



Evolving Futures Grants

2025 Application Guidelines

Project Brief, Proposal Meetings & Application

Table of Contents

- 1 [From our Executive Director: *What's new in 2025*](#)
- 2 [Before Reading Further: *First Steps for All Prospective Applicants*](#)
- 3 [Project Eligibility, Grant Types and Amounts](#)
- 5 [Ineligible for Evolving Futures Grants](#)
- 6 [Maximum Grant Requests](#)
- 7 [Financial Eligibility Review](#)
- 8 [Grant Periods, Notification Dates, and Deadlines](#)
- 9 [Application Process Map](#)
- 10 [Submitting a Project Brief](#)
- 11 [Initial Proposal Meeting](#)
- 12 [Submitting the Evolving Futures Application](#)
- 12 [How are Applications Evaluated?](#)
- 13 [Application Form Contents and Required Uploads](#)
 - 13 [*Application Page 1 – Applicant Overview*](#)
 - 13 [*Application Page 2 – Project Overview & Timeline*](#)
 - 14 [*Application Page 3 – Narrative Questions \(for Planning grants\)*](#)
 - 15 [*Application Page 3 – Narrative Questions \(for Implementation grants\)*](#)
 - 16 [*Application Page 3 – Project Collaborators*](#)
 - 17 [*Application Page 4 and 5 – Additional Income and Project Budget*](#)
 - 18 [*Application Page 6 – Site and Planning Samples*](#)
- 19 [Peer Review Panel Meeting and Application Scoring](#)
- 20 [Evaluative Criteria](#)
- 21 [Contact Us](#)

Accessibility

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

Staff members at The Pew Center for Arts & Heritage are available to offer guidance throughout the process and can assist applicants who require special accommodation.

Some translation services may be available. For accessibility accommodations, please contact help@pewcenterarts.org or call 267.350.4902 for assistance.

From our Executive Director: What's new in 2025

Dear colleagues and Center constituents,

On behalf of The Pew Center for Arts & Heritage, it's my pleasure to welcome your participation in our 2025 grant application process. In the following pages, you'll find our guidelines for the Center's Evolving Futures program. These guidelines will walk you through our eligibility criteria, the first steps to express interest in applying for a grant, and important dates to keep in mind.

Evolving Futures grants came online in the Center's 2024 cycle in recognition of the many critical operational issues facing the cultural sector, particularly in the wake of the pandemic. They have been specifically designed to resource business model change that is part of an informed strategic vision leading to longer-term sustainability.

The response to the Evolving Futures program made it abundantly clear that this type of support, offering risk capital for organizational change, was both timely and urgently needed. It also became evident over the course of our discussions with potential applicants in 2024 that an opportunity for funded research and planning as an initial step in building the requisite readiness to launch full-scale change would be important for many interested organizations.

We're pleased therefore to be able to offer both **Implementation** and **Planning** grants for Evolving Futures in the 2025 cycle. Please review these guidelines carefully, as they provide you with the roadmap for application to either component of the program.

Additional important information for the 2025 cycle includes—

- An initial [Inquiry form](#) to make our eligibility requirements easier to understand. The form only takes a few minutes to complete and does not require an online account.
- Technical assistance grants for completing our application are now available on a limited basis. Please review our [Capacity Building grant guidelines](#) for more information.

In our 2024 grant cycle, the Center awarded nine Evolving Futures grants as part of more than [\\$10 million provided to Philadelphia-area organizations](#), an amount that also encompassed 18 Creative Project grants and 12 individual artists' fellowships.

Through our grantmaking, the Center carries out The Pew Charitable Trusts' strategic goal of fostering a vibrant civic life in our region. **The arts and humanities matter more now than ever, and your organization's work is critical to the well-being of our society.**

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

With best wishes for your continued success,



Paula Marincola
Executive Director

Before Reading Further: First Steps for All Prospective Applicants

All prospective applicants' first steps are to—

- Read our [grantmaking strategy](#) and [initial eligibility criteria](#) to consider whether an Evolving Futures grant is the right fit for your organization at this time.
- [Submit an Inquiry form](#) to let us know you're interested in applying for an Evolving Futures grant.
- Quickly review the following descriptions that would make your organization *ineligible* for an Evolving Futures grant:

You have not received a Creative Project grant from the Center between 2014–2024.

You intend to apply for a Creative Project grant.

Applicants may choose between Creative Project grants and Evolving Futures grants but can only apply for one grant in the 2025 cycle. Consult with [Center staff](#) if you are having trouble deciding what type of grant you should apply for.

You are an academic institution or non-arts or non-history organization.

Evolving Future grants are only open to organizations whose primary mission and defining purpose is the presentation and interpretation of art or public history programs for public audiences. *(Independent cost-centers within universities whose mission is to present and interpret art or public history may be eligible in specific cases. Please [contact us](#) for details.)*

Project Eligibility, Grant Types and Amounts

The Center will again offer **Evolving Futures grants to eligible organizations in an effort to acknowledge the challenges facing the cultural sector and the critical need to evolve traditional business models.** These grants provide risk-capital to assist you in making major shifts to the way your organization will operate in future.

The Center's goal with Evolving Futures grants is to help you envision, re-think, research, adapt, and transform your business model for future sustainability.

Organizations applying for Evolving Futures grants will be asked to describe the "what/why/how and with whom" of the work proposed; the projected outcomes; their institutional commitment to business model change; and their own contributions of finances and staff time toward achieving stated goals.

This year, Evolving Futures grants are offered in two categories: **Planning** and **Implementation**.

PLANNING GRANTS

Evolving Futures Planning grants support increasing organizational readiness to make a change to the core operational/business model through research, design, and preparatory work to identify and clarify the needed model change. *Such explorations include—*

- Work with qualified consultants to shape your vision for business model change.
- Research and strategic planning focused on identifying key strategies for business model change as a path towards greater organizational viability.
- Feasibility studies.
- Other related steps to ready your organization for an Evolving Futures *Implementation grant* in a future grant cycle.

Planning grants are available up to \$60,000 for single organizations.

Maximum allowable grant requests are based on an organization's annual operating expenses.

See page 6, [Maximum Grant Requests](#), for detail.

Project Eligibility, Grant Types and Amounts

(continued)

IMPLEMENTATION GRANTS

Evolving Futures Implementation grants support actionable plans, resulting from preparatory work, to make an identified change to the core operational/business model.

Readiness, exploratory research, and organization-wide commitment to change should precede your application for an Evolving Futures Implementation grant. *Examples of implementation projects include but are not limited to—*

- Formalized strategic alliances.
- Mergers, including with for-profit entities.
- Business evolution that commits to bold, new, more inclusive, and equitable models for the field.
- *Please Note:* When workforce adaptation/staff restructuring is part of a proposal, the applicant should speak to new or continuing efforts around diversity, equity, accessibility, and inclusion and how they are important and intrinsic to achieving future sustainability.

Multi-Organization Implementation Grants

Some applicants may decide that their evolutions would be best served by co-applying.

Multiple organizations may submit a single application to propose a significant strategic alliance.

Consult with Center staff to see if this category is appropriate for your proposed project.

Implementation grants are available up to \$400,000 for single organizations.

Maximum allowable grant requests are based on an organization's annual operating expenses.

See page 6, Maximum Grant Requests, for detail.

Ineligible for Evolving Futures Grants

Evolving Futures grants should define the major transformation that you plan for your business operations. These grants are not designed as support for—

- Financial stabilization or rescue.
- Adjustment to or expansion of existing operations to continue with current model.
- Debt service or retirement funding.
- Endowment funds.
- Acquisition of real estate and major renovations to existing property.

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

Evolving Futures projects may not include key personnel who are 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.

Eligible applicants may only apply for one grant from the Center in the 2025 cycle.

Maximum Grant Requests

Maximum Allowable Grant Request

The amount of grant funds you may request will be based on 1) a discussion with Center staff about your project budget, and 2) your organization’s annual operating expenses*.

All Evolving Futures Grants award an additional 20% for unrestricted general operating support.

Planning grants are available up to **\$60,000** for single organizations.

Implementation grants are available up to **\$400,000** for single organizations. If co-applying in the *multi-organization* category, the total combined request may not exceed \$600k.

The amount of grant funds you may request for Implementation grants is based on your organization’s annual operating expenses as follows:

Annual Operating Expense	Maximum Allowable Grant Request
\$150,000 – 300,000	\$80,000
\$300,000 – 1 million	\$200,000
\$1 – 5 million	\$300,000
Over \$5 million	\$400,000

When will I know how much I can apply for?

Should you be invited to apply, the Center will inform you of your maximum allowable funding request for the proposed project. Notification of your maximum grant request may be delayed, dependent on your timely response to questions that may arise during your organization's financial review. (See page [Z](#), [Financial Eligibility Review](#).)

All grant requests are subject to review and approval by Center staff.

Applicants are encouraged to begin the Center’s financial eligibility review process as early as possible to assure the Center may communicate your maximum grant request in a timely manner. See the [next page](#) for details.

Financial Eligibility Review

This page has been updated on April 29, 2025, to reflect applicant feedback.

The Center conducts financial reviews of all applicants. Eligibility for an *Evolving Futures* grant is contingent upon sound finances and evidence of organizational stability.

Financial reviews occur concurrently with the first phase of the application process (*Project Brief and Initial Proposal Meeting*). Reviews may take up to six weeks depending on 1) the availability of your FY24* audit/review; 2) the complexity of your organization's financial situation; and 3) your response time to our inquiries.

Our goal is to inform your organization of the outcome of the financial review in a timely manner (*by mid-June 2025*). To help us meet this goal, please begin our financial review process as early as possible.

How to begin the Center's financial review process

Organizations are asked to provide their financial **audits** or **externally prepared reviews** for fiscal years **2024***, **2023**, and **2022**. *Audits are strongly preferred*. The Center will not accept financial compilations or Form 990s for Evolving Futures grants.

Applicants with an established [Application Portal](#) account should log in and navigate to the "My Financials" tab to upload PDFs of required materials. For help accessing the [portal](#), email help@pewcenterarts.org.

*Availability of financial reports for FY24

For organizations that will not have a final copy of their FY24 audits/reviews by May 15, the Center will accept a draft for application purposes only. Should your organization be recommended for funding, the Center will require the final financial report for FY24 in order to award the grant. Grant determinations will be made this fall, by October 31. For guidance, please contact gdelluomo@pewcenterarts.org.

How the Center determines financial eligibility

All financial audits/reviews will first be reviewed by external accountants. These accountants look for positive or improving trends across three years in 1) your working capital (*calculated without donor restrictions*); and 2) changes in unrestricted surplus/deficit.

Organizations showing ongoing deficits greater than 10% will be referred to external financial consultants who have expertise in arts and cultural nonprofit finance. You may be contacted with questions—or to request a discussion with our consultant—before the Center determines that your organization may apply.

Grant Periods, Notification Dates, and Deadlines

2025 Evolving Futures Grants

Grant Periods and Notification Dates

PLANNING GRANTS

The grant period for Evolving Futures Planning grants begins **November 1, 2025** and ends by **November 1, 2026**.

IMPLEMENTATION GRANTS

The grant period for Evolving Futures *Implementation grants* begins **November 1, 2025** and ends by **November 1, 2027**.

Project expenses incurred starting November 1, 2025 may be allocated to grant funds if they are part of your approved project budget.

Applicants will be notified of their individual proposal's funding status by [October 31, 2025](#).

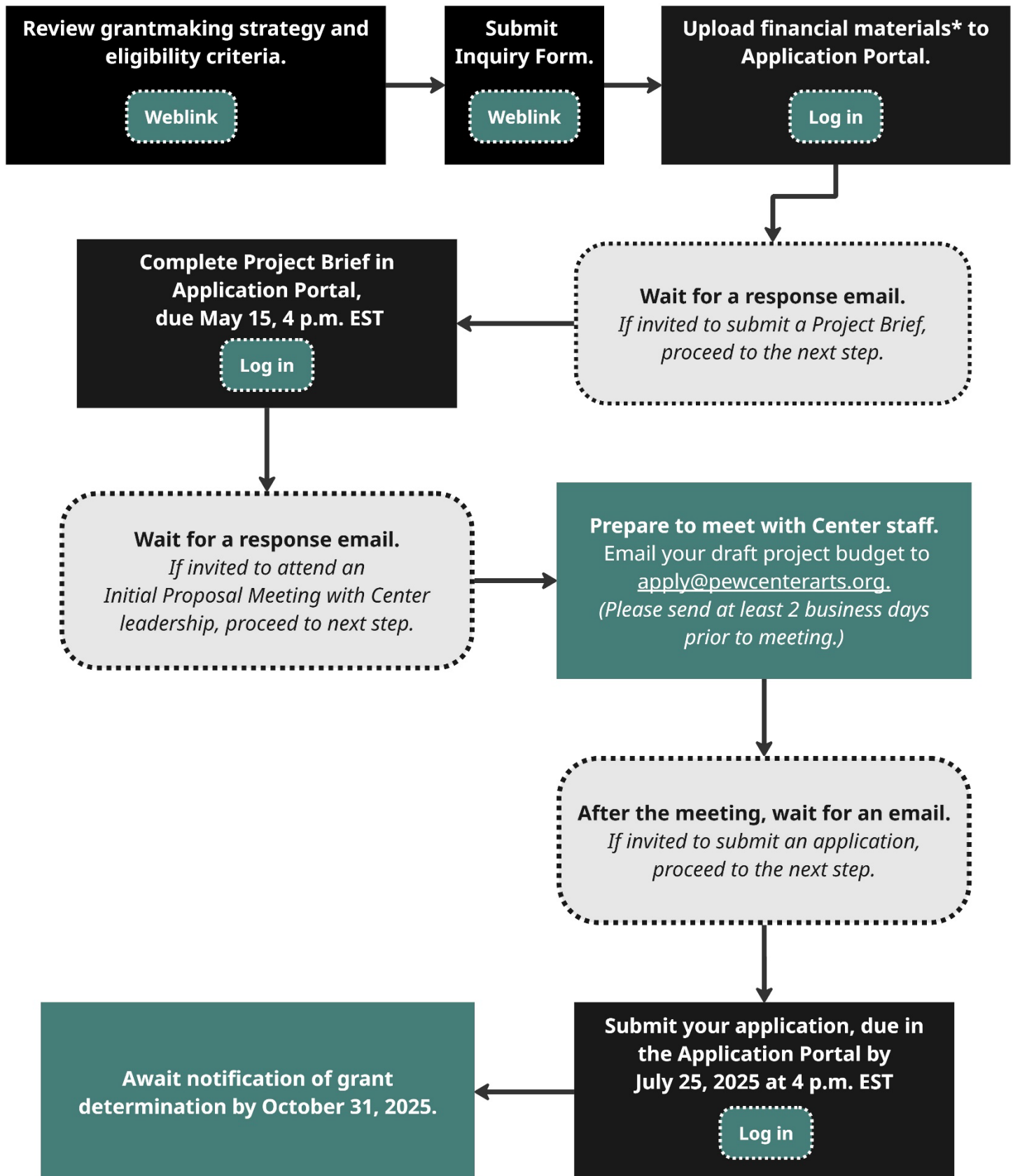
The Center's public announcement of all grants will be made in [December 2025](#).

Application Process Deadlines

- The *Project Brief* is due **May 15, 2025, at 4 p.m., EST**.
- Initial proposal meetings with Center staff to discuss projects will begin in **mid-April**.
- Applicants invited to proceed to the full application will be notified in **mid-June 2025**.
- The full application is due **July 25, 2025, at 4 p.m., EST**.

Follow the [map of our application process on the next page](#) for specific steps.

Application Process Map: **Evolving Futures**



*See [page 7, Financial Eligibility Review](#).

Submitting the Project Brief

Evolving Futures grants are designed to support planning for and implementation of critical changes to core operational/business models. *The Project Brief* is your opportunity to outline your plans for re-thinking, adapting, and transforming your business model for future sustainability.

Prospective applicants that meet the Center’s [initial eligibility criteria](#) for Evolving Futures grants will be invited to submit a **Project Brief**.

Once you are notified of your invitation, log in to the Center’s [Application Portal](#) and look for the “*Start Project Brief*” button. For help accessing the [portal](#), email help@pewcenterarts.org.

Project Brief Form Contents

Applicants are asked to provide—

- Organization name, founding year, and county
- Contact information of the primary applicant and the project director
(This may be the same person.)
- Project title
(Provide a title to help us reference your application.)
- The dates the project will start and end *(See [page 8](#) for the 2025 grant periods.)*
- Your organization’s mission statement *(in 175 words or fewer)*
- **Answers to the following three narrative questions**
(in one combined answer of 1000 words or fewer):
 1. *What is the critical operational change you have identified, and how have you identified it?*
 2. *Where are you in the process of this operational change?*
 3. *How do you plan to go forward at this stage?*

How are Project Briefs evaluated?

Project Briefs will be reviewed and approved by the Center’s Executive Director in consultation with Center program staff. Outside expertise may be enlisted in evaluating Project Briefs if needed.

Organizations whose Project Briefs are approved will be invited to an *Initial Proposal Meeting*.

See the [next page](#) for detail.

Initial Proposal Meeting

Applicants with project plans that align with the goals of Evolving Futures grants will receive an email inviting them to schedule a meeting with the Center’s Executive Director and Program Staff.

Your **Executive/Managing Director** and a **Board member** must attend. This meeting is part of the process to assess your organization’s readiness for and commitment to business model change.

If your project moves forward to the full application, additional meetings with Center staff will be scheduled as needed.

Preparing for the Meeting

Along with the invitation to meet, the Center will request a high-level **draft of your proposed project budget**. The budget draft should show total project costs organized by expense category. (See [page 17, Project Budget](#), for what expense categories to include.)

During the meeting, Center staff will discuss your draft budget as well as the amount of grant funds you would like to request. (See [page 6, Maximum Grant Requests](#).)

You will also receive a list of **standard questions** asked of all Evolving Futures applicants that will inform the meeting discussion. The list is meant to enable your project team time to reflect upon responses prior to the meeting.

Please send your **budget draft** to apply@pewcenterarts.org at least **two** business days before your meeting.

Submitting the Evolving Futures Application

Following the *Initial Proposal Meeting*, applicants will be notified in mid-June about whether they may proceed to the application stage.

The application form for Evolving Futures will become available in the Center’s [Application Portal](#) in June 2025 by invitation.

This application will require responses to narrative questions, an explicated budget, work samples, and uploads of supplementary PDFs. See [page 13, *Application Form Contents and Required Uploads*](#), for what is required on each page of the application.

How are Evolving Futures applications evaluated?

All applications are reviewed—and all grants are determined—by a diverse panel of arts and culture practitioners called the *Peer Review Panel*. Please see [page 19, *Peer Review Panel Meeting, Application Scoring, and Evaluative Criteria*](#) for complete information on how the panel approaches grant determination.

Application Form Contents and Required Uploads

The following pages represent the content of the online application form.

(Available June 2025)

Application Page 1 – Applicant Overview

This page will ask you to provide—

- Organization name, founding year, and county
- Organization mission statement *(in 175 words or fewer)*
- Numbers of full-time employees and annual public attendees
- Total operating expenses for fiscal years 2024–2022
- Staff and board list **(PDF upload)**
Upload a list of your organization's professional staff and board members.
- Contact information of the person responsible for the application

Application Page 2 – Project Overview & Timeline

This page will ask you to share the following about your proposed project:

- Project title
(Provide a title to help us reference your application.)
- A project summary *(in 100 words or fewer)*
- The project timeline
A table will be provided for you to populate with concise descriptions of key activities, timeframes, and staff associated with each stage of the of the project.
- The dates the project will start and end (See [page 8](#) for the 2025 grant periods.)
- The amount of grant funds you are requesting

Application Form Contents and Required Uploads

(continued)

Application Page 3 – Narrative Questions for PLANNING GRANTS

This page asks you to answer narrative questions and to describe project personnel.

Answer the following questions for the [Planning grant](#) category.

Word limits are indicated in parentheses. *(Please do not feel obligated to use the full allowable word count.)*

- ***What is the critical operational issue that you want to address and why? (200 words)***
- ***In light of this issue, what is the possible business model change that you wish to explore further? What is the planning process (preparatory assessment and/or feasibility studies, research, strategic planning, or other) that you will undertake? Will stakeholders and/or constituents participate in this process? If so, in what way(s)? (350 words)***
- ***Who are your partners/collaborators for this work? What are their roles? (300 words)***
**The answer to this question should correlate with the letters of commitment and background narratives for project collaborators that you provide. See [page 16](#).*
- ***How are the changes that you will explore be specific to the current identity, mission, goals, and needs of your organization? (200 words)***
- ***Is your board aware of and in support of this exploration? Will they participate in the planning process? (100 words)***
- ***Letter of Commitment from Board Chair (PDF upload)***
Upload a succinct letter stating your governing board's commitment for the full term of the project, authored by the Board Chair.

Application Form Contents and Required Uploads

(continued)

Application Page 3 – Narrative Questions for IMPLEMENTATION GRANTS

This page asks you to answer narrative questions and to describe project personnel.

Answer the following questions for the Implementation grant category.

Word limits are indicated in parentheses. *(Please do not feel obligated to use the full allowable word count.)*

- *What critical operational challenge have you identified in your organization? How is this challenge affecting your future sustainability? (200 words)*
- *What preparatory research and planning have provided the basis for defining how you will address this challenge and move your organization into the future? (175 words)*
- *What specific change(s) to your business model do you propose? Will they impact your mission, and if so, how? (350 words)*
- *Describe the scope and phases of work that you will undertake to effect this change. What have you already set in motion? What resources will your organization contribute to the process (financial and/or other)? (300 words)*
- *Please describe the nature of your board and stakeholders' commitment to this evolution. (100 words)*
 - **Letter of Commitment from Board Chair (PDF upload)**
Upload a succinct letter stating your governing board's commitment for the full term of the project, authored by the Board Chair.
- *Who will be your partners/collaborators in this work? In what ways has this effort been enriched by a diversity of perspectives and voices? (200 words)*
- *What roles and responsibilities will each collaborating partner/consultant/participant take on? (300 words)* **The answer to this question should correlate with the background narratives and letters of commitment from project collaborators that you provide. See [page 16](#).*
- *What are the specific goals and outcomes of this work, and what do you expect to achieve over the life of the grant? (250 words)*
- *How will you evaluate the success of this evolution? Please be specific. (250 words)*
- *Projecting forward five years, what outcomes do you envision benefiting your audiences and community? (175 words)*

Application Form Contents and Required Uploads

(continued)

Application Page 3 – Project Collaborator Letters of Commitment and Background Narratives

A table is provided in the application form to list each project collaborator that you identify within your responses to the narrative questions. For each collaborator, you will be asked to provide—

- Collaborator name and project role
- A brief background narrative for each collaborator *(of 75 words or fewer)*
Background narratives should include aspects of the collaborator’s history of practice that relate directly to your Evolving Futures project content. Include major achievements as relevant, but please avoid testimonials and lists of awards, etc.
- Letter of Commitment **(PDF upload)**
Upload a one-page letter of commitment (PDF) from each collaborator. The letter should describe the following: detailed scope of work, fees for project involvement, and time frame for work. These letters are most effective when submitted on the participant's letterhead and signed by hand. Alternatively, the letters should be clearly sourced from the participant's email address.

Application Form Contents and Required Uploads

(continued)

Application Page 4 – Additional Income

This page provides a table to detail any additional income that your organization plans to put toward your total project budget. Include grants and contributions, cash allocations, and earned income.

The Center does not require matching funds, though additional income to fund your project is welcome and can be seen as a further indicator of the organization's commitment to the project.

Application Page 5 – Project Budget

This page provides a table to itemize project expenditures by expense category. If you have additional project income, you will be asked to break it out from the expenses you are allocating to Center grant funds.

Budget expense categories include the following:

- Consulting/Training/Other Personnel Fees
- Related Staff Salaries and Costs*
- Travel and Subsistence/Housing
- Other Direct Costs

PROVIDE BUDGET NOTES

Panelists reviewing your application will study your budget. For each line-item in your budget, please use the "*Budget Notes*" field to detail context and to demonstrate how you calculated budget amounts. This information will help panelists to follow the logic of your budgeting.

*** Important note on Related Staff Salaries and Costs**

Existing staff salaries may be included proportionate to the essential project work performed. The percentage of time spent on the project should be included in the **Budget Notes**.

New staff salary line-items must also be accompanied by **Budget Notes** describing how your organization will sustain these salaries, as needed, beyond the term of the grant. When combined, existing and new salary lines may not exceed 25% of the full grant request.

Application Form Contents and Required Uploads

Site and Planning Samples

Strong samples will complement your proposal and assist the panel in understanding and contextualizing your goals. We encourage applicants to discuss these samples with Center staff before submitting an application.

Application Page 6 – Site and Planning Samples

This page will ask you to—

- Upload **five separate images** of your organization/venue(s) that are relevant to your project. Include views of the exterior as well as interiors where the public encounters your work. *One of the five images may be replaced with a video, should a filmed walkthrough of your organization/venue be helpful to panelists.*
- *As relevant to your project:* You may upload a maximum of **three supplementary PDFs** (for example, summaries of strategic plans, past evaluations, and feasibility studies).

The total combined page-count of the PDFs may not exceed 15 pages.

Executive summaries are preferred over lengthy documents in all cases.

- For each sample you will be given space to—
 1. **Describe why the sample is relevant to the project** (*in 75 words or fewer*).
Please use this space to connect-the-dots between your samples and your answers to the narrative questions.
 2. **Provide context for the sample** (*in 75 words or fewer*).
(For example, the location where the sample takes place and what activities are pictured)

The following are not acceptable samples:

- Promotional audio or video, trailers, samplers or montages
- Filmed interviews
- Reviews, press, or marketing collateral

Have questions or trouble choosing samples? We're here to guide you.
Contact us by emailing apply@pewcenterarts.org.

Peer Review Panel Meeting and Application Scoring

Peer Review Panel

All applications are reviewed—and all grants are determined—by a diverse panel of arts and culture practitioners. Panelists come from outside of the Center's funding region. The choice to work with panelists from outside the region reflects the Center’s commitment to bringing a field-wide lens to the discussion and to introducing peer practitioners to the important work of this cultural community.

Panelists are organizational leaders in arts and heritage institutions and are chosen for their expertise in the areas of practice reflected in the applicant pool.

*Panelists’ names appear on our website once grants are publicly announced. [Visit our website](#) for examples of past application panelists. **Staff of The Pew Center for Arts & Heritage and of The Pew Charitable Trusts do not serve as panelists and do not determine grant recipients.***

Panel Meeting and Application Scoring

The Peer Review Panel meets over 2–3 days for group discussion and to score applications. The panel chair leads the discussion focusing on the Center's evaluative criteria. (See the [next page](#) for *Evolving Futures* evaluative criteria.)

Center staff members facilitate the meetings but do not participate in discussion or final evaluations.

Applications are reviewed one-by-one and on their own merits and are not compared to other applications.

After each application is discussed, panelists assign scores using the ranking scale below.

Ranking Scale

5.0	Outstanding in relation to all the evaluative criteria
4.0 – 4.9	Very good to excellent in relation to the majority of the evaluative criteria
3.0 – 3.9	Fair to competent: meets some evaluative criteria
2.0 – 2.9	Insufficient competence: does not meet a sufficient number of evaluative criteria
1.0 – 1.9	Does not meet the criteria for funding

Evolving Futures Evaluative Criteria

For **Planning grants**, panelists provide two scores, one each for **Excellence** and **Potential Impact/Ability to Meet Stated Goals**.

For **Implementation grants**, panelists provide three scores, one each for **Excellence**, **Readiness to Implement Process**, and **Impact/Ability to Meet Stated Goals**.

Panelists are given the following list of “**indicators**” to align their discussion and scoring with the Center’s evaluative criteria.

PLANNING GRANT INDICATORS

Indicators of **Excellence** and **Potential Impact/Ability to Meet Stated Goals**:

- *The business model change that the applicant wishes to explore is substantive and transformational.*
- *The proposed planning process (preparatory assessment and/or feasibility studies, research, strategic planning, or other) is clear and likely to result in actionable outcomes.*
- *Roles for partners, collaborators, and stakeholders are defined and distinct from one another.*
- *Potential changes to the current identity, mission, goals, and needs of the organization are identified.*
- *The board supports and will participate in the exploration.*

IMPLEMENTATION GRANTS INDICATORS

Indicators of **Excellence**, **Readiness to Implement Process**, and **Impact/Ability to Meet Stated Goals**.

- *The critical operational challenge and the effect of the proposed business model change on future sustainability are clearly identified.*
- *Preparatory research and planning have readied the organization to address the critical operational challenge and support the project goals.*
- *Specific business model changes to be undertaken and their impact on mission have been clearly identified.*
- *The commitment of the board and stakeholders to the change is clearly described.*
- *Partners and collaborators are defined and appropriately diverse.*
- *The roles and responsibilities of collaborators are clearly defined.*
- *The scope and phases of work are clear and actionable. Appropriate resources from the organization will be contributed to the process.*
- *Goals and expected outcomes and achievements are identified and achievable.*
- *Evaluation plan is defined and an appropriate means to measure success.*
- *Long-term outcomes to benefit audiences and community are envisioned and realistic.*

Contact Us

Contact us by emailing apply@pewcenterarts.org with questions.

Center staff members are available to offer guidance to any applicant throughout the process, upon request.

Center Program Staff

EXECUTIVE DIRECTOR

Paula Marincola (*she/her*)

INTERIM DIRECTOR OF PROJECT GRANT PROGRAMS

Luis Croquer (*he/him*)

PROGRAM OFFICERS

Zach Blackwood (*he/him*)

Community Connection and Audience Participation

Murph Henderson (*she/her*)

Performance and Program Administration

Alec Unkovic (*he/him*)

Visual Art and Creative Practices

PROGRAM ASSISTANT

Alfiatul (Alfi) Nurdin (*she/they/dia*)

Program Modifications

As of their release date in April 2025, these guidelines represent the complete instructions for the Evolving Futures grant application process. Initial eligibility criteria for all applicants appears online at <https://www.pewcenterarts.org/apply>. 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. Prospective applicants will be alerted to updates to the guidelines in a timely manner.