



# The Pew Center for Arts & Heritage

2022 APPLICATION GUIDELINES

**PROJECT GRANTS** Letter of Intent to Apply



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## Program Modifications

As of their release date in January 2022, these guidelines represent the complete LOI application instructions for grant applicants. However, The Pew Center for Arts & Heritage and The Pew Charitable Trusts reserve the right to change and/or modify them at any time in the future in response to experience gained from their operations, input from applicants and recipients, external evaluations, and the community. Any changes or updates to the guidelines will be made known to potential applicants in a timely manner. Grant applicants will be required to submit written acknowledgment of these updates within seven business days of notification.

**Cover:** Rugil Barzdžiukait, Vaiva Grainyt, and Lina Lapelyt, SUN & SEA. Presented by 2020 Center Grantee, Arcadia Exhibitions. Photo by Johanna Austin.

# Letter from the Executive Director

Dear colleagues and Center constituents,

I am pleased to share with you the 2022 guidelines for Letters of Intent to Apply for Project grants in The Pew Center for Arts & Heritage's Exhibitions & Public Interpretation and Performance program areas. As we've done prior, we are releasing 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 for those applicants recommended to move forward to that stage.

In our previous two grant cycles, the Center awarded more than \$20.7 million to Philadelphia area organizations through 30 recovery grants in 2021, 29 arts and heritage project grants in 2020, and 24 fellowships for individual artists.

Following our focus last year on pandemic-related recovery work, the Center will resume its project funding in areas of cultural production in 2022. There will be important new considerations and questions growing out of our experience over the last year and a half that will be asked to address in proposals developed for this new cycle, which you can find on [page 4, What's New in 2022](#). Please review them carefully.

We encourage you to also engage with [our website](#) where you will discover a remarkably broad range of hybrid and discipline-specific public programs that reflect the breadth, diversity, and vitality of our region's cultural ecology. We are gratified to be able to support such an exceptional spectrum of work, and we look forward to continuing to carry out The Pew Charitable Trusts' strategic goal of fostering a vibrant civic life by bringing high-quality, and richly rewarding experiences to our region's many publics.

We recognize the difficulties and uncertainties of the moment with respect to public programs. In approaching the LOI process, we hope you will nonetheless feel encouraged to think imaginatively, no matter the scale and context of your project, and to consider the potential opportunities that the Center's funding offer to your organization and your audiences to make meaningful projects during a transitional time. Please use these LOI guidelines to familiarize yourself with our 2022 goals and criteria for application to this stage of our process, and then contact our program staff, as early in the grant cycle as possible, to discuss your program ideas prior to submitting a Letter of Intent to Apply.

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

With best wishes for your continued success and well-being,



Paula Marincola  
Executive Director

# Vision Statement

At The Pew Center for Arts & Heritage, we envision Greater Philadelphia as a widely recognized hub for dynamic, diverse, inclusive, and equitable cultural experiences and a place in which a broad spectrum of creative expression and interpretation, as well as the exchange of ideas, are vital forces in public life.

We endeavor to realize this vision in two ways—

- By supporting area leaders who think ambitiously and innovate boldly in their public offerings; who are rigorous in their programmatic and operational processes; who foster diversity, equity, and inclusion (DEI) as part of good governance and management; and who center the audiences and communities they serve;
- By advancing the fields we serve through research and knowledge-sharing on distinctive, imaginative, and effective practices.

# What's New in 2022

Following the 2021 cycle of COVID-19-prompted Recovery grants, The Pew Center for Arts & Heritage will resume its project funding in areas of cultural production in 2022. Here are the new expectations that organizational applicants will be asked to address in proposals developed for the 2022 grant cycle—

- Questions about the presence of diversity, equity, and inclusion practices in project design and content, as well as impact.
- Questions related to lessons/strategies from COVID-19 that changed approaches to health, safety, and audience customer service practices by the organization.
- Questions related to lessons/strategies from COVID-19 that allow for hybrid or adaptable platforms for programming.
- For non-art and history organizations a dedicated project manager with appropriate expertise and experience is needed and must be clearly identified with other key leadership at the time of the Letter of Intent to Apply (LOI) submission.
- Only organizations with minimum budgets of \$150,000 and that meet the Center's other threshold criteria (See pages [7 - 8, Eligibility](#)) may apply for support (financial threshold determined by average of three most recent fiscal years).
- Discovery grants are no longer a category of project area funding at the panel level. Modest capacity building support may be available from the Center on a rolling deadline that will be focused on furthering program ideation or organizational practice.

# Grant Making Goals & Funding Categories

## GOALS OF CENTER PROJECT GRANT MAKING

The goals of Center grant making are to—

- Support substantive projects that grow out of mission; demonstrate a high level of artistic and programmatic excellence, ambition, and conceptual rigor; and that 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 a heretofore unexplored direction.
- Support partnerships and collaborations outside of the applicant's habitual frame of reference (i.e. disciplinary, geographic, cultural, etc.) that are significant and build new relationships and audiences.
- Support projects that provide inspirational models for cultural practice in the region and beyond.
- Support projects that expand the audience reach and impact of the applicant's programming, deepen meaningful engagement with diverse audiences, and build toward future audiences for the organization's creative work.

## FUNDING CATEGORIES

Recognizing the fluid boundaries in the presentation and interpretation of material and visual culture, and in performance, The Pew Center for Arts & Heritage (the Center) has two areas of funding with the same goals for cultural production. These areas support projects that are multi- or interdisciplinary, as well as those based in a specific discipline, but all projects must manifest new understandings of content through their public realization.

**All projects must be presented to audiences as a primary consideration in their design and have the necessary administrative structure and expertise to realize the grant to its maximum public impact.**

Areas of programming that may be considered within **Exhibitions & Public Interpretation (EPI)** 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 in public spaces, online, and/or make use of participatory strategies.

Areas of programming that may be considered within **Performance** include original works or new treatments of existing works in all performance forms including those drawn from archival sources; film, video, and other moving-image performance works whose development and public presentation is interpreted through the project's performative intentions; distribution and installation of performance using experimental media or technology platforms; and performances in public spaces, online, and/or making use of participatory strategies.

# Types of Support

## PROJECT GRANTS

Project grants are for making bold ideas happen: bringing artistically and programmatically excellent, ambitious, and substantive performances, exhibitions, or interpretation projects to fruition for diverse publics. Projects must deliver distinctive, high-quality, and meaningful cultural experiences to the Philadelphia region's many communities and reflect an organizational commitment to multiple perspectives and inclusive practices in program design, development, and impact. Projects can take various forms and be produced by single organizations or multi-organizational collaborators. They may be wholly new undertakings for the applicant or represent the further development of an ongoing direction.

Projects should also demonstrate awareness of leading practices in the field and be situated in relationship to them. Core artistic or program personnel must include one central practitioner with whom you have not worked before. Program series within the same application must be conceived for presentation under a single rigorously considered curatorial premise that cogently outlines what is at stake artistically and programmatically.

Maximum allowable grant requests for all Project grants are dependent on organizational budget size with a minimum budget of \$150,000 and will range from \$75,000 to \$300,000. First time applicants or those organizations without prior funding from the Center will be limited on their maximum request. All grant request amounts must be discussed with the Center's senior program staff before submission of the full project application. Grant requests are determined with and subject to Center staff review and approval.

## SPECIAL OPPORTUNITY & MULTI-ORGANIZATIONAL PROJECT GRANTS

Organizations may be eligible to apply for Project grants up to \$400,000. Single organizations wishing to apply for grants over \$300,000 must have an operating budget minimum of \$1 million and meet additional criteria. See pages [7 – 8, Eligibility](#).

Up to three organizations may pool their individual grants towards a collaborative effort, not to exceed \$800,000 in total. Again, grant requests are determined with and subject to Center staff review and approval. See pages [7 – 8, Eligibility](#).

# Eligibility

## ELIGIBILITY CRITERIA FOR ALL GRANT REQUESTS

The Center's 2022 cycle is open to organizations whose primary mission and defining purpose is the presentation of art and public history programs for public audiences. In addition, non-art and non-history organizations who wish to apply, such as academic departments, arboreta, libraries, etc., must secure in advance the appropriate personnel and project management expertise—including artistic, curatorial, producing, and administrative support—and their ability to apply is subject to Center review and approval. Social service organizations are not eligible to apply this cycle.

### **The Center reserves the right to determine eligibility in all instances. Threshold criteria include—**

- 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 submitting a Letter of Intent to Apply (LOI).
- Organizations must have a minimum annual budget of \$150,000, and must have paid, professional artistic and managerial project staff.
- Applicants with parent organizations (such as libraries, and departments/schools at academic institutions) must submit a letter of commitment from a governing official at the time of LOI submission. If awarded funding, grant contracts 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. For non-art or history organizations, a project-hired administrator with appropriate expertise is required and must be clearly identified with other key leadership from the project's inception.
- We encourage applicants to tour or present Center-funded projects outside the region when appropriate. If you are touring a project or working collaboratively with an organization outside of the region, please discuss with Center senior staff the types of costs in these instances that are and are not eligible for support

## **ADDITIONAL CRITERIA FOR SPECIAL OPPORTUNITY (PROJECT GRANTS EXCEEDING \$300,000) AND MULTI-ORGANIZATIONAL APPLICANTS—**

*Single organizations wishing to apply for grants over \$300,000 must have a minimum operating budget of \$1 million.*

*Along with meeting all other eligibility criteria, these projects, whether from a single organization or a multi-organizational team, must—*

- represent a demonstrably new level of ambition in content, scope, and scale for applicants;
- be artist/creative practitioner driven and involve new commissions;
- include one major creative contributor from outside the United States; and
- consider the audience experience as integral to the project's design and realization, as well as its impact.



# Eligibility: Project Dates, Financial Review, Ineligible For Support

## ADDITIONAL ELIGIBILITY CRITERIA FOR ALL APPLICANTS

### Grant Periods & Major Event Dates

The implementation period for Project grants extends from **October 1, 2022** and must conclude by **June 30, 2025**. Public events that are part of a Center grant should generally not be scheduled to take place before **March 1, 2023**.

### Financial Review

The Pew Center for Arts & Heritage conducts a financial review of all applicant organizations at the LOI stage of our process. Applicant organizations must be in sound financial health, as determined by audited financial statements and verified [Cultural Data Profile](#) (CDP) Funder Reports. The financial eligibility threshold is determined from the average of three most recent fiscal years. Audits and financial statements must—

- demonstrate no operating losses in two out of the past three years or a reduction of COVID-19-related deficit to no more than 10% of operating expenses;
- show positive working capital.

All applicants are required to submit three years of financial statements with the LOI. Applicants should prepare for financial statements to be requested by the Center prior to the LOI Deadline. Audits are preferred in all cases and required for organizations with annual budgets exceeding \$500,000. Outside financial reviews are required for organizations with annual budgets under \$500,000. Only organizations with minimum budgets of \$150,000 and that meet the Center's other threshold criteria are eligible to apply.

## INELIGIBLE FOR SUPPORT

Grants are not made for individual exhibitions of private collections, anniversary/celebratory exhibitions, nor for acquiring artworks, collections, or property. Grants are not made for ongoing seasonal support, such as for presenting arts organizations. If you are uncertain as to whether or not your project is eligible for Center support, please [contact us](#).

### FOR ALL APPLICANTS

- Ineligible costs include capital improvements or real estate expenditures; debt service or retirement; endowment funds; or operation support (including salaries).
- 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.
- Individuals who have been nominated for a Pew Fellowship in the Arts and who intend to submit an application may not participate in a Project grant application as a commissioned or key featured artist within the same grant cycle of their application, or, if awarded a Pew Fellowship, for the duration of their two-year Fellowship grant period.

# LOI Application Process & Deadlines

## STEP 1 CONTACT US & SCHEDULE A MEETING

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### ***Deadline to contact the Center: February 23, 2022***

Talk to us about your LOI idea, we want to hear from you directly! All applicants are required to schedule an appointment to discuss your LOI project idea with Center senior program staff on or before **February 23, 2022**.

*To schedule your appointment, please email:*  
**[apply@pewcenterarts.org](mailto:apply@pewcenterarts.org)**

In your email message, please indicate if you are interested in applying to the **Performance** or **Exhibitions & Public Interpretation** program areas.

## STEP 2 SUBMIT A WRITTEN DISTILLATION OF YOUR LOI IDEA (150 WORDS OR FEWER)

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### ***Deadline to submit written distillation of LOI idea via email: March 2, 2022, 4p.m.***

Based on your prior discussion with Center senior program staff, submit a **concise paragraph of 150 words or fewer**, that distills the core artistic/programmatic purpose of your LOI project proposal. Review of this distillation is a key part of the Center's review process to establish eligibility.

Potential applicants should consider this the foundation for their proposal development. This distillation of the core artistic/ programmatic purpose of the developing proposal must also identify to date any key artistic/creative personnel who will help the organization realize the project: *Who will make the work?*

*Submit the written distillation of your LOI idea via email to:*  
**[apply@pewcenterarts.org](mailto:apply@pewcenterarts.org)**

## STEP 3 AWAIT NOTIFICATION OF ELIGIBILITY

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### ***Notification by: March 7, 2022***

The Center will notify you by **March 7, 2022**, if you have met the eligibility criteria to submit a full LOI through the Center's online application system. If your LOI idea has been approved, Center program staff will reach out to schedule a meeting.

## STEP 4 MEET WITH CENTER STAFF & SUBMIT YOUR LOI

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### ***LOI Submission Deadline: April 8, 2022, 4p.m.***

Meetings with LOI applicants are an important part of the application process and are required. You will be contacted by the Center to schedule a conversation to discuss your LOI. This meeting must occur prior to the LOI Deadline on **April 8, 2022**. Once you have met with our staff the LOI is submitted through the Center's online application system at: **<https://apply.pewcenterarts.org>**

- See **[page 10, LOI Questions & Criteria](#)**, for the narrative questions found within the online LOI form.
- See **[page 12, LOI Form Contents & Online Account Access](#)**, and **[page 13, Work & Site Samples](#)** for other required components of the LOI.

## STEP 5 AWAIT NOTIFICATION OF LOI ADVANCEMENT

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### ***Notification by: May 4, 2022***

Applicants whose LOIs are reviewed favorably by an external review panel will be invited to submit a full application. For more information on the LOI panel review process, please see **[page 11, LOI Assessment](#)**. Notification regarding an invitation to apply will be communicated by **May 4, 2022**. The full Project Grant application guidelines will also be released at that time. The deadline for the full Project grant application is scheduled for June 2022. Details will be announced shortly after the LOI advancement notification.

# LOI Questions & Criteria

All organizations must submit an LOI that reflects the applicant's understanding of, and ability to respond to, the Center's [grant making goals](#) and criteria. The LOI requires responses to basic questions about your organization and eligibility, responses to the narrative questions below, and work/site samples pertinent to the proposed project. See [pages 12 – 13](#) for instructions.

LOIs will be evaluated by an [outside review panel](#), and those applicants whose LOIs are favorably reviewed in terms of their potential to be competitive at the final stage will be invited to submit a full application.

## FOR ALL PROJECT GRANT LOIS

You will be asked to address the following questions when submitting your LOI. *The word limit for each answer is indicated in parentheses.*

### Project Concept and Design

1. Describe the project's central concept and point of view. How is it artistically/programmatically excellent and what is at stake? What has been accomplished in this field and how is this project different? (500 words)
2. How does the project include multiple perspectives and inclusive practices in its design and content? (150 words)
3. Who are the primary creative personnel and how did you arrive at their selection? How do you know they are of field-wide caliber and the best people possible for the project? How do they represent an appropriately diverse selection of practitioners? What are the specific roles and responsibilities of each of the central contributors to the project? (350 words)
4. How does the project provide for necessary health and safety measures related to COVID-19? (100 words)
5. How does the project provide a flexible approach to its program platform(s) in the event of mandated health and safety restrictions or closures? (150 words)
6. **For Special Opportunity and Multi-Organizational applicants only:** How will considerations of the audience experience be incorporated into the design of this project from its inception? (Additional 350 words)
7. **For Special Opportunity and Multi-Organizational applicants only:** How are artists and creative practitioners driving this project? Who is your major creative contributor from outside the US and how did you arrive at their selection? (Additional 250 words)

### Relevance to Mission and Audiences Served

1. How is this project related to your mission? How does it propel you to go beyond business-as-usual in advancing that mission? (250 words)
2. What audiences/communities do you serve? What makes you think they will be interested in this project? How do DEI considerations impact your thinking about and engagement with audiences? (300 words)

### Project Management

1. What evidence do you have for your ability to effectively manage and steward this project from an administrative, financial, and governance standpoint? (150 words)
2. **For Multi-Organizational applicants only:** How will you manage the process of collaboration between your organizational partners? Be as specific as possible as to roles and responsibilities and specify where the buck stops with decision making. (250 words)

# LOI Assessment

The Center convenes a diverse panel of arts and culture professionals from outside of the Center's funding region to individually review LOIs in terms of their potential to be competitive at the full application stage. This panel of LOI reviewers are chosen for their expertise and drawn from the relevant areas of practice reflected by the projects and artists within the 2022 LOI applicant pool.

LOI reviewer selection changes from year to year, though some individuals may serve in multiple selection processes.

## LOI REVIEW & RANKING SCALE

Using the ranking scale below, LOI reviewers will score each LOI based on the applicant's ability to address the overarching grant making goals of the Center:

- 3** Strong potential to address goals (See [page 5, Grantmaking Goals](#)) and to produce a competitive application
- 2** Moderate potential to address goals and to produce a competitive application
- 1** Low potential to address goals and to produce a competitive application



# LOI Form Contents & Online Account Access

## LOI FORM CONTENTS

The online LOI form contains the following sections to be completed by applicants—

- **Eligibility and Financial Statements:** applicants answer basic “yes or no” questions related to the Center’s threshold criteria and upload their three most recent fiscal years of audits/financial statements.
- **LOI Contact Information:** applicants are asked to determine a primary administrative contact for the project and authorizing official at their organization.
- **Project Overview:** applicants write a brief project description, enter estimated project dates, and provide contact information of the project director.
- **Narrative Questions:** applicants answer the questions found on [page 10, LOI Questions & Criteria](#).
- **Works & Site Samples:** applicants submit a limited number of images, audio, video, and/or text that evidence the work to be presented by the project. See [page 13 Work & Site Samples](#) for more information.

## KEEP IN MIND: BUDGET PLANNING

While an LOI does not require the submission of a project budget, early consideration of cost implications is encouraged. If the LOI applicant is advanced to a full application stage, a detailed budget and supporting documentation will be required and Center staff must review and approve a draft prior to submission.

## ONLINE ACCOUNT ACCESS

The Center will notify you by **March 7, 2022**, if your LOI project idea has met the eligibility criteria needed to submit the LOI form online. At that time, you may login to the [application system](#) to begin your LOI.

- **First-time applicants, or organizations that have not applied since 2018** may register for an account with the Center’s online application system once the LOI submission period has opened by clicking the “Register Now” button on the login page here: [apply.pewcenterarts.org](https://apply.pewcenterarts.org)
- **Returning applicants** should use their existing account to login here: [apply.pewcenterarts.org/login](https://apply.pewcenterarts.org/login). Applicants should only retain one account per organization within the application system.
- If you are unsure of your organization’s account login credentials or status, please email: [help@pewcenterarts.org](mailto:help@pewcenterarts.org).

# Work & Site Samples

## WORK & SITE SAMPLE GUIDELINES

Work and site samples are primary components of the LOI and are critical in your project's evaluation by the review panel.

When submitting audio/video, please adhere to the specific instructions found in the [online application system](#).

We ask that applicants discuss work samples with relevant Center staff before submitting the LOI.

### Work Samples

Evidence of work—including that of collaborators—is vital in all LOI proposals submitted for review. Please submit work samples pertinent to the work to be presented—for example, documentation of related past exhibitions, interpretive activities, performances, etc.; or sketches or plans for proposed commissions, etc. Work samples must be provided for all key artistic personnel.

- Work samples do not need to be direct examples of the proposed project; however, they should represent the applicant's or guest artist's/curator's/programmer's creative vision and accomplishments in previous work and provide clear evidence for the proposal's quality and rigor.
- The applicant should carefully preview, cue, and provide detailed information for all samples, uploading them to the application system in order of priority for viewing/listening by the LOI review panel.
- When a project involves work by a guest artist, at least one example of past work by the guest artist should be submitted, along with one sample of relevant past work from the organization with which the work is to be created.

### Site Samples

Please upload digital images that describe the location(s) where the activities will take place—for example, images of the auditorium, empty lot, gallery, garden, lobby, street corner, website, etc.

### Ineligible Work Samples

***The following are not acceptable work or site samples:*** work created when the applicant was a student; work that is over five years old unless discussed and approved by staff; sampler or promotional moving image or audio material; or work that is heavily edited or processed unless appropriate to proposal request or representative of video or film art in the project.

# Advice & Assistance | Contact Us

## IMPORTANT

All applicants are required to notify the Center of their intent to apply by **February 23, 2022**, and to schedule a meeting to discuss their LOI project idea and eligibility with Center senior staff. A written distillation of your LOI project idea of 150 words or fewer must be submitted, via email, to the Center by **March 2, 2022, at 4 p.m.**

[Please read page 9, LOI Application Process & Deadlines for instructions.](#)

Please email [apply@pewcenterarts.org](mailto:apply@pewcenterarts.org) as soon as possible to schedule your initial LOI discussion. The Pew Center for Arts & Heritage is available to answer questions or remotely meet with applicants Monday - Friday, 9a.m. - 5p.m.

## CENTER PROJECT GRANTS STAFF

### Executive Director

Paula Marincola

### Program Directors

Bill Bissell, *Performance*

Kelly Shindler, *Exhibitions & Public Interpretation*

### Senior Program Specialists

Zach Blackwood

Laura Koloski

### Program Specialists

Murph Henderson

Josie Smith

### Program Assistants

Erica Goldstein

Zoë Greggs

## ACCESSIBILITY

The Center is committed to providing accessibility to our applicants regardless of differences in ability. Center staff are prepared to assist applicants requiring special accommodation regarding review of our application guidelines or the use of our online application system ([apply.pewcenterarts.org](https://apply.pewcenterarts.org)) at any time. Please contact us at [help@pewcenterarts.org](mailto:help@pewcenterarts.org) to offer feedback or discuss accommodations available for individuals with differing abilities.