PROJECT GRANTS

2020 FULL APPLICATION GUIDELINES

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Program Modifications

As of their release date, April 24, 2020, these guidelines represent the complete full 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: *In Motion, In Place: Trisha Brown Dance Company in Fairmount Park,* rehearsal for *Raft Piece* in Fairmount Park, April 2019. Photo by Albert Yee for Fairmount Park Conservancy.

Letter from the Executive Director

Dear Colleague and Center constituent,

I am pleased to share with you the 2020 full application guidelines for Project grants in The Pew Center for Arts & Heritage's Exhibitions & Public Interpretation and Performance programs. These guidelines represent the requirements for the second part of our grant application process and are for applicants notified by the Center that their Letters of Intent to Apply have been advanced to the full application stage.

Mindful of how the COVID-19 pandemic is causing major disruptions to our lives, both professional and personal, we have extended deadlines in our 2020 grant cycle. Our revised timeline, including an October notification of grants awarded, is reflected in the pages that follow. You should also note that application questions for this cycle have been modified to reflect the impact of COVID-19 on realizing and presenting public projects.

I invite you to **peruse our website** for lists of our past 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 continue 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, a mission we especially value at this time.

I hope you will feel encouraged, even in this moment of great challenge to our sector, to think boldly and creatively, and to consider with hope and optimism the potential opportunities that the Center's funding can offer to your organization and your audiences. Please take some time to review these guidelines carefully and familiarize yourself with our goals and criteria for application to this stage of our process. Following your review, please contact our senior program staff to discuss your full application prior to its submission.

Center staff are maintaining business operations remotely and are available to answer your questions via phone and email during usual business hours, Monday through Friday from 9 a.m. to 5 p.m.

We look forward to hearing from you as you continue your application, and we deeply appreciate your participation in the Center's grants process.

Cordially,

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.

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. 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 6, 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 6, Eligibility Criteria.

The amount of the grant request must be discussed with the Center's senior program staff before submission of a full project application.

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 the submission of a full 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.
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.

ADDITIONAL CRITERIA FOR SPECIAL OPPORTUNITY (PROJECT GRANTS EXCEEDING $300K) AND MULTI-ORGANIZATION 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;

- be artist/creative practitioner driven and involve new commissions;

- include one major creative contributor from outside the United States; and

- 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 January 1, 2021 and must conclude by June 30, 2023.

- The implementation period for **Discovery grants** extends from from January 1, 2021 and must conclude by December 31, 2021.

- Public events that are part of a Center grant should generally not be scheduled to take place before March 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.

Application Process & Deadlines

STEP 1

SCHEDULE A MEETING
Deadline: May 1, 2020

All applicants that have been advanced to the full application stage are required to contact Center staff to schedule a remote meeting to occur before June 5, 2020.

Contact us by May 1, 2020, to schedule an appointment—

- **Exhibitions & Public Interpretation**
  Amaka Eze, aeze@pewcenterarts.org
- **Performance**
  Carlos Diaz, cdiaz@pewcenterarts.org

STEP 2

SUBMIT A FULL APPLICATION
Deadline: June 24, 2020 by 4 p.m.

The full application must be completed online at apply. pewcenterarts.org. The online form requires responses to questions about the applicant and the project, a detailed project budget, timeline, and work/site samples. Organizations must also submit a completed Cultural Data Profile (CDP) Funder Report for their most recently completed fiscal year, which should be no earlier than FY18. For more information on the application questions and review process, please see pages 9–12.

STEP 3

ANNOUNCEMENT

Announcement of grant recipients will be made in October 2020.

Project Grants: Application Questions & Criteria

Three criteria will be used to evaluate all Project grant applications: **Excellence, Ability to Realize Project,** and **Impact**.
The following questions will appear on the application and will be used by panelists in determining how well your application makes a case within each criterion. See [pages 12–15](#) for Application Assessment information and for instructions on how to submit the online application. The word limit for each answer is indicated in parentheses.

> **Please Note:** Application questions for this cycle have been modified to reflect the impact of the COVID-19 pandemic on realizing and presenting public projects.

EXCELLENCE

For all applicants:

1) Describe your project and its central concept and point of view in relation to this idea. How is this project artistically and programmatically excellent? Why is it compelling and what is at stake artistically and programmatically? (750)

2) How has the project design been impacted by the consequences of COVID-19? How is the proposal incorporating concerns for project staff, creative practitioners, and audiences, as well as other partners and participants? This might include, but is not limited to: strategies for new presentation formats and platforms, considerations of social distancing at the project venue(s) or site(s), advance bookings, special hours for vulnerable or increased-risk audiences, "contactless" front of house transactions, and other efforts to protect health and safety. (400)

3) Who are the creative practitioners or primary creative personnel? How do you know they are of fieldwide distinction and the best people possible for the project? (400)

4) How does the project reflect on your mission? How does the project propel you to go beyond business-as-usual in order to advance your organization's mission? (300)

   Alternate for Multi-Organization applicants: How does the project reflect on each of the partnering organizations' missions? How does the project propel each organization to go beyond business-as-usual in advancing those missions? (400)

5) What else has been done in the field in this area? How does your project connect to and differentiate itself from those efforts? Be specific. (350)

6) What would be lost if you didn't do this project? (100)

7) ***For all community engagement/social practice projects, please address the following questions (500):***

   • What are your community engagement methods? How do you know these will be effective?

   • What evidence do you have that the proposed community is open to and interested in this project?

   • What is your understanding of the ethical implications of your proposed community engagement and how are you addressing (or how do you intend to address) these complexities?

   • Once the project is complete, how will you continue your involvement with this community, if at all?

8) ***As relevant for all projects:*** If the work or project has been presented elsewhere, why is it important artistically and/or programmatically to present this work locally? (250)

For Special Opportunity and Multi-Organization applicants only:

9) How does this project demonstrate a new level of ambition in content, scope, and scale? Be specific. How are artists and creative practitioners driving this project? What are the new commissions for this project? (500)

10) Who is your major creative contributor from outside the US and how did you arrive at this selection? What will they contribute to the project? (300)

11) What is the audience experience this project is designed to engender and why is it important to the impact of this project? What are the specific elements of the project design that will contribute to the intended experience? (600)

For Multi-Organization applicants only:

12) What does each organizational partner specifically bring to this project artistically/programmatically? How are the roles of each organization critical to the project's realization? (250)

Project Grants: Application Questions & Criteria Continued

ABILITY TO REALIZE PROJECT

For all applicants:

1) What are the specific roles and responsibilities of each of the primary contributors to the project? How are these voices managed—where does the buck stop? (400)

   ### Alternate for Multi-Organization applicants:
   What are the specific roles and responsibilities of each of the primary organizational partners to the project? How will responding to COVID-19 considerations be developed collaboratively during planning and implementation of the project? (450)

2) Provide specific examples of how past projects have helped you to prepare to undertake this project from an artistic/ programmatic perspective. (250)

3) What evidence do you have for your ability to effectively manage and steward this project from an administrative, financial, and governance standpoint? Please cite relevant CDP and/or financial audit data. Who will be responsible for ensuring COVID-related processes are implemented? (250)

For Multi-Organization applicants only:

4) How will you manage the process of collaboration, i.e., how will artistic and administrative decisions be made by the partners and where will the buck stop? (250)

IMPACT

For all applicants:

1) Who are the intended audiences for the project, and why/how were they identified? What are your audience engagement goals? How is the project designed to produce those goals? (400)

2) What is the intended impact of this project? In what ways is it important for your audiences to experience it? (250)

3) How will you determine and communicate assurances about health and safety precautions as part of project presentation methods? (150)

4) What communications strategies and marketing tactics will you develop to reach audiences for the project? Who will oversee the implementation of your marketing plan? How do you intend to communicate with audiences (in-person and virtually) in light of COVID-19-related distancing measures? (400)

5) How will you assess and measure this project's impact in order to know if it has met its goals? Who will conduct the evaluation of these impacts? (250)

6) How will you document this project and share knowledge gained through it? (200)

   ### Additional for Special Opportunity and Multi-Organization applicants only: Does the nature of this project offer an opportunity to develop enhanced strategies for documentation? If so, please describe them and explain their rationale. (Additional 250)

For Special Opportunity applicants only:

7) How will the audience experience for this project be different from your previous efforts? (250)

For Multi-Organization applicants only:

7) How will the audience experience for this project be different from each organizational partner's previous efforts? (250)

Discovery Grants: Application Questions & Criteria

Two criteria will be used to evaluate Discovery grant applications: **Excellence and Ability to Implement Process** (unlike Project grants, these are combined into a single criterion); and **Impact.** The following questions will appear on the application and will be used by panelists in determining how well your application makes a case within each criterion. See **pages 12–15** for Application Assessment information and for instructions on how to submit the online application form. The word limit for each answer is indicated in parentheses.

> ***Please Note:*** Application questions for this cycle have been modified to reflect the impact of the COVID-19 pandemic on realizing and presenting public projects.

EXCELLENCE & ABILITY TO IMPLEMENT PROCESS

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/programmatically at stake in this discovery? (500)

2) How might the discovery process be impacted by the consequences of COVID-19? How is the process incorporating concerns for staff, creative practitioners, and other partners and participants? (400)

3) What specific activities will constitute the discovery process? (250)

4) Who are the primary creative personnel? How did you select them, and how do you know they are of fieldwide distinction and the best people possible for the process? What are the specific roles and responsibilities of each of the primary contributors? (250)

5) In what ways does this discovery process grow out of your mission? How will it propel you to go beyond business-as-usual in order to advance your organization's mission? (250)

6) Provide specific examples of how past projects have helped prepare you to undertake this discovery process from an artistic/programmatic standpoint. (250)

7) What evidence do you have for your ability to effectively manage and steward this process from an administrative, financial, and governance standpoint? Please cite relevant CDP and/or financial audit data. Who will be responsible for ensuring COVID-related processes are implemented? (250)

IMPACT

1) Who are the primary beneficiaries/recipients of this discovery process and what is the intended impact on them? What is the intended impact on your organization and its future project planning? (300)

2) How will this discovery process be critical in identifying and engaging future project audiences? How might it enhance future marketing and communications strategies? (300)

3) Looking ahead to future audiences, in what ways will you incorporate COVID-19-related health and safety precautions into the discovery process? (100)

4) How will you document and share knowledge gained through this discovery process? (250)

5) How will you assess what you have learned from this process and if it has met its goals? Who will conduct the assessment? (300)

Application Assessment

All applications are reviewed by a peer review panel composed of panelists from outside the Greater Philadelphia region. Panelists are selected for their expertise in the disciplines and issues represented in the applicant pool.

The peer review panel will assess applications according to the criteria noted on **pages 9–11** using the ranking scale that follows:

5 Outstanding in relation to all the criteria

4 Very good to excellent in relation to the criteria

3 Competent: meets professional standards

2 Insufficient competence in meeting professional standards

1 Does not meet professional standards

Staff of the Center and of The Pew Charitable Trusts do not serve on the peer review panel and do not determine grant recipients. Conversations with staff in no way privilege any organization or proposal.

Submitting The Application

Applications are submitted online through The Pew Center for Arts & Heritage online application system at apply.pewcenterarts.org. **Only online submissions will be accepted.**

The full application requires responses to questions related to the Center's application criteria (see pages 9–11), a complete project budget with narrative details (see page 14), a project timeline, and work/site samples pertinent to the proposed project (see page 15).

REQUIRED SUPPLEMENTARY MATERIALS

The full application also requires the submission of the following materials.

Staff and Board List

A PDF list of organization's professional staff and board members.

Cultural Data Profile Funder Report

A PDF of your Cultural Data Profile (CDP) Funder Report for the most recently completed fiscal year, *but not older than FY18*, containing a completed signatory page.

Project Timeline

A one- to two-page PDF that **a)** lists key project dates and **b)** concisely describes activities associated with the planning and implementation of your project. This timeline may include events occurring before January 2021 if project development—funded by another source—began before January 2021.

Programming History

A one- to two-page PDF list of projects completed by your organization. This list should include project title, dates and venue, a brief summary description, names of lead artists/ collaborators, and attendance totals. As relevant, you may include major project-related publications. *For Multi-Organization applicants:* Please upload project lists of no more than two pages per organization as a single PDF.

Project Personnel Letters of Commitment

Each letter of commitment should be one page and submitted as an individual PDF. Letters are required from primary non-staff participants and collaborators identified in your proposal: lead artists, curators, lead production personnel, and venue. Letters should describe the following: knowledge about the project, scope of work, fees for designated project involvement, and time frame for such work. Because they are used to evidence commitment to your project, these letters are most effective when submitted on the collaborator's letterhead and signed by hand or when clearly sourced from the collaborator's email address.

Project Collaborator Background Narratives

A concise 150–200 word background narrative to describe aspects of each project collaborator's history of practice that relate directly to your project content. Include major achievements as relevant, but avoid lists of awards, venues, museums, festivals, etc.

Submitting The Application

BUDGETING RECOMMENDATIONS

The Center encourages applicants to consider the following when thinking ahead to what will become of a full application budget:

Fees and Honoraria

The Center values all personnel that are part of the process of creating an exhibition, event, performance, or publication. Honoring this value mandates that a minimum standard of compensation be applied to proposed project budgets. Payment to collaborators at all stages of production should be appropriately calibrated to the quality, effort, and time contributed by other members of the creative team.

Marketing and Communications

Applicants are encouraged to allocate up to 15% of the total project budget and 15% of the grant request to marketing and communications expenses.

Documentation

Applicants are encouraged to allocate an appropriate amount relative to the project for documentation across all media (e.g., audio, video, photography, print or text, critical essays in program books, etc.).

Submitting The Application

WORK & SITE SAMPLE GUIDELINES

Work and site samples are primary components of an application and are critical in your project's evaluation by the 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 a full application.

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

All applicants that have been advanced to the full application stage are required to contact program staff by **May 1, 2020** to schedule a remote meeting to discuss project development and LOI reviewer feedback.

Contact program staff by May 1, 2020 to schedule your remote meeting:

Exhibitions & Public Interpretation
Amaka Eze
267.350.4950
aeze@pewcenterarts.org

Performance
Carlos Diaz
267.350.4970
cdiaz@pewcenterarts.org

Executive Director
Paula Marincola

Program Director
Bill Bissell, *Performance*

Interim Program Director
Kelly Shindler, *Exhibitions & Public Interpretation*

Senior Program Specialist
Laura Koloski

Program Specialists
Murph Henderson
Josie Smith