at the Beginning of the 21st Century

The mission of the Maine Humanities Council is to engage the people of Maine in the power and pleasure of ideas. The Council brings people and ideas together to encourage a deeper understanding of ourselves and others, fostering wisdom in an age of information, providing context in a time of change.

At the start of a new century, Maine finds itself in a situation that in some ways parallels the early years of the 20th century. At that time, as MHC’s Century Project reminded us, the forces of change were fueled by the nation’s new industrial economy and the accompanying revolution in mass communications. Today, the new global economy and a still-evolving technological revolution are changing the ways in which Mainers, like other Americans, perceive the world and its possibilities. These changes are taking place, however, in a state in which there are still stark differences between north and south, between rural and urban, and between people living a marginal life economically and those enjoying prosperity.

Given these social and economic conditions, and a sense of acceleration in the normal processes of change, how can an organization like MHC best apply its finite resources for the greatest possible public benefit? How can it mediate and direct the forces of change, heal the differences that separate Mainers, and educate citizens of all ages in the humanities?

In 1999, the MHC Board adopted the Mission Statement above, which incorporates the three basic mandates of the organization:

• To convene disparate audiences across the state and across economic and cultural lines to discuss ideas of common interest and listen to their concerns.

• To offer the people of Maine a variety of humanities programs that encourage thoughtful and creative responses to the challenges of the new century.

• To respond, through its grants programs, to the needs of Maine’s communities, their schools and cultural organizations.
An intense process of self-evaluation grew out of the same discussions among Board members and staff that led to the mission statement and the long-range planning effort. This candid self-scrutiny revealed both strengths and weaknesses in the organization.

The strengths are evident in the staff and board. MHC has proved nimble and creative at building networks of friends, donors, and collaborators in scholarly communities, social service agencies, and other cultural agencies, state and national. These networks have served MHC well – e.g., in family literacy programs, cultural tourism, and community history. They have also led to new funding sources (state, federal, private) and have helped lay the groundwork for a capital campaign. Meanwhile, increased attention given to student learning results and new classroom technology has brought MHC a more active role in supporting the liberal arts in both K-12 and higher education in the state.

MHC’s weaknesses are, in many instances, tied to its strengths. For example, the very breadth and diversity of programs makes it difficult to sum up concisely what MHC does. The low public profile that has resulted is perhaps our greatest organizational weakness – too many of the new audiences we are trying to reach still do not know of our existence. Moreover, many of the programs depend upon part-time staff, a situation with obvious drawbacks and advantages for any organization. Recent increases in programs have strained existing staff and resources.

Most important, the lack of secure, on-going funding remains a chronic concern, with serious implications for staffing and for continuing and disseminating successful programs. MHC’s program expansion is expressed by the exponential growth in the budget. From 1991 – 1998 the budget ranged from roughly $500,000 to $600,000; in 1999 it approached $900,000, and for 2001 it is over $1.3 million. The 2004-2005 budget is almost $1.6 million. Given that our basic annual NEH grant has remained the same at c. $450,000, it is clear that we have increased our sources of revenue from private foundations, donations, and through earned income from selected programs. Perhaps the most exciting new source is our purportedly “one-time” state funding: $484,000 that we have spread over two years, through June 2001. At this point, our entire grants program and our library book discussion programs are funded by state money. But the funding situation at the state level is volatile at best. For the past few years, MHC has received approximately $75,000 in state funding for our grants program and, in addition, a one-time share of a CAC bond package yielded $100,000 for technology.

While these financial concerns are very real, it is important to note that reliance on soft money is typical – even normal – for a program-driven organization like MHC. In order to provide long-term financial security for the organization, MHC needs a strategic plan that provides adequate lead time to cultivate, develop, and make use of diverse funding sources. Such a strategy, combined with a stabilization fund that will act as a cushion during periods of reduced funding, should guarantee the necessary
stability in the long term. As of the end of 2004 MHC has about $600,000 for such purposes in addition to a core endowment of $500,000.

Conclusion

In light of these financial realities, MHC’s task in the years immediately ahead is to match its existing and potential resources (human and material) with the far-reaching goals of its Mission Statement within a social and economic climate that does not always encourage or even understand the role of the humanities. This is a daunting task, but notable progress has already been made. The following pages (Part II) outline in more detail the goals and strategies that we believe will guide MHC toward both meeting the needs of the state through our program activity and guaranteeing the long-range financial and organizational stability upon which those programs depend.
PART II:
LOOKING TOWARD 2011

The Council will work to advance the personal growth and civic life of all the people of Maine through the power and pleasure of the humanities. By convening individuals and partnering with a wide variety of groups, the Council will help to promote a more thoughtful, reflective, and civil society.

This portion of the plan sets forth eight broad goals to guide the Council through 2011; The first five of these are designed to develop the programmatic reach of the organization, while the last three describe internal organizational issues that will need to be developed in parallel. Given the difficulty of making detailed longer projections, the specific strategies and action plans describe a more detailed program for the first five years. As these changes are implemented, the Council is committed to maintaining its emphasis on high quality, even as the programs expand throughout the decade ahead.

GOALS AND STRATEGIES: 2001-2011

1. BROADEN PARTICIPATION IN THE HUMANITIES DIALOGUE

A. Expand access for new audiences
B. Encourage deeper, sustained involvement by all MHC audiences
C. Identify and explore new technologies to expand the conversation

2. POSITION THE HUMANITIES AT THE CENTER OF CIVIC LIFE

A. Mount new program initiatives on key critical issues of public concern
B. Convene more people to explore ideas together in a variety of settings

3. STRENGTHEN THE HUMANITIES IN TEACHING AND LEARNING

A. Promote the central role of the humanities in literacy education
B. Enrich pre-school through post-secondary humanities education
C. Recognize and develop visual literacy
D. Invest in humanities research
4. **SUPPORT AND CREATE CULTURAL RESOURCES**
   
   A. Strengthen capacities of Maine’s humanities organizations
   B. Link resources of knowledge statewide by serving as a hub
   C. Create and disseminate model programs

5. **DEEPEN PUBLIC UNDERSTANDING OF MAINE’S HISTORY AND HERITAGE**
   
   A. Continue to make the stories of Maine, our people and institutions a key program focus
   B. Encourage the study of the history and heritage of Maine’s minority communities
   C. Place Maine in the context of American and world history

6. **ADVOCATE! ADVOCATE! ADVOCATE!**
   
   A. Create a “culture of advocacy” in all of the Council’s work by building and training a network of advocates who will speak out on behalf of the humanities
   B. Publicly recognize innovation and creativity in the humanities
   C. Provide ongoing training for board and staff
   D. Plan and launch a comprehensive media campaign

7. **DEVELOP INTERNAL SYSTEMS FOR GREATEST STRATEGIC IMPACT**
   
   A. Streamline the Council’s operations
   B. Develop comprehensive evaluation of program impact
   C. Evaluate staff and board participation

8. **DEVELOP FINANCIAL RESOURCES REQUIRED TO IMPLEMENT THE PLAN**
   
   A. Increase Federal funding
   B. Secure State funding
   C. Foster partnerships with public and private foundations
   D. Increase the endowment
   E. Bolster Annual Fund through increased participation
   F. Expand opportunities for earned income
STRATEGIES AND ACTION PLANS: 2001-2006

In the following pages, the eight goals are defined and strategies for achieving them are outlined. Under each strategy, specific action plans spell out ways to achieve the goals. While most of these actions will occur within the next five years, they are all building blocks toward the future. Although the Council’s ongoing activities have only been described briefly and broadly in each section, these programs may be every bit as important to the organization’s future success as the new strategies and actions which are outlined more fully.

GOAL 1

BROADEN PARTICIPATION IN THE HUMANITIES DIALOGUE

The Council will, systematically, reach out to a wider range of people -- diverse in age, occupation, ethnicity, economics, education, geographic location, and outlook. Through its grants and direct service programs, the Council will help people better understand the ways in which we are different from each other, and the ways in which we are the same. Building on current programs, the Council will work to provide a deeper level of involvement in the humanities by individuals and groups across the state. The Council will seek innovative ways to reach a larger audience and achieve its mission through the use of new technologies. In reaching out to new audiences, the Council must 1) learn more about Maine’s diverse population; and 2) improve its capacity for listening to the needs of diverse segments of the community; and 3) respond accordingly.

Ongoing: The Council must maintain its current services, continuing and actively promoting strong programs.
• No Council programs have been dropped since 2001.
• Stories for Life for probationers has not been active since 2003 because of probation officers’ inability to organize groups.

NEW STRATEGIES

A. Expand Access for New Audiences

1. Let’s Talk About It Book Discussions. Fund new LTAI programs in underserved areas of the state; add new program series; provide technical assistance to librarians and Friends of Library groups on how to organize and fund programs; develop a group of advisors to this program to help set themes and train first-time program users; seek partnerships with the larger libraries to help deliver services and book series on loan; explore the use of audio books and large-type books for the vision-impaired; attract new audiences by programming in housing projects and gathering places for seniors; develop a corps of volunteers to serve this program.
• The program has been expanded by 17%, from 30 to 35 libraries statewide thanks to major funding from the Belvedere Fund through the Maine Community Foundation. There were 38 libraries served in 2004. This funding, which was renewed, will take us through 2006, but will probably not be available after that.
• We established an advisory committee with representatives from the Maine State Library, individual librarians and board members. This experiment did not prove practical or useful on a long term basis (WHY?). We are maintaining our connection to librarians through participation in the annual Maine Library and the Friends of Maine Libraries conferences.
• Our partnership with the Maine State Library has become stronger, and now includes MHC’s representing the state at the National Book Festival. MSL is a partner in our 2005 Poetry in the Branches training for librarians and is helping to partially fund the program through the State Library’s LSCA federal funding.
• Four new series have been created, with three more currently in development. Two of the series were developed specifically for incarcerated populations, a segment of the Let’s Talk About It audience that is growing. An additional two series are now in development. (Titles of the series?)

• Stories for Life is this program. It has been running successfully with funding from the Department of Corrections since spring of 2001 in as many as 6 sites statewide.
• As noted above, this program is on hold because of probation officers’ inability to organize groups given their extraordinarily heavy caseloads.

3. The Great Read – a statewide, town-based reading MHC program that will involve diverse audiences – will soon be developed. A planning grant was awarded by MCF. We are supporting this kind of One Book-One Community through our grants program, and now, with the MCF funding, we are developing a web site that will serve as a resource for all Maine communities that are interested in mounting such a program. (To be online by June, 2005.)

4. Adults new to English are involved with New Books, New Readers through our partnership with Portland Adult Education.

B. Encourage Deeper, Sustained Involvement by All MHC Audiences

1. Clemente Course. Explore development of a rigorous humanities program for homeless and low-income people using the Clemente/Bard College model that offers college credit; establish a pilot program; monitor and evaluate the results. This program is not under consideration due to limitations in staff time and cost.

2. Literature and Medicine. Help every hospital in Maine adopt the Lit. & Med. seminar as a regular part of its ongoing program; develop outcomes evaluation
mechanism to measure change; expand the program regionally and nationally to make it a signature program of MHC; offer annual conference and an anthology of readings.

- *Literature & Medicine* has been expanded throughout New England, and in Illinois, North Carolina and Utah. A 2004 training institute funded by Johnson & Johnson/Society for the Arts in Health Care brought 6 new states into the program, for a total of 14.

- *Literature & Medicine* has been in 25 out of Maine’s 38 hospitals and will continue at least through 2004. Another NEH proposal was submitted in February, 2005. Funding is also being sought currently through a federal earmark and from Anthem Blue Cross/BlueShield, and a special direct appeal.

- MHC has hosted annual conferences since 1999. (Last one in October, 2003.)

- A *Literature & Medicine* manual has been created; An anthology of readings, *Imagine What It’s Like*, is being considered by Kent State University Press.

- We have launched a program e-zine, *Synapse*. The third issue will appear late spring 2005.

- We are working with Bruce Clary from the Muskie School to design and implement a new, more comprehensive evaluation procedure.

3. **Senior College.** Explore ways to support the efforts of the burgeoning Senior College movement in Maine.
   
   No significant work has been undertaken in this area by the MHC, although we are in touch with the program administrator at USM.

C. **Identify and Explore New Technologies to Expand the Conversation**

1. **On-line book discussions for the disabled and homebound.** Explore effective ways to reach these audiences. MHC must pursue appropriate use of developing technologies to reach out to broader audiences, either those who cannot attend traditionally formatted programs, or those who prefer to communicate through technology.

2. **Teleconferencing programs.** Research possibilities of installing teleconferencing equipment in the new MHC offices, especially as improved and more cost effective technologies develop. The bond money may offer the opportunity to do this??

3. **On-line Encyclopedia of Maine.** Convene a planning group over two years to explore the creation of an on-line encyclopedia of Maine history and culture.

   A planning grant from the NEH revealed that the staff and dollar cost of developing an on-line encyclopedia were too great for the MHC to undertake. However, the Council is investigating the possibility of distributing the CD Encyclopedia of Maine (developed by the state archivist) in every library in the state.
Partial funding from the NEH planning grant was used to distribute the CD Encyclopedia of Maine to every library in the state. The final report of the MHC to the NEH was subsequently approved.

4. We are partnering with Maine Historical Society in the use of the Maine Memory Network with teachers through both our NEH Longfellow grant and our Department of Education Teaching American History grant.

5. Our One Book – One Community Web Site will be a unique, accessible, user friendly resource for libraries and other community organizations and institutions that want to organize a One Book program.


7. Through links to the Civic Reflection.org web site we are offering a wealth of resources – both content and process - to support community discussions.

GOAL 2

POSITION THE HUMANITIES AT THE CENTER OF CIVIC LIFE

The Council seeks to play a larger, more visible role in creating a humanities context for a dialogue on pressing issues of public concern, from the environment, to health and social welfare, to questions of fairness, equality and individual freedoms. By convening Maine people to grapple with questions of value that arise out of these and other concerns, the Council will provide opportunities for them to engage one another in thoughtful and informed discussion of issues of consequence. MHC will strive to play a deeper and more central role in the lives of Maine’s citizens.

Ongoing: Community seminars, weekend programming; continuation of Philanthropy seminars for New England humanities councils

• The community seminars have added a 4th site (Falmouth) and all sites are thriving. The Winter Weekend has become the centerpiece of the winter’s cultural life for many Mainers. The philanthropy seminars will expand beyond New England in 2005 through the “Thoughtful Giving” NEH-supported project and via funding from the Project on Civic Reflection in Indiana.

NEW STRATEGIES

A. Mount New Program Initiatives on Pressing Challenges
1. **Create an Ongoing Program of Civic Forums**, in partnership with other institutions, such as the Muskie School, Margaret Chase Library, etc. Next potential conference theme: **The Future of the Book** (in collaboration with writers, publishers, scholars, book arts specialists, and readers).

2. **Science, Technology, and the Humanities.** Develop and fund a new grants program for projects that use the humanities as a tool to explore issues in science and technology.

3. **Environment and the Humanities.** Develop and fund a new grants program for projects that use the humanities to explore issues relating to the environment.
   - See Goal 3,B 1 - a program for teachers on the New England Environment from a cultural and historical perspective.

**B. Convene Groups of People to Explore Ideas Together in a Variety of Settings**

1. **Humanities at Work.** Add new programs targeted at specific professional groups (a la Lit and Med), for lawyers, judges, educators or other occupational groups, as funding is available.
   - MHC has developed a new major project, *Thoughtful Giving: Philanthropy as Civic Engagement* that was funded by NEH. A *Thoughtful Giving* Seminar took place at the Bangor Rotary Club in winter/spring of 2003, and in 2004 at the United Way of Bangor, the Maine Community Foundation, the Maine Philanthropy Center, and the River Rock Foundation boards.
   - The Children’s Literature Seminars for childcare providers began in the fall of 2002 and are ongoing. A proposal to expand the program to the Bangor area has just been submitted to the King Foundation.
   - A reading and discussion program for staff and trustees of the Frannie Peabody Center (AIDS hospice) is being developed for spring 2004 programs.
   - *Literature & Medicine* is now established at Frannie Peabody Center, and as of this year (2005) at Sweetser and Spring Harbor Hospital.

2. **CEO Retreat.** Work in partnership with existing Leadership Programs to establish a pilot retreat program in the humanities for corporate chief executive officers.

3. **Philanthropy Seminars.** In partnership with the Maine Philanthropy Center, establish a seminar for development staff and a seminar for foundation boards.
   - *Thoughtful Giving* seminars are planned for the winter of 2003-2004 for the Maine Community Foundation Board, MCF’s Youth Philanthropy Groups and the Maine Philanthropy Center Board. See # 1, above.

4. **Study Circles or National Issues Forum.** Explore partnership with newspapers to set up study circles or national issues forums for the general public on themes
of contemporary issues.
- The Council organized *Let Freedom Ring*, facilitated, text-based community discussions held at 64 libraries around the state on October 11, 2001 in response to the events of September 11, 2001. Close to 1,000 Mainers participated.
- A mini-grant program in the fall of 2002 gave 12 libraries the opportunity to host follow-up.
- 30th Anniversary program, in development, may bring a humanities focus to contemporary issues in Maine.
- With our 2006 We the People grant from NEH we will have funding for a “Speakers’ Bureau” for communities and organizations statewide that will bring historical perspectives to bear on current issues.

5. **Special Committees, Boards, or Groups.** Develop humanities seminars for specialized groups of policymakers, such as the Legislature’s Education and Cultural Affairs committee, or the Northern Forest board.
- *Thoughtful Giving* seminars are planned for the winter of 2003-2004 for the Portland Interfaith Group. Also see #1 and #3 above
* See #1 above.

6. **Juxtapose Members of Different Groups.** Convene seminars with membership distributed among various groups. Examples might include lawyers and loggers; inmates and judges; health care executives and health care providers.
- *Stories for Life* brings probationers and probation officers, and occasionally judges, together for scholar-led discussions of short stories. (One session with MHC board.)
- *Literature & Medicine* groups include the gamut of all hospital staff, from trustees to janitors.
- Pilot community mental health and employment services groups include patients and counselors.
- Regrants have supported reading and discussion groups for parents, children and teachers, and for mental health patients and their counselors.
- New Books, New Readers groups offered in conjunction with Portland Adult Ed bring together adults of very diverse backgrounds – some highly educated, some barely literate – who are new to English.

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<th>GOAL 3</th>
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<td><strong>STRENGTHEN THE HUMANITIES IN TEACHING AND LEARNING</strong></td>
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We believe that the humanities can be a transformative force in all teaching and learning. We support formal and informal strategies to enhance both of these
activities. In order to help break the cycle of illiteracy and promote the pleasures of reading and sharing stories, the Council will continue to develop its programs for young children, families, caregivers, and newly literate adults, partnering with groups and agencies wherever possible. The Council will also encourage the development of high quality humanities-rich programs for teachers and administrators that have a significant impact on students and schools.

The Council recognizes that learning in the humanities is achieved not only through the study of written texts, but also through the interpretation of visual images, aural documents and material culture. The MHC will foster efforts to provide an interpretive context for the visual images created in the past and those that surround us in our daily lives.

The Council will explore ways to recognize, encourage and fund this work.

**Ongoing:** The Council will continue the early childhood literacy and adult new literacy programs; seek effective ways to measure program outcomes; strengthen existing partnerships with social service agencies; continue to offer humanities institutes and weekend programs for teachers.

- All of this is in fact ongoing at a high level.

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**NEW STRATEGIES**

**A. Promote the Central Role of the Humanities in Literacy Education**

1. **Early Childhood Literacy.** Embed *Born to Read* in Maine’s Social Service Network, and introduce other high quality, tested national childhood literacy programs in Maine, for example, *Mother Goose Meets Mother Nature*.
   - The Council has entered into a partnership with Maine Roads to Quality (housed at Muskie Institute) to deliver *Born To Read's* diversity curriculum, *Many Eyes, Many Voices*, as part of statewide certification curriculum for childcare providers. Development of a humanities-based violence-prevention curriculum is planned for 2005. Two members of the Council staff are actively involved in the Maine Early Care and Education Task Force.

2. **Training.** Maintain the Council’s commitment to training family literacy providers through *Born To Read* and similar programs.
   - *Born to Read* provides many trainings statewide for childcare providers and volunteer readers; currently they are focused on the *Many Eyes, Many Voices* curriculum.

3. **Conference.** Convene a biennial humanities conference for literacy providers and policy makers, showcasing the many new programs and efforts in Maine.
• Born to Read’s first conference was held in May, 2003. Over 100 childcare providers attended, and representatives of the Department of Child Care and Head Start were on the program.
• Born to Read’s second conference is scheduled for May 6 & 7, 2005. Highlights included presentations by nationally-known writers Ashley Bryan and Rosemary Wells.

4. Adult New Readers. Convince policy makers and education leaders that humanities programs for adult new readers and their families are a means to raising aspirations and improving lives. Train more trainers and develop more collaborations.
• The Council convinced Nellie Mae Foundation that Adult Literacy is a key component to increased educational aspirations generally, and our New Books, New Readers program is now the beneficiary of a high level of ongoing support.
• With support secure, the Council has expanded the total number of New Books, New Readers sites, and number of programs held in correctional facilities.
• Two new series, one on community and the second inspired by Thoughtful Giving, will be added to the New Books, New Readers choices this winter. (2003-2004) Check with Julia/Carolyn- I think there have been another two series.

B. Enrich Pre-School Through Post-Secondary Humanities Education

1. Collaborations and Partnerships. Develop on-going collaborations with Maine’s colleges, school districts, teacher professional organizations, and improve ties with the Department of Education to advance humanities in the schools.
• The collaborative nature of Teachers as Scholars, which delivered high quality humanities programs to over 200 teachers from spring 2001 through spring 2003, and was intended to enlist both financial and logistical support from 8 school districts in southern Maine, as well as from USM, foundered on budget problems.
• Attempts to work through the Department of Education to establish additional TAS collaborations came to naught; we are currently exploring a partnership with Bates College if additional funding becomes available.
• The Council will partner with USM’s American & New England Studies Program to offer a program for teachers on the New England Environment this fall. We have continued to collaborate since then on a variety of programs.
• The Council partnered with the Department of History at the University of Maine on a conference for teachers in the fall of 2001 and plans to do so again.
• The Council has partnered with the World Affairs Council of Maine to present a week-long summer institute for teachers on China and Japan since 1999.
• We collaborated with the Gardiner School District on a major proposal ($958,000 over three years) to the US Department of Education for a Teaching American History grant (see below). The proposal was approved; currently, there are only two state humanities councils in the nation that are managing such projects.
2. **Humanities Across the Curriculum.** Establish a pilot project to demonstrate how humanities education can be carried across the curriculum and how this connects to the Learning Results.
   - Teacher programs such as the intensive interdisciplinary seminar on Longfellow, funded by a major grant from NEH, demonstrate how the humanities can be carried across the curriculum and how it connects with the Learning Results.
   - The Teaching American History grant, on using biography to teach history, is serving teachers from several disciplines.

3. **Humanities Summer Camps.** Develop summer camps in the schools for 11-14 year olds: pilot two programs, evaluate results, if positive, then establish in ten schools annually.
   - The Council has awarded several grants to support summer humanities programs for school-age children.
   - In connection with the TAH grant, in July, 2005, we will sponsor a history camp for middle school students.

4. **Youth at Risk.** Expand both at Maine Youth Center and other sites, including YWCA Fair Harbor Shelter.
   - The youth center – now Long Creek Development Center - has been a site of major expansion of Council activity. We have had programs for girls every summer since 2000 and, for the past two years, during the school year as well. We have also offered a program for boys every summer since 1999 (except 2000) and this spring, by invitation, piloted a reading and discussion group for them.
   - The Council offered reading and discussion programs at the Fair Harbor Shelter and at Portland West’s Youth Build for several years.
   - We have given several grants a year to support programs for at-risk youth.
   - In 2004 we initiated a new poetry-based program for boys at Long Creek Development Center. The girls program will continue at least through mid 2005.

C. **Recognize and Develop Visual Literacy**

**Center for Visual Literacy.** Explore the possibility of expanding the Maine Center for the Book to include visual images (possibly as *The Maine Center for the Book and Image*). This new entity will promotes the value and importance of reading, while demonstrating the power of images to shape our lives. It will show why the interpretation of images is a critical skill, basic to the humanities. Images would include not only those in the traditional fine arts, but also documentary photography, film, new media, and other visual documents drawn from popular and folk culture. To insure the broadest involvement from the community, plans for the Center will be developed in collaboration with partners such as (but not limited to) the Maine College of Art, Northeast Historic Film, the University of Maine, and the Maine technical college system.
Although the Council has supported a number of projects involving visual literacy, in a collaborative grant program with the Maine Arts Commission, there are no plans to establish a Center.

D. Invest in Humanities Research

Research Grants to Maine Scholars, Teachers, and Museum Personnel.
Work in partnership with the New England Regional Humanities Center to develop grants for research that will provide a context for public humanities programming.
• The Regional Humanities Center at UNH was never created due to withdrawal of funding by NEH.

GOAL 4

SUPPORT AND CREATE CULTURAL RESOURCES

The Council recognizes the need to strengthen the programming capacity of Maine’s libraries, museums, public media, and other organizations that deliver the humanities on a daily basis to local communities. By linking them to a broader network and partnering with them, the Council will be able to expand the reach of public humanities and assist its partners in becoming stronger, more effective institutions.

The Council also recognizes its responsibility in developing effective model programs and disseminating them statewide, regionally, and nationally. Likewise, the Council will be alert to locating innovative program models and strategies developed outside the State, and will seek ways to introduce them, as appropriate, to Maine.

Ongoing: The Council's grant program serves as a means to strengthen the capacity of Maine's cultural and educational institutions by providing financial incentives, requiring careful planning, and offering technical assistance.
• With the decrease in state funding since fy 2001 the total regrant budget has diminished, although the total number of grants has increased and the level of technical assistance is high.
• Most of the books for MHC programs are purchased from local, independent bookstores around the state.
• The Council staff continues to offer a significant amount of technical assistance to potential grantees.

STRATEGIES

A. Strengthen Capacities of Maine’s Humanities Organizations

1. Grants. Maintain and expand the Council's historical role as a funder of public cultural programming in Maine. Expand the Arts and Heritage grants program, in partnership with the Maine Arts Commission.
• The Arts and Humanities Grants program, funded jointly by the Arts Commission, has become a major piece of our grants program, adding 26% to our regrant budget.
• Plans are in the works to develop an additional source of money for regrants.
• The Council supports the Maine State Archives’ annual History Day on an ongoing basis.
• With our 2006 We The People grant from NEH, we will fund 10 oral history workshops for small museums and historical societies around the state.
• The grants budget has been increased by $15,000/yr. for three years from the Betterment Foundation (through 2007-8) and by approximately $10,000 year for three years from the We The People grants. State funding has decreased only marginally over the past three years to c. $70,000/yr.
• A partnership with the Kennebec-Chaudiere Heritage Commission to fund a small grant program for the K-C Corridor focused on increasing the capacity of local organizations will increase not only increase our grants budget but will help us reach into a new geographical area.

2. **Technical Assistance:** Secure funding for two MHC Staff “Circuit Riders” to provide outreach services to local community organizations, through listening and mentoring, particularly in rural and underserved areas of the State. These staff members would serve as local faces and “non-Portland” resources for community organizations seeking grants or technical support from MHC, providing assistance with applications and other services.
• The Council does provide technical assistance widely, but it is primarily by phone.

3. **Support for professional organizations.** The Council will seek ways to provide ongoing support for Maine's professional organizations (such as Maine Archives and Museums) that build capacity in the delivery of humanities programming.
• MHC is helping CRIC (Cultural Resources Information Center) find continued funding. This is an important service, especially for small historical societies and museums.

B. **Link Resources of Knowledge Statewide by Serving as a Hub**

1. **Humanities Network.** Expand the MHC web site to become an active clearinghouse for generative ideas and linkages among the great variety of humanities agencies in Maine, and provide links to other humanities networks in America and internationally.
• The Council’s web site has been greatly expanded and it received 6,632 hits the last week of August, 2003!
• *Literature & Medicine* has established several list serves that allow participating hospitals, scholars and council staff to easily communicate with one another. *Synapsee*, the Literature & Medicine e-zine, has appeared twice since spring 2004 and has a national readership.
• *Born to Read* is developing a list serv for child care providers.
• The Civic Reflection web site, developed with our participation, is a comprehensive resource for groups and communities interested in community based discussion that is linked to our web site.
• Link to the new electronic Encyclopedia of Maine has been promoted on the MHC home page.
• The One Book- One Community web site will be a rich humanities programming resource.

2. Cultural Affairs Council. The MHC will take an active role in planning state cultural policies as a voting member of the state cultural council.
• The Council has taken a leadership role in ensuring that arts and culture are always at the top of the state’s agenda. In November 2003 voters will decide whether to support a bond that includes funding for technological improvements by each of the CAC members, including MHC.
• MHC continues its leadership role.
• The bond for technological improvements passed and MHC received $100,000; there are currently two versions of a “bricks and mortar “bond for CAC agencies under considerations by the legislature: one for $25 million and one for $5 million. In addition, there are bills under consideration for Program Support.

C. Create and Disseminate Model Programs

1. New England Regional Center. Play an active role in the New England Regional Humanities Center (see Goal 3, D above) developing program models and disseminating their new initiatives.
• The center has not been established. (See Goal 3, D above.)

2. Scout for New Programs. Through communication and interaction with other humanities councils throughout America, staff and board will bring new, promising ideas and programs to the table for review by the Program Review Committee (see Goal 7, B, 1 below).
• This is ongoing.

3. Disseminate successful past and present MHC programs. MHC will hire an instructional designer to develop Web-based interactive programs based on successful MHC initiatives and grant-funded projects. These might include CEU-credit courses.

GOAL 5

DEEPEN PUBLIC UNDERSTANDING OF MAINE’S HISTORY AND HERITAGE

The Council recognizes the need to help preserve the oral, written, and visual heritage and traditions that make Maine communities unique, even as towns grapple
with the challenges of growth. The MHC should make special efforts to ensure that
the stories of all of its diverse people are told.

Maine’s geography, its people, and their traditions have all contributed to a strong
sense of place that underlies a broadly diverse range of communities, from villages in
the St. John Valley, to mill towns in central Maine, to coastal resorts, to native
communities, to larger cities. The Council should provide the opportunity for Maine
people to listen to each other across their social, geographic and ethnic differences,
to help them better understand their state and its relationship to New England and
the world beyond.

**Ongoing:** Cultural heritage tours, partnership program in cultural tourism, Diversity
Grant Program with University of Maine.
The cultural tourism program continues; there have been no tours since 2000 and the
university’s diversity grant program has been disbanded.
• The proposed oral history workshops will enable communities and organizations to
learn skills necessary for preserving the stories of their residents.

**NEW:** Diversity focus, led by *Born To Read* through its *Many Eyes, Many
Voices* curriculum guide and trainings for early child educators.

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**NEW STRATEGIES**

**A. Continue to Make the Stories of Maine’s People, Places, and Institutions a**
**Key Program Focus**

1. **State House Community History Fair.** Bring community history grantees
together periodically to display their projects and share results with each other
and with a broader audience of legislators and the public.
• This happened as part of the 2001 New Century Program reauthorization
campaign.

2. **Expand Grantmaking Program.** Award $200,000 more per year in grants for
public humanities programming across Maine.
• See Goal 4 A 1 above.

3. **Special 25th Anniversary Grants Program: 25 for 25.** The Council will work to
secure outside funds for a special anniversary grant program in 25 towns across
Maine.
• We never made a silver anniversary fuss, but our 30th is coming up in 2006!
• Planning for the 30th is underway.

**B. Encourage the Study of the History and Heritage of Maine’s Minority**
**Communities**
• Regrants since 2001 have supported many projects on Franco-American history and heritage, and several on Native Americans in addition to those specified below.
  • MHC is offering a program for teachers on the history of Native Americans in Maine in March, 2005.

1. **U. Maine Diversity Grant Program.** Evaluate pilot partnership program (in progress) and expand if warranted
  • The Council took an active role in this now disbanded program.

2. **400th Anniversary of Acadians in North America.** Planning.
  • The Longfellow project for teachers explored the Evangeline story and its central role in Acadian heritage.

  • The Council has been involved as both a consultant and a funder of the Kennebec Chaudiere Corridor. This project is still developing and will include a grants program to which MHC will contribute.

C. **Place Maine in the Context of American and World History**

1. **Borderlands.** Explore Maine’s role as a borderland, linked historically, ecologically, economically, and culturally with its Canadian neighbors and the broader bio-region.
  • The Kennebec Chaudiere Corridor project does this explicitly.
  • Regrants to support films such as “Reveil” also explore the Maine-Canadian connections.

2. **International Studies.** Partner with the World Affairs Council, colleges, and other institutions to bring Asian, African, Balkan, Hispanic, and Canadian studies to a wider public audience through grants and direct programs for teachers or the public. In some cases, these subjects will be presented in a Maine context; in others, they will be considered independently.
  • Teacher programs since 2001 have included topics such as the Balkans, the Middle East, Islam, Japan, China and Korea (in partnership with the World Affairs Council of Maine), 20th century China, the African Diaspora and Latin America.
  • Regrants have supported conferences and lectures on the Israeli-Palestinian situation, the relationship between Russia and US, between US and Europe, a reading discussion program on Cuban literature, etc…
  ▪ Regrants that put international issues in a Maine context include the Vietnam Vet project, a film project on Greeks in Maine, an exhibit on Chinese in Maine, etc
  • *Let’s Talk About* It has added several new series with an international focus.
  • *Born To Read* has created two bilingual children’s books (Sudanese and Cambodian) as part of the New Mainers Book Project.
• MHC supported the publication and distribution of two bi-lingual books for children – *The Somali Alphabet* and a book of Somali folktales.
• MHC is offering a program of presentations by USM professor Mahmud Faksh about Islam and the Middle East in Bangor and Calais during the spring of 2005. Professor Faksh will make a general community presentation and will also spend time in the local high school in each town.

• In 2005, the MHC is sponsoring a tour of the traveling Smithsonian exhibition “Barn Again” to three local historical societies (Saco, Bethel, and Lille sur-St. Jean). A Maine-based exhibit has been developed to accompany the national show.

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**GOAL 6**

**ADVOCATE! ADVOCATE! ADVOCATE!**

The Council will work to build a strong network of advocates in Maine who are willing to speak out on behalf of the value of the humanities in private and public life. Excellent work in the humanities will be promoted in a stepped-up awards program, highlighting exceptional grant programs and individual achievement at all levels of education and ability. The Council will recruit opinion makers to become more vocal advocates and will train the board and staff in effective ways to reach them. The MHC will seek to harness the power of the media to convey the Council's message to more people. Every MHC program should consciously advocate for the importance of public humanities.

**Ongoing:** Newsletter, annual report, web site,
• The newsletter is published three times a year and mailed to 9,600 people in and out of Maine. In 2001 we instituted thematic issues, focusing on a single program areas. The reader response is extremely enthusiastic.
Because of personnel changes, the production schedule has been disrupted. Going forward we anticipate 3 issues a year.

• A 2001 annual report (one issue of the newsletter) was printed in January of 2002, the first in 9 years. We expect to publish a 2002 report in January of 2003. We published the 2003 Annual Report in Spring of 2004 in a similar format. The 2004 report is underway and will be a more comprehensive document, separate from the newsletter.
• The web site was revised and greatly expanded in 2001. We plan to redesign the site to make it more consistent with the look of our newsletter in 2004. Redesign has not been implemented to date but research is underway.

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**NEW STRATEGIES**
A. **Create a “culture of advocacy” in all of the Council’s work by building and training a network of advocates who will speak out on behalf of the humanities**

1. **Board of Advocates.** Create a strong and devoted Board of Advocates to MHC. Members might include scholars, grantees, former board members, opinion makers, and students. MHC will provide a compelling annual meeting of the Board of Advocates in conjunction with one of the Council’s board meetings. Advocates will review Council plans and advise the staff on ways to extend the reach and potential of the Council. Advocates will be called on individually to advocate for and support the work of the Council as appropriate. They will serve as the council’s local eyes and ears throughout the state.

2. **Writers’ Committee.** Enlist the help of well-known writers who live and/or write about Maine. Their Projects might include the development of a series of public service announcements in support of the MHC.
   • We have created a series of public poetry readings beginning with Donald Hall in 2000. With funding from Library of Congress Center for the Book we hosted Wesley McNair in 2002 and in 2003 a reading by Rafael Campo will be supported by the Art of Association project.

3. **Opinion Makers.** Recruit, cultivate and inform other opinion makers about the work of the Council.
   • Ongoing advocacy for renewed state funding and for inclusion in a state bond issue has informed legislators and the media about the work of the MHC and the Cultural Affairs Council.
   • The former chair of the Maine Cultural Affairs Council was elected to the MHC board in 2004.

4. **Programs Providers / Grantees Everyone** conducting Council-funded programs will consciously advocate for the importance of public humanities.

B. **Publicly Recognize Innovation and Creativity in the Humanities**

1. **Humanities Awards Program.** Organize a stepped-up humanities awards program; investigate creating a special Governor’s Award in the Humanities.
   • Carlson Award was given to Karan Sheldon and David Weiss of Northeast Historic Film at a very successful event in Orono in September, 2003. No special Governor’s Award planned at this time.

2. **Contests for students:** Evaluate the results of the Council support for the first Letters about Literature currently underway, and investigate other national contests, such as River of Words. Investigate the possibility of providing book awards to Maine students.
• Three annual *Letters About Literature* contests completed with sponsorships; a fourth took place in 2004 with national funding from Target. This successful program will be continued.

**C. Provide Ongoing Training for Board and Staff**

**Training.** Provide ongoing training for board and staff on effective advocacy.
• Limited training provided during the capital campaign. More needed.

**D. Plan and Launch a Comprehensive Media Campaign**

1. **Radio Reporter.** Investigate possibility of funding an arts and humanities reporter on MPR in partnership with Maine Arts Commission.

2. **Sponsorships.** Explore partnerships and sponsor programs on MPB
   • In 2000 we sponsored Tuesday night’s, *Fresh Air*. This year we sponsor *Fresh Air* and Saturday’s *Morning Edition* and Sunday evening’s *Selected Shorts*. We also sponsored the 2003 National Folk Festival and we expect to add Friday morning classical music.
   • In 2005, the Council is sponsoring the following programs on MPB: ???

3. **Advertising.** Develop public service announcements on commercial television and advertising in the print media
• PSA: created for *Born to Read* (with funding from ELOA grant.) It aired statewide on many commercial and cable TV stations beginning in early December 2002, and was coordinated with advertisements on WBACH and with our annual appeal letter and a high-visibility article in the Portland Press Herald.

• Paid advertisements: these include WBACH for the Bach program (donated) Faust, the Wesley McNair reading, and a special Valentine’s Day 2003 run; *Portland Press Herald* for Frankenstein, Faust, and the Wesley McNair reading (donated)

• TV coverage: includes *Stories for Life* on Fox 51, Council’s involvement in Bookcrossing on Channel 6, *Let Freedom Ring!* on WMTW Channel 8.

• Radio coverage: includes *Letters about Literature* 2001 and 2002; the Donald Hall reading/Lit & Med conference 2000; the boys program at the Youth Center 2003 all on MPB; staff members have been interviewed on WGAN, WZAN and WBLM., and, Geoff Gratwick was heard on air during the seventh-inning stretch at a Sea Dogs game (when our 2001 *Letters about Literature* winners were honored)!

• Print media coverage has increased dramatically since 2001.
• Oakhurst Dairy donated space on milk cartons, August - September 2001, 427,000 quarts featured the MHC logo and celebrated 25 years of MHC “Feeding the hearts and minds of Mainers.” (The PR. firm estimated “2.5 “impressions” per carton.)

• The Council has had information booths at:
  Maine Businesses for Social Responsibility, 2 day annual meeting 2001;
  Common Ground Fair booth, 3 days September 2001;
  Maine Library Association, May 2002 & 2003
  National Book Festival, Washington D.C., 2 days, 2002 , 2003 and 2004 (costs paid by national Center for the Book)
  NYU conference on medical humanities, 10/03
  Society for Arts and Healing conference 4/04

• During the summer of 2002 we met with 5 public relations firms to discuss what they could do for the Council. It was decided that the expense of a campaign ($60,000 per year for a consultant) was too costly. We continue to explore ways in which to involve professional PR. people in our effort. We did hire a very effective, two-day per week development /PR assistant in fall of 2002 who is currently on maternity leave.

• In September, 2004, MHC hired G. Britt PR and Marking to help us raise the profile of the Council. We have a contract with them through ?? We believe that their efforts are beginning to show.

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**GOAL 7**

**DEVELOP INTERNAL SYSTEMS FOR GREATEST STRATEGIC IMPACT**

The Council must seek ways to put limited resources to greatest effect in carrying out its mission. To that end, the Council will perform periodic and regular reviews of existing programs that may result in pruning of old programs that are either dropped or taken on by other organizations. A well-established system of evaluation will enable the MHC to develop standards for program partners.

**Ongoing:** As current board members retire, continue to seek out and elect new members who are dedicated to the mission of the Council. They must be willing to work on its behalf, and able to provide the expertise and resources needed to carry the program forward into the future; continue the 'Under the Egg' board newsletter.

**NEW STRATEGIES**
A. Streamline the Council’s Operations

1. **Review** existing Council staffing, committees, policies, and meeting procedures, as well as staff procedures to improve efficiency of operations.
   - Program, Governance, Development, Finance (including Audit and Investment) committees have been formed and are meeting on a regular basis.
   - The Program Committee undertook a review of many of the MHC programs in 2003-4. A particular interest was to explore the possibility of franchising Literature and Medicine. Research demonstrated that it would not be wise or feasible for the MHC to pursue this possibility.

2. **Recommend and adopt** strategies that will increase the efficiency and productivity of the staff and committees.
   - MHC has adopted a new financial system using the QuickBook program. Financial reports has been improved and clarified.

B. Develop Comprehensive Evaluation of Program Impact.

1. **External Evaluation.** Seek major support from a national foundation to determine the effectiveness of humanities education and programming in the lives of the people of Maine. This will require unflinching, fearless resolve to examine all of our assumptions. We will consider inviting a noted scholar, such as Robert Putnam, to work with us on this project, to help fashion the questions that might be addressed by such a study.
   - As part of an earmark request sponsored by Senator Susan Collins, we are seeking funding for an external meta-evaluation of the Center for the Book programs by Bruce Clary of the Muskie School, who has worked with us on an evaluation for the TAH program and, contingent upon funding through a pending NEH proposal, will develop a new evaluation for Literature & Medicine.

2. **Internal Evaluation.** Appoint an MHC Program Evaluation Committee, composed of board and non-board members, to provide closer evaluation of existing programs, and make recommendations on pruning old programs or establishing new ones.

C. Evaluate Staff and Board Participation

1. **Staffing and space requirements** will be an integral part of planning new programs and initiatives.
   - We are at capacity in our new building at 674 Brighton Avenue.

2. **Board members** will be fully engaged in the ongoing work of the Council, make meetings a high priority, and evaluate their own work for the MHC.
   - The Governance Committee has been created to monitor and evaluate the work of the board.
• Eleven new members have joined the board, representing a wide range of expertise, experience and geography.
• We did an on-line survey of board members’ assessment of the functioning of the board and of board meetings. The results were generally positive and served as the basis for an excellent discussion at the October, 2004 board meeting about the role and functioning of the board.
• Three new member joined the board in January, 2005, again representing a wide range of expertise, experience and geography.

3. **Staff and board development** will be a priority. The Board and staff will continue to integrate reading and discussion programs into their meetings. The MHC will provide professional development opportunities for its staff, to promote renewal to allow them to continue to push the boundaries of their work. We will explore ways to involve board members in ad hoc program committees.
• Reading and discussion has become a part of every board meeting. The staff has availed itself of a wide variety of professional development activities, with the support of MHC.
• Staff hold weekly staff meetings and annual retreats, and has developed a culture of reflective practice.

GOAL 8
DEVELOP FINANCIAL RESOURCES REQUIRED TO IMPLEMENT THE PLAN

The Council will invest effort and resources into long-term financial growth. This is an indispensable goal, because it represents the Council’s first professional plan for thinking about revenue streams and how they will be responsible for allowing the Council to move forward with the range of its plans for the future. It will expand the annual fund, build an endowment, institute a program of planned giving, increase earned income and grant support, and work to secure permanent state funding.

Ongoing: The Council's plans for the future are contingent upon the ability to raise sufficient funds to support increased staffing and program expenses. Successful fundraising, in turn, is contingent upon increasing public awareness of the Council and its work.

While aggressively pursuing its own economic interests, the Council must remain sensitive to the potential danger of being seen as an economic competitor of its partners and collaborators.
A. Increase Federal Funding

1. **Legislators.** Develop strong connections with Maine's Congressional delegation and their staff members through regular visits. Invite legislators to participate actively in Council events.
   - An earmark for Literature & Medicine has been submitted by Senator Collins for funding from the Health and Human Services budget. *(Unsuccessful.)*
   - The Maine delegation is regularly invited to MHC events.
   - MHC staff has become more proactive about meeting with staff for our Congressional delegation, both here and in Washington.
   - An earmark for the Center for the Book programs has been sponsored by Senator Collins for 2006; it has the support of Representatives Allen and Michaud as well.

2. **Congressional Liaison.** Participate fully in advocacy activities organized at the national level. *(Ongoing.)* Include a report at each board meeting by the Congressional liaison from the MHC board.

3. **Other Government Sources.** Explore other sources of federal funding.
   - See (1) above.
   - In collaboration with the Gardiner school district, MHC received a <$1M Teaching American History grant from the U.S. Department of Education in the fall of 2003.

B. Secure State Funding

1. **Part A State Budget.** Secure on-going state funding for the Council in Part A of the state budget.
   - This has been achieved, albeit at a low level of funding. ($75,000/yr. to be used entirely for grants program

2. **Contracts.** Seek ongoing contracts and collaborations with various state agencies, as appropriate, to advance Council programs.
   - Contracts with the Departments of Corrections *(for Stories for Life)* and Human Services *(for Born To Read)* have been ongoing, though not guaranteed.
   - The Department of Corrections contract was not renewed, primarily because of staffing problems within the probation department that made it impossible for probation officers to organize the discussion groups.

3. Bond funds secured ($100,000 in 2004) and expectation of another successful bond in 2005.

4. **Board/Staff Participation.** Encourage board members and staff to play an active role in the arena of state policy-making, by joining state boards and commissions.
• Jean Wilkinson is on the board of the Maine Department of Environmental Protection, Ann Waldron is on the Board of Visitors of the Long Creek Development Center, Bob McArthur chairs the Board of Overseers of the Maine State Bar.
• Lois Lamdin and Charles Calhoun have both had articles in the Maine State Policy Review; Marli Weiner will participate in the 2003 –2004 Muskie School Maine: 50 Years of Change Lecture series. [This list is undoubtedly incomplete!]
• Deedee Schwartz is on the Creative Economy Task Force and Early Childhood Task Force; Victoria Bonebakker is on Board of Visitors, Maine State Prison; Erik Jorgensen is on the Amori Sister State Committee and is the CAC liaison to Pew.
• Steve Podgajny has been named Chair of the Maine Community Cultural Alliance.
• Sheila Jans has been named to the Governor’s Creative Economy Advisory Committee.

5. **Special Award.** Explore instituting a special "Governor's Award" in the Council's recognition program. (see goal #6 above).

6. **New Board Member.** Seek a new board member with close ties to state government, either through election or appointment by the Governor.

C. **Foster Partnerships with Foundations**

1. **Visibility.** Maintain a seat on Maine Philanthropy Center board.
   • The executive director of the MHC is a member of the MPC program committee.

2. **Partnerships.** Develop closer partnerships with Maine Community Foundation and other private and public foundations in the State to increase income, either by grants or contracts; likewise, seek to increase grant income from regional and national foundations.
   • MCF has become a more regular funder of MHC programs through its donor designated funds. ($148,265 since 2001.) An MHC board member is incoming chair of the MCF board and close connections are maintained between staff.

D. **Increase Endowment**

**Set a Fundraising Goal.** Increase the endowment through a special campaign and a planned giving program. The endowment goal will be determined as part of the capital campaign process.
• MHC has completed its NEH Challenge Grant campaign, which will yield an core endowment of $500,000 when the pledges are paid off. The final report was submitted to NEH in December, 2004, by when the $750,000 had been collected. Approximately $24,000 in pledges remains to be collected.
A newly constituted Investment Committee has developed a more detailed investment policy and the Finance Committee has provided more mechanisms for greater accountability to donors. (ERIK – help on this language!)

E. Bolster Annual Fund

1. Set Annual Fundraising Goals. Increase annual fund revenues by at least 10% each year for the next 5 years through major donor and broad based giving.
   • The goal for 2004 is 50% higher than 2003. Due to personnel changes the 2004 goal ($75,000; actual c. $50,000) was not reached; the goal for 2005 is $70,000.

2. Summer Folk. Give special attention and thought on how to involve more summer residents as donors and involved program participants.

3. In 2004, the development committee approved a new Major Gift ‘Club” (the “MHC Circle”) of $1,000 donors. To date there are ??? members. Two programs for MHC Circle members were offered in 2004-5 in the homes of board members Lois Lamdin and Peter Aicher.

4. The new development director in 2004-5 has instituted a number of new special appeals, in addition to the annual fund solicitation.

F. Expand Opportunities for Earned Income

1. Scan Programs. Explore ways to increase earned income from MHC programs. The Winter Weekend had sponsors for the first time in 2005, which should result in a profit.

2. Focus Group. Convene a focus group of weekend program participants and community seminar participants to discuss program effectiveness, as well as questions of cost and value.