



The  
Pew Center  
for Arts  
& Heritage

2020 APPLICATION GUIDELINES

**PROJECT GRANTS** Letter of Intent to Apply



# Table of Contents

<a href="#"><u>2</u></a>	Letter from the Executive Director
<a href="#"><u>3</u></a>	Vision Statement
<a href="#"><u>4</u></a>	Goals of Center Grant Making & Funding Categories
<a href="#"><u>5</u></a>	What's New in 2020
<a href="#"><u>6</u></a>	Types of Support
<a href="#"><u>7</u></a>	Eligibility Criteria
<a href="#"><u>9</u></a>	LOI Application Process & Deadlines
<a href="#"><u>10</u></a>	Project Grants: Letter of Intent Questions & Criteria
<a href="#"><u>11</u></a>	Discovery Grants: Letter of Intent Questions & Criteria
<a href="#"><u>12</u></a>	LOI Assessment
<a href="#"><u>13</u></a>	Submitting the Letter of Intent Online
<a href="#"><u>13</u></a>	Work & Site Sample Submission
<a href="#"><u>14</u></a>	Advice & Assistance: Contact Us

## Program Modifications

As of their release date, January 6, 2020, these guidelines represent the complete Letter of Intent to Apply (LOI) 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:** *Taylor Mac, A 24-DECADE HISTORY OF POPULAR MUSIC.* Photo by Teddy Wolff.

# Letter from the Executive Director

Dear Colleague and Center constituent,

I am pleased to share with you the 2020 guidelines for Letters of Intent to Apply for Project grants in The Pew Center for Arts & Heritage's Exhibitions & Public Interpretation and Performance programs. This year, 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 2019, the Center awarded more than \$8.4 million to Philadelphia area organizations and practitioners, encompassing 27 Project grants and 12 Pew Fellowships for individual artists.

If you [peruse our website](#) for lists of Project grants in Exhibitions & Public Interpretation and Performance, you will discover a remarkably broad range of hybrid and discipline-specific cultural programs, events, and experiences that reflect the breadth and vitality of our region's cultural ecology. We are gratified to be able to support such a lively diversity 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, substantive, and richly rewarding experiences to our region's many publics.

In approaching the LOI process, I hope you will feel encouraged to think boldly and imaginatively, and to consider with enthusiasm the potential opportunities that the Center's funding offers to your organization and your audiences. Please take some time to review these LOI guidelines carefully and familiarize yourself with our goals and criteria for application to this stage of our process, taking note of any [new information for the 2020 cycle](#). Following that review, please [contact](#) our senior 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.

Cordially,

A handwritten signature in black ink that reads "Paula Marincola". The signature is fluid and cursive, with a large, stylized initial "P" and "M".

Paula Marincola  
Executive Director

# Vision Statement

At The Pew Center for Arts & Heritage, we envision Greater Philadelphia as a widely recognized hub for dynamic cultural experiences and a place in which 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 processes; who employ prudent governance and management practices; and who are adventurous in the ways they interact with their audiences; and
- By advancing the fields we serve through research and knowledge-sharing on distinctive, imaginative, and effective practices.

# Goals & Funding Categories

## GOALS OF CENTER 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 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, improve audience prospects for the longer term, and, as relevant, connect the applicant to unfamiliar audiences.

## FUNDING CATEGORIES

Recognizing the fluid boundaries in the presentation and interpretation of material and visual culture, as well as in performance, The Pew Center for Arts & Heritage (the Center) has two categories of funding. These categories support projects that are multi- or interdisciplinary, as well as those based in a specific discipline. All projects must be presented to public audiences.

Areas of programming considered within **Exhibitions & Public Interpretation (EPI)** include public display and/or interpretation of artworks, historical artifacts, scientific objects, living collections, buildings, stories, or ideas; film, video, or other moving-image 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 considered within **Performance** include original works or new treatments of existing works in all performance forms; film, video, and other moving-image performance works; distribution of performance using experimental media or technology platforms; and performances in public spaces, online, and/or making use of participatory strategies.

# What's New in 2020

We are gratified to continue the Center's annual support of the Greater Philadelphia region's cultural organizations and artists. Our 2020 guidelines include changes to the steps in our Project and Discovery grant application process.

## RECENT CHANGES TO THE APPLICATION PROCESS

The Center is introducing a preliminary review to the Letter of Intent to Apply (LOI) vetting process that determines applicants' eligibility to apply. This review will require an initial description of not more than 75 words to be sent to the Center's program staff by January 29, 2020, based on prior discussion with appropriate staff. This concise paragraph must provide a distillation of the core artistic/programmatic purpose of the developing proposal—What is it? It must also identify, to date, the exemplary central artistic/creative personnel who will help the organization realize the project—Who will make the work? Following the preliminary review and determination of eligibility, applicants will be notified of their ability to advance to the full LOI stage.

### ***The 2020 Application Guidelines for Project and Discovery grants will be released in two parts:***

- Guidelines for submitting a Letter of Intent to Apply
- Guidelines for submitting a full grant application

*The full Application Guidelines will be published once the LOI review process is complete.*

# 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. 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 must deliver distinctive, high-quality, and meaningful cultural experiences to audiences in the Philadelphia region. They 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. Documentation that extends the life of the project and amplifies its non-regional audiences is a priority.

Maximum allowable grant requests for all Project grants are dependent on organizational budget size and range from \$75,000 to \$300,000. Should an LOI be advanced to the full application stage, the amount of the grant request **must be discussed with the Center's senior program staff** before submission of a full project application.

## SPECIAL OPPORTUNITY & MULTI-ORGANIZATIONAL PROJECT GRANTS

Organizations may be eligible to apply for Project grants up to \$400,000. All Project grants exceeding \$300,000 must meet additional criteria. [See page 7, Eligibility Criteria.](#)

Up to three organizations may pool their individual grants towards a collaborative effort, not to exceed \$800,000 in total. Multi-organization applicants must meet additional criteria. [See page 7, Eligibility Criteria.](#)

## DISCOVERY GRANTS

Discovery grants are for focused exploration that goes beyond normal capacity building efforts and that will seed future project proposals. Discovery grants are designed to create conditions that will allow applicants to be competitive and successful within the Project grant arena. Discovery grants support: the development of a creative process or strategy informed by key questions; deep examinations of a curatorial/program idea; rigorous topical research and knowledge acquisition; testing a hypothesis; piloting or prototyping a project or program; conducting audience research that will enhance artistic decision-making; and developmental consultations with creative minds from around the world. A public component is required of all Discovery grants.

Organizations may be eligible to apply for Discovery grants up to \$50,000. The amount of the request **must be discussed with the Center's senior staff** before submission of a Letter of Intent to Apply (LOI) and subsequent application. Funds must be expended within 12 months.

# Eligibility

## ELIGIBILITY CRITERIA FOR ALL GRANT REQUESTS

Only organizations are eligible to apply to The Pew Center for Arts & Heritage for project support.

Interested individuals must apply with an organizational partner. Please [contact](#) program staff with any questions.

- Organizations must have 501(c)(3) designation at the time of submitting a Letter of Intent to Apply (LOI) and must have paid, professional artistic and managerial project staff. If awarded funding, grant contracts can only be signed by a person with legal and fiduciary responsibility for the organization.
- Organizations must be in sound financial health, as determined by audited financial statements and verified Cultural Data Profile (CDP) Funder Reports demonstrating no operating losses in two out of the past three years and showing positive working capital. **Audited financial statements are required by the Center from organizations with annual budgets exceeding \$100,000; outside financial review is required for all others.**
- Organizations must be located in the five-county Philadelphia area (Bucks, Chester, Delaware, Montgomery, and Philadelphia counties).
- Organizations must have a demonstrated record of presenting professional public programs in the genre or content area identified in the proposal.
- If you have an **open Center grant**, please contact the appropriate program to determine your eligibility to apply in 2020.
- Individuals are required to apply for Project grants with an organizational partner. That organization will be responsible for collaborating fully with the individual partner in managing and producing the project. Applicants are not eligible to apply for grants as individuals.

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

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;
- include one major creative contributor from outside the United States; and
- be artist/creative practitioner driven and involve new commissions;
- incorporate the audience experience as integral to the project's design and realization, as well as its impact.

### FOR ALL APPLICANTS: GRANT PERIODS & MAJOR EVENT DATES

- The implementation period for **Project grants** extends from November 1, 2020 and must conclude by June 30, 2023.
- The implementation period for **Discovery grants** extends from November 1, 2020 and must conclude by December 31, 2021.
- Major public events that are part of a Center grant should generally not be scheduled to take place before April 1, 2021.



# Eligibility

## INELIGIBLE FOR SUPPORT

Grants are not made for individual exhibitions of private collections, 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, [contact](#) a staff member.

### **FOR ALL APPLICANTS**

- 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 those costs which are and which are not eligible for support.
- Ineligible costs in both programs 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

---

### TALK TO US ABOUT YOUR LOI

**Deadline: January 15, 2020**

All applicants are required to discuss the submission of a Letter of Intent to Apply with Center senior staff by January 15, 2020.

**To schedule your appointment, contact—**

- **Exhibitions & Public Interpretation**  
Amaka Eze, [aeze@pewcenterarts.org](mailto:aeze@pewcenterarts.org)
- **Performance**  
Carlos Diaz, [cdiaz@pewcenterarts.org](mailto:cdiaz@pewcenterarts.org)

## STEP 2

---

### SUBMIT A DESCRIPTION OF YOUR LOI

**Deadline: January 29, 2020, 4 P.M.**

Based on prior discussion with appropriate program staff, submit a written description of your proposal to the Center for review by January 29, 2020 at 4 p.m.

This description must be a concise paragraph of 75 words or fewer. It should provide a distillation of the core artistic/programmatic purpose of the developing proposal—What is it? It must also identify, to date, the exemplary central artistic/creative personnel who will help the organization realize the project—Who will make the work? This description is part of the Center’s vetting process for eligibility.

**Send your written description, via email, to—**

- **Exhibitions & Public Interpretation**  
Amaka Eze, [aeze@pewcenterarts.org](mailto:aeze@pewcenterarts.org)
- **Performance**  
Carlos Diaz, [cdiaz@pewcenterarts.org](mailto:cdiaz@pewcenterarts.org)

## STEP 3

---

### UPON APPROVAL, SUBMIT YOUR LOI

**Deadline: March 18, 2020, 4 P.m.**

The Center will notify you by **February 12, 2020** if you have met the eligibility criteria to submit an LOI. You may then begin your LOI online. [See page 13](#) for information on how to submit your LOI and the Center’s application system.

Meetings with LOI applicants will be scheduled.

LOIs are due to the Center by **4 p.m. on March 18, 2020**.

## STEP 4

---

### NOTIFICATION OF LOI ADVANCEMENT

**By: April 10, 2020**

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 12, LOI Assessment](#).

Notification regarding an invitation to apply will be communicated by **April 10, 2020**. The full application guidelines will also be released at that time.

### Budget Planning

While an LOI does not require 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.

# Project Grants | LOI Questions & Criteria

All organizations must submit a 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 page 13, Submitting the LOI Online |Work & Site Samples for instructions.](#)

LOIs will be evaluated by an outside review panel, and those applicants whose LOIs are favorably reviewed 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 for a Project grant.

*The word limit for each answer is indicated in parentheses.*

1. Describe the project's central concept and point of view in relation to this idea. How is it artistically/programmatically excellent? Why is this project compelling and what is at stake artistically and programmatically? What has been accomplished in this field and how is this project different? (600)
2. 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? What are the specific roles and responsibilities of each of the central contributors to the project? (350)  
**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 350)
3. If the project is interdisciplinary, how are each of the distinct disciplinary parts of equivalent artistic or interpretive excellence and how are they integral to the interdisciplinary whole? (350)
4. How is this project related to your mission? How does it propel you to go beyond business-as-usual in advancing that mission? (250)
5. How are you defining your audiences? What makes you think they will be interested in this project? (300)  
**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)
6. What evidence do you have for your ability to effectively manage and steward this project from an administrative, financial, and governance standpoint? (150)
7. **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. (250)

# Discovery Grants | LOI Questions & Criteria

All organizations must submit a 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 page 13, Submitting the LOI Online |Work & Site Samples](#) for instructions.

LOIs will be evaluated by an outside review panel, and those applicants whose LOIs are favorably reviewed will be invited to submit a full application.

## FOR ALL DISCOVERY GRANT LOIs

You will be asked to address the following questions when submitting your LOI for a Discovery grant.

*The word limit for each answer is indicated in parentheses.*

1. Describe your discovery process and its central purpose. What questions are at its heart? What are you trying to discover, and what is artistically and programmatically at stake in this discovery? (400)
2. In what ways does this discovery process grow out of your mission? How will it propel you to go beyond business-as-usual to advance that mission? (300)
3. Who are the primary creative personnel and how did you determine their selection? How are they of field-wide caliber and the best people possible for this process? (250)
4. What evidence do you have for your ability to effectively manage and steward this project from an administrative, financial, and governance standpoint? (150)



# LOI Assessment

The outside panel of LOI reviewers will consider the previous questions in evaluating the LOIs ([see pages 10–11 for questions](#)). Using the ranking scale below, they 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 4, Goals of Center Grant Making](#)) 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

# Submitting The LOI Online | Work & Site Samples

## HOW TO SUBMIT THE LOI ONLINE

The Center will notify you by February 12, 2020 if you have met the eligibility criteria to submit an LOI, after which you may then begin the LOI form online at [apply.pewcenterarts.org](https://apply.pewcenterarts.org).

First-time applicants should register their organization for a new account. Returning applicants may log in with their existing account email and password. **Contact [help@pewcenterarts.org](mailto:help@pewcenterarts.org) for assistance with your online account.**

## WORK & SITE SAMPLE GUIDELINES

Work and site samples are primary components of Letters of Intent to Apply (LOIs) and are critical in your project's evaluation by the LOI review panel. When submitting audio/video, please adhere to the specific instructions in the Online Application System.

**We strongly encourage applicants to discuss work samples with relevant Center staff before submitting the LOI.**

### Work Samples

Evidence of work—including that of collaborators—is vital in all 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.

- 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, noting order of priority for viewing/listening by the peer 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 and Assistance: **Contact Us**

## **IMPORTANT**

All applicants are required to make an appointment to discuss submission of a Letter of Intent to Apply (LOI) with Center senior staff by **January 15, 2020**.

The initial description of your LOI proposal (of 75 words or fewer) must be submitted, via email, to the Center by **January 29, 2020 at 4 p.m.**

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

### **Executive Director**

Paula Marincola

### **Program Directors**

Bill Adair, *Exhibitions & Public Interpretation*

Bill Bissell, *Performance*

### **Senior Program Specialists**

Laura Koloski

Kelly Shindler

### **Program Specialists**

Murph Henderson

Josie Smith

*To schedule an appointment, please contact—*

### **Exhibitions & Public Interpretation**

Amaka Eze

267.350.4950

[aeze@pewcenterarts.org](mailto:aeze@pewcenterarts.org)

### **Performance**

Carlos Diaz

267.350.4970

[cdiaz@pewcenterarts.org](mailto:cdiaz@pewcenterarts.org)

### **For Special Opportunity Grants**

TJ Hunt, *Executive Assistant*

267.350.4953

[tjhunt@pewcenterarts.org](mailto:tjhunt@pewcenterarts.org)