



**The
Pew Center
for Arts
& Heritage**

2024

APPLICATION GUIDELINES PROJECT GRANTS

Letter of Intent to Apply

Accessibility and Support

The Pew Center for Arts & Heritage is committed to providing accessibility to all its applicants.

Center staff members are prepared to assist applicants who require special accommodation to review our guidelines or to use our online application system.

Some translation services may be available.

Please contact us at help@pewcenterarts.org or call **267-350-4902** for assistance.

Cover: Installation view from *Terence Nance: Swarm*, 2023. Exhibition co-organized by BlackStar and the Institute of Contemporary Art, University of Pennsylvania. 2020 Exhibitions & Public Interpretation grant. Still image of video *Swimming In Your Skin Again*, courtesy of the artist. Photo by Constance Mensh.

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Program Modifications

As of their release date in January 2024, these guidelines represent the complete LOI instructions for grant applicants. The Pew Center for Arts & Heritage and The Pew Charitable Trusts reserve the right to change and/or modify these Guidelines at any future time in response to experience gained from operations, input from applicants and recipients, external evaluations, and the community. Potential applicants will be alerted to updates to the Guidelines in a timely manner.

LETTER FROM THE EXECUTIVE DIRECTOR

Dear colleagues and Center constituents,

I am pleased to share with you the 2024 Guidelines for Letters of Intent to Apply (LOI) for Project grants in The Pew Center for Arts & Heritage's Exhibitions & Public Interpretation and Performance funding areas. We release our Guidelines in two parts to provide greater clarity to our applicants and to assist them in better meeting the requirements of each part of the Center's application process. Full Application Guidelines will be available this spring for those applicants recommended to move forward to that stage.

In our 2023 grant cycle, the Center [awarded more than \\$9 million](#) to Philadelphia area organizations through 28 Project grants and to individual artists through 12 fellowships. We are gratified to support a remarkably broad range of hybrid and discipline-specific public programs and creative works that reflect the breadth, diversity, and vitality of our region's cultural ecology. We look forward to continuing to carry out The Pew Charitable Trusts' strategic goal of fostering a vibrant civic life by bringing high-quality, meaningful experiences to a wide range of audiences in the Philadelphia region.

In addition to cultural Project grants, in 2024 the Center will offer Evolving Futures grants to resource organizations that are ready to adapt their operations for greater viability and sustainability. More information about this funding opportunity can be found within the [Evolving Futures Application Guidelines](#).

In approaching the LOI process, we hope you will feel encouraged to consider the potential opportunities that the Center's funding offers to your organization and your audiences.

We look forward to hearing from you as we begin a new grant-making cycle and deeply appreciate your participation in the Center's grants process.

With best wishes for your continued success,



Paula Marincola
Executive Director

WHAT'S NEW IN 2024?

INTRODUCING A NEW GRANT CATEGORY: EVOLVING FUTURES

In 2024, the Center will offer two types of grants for organizations: cultural **PROJECT GRANTS** and (New!) **EVOLVING FUTURES GRANTS**.

Evolving Futures proposals must be part of a strategic vision designed to result in demonstrably greater viability and sustainability for applicant organizations.

Projects examples include—*Business model evolution; Strategic alliances; Creation of shared or outsourced infrastructure or administration; Workforce adaptation/restructure, including continuing efforts around diversity, equity, accessibility, and inclusion; Mergers, including with for-profit entities.*

The application process for EVOLVING FUTURES differs from cultural Project grants. Read the separate [Evolving Futures Application Guidelines](#).

PROJECT BRIEF SUBMITTED ONLINE

After meeting with Center Program staff, applicants for Project grants will be asked to complete a “Project Brief” within our online system. The online Project Brief asks that you—

- Answer eligibility questions,
- Write a brief description of your project, and
- Upload 3 years of audits (or financial reviews, for organizations with budgets under \$500,000).

CULTURAL DATA PROFILE (CDP) REPORT IS NO LONGER REQUIRED

Applicants will no longer be asked to provide the Center with a DataArts CDP Funder Report as part of their Application.

VISION STATEMENT

At The Pew Center for Arts & Heritage (the Center), we envision Greater Philadelphia as a widely recognized destination for dynamic, distinctive, and inclusive cultural experiences.

As both a grantmaker and hub for knowledge-sharing, the Center is dedicated to fostering a vibrant and diverse cultural ecology. We invest in ambitious and substantive work that showcases our region's artistic vitality and enhances public life. We also engage in a robust exchange of ideas on evolving artistic and interpretive practices with an international network of creators and cultural leaders.

GOALS OF CENTER GRANTMAKING

The goals of Center grantmaking are to—

- Support substantive projects that grow out of mission; demonstrate a high level of artistic and programmatic excellence, ambition, and conceptual rigor; and reflect the organization’s commitment to multiple perspectives and inclusive practices in program design, development, and impact.
- Support projects that represent a thoughtful development of an existing line of work or that take work in an unexplored direction.
- Support significant partnerships and collaborations outside of the applicant’s habitual frame of reference (i.e., disciplinary, geographic, cultural, etc.). These collaborations should be designed to expand programmatic capacity and to help build new relationships and audiences.
- Support projects that provide inspirational models for cultural practice in this region and beyond.
- Support projects that expand the audience reach and impact of the applicant’s programming, deepen meaningful engagement with diverse audiences, and help grantees to build future audiences.

THE CENTER'S TWO PROJECT-FUNDING AREAS

The Center has two cultural project funding areas: Performance and Exhibitions & Public Interpretation (EPI). These two areas support projects that are multi- or interdisciplinary, as well as those based in a specific discipline.

Performance

The Performance funding area considers projects that include original works or new treatments of existing works in all performance forms. Works may feature or be drawn from film, video, and other moving images interpreted through performative intentions; installations of performance that use experimental media or technology platforms; archival sources; virtual programming; and live performances in public spaces and venues. Use of participatory strategies is welcome.

Exhibitions & Public Interpretation

The EPI funding area considers projects that include public display and/or interpretation of artworks, historical artifacts, scientific objects, living collections, archives, buildings, stories, or ideas; film, video, or other time-based media presentations and technology platforms; and all other forms of exhibitions and public cultural interpretation, including those that take place online and those that make use of participatory strategies.

- All projects in both funding areas must have public presentation to audiences as a primary consideration in their design.
- All projects must have the necessary administrative structure, operating capacity, and expertise to realize the grant to its maximum public impact.
- Center staff can help you to determine which funding area best suits the project you propose.

The Application process for Evolving Futures differs from cultural Project grants. Read the separate [Evolving Futures Application Guidelines](#).

PROJECT GRANTS: TYPES OF SUPPORT

Project grants are for making bold ideas happen. Funded projects should manifest new understandings of content through their public realization.

Project grants support bringing artistically and programmatically excellent, ambitious, and substantive performances, exhibitions, and interpretation projects to fruition for diverse publics.

- Projects must deliver distinctive, high-quality, and meaningful cultural experiences to the Philadelphia region’s many communities.
- Projects should reflect an organizational commitment to multiple perspectives and inclusive practices in program design, development, and impact.
- Projects should demonstrate awareness of leading practices in the field and be situated in relationship to them. We encourage the choice of at least one core artistic or program practitioner with whom the organization has not worked before.
- Any project that proposes a “series” must be conceived under a single, rigorously considered curatorial premise. This premise should outline what unifies the series and what the series will examine artistically and programmatically.
- Applicants may engage with other organizations as venues or collaborators. For co-applicant partnerships, see “Multi-Organization Project grants” on [page 7](#).
- Projects may be wholly new undertakings for the applicant or represent further development of an ongoing direction.

TYPES OF SUPPORT (continued)

Special Opportunity or Multi-Organization Project grants

In consultation with Center staff, some applicants may determine that their projects would be best served by Special Opportunity or Multi-Organizational Project grants.

- Organizations applying for **Special Opportunity** grants may be eligible for grants up to \$400,000.
- **Multi-Organization** grants allow two organizations to pool their individual grants toward a collaborative project, not to exceed \$800,000 in total.

Both grant types require additional levels of ambition and collaboration.

Eligibility requirements and more information appear on [page 9](#).

A note on projects related to the United States' 250th anniversary

As the United States approaches its semiquincentennial anniversary in 2026, the Center welcomes projects that reflect critically on Philadelphia's current relationship with 1776 and the Declaration of Independence. Refining your creative position in relation to this event will be important to the Center's evaluation process.

If your project relates to the semiquincentennial, we ask that you incorporate the following when writing your response to the first LOI question (see page 14, "[LOI Questions](#)"):

What is your perspective on this anniversary and the United States' founding document?

What will your audiences experience?

Is this project distinct from others that your organization has offered to the public?

ELIGIBILITY FOR ALL GRANT REQUESTS

The Center’s 2024 cycle is primarily open to organizations whose mission and defining purpose is the presentation of art and public history programs for public audiences. Other non-art or non-history organizations that wish to apply must first consult with Center Program staff.* Center grants may not fund curricula or projects primarily rooted in arts education.

- Organizations must be located in the five-county Philadelphia area (Bucks, Chester, Delaware, Montgomery, and Philadelphia counties).
- Organizations must have 501(c)(3) designation at the time of LOI submission.
- Organizations must have a minimum annual budget of \$150,000 and have paid, professional artistic and managerial staff.
- Applicants with parent organizations (such as libraries and cost-centers within universities/colleges) must submit a letter of commitment from a governing official at the time of LOI submission. Grant contracts for funded projects can only be signed by a person with legal and fiduciary responsibility for the organization.
- Organizations must have a demonstrated record of presenting professional public programs in the genre or content area identified in the proposal.
- Organizations may not have an open grant in the project-funding area from which they seek funding in the 2024 cycle.
- Applicants may choose between cultural Project grants and [Evolving Futures grants](#) but can only apply for one grant in the 2024 cycle.

*** Non-art and non-history organizations who wish to apply**, such as arboreta, libraries, social service organizations, etc., must have a history of producing related work and must secure the appropriate personnel and project management expertise—including artistic, curatorial, producing, and administrative support. The ability of organizations to apply is subject to Center approval.

ELIGIBILITY (continued)

Financial Review and maximum request amounts

The Center conducts financial reviews of all applicants. Applicants must submit the last three years of financial statements. Audits are preferred whenever available and required for organizations with annual budgets above \$500,000. Outside financial reviews are accepted for organizations with annual budgets under \$500,000.

The Center requires that applicant organizations' finances are sound and evidence tenable organizational stability. Ongoing operating deficits greater than 10% will be reviewed by the Center's financial consultants and will require additional discussion with program staff before determining whether an application can proceed further through the Center's adjudicatory process.

Additional Eligibility: Special Opportunity & Multi-Org grants

Organizations wishing to apply for Special Opportunity & Multi-Org grants must have a minimum operating budget of \$1 million. Project grants in these categories must meet additional eligibility criteria as follows:

Along with meeting the eligibility criteria on [page 8](#), these projects must—

- Represent a demonstrably new level of ambition in content, scope, and scale for applicants;
- Be driven by artist/creative practitioners and involve new commissions;
- Include one major creative contributor from outside the United States; and
- Consider audience experience as integral to the design, realization, and impact of the project.

Grant Periods

The implementation period for Project grants begins **October 1, 2024** and ends by **June 30, 2027**.

Public events that are part of a Center grant may not take place before **March 1, 2025**.

GRANT AMOUNTS

Single-Organization Project grants

- Only organizations with a minimum operating budget of \$150,000 may apply.
- Maximum allowable grant requests range from \$75,000 to \$300,000, depending on organizational budget size.
- Grant requests are subject to Center staff review and approval. Those organizations without prior funding from the Center will be limited in their maximum request.
- Applicants need not indicate an ask-amount until the full Application stage.

Special Opportunity Project grants

Organizations with operating budget minimums of \$1 million may be eligible to apply for Special Opportunity Project grants of up to \$400,000. To apply in this category, consult first with Center staff.

Multi-Organization Project grants

Multiple organizations may submit a single application to propose a substantive collaborative effort. These Multi-Organization Project grants may be offered in amounts up to \$800,000 in total. Ask-amounts are determined relative to each partner's operating budget. To apply in this category, consult first with Center staff.

INELIGIBLE FOR SUPPORT

The Center reserves the right to determine eligibility in all instances.

The following cannot be supported with Center grant funds:

- Project grants are not made for individual exhibitions of private collections, nor for acquiring artworks, collections, or property.
- Project grants are not made for ongoing seasonal support, festivals, curriculum, programming primarily rooted in arts education, or projects whose primary audience is K–12 students. All projects must be available to public audiences.
- Organizations are ineligible if they are managed by current employees of The Pew Center for Arts & Heritage or The Pew Charitable Trusts; members of such employees' households; or people closely related to such employees through blood, marriage, or domestic partnership.
- Ineligible costs include capital improvements or real estate expenditures; debt service or retirement; endowment funds; operation support (including salaries of organization staff); or receptions and parties.
- Individuals nominated for a Pew Fellowship in the Arts may not participate in a Project grant application as a commissioned or key artist in the same grant cycle of their Fellowship application. If awarded a Pew Fellowship, Fellows may not participate in a Project grant application for one year following the start of their Fellowship period.

HOW TO APPLY: PROCESS AND DEADLINES

STEP 1 | Contact Us to Schedule a Meeting

Schedule a meeting to discuss your project idea with Center program staff.

Write to apply@pewcenterarts.org to schedule this meeting. With your appointment request, please include a few sentences about your project idea. Creative project personnel are required to attend this meeting.

*Complete this step by **Thursday, February 8, 2024.***

(Meetings must occur by February 15, 2024.)

STEP 2 | Access the Online System to Complete Your Project Brief

- **First-time applicants:** register for an account at apply.pewcenterarts.org/register.
- **Returning applicants:** use your existing account to login at apply.pewcenterarts.org/login.

Please retain only one account per organization. If you are unsure of your organization's account login credentials or status, please email help@pewcenterarts.org.

The Project Brief asks that you—

- Upload 3 years of audits (or financial reviews, for organizations with budgets under \$500,000)
- Answer eligibility questions
- Write your response to the following:
Describe your project. What is its creative focus? (No more than 100 words)

*Complete this step by **Thursday, February 15, 2024 at 4 p.m. EST***

STEP 3 | Await Confirmation

Center staff will advise potential applicants of their eligibility to begin a Letter of Intent to Apply. You will receive this confirmation no later than **Thursday, February 22, 2024.**

PROCESS AND DEADLINES (continued)

STEP 4 | Consult Further with Center Staff

(For prior Center grantees, this step is optional.)

Center staff are available to meet with your project team for further discussion. Staff may also be able to review drafts of your Letter of Intent to Apply.

*Complete this step by **Friday, March 15, 2024.***

STEP 5 | Submit Letter of Intent to Apply (LOI)

Return to the online system at apply.pewcenterarts.org to submit your LOI.

*The LOI is due by **Thursday, March 21, 2024 at 4 p.m. EST***

STEP 6 | Await Notification

Center staff will notify you about whether LOI Evaluators have recommended your proposal for advancement.

You will receive this notification by **Thursday, April 25, 2024.**

Application guidelines will be released at this time. Applications will be due in June 2024.

LOI QUESTIONS: FOR ALL APPLICANTS

The Center's Project grantmaking goals appear on [page 4](#).

With these goals in mind, arts and culture professionals from outside of our region will evaluate and score all LOIs. Those applicants whose LOIs score highly will be invited to submit a full application.

Evaluators will carefully review the two major components of your LOI:

- 1.) Your responses to the questions below, and
- 2.) Your work and site samples.

Please address the following questions in your LOI.

Word-limits for each answer are indicated in parentheses.

QUESTIONS

1. Describe your project and its focus. What will you create or present? *(300 words)*
Projects related to the United States' 250th anniversary, please see [page 7](#).
2. Given your mission, what makes this the right moment for your organization to undertake this project? *(200 words)*
3. Who are the primary creative collaborators for this project? Please outline their specific roles and responsibilities. *(250 words)*
4. What qualities in their work, expertise, or backgrounds led you to choose each collaborator? *(150 words)*
5. How does this project reflect multiple perspectives and inclusive practices? *(150 words)*
6. What is it about this project that would spark the interest of audience members? Who are the audiences/communities that you plan to serve with this project? *(150 words)*
7. What considerations of diversity, equity, inclusion, and accessibility guide your thinking about how to approach and engage audiences? *(200 words)*

LOI QUESTIONS: SPECIAL OPPORTUNITY AND MULTI-ORGANIZATION APPLICANTS

Additional questions for Special Opportunity and Multi-Organization applicants:

8. How is the intended experience of your audience incorporated into the project design from its inception? *(150 words)*
9. How are artists and creative practitioners driving this project? Who is your major creative contributor from outside the U.S.? How did you arrive at the selection of this contributor? *(200 words)*

For Multi-Organization applicants only:

10. How will you manage the process of collaboration between your organizational partners? Please outline how creative and administrative responsibilities will be allocated. *(250 words)*

WORK AND SITE SAMPLES

Work and site samples are critical to the evaluation of your LOI.

Images, video/audio samples, sketches, script or libretto excerpts, and/or relevant text will help to illuminate your proposed project.

Work samples need not be direct examples of the project. They should, however, represent the vision animating the project. Samples should reflect the aesthetic of the project, relevant previous work, and evidence of creative quality and rigor.

You may submit up to 8 work samples, using a combination of images, audio and video, and text. The allowable number and length of each type of work sample will be detailed in the digital LOI system. When considering the group of samples that you would like LOI Evaluators to see, please plan to include—

- Work samples for key artistic personnel,
- A sample of past work from your organization, and
- Two or more images of the site(s) where project activities will take place (for example, the theater, empty lot, gallery, garden, street corner, website, etc.).

Space will be provided for you to explain the relevance of each sample. Upload each sample individually and in the order of priority for viewing/listening by evaluators.

We encourage applicants to discuss work samples with Center staff before submitting an LOI.

Staff may be able to offer guidance.

INELIGIBLE WORK SAMPLES

The following are not acceptable samples:

- Promotional videos
- Trailers
- Samplers or montages of moving image or audio material
- Heavily processed or edited video—including work with an overdubbed soundtrack—unless similarly edited work is part of your proposed project
- Reviews, press, or marketing collateral
- Work created when the collaborator/artist/curator was a student
- Samples over five years old, unless discussed with and approved by Center staff

LOI EVALUATION

The Center convenes a diverse group of arts and culture professionals to evaluate LOIs. These LOI Evaluators come from outside of the Center’s funding region. They are chosen for their expertise in the areas of practice reflected by the projects in the applicant pool. The names of LOI Evaluators will be made public when the 2024 grants are announced.

LOI Evaluators change from year to year, though some may serve in multiple years.

LOI Evaluation & Ranking Scale

Using the ranking scale below, LOI Evaluators score each LOI based on the applicant’s ability to address the [grantmaking goals](#) of the Center:

- 3** – Strong potential to address goals (See page 4, “[Goals of Center Grantmaking](#)”) and to produce a competitive application
- 2** – Moderate potential to address goals and to produce a competitive application
- 1** – Weak potential to address goals and to produce a competitive application

Those applicants whose LOIs score highly will be invited to submit a full Application.

THINKING AHEAD TO THE FULL APPLICATION

Applicants invited by the Center to submit a full Application should anticipate the following:

Budgeting

While an LOI does not ask for a project budget, we encourage early consideration of project costs. A detailed budget will be required at the Application stage.

Project Manager requirement

Full Applications will require that you identify a project manager with appropriate expertise and administrative experience. Be sure to think through the responsibilities and budget implications for this substantive role.

Touring projects

Applicants are encouraged to tour Center-funded projects outside the region when appropriate and/or feasible. Please discuss with Center staff the types of costs that are eligible for support in these instances.

Capacity-building resources to strengthen your Application may be available. Contact Center staff to discuss possible options.

ADVICE & ASSISTANCE: CONTACT US

Center staff members meet with all applicants and are available to offer guidance throughout the process.

The Pew Center for Arts & Heritage staff is available to answer your questions by phone or to meet with you Monday–Friday from 9 a.m.–5 p.m.

Contact us at apply@pewcenterarts.org.

Center Program Staff

Executive Director

Paula Marincola

Program Directors

Bill Bissell, *Performance*

Kelly Shindler, *Exhibitions & Public Interpretation*

Program Officers

Zach Blackwood, *Community Connection and Audience Participation*

Murph Henderson, *Performance and Program Administration*

Alec Unkovic, *Visual Art and Creative Practices*

Program Assistants

Ana Gabriela Jiménez, *Exhibitions & Public Interpretation*

Alfiatul (Alfi) Nurdin, *Performance*