

2023

APPLICATION GUIDELINES PROJECT GRANTS

Letter of Intent to Apply



**The
Pew Center
for Arts
& Heritage**

Accessibility and Support

The Center is committed to providing accessibility to all applicants. Translation services are available. Center staff members are prepared to assist applicants who require special accommodation to review our guidelines or to use our online application system. Please contact us at help@pewcenterarts.org or call **267-350-4902** for assistance.

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PROGRAM MODIFICATIONS

As of their release date in January 2023, these guidelines represent the complete LOI application instructions for grant applicants. The Pew Center for Arts & Heritage and The Pew Charitable Trusts reserve the right to change and/or modify them at any future time in response to experience gained from their 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 2023 guidelines for Letters of Intent to Apply for Project grants in The Pew Center for Arts & Heritage's Exhibitions & Public Interpretation and Performance funding areas. As we've done in prior years, 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 this spring for those applicants recommended to move forward to that stage.

In our 2022 grant cycle, the Center awarded more than \$9.5 million to Philadelphia area organizations through 30 Project grants and to individual artists through 12 fellowships. As we continue to see in our applicant pool, the local arts community remains deeply committed to serving diverse audiences and offering resonant cultural experiences while evolving approaches to visitor services, health, and safety in response to the effects of the pandemic.

In addition to reviewing these guidelines carefully, I encourage you to 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. 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.

In approaching the LOI process, we hope you will feel encouraged to think boldly and imaginatively and to consider the potential opportunities that the Center's funding offers to your organization and your audiences. Please use these LOI guidelines to familiarize yourself with our 2023 goals and criteria for application to this stage of our process. Then contact our program staff, as early in the grant cycle as possible, to discuss your program ideas before submitting a Letter of Intent to Apply.

We look forward to hearing from you as we begin a new grant-making cycle. 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 (the Center), 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; and
- By advancing the fields we serve through research and knowledge-sharing on distinctive, imaginative, and effective practices.

CENTER GRANT-MAKING GOALS

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 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 project-funding areas: **Performance** and **Exhibitions & Public Interpretation**. These two areas support public-facing 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 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 (EPI)

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 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.

PROJECTS 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 full partnerships, see “Multi-Organizational Project grants” below.
- Projects may be wholly new undertakings for the applicant or represent further development of an ongoing direction.

Special Opportunity or Multi-Organizational Project grants

In consultation with Center staff, some applicants may decide that their projects would be best served by Special Opportunity or Multi-Organizational Project grants. These grants require additional levels of ambition and collaboration. Eligibility requirements and more information appear on [pages 9](#) and [12](#).

GRANT AMOUNTS

Single-Organization Project Grants

- Only organizations with a minimum 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.

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-Organizational Project Grants

Multiple organizations may submit a single application to propose a substantive collaborative effort. These Multi-Organizational Project grants may be offered in amounts up to \$800,000 in total. To apply in this category, consult first with Center staff.

FINANCIAL REVIEW

The Center conducts financial reviews of all applicants at the LOI stage. All applicants must submit three years of financial statements. **Audits** are preferred in all cases 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 be in sound financial health. 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; and
- Show positive working capital.

ELIGIBILITY

Eligibility Criteria for All Grant Requests

The Center's 2023 cycle is open to organizations whose primary mission and defining purpose is the presentation of art and public history programs for public audiences. Social service and other non-art or non-history organizations that wish to apply must first consult with Center Program staff.

- 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). The Center does not accept applications from fiscally sponsored organizations or non-profits intending to serve as pass-throughs for grant funds.
- 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 departments/schools at academic institutions) must submit a letter from a governing official of that parent organization. This letter should indicate awareness of and support for the project.
- Organizations must have a demonstrated record of presenting professional public programs in the genre or content area identified in the proposal.
- Organizations may not submit a grant request to a Center funding-area in which they have an open Project grant.

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. The ability of these organizations to apply is subject to Center review and approval.

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

ADDITIONAL ELIGIBILITY: SPECIAL OPPORTUNITY & MULTI-ORG GRANTS

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

Along with meeting the eligibility criteria on [page 11](#), 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 the audience experience as integral to the design, realization, and impact of the project.

INELIGIBLE FOR SUPPORT

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

The following are ineligible for support:

- 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.
- 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 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.
- Ineligible costs include capital improvements or real estate expenditures; debt service or retirement; endowment funds; operation support (including salaries); or receptions and parties.

GRANT PERIODS

The implementation period for Project grants begins **October 1, 2023** and ends by **June 30, 2026**.

Public events that are part of a Center grant may not take place before February 1, 2024.

LOI APPLICATION PROCESS & DEADLINES

STEP 1: Contact Us to Schedule a Meeting

Schedule an appointment to discuss your project idea with Center program staff. Write to apply@pewcenterarts.org to make an appointment.

Complete this step **by Thursday, February 9, 2023.**

STEP 2: Send Us a Brief Description of Your Project

Write your response to the following:

Describe your project. What is its creative focus? (100 words or fewer.)

This response will serve as a distillation of your proposed project.

Send your response to apply@pewcenterarts.org.

Complete this step **by Thursday, February 23, 2023.**

STEP 3: Await Confirmation of Eligibility

Center staff will confirm your eligibility to access our online system to begin a Letter of Intent to Apply.

You will receive this confirmation **no later than Thursday, March 2, 2023.**

STEP 4: Consult Further with Center Staff

(This step is optional, at the applicant's request.)

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

Complete this [optional] step **by Thursday, March 23, 2023.**

Step 5: Submit Letter of Intent to Apply (LOI)

Use the online system at <https://apply.pewcenterarts.org> to submit your LOI.

The LOI is due **by Thursday, March 30, 2023 at 4 p.m. EST**

Step 6: Await Notification

Center staff will notify you **by Thursday, May 4** about whether LOI evaluators have recommended your proposal to advance to the Application stage.

Applications will be due in June 2022.

LOI QUESTIONS: FOR ALL APPLICANTS

The Center's [grant-making goals](#) appear on [page 6](#).

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. How is it artistically/programmatically excellent? What is at stake? *(300 words)*
2. How would this project illustrate and extend your mission? *(150 words)*
3. Who are the primary creative collaborators for this project? What qualities in their work, expertise, or backgrounds led you to choose them?
(200 words)
4. Please outline the specific roles and responsibilities of each primary collaborator. *(200 words)*
5. How does this project reflect multiple perspectives and inclusive practices? *(150 words)*

LOI QUESTIONS: FOR ALL APPLICANTS (continued)

6. What considerations of diversity, equity, and inclusion guide your thinking about how to approach and engage audiences? *(200 words)*
7. How does the project reflect a flexible approach to designing program platform(s) (e.g., dates, duration, and attention to special needs)? Under what conditions will this project be offered virtually? *(150 words)*
8. Who are the audiences/communities that you plan to serve with this project? What is it about this project that you think would spark their interest? *(200 words)*

For Special Opportunity and Multi-Organizational applicants only

9. How is the intended experience of your audience incorporated into the project design from its inception? *(150 words)*
10. 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-Organizational applicants only

11. How will you manage the process of collaboration between your organizational partners? Please outline how roles and responsibilities will be allocated. Specify where the buck stops with decision-making. *(250 words)*

WORK & 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 creative vision animating the project. Samples should reflect the aesthetic of the project, relevant previous work, and clear evidence of quality and rigor.

You may submit up to 10 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 evaluators to see, please plan to include—

- Work samples for all 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 auditorium, 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 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 Reviewers 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 Reviewers will be made public when the 2023 grants are announced.

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

LOI Review & Ranking Scale

Using the ranking scale below, LOI evaluators score each LOI based on the applicant’s ability to address the grant-making goals of the Center:

- 3** – Strong potential to address goals ([See page 6, Grant-Making Goals](#)) 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 central project manager with appropriate expertise and administrative experience. Be sure to think through the responsibilities and budget implications for this substantive role.

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

ONLINE ACCOUNT ACCESS

Accessing the Center's Online System

The Center will notify you by Thursday, March 2, 2023 to let you know whether your LOI project idea has met the eligibility criteria needed to submit an LOI.

- **First-time applicants** may register for an account with the Center's online application system here: apply.pewcenterarts.org/register
- **Returning applicants** should use their existing account to login here: apply.pewcenterarts.org/login. We ask that applicants retain only one account per organization.
- If you are unsure of your organization's account login credentials or status, please email help@pewcenterarts.org.

ADVICE & ASSISTANCE: CONTACT US

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

Please review [page 14, LOI Application Process and Deadlines](#) for details about steps in the process and due-dates.

Please feel free to contact us with questions at apply@pewcenterarts.org.

The Center is open each Monday–Friday, 9 a.m.–5 p.m.

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*

Program Assistant

Zoë Greggs