




The  
Pew Center  
for Arts  
& Heritage



APPLICATION  
GUIDELINES 2017  
**Advancement**

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# Letter from the Executive Director

Dear colleague and Center constituent,

I am happy to share with you the 2017 guidelines for The Pew Center for Arts & Heritage's Advancement grant program.

In 2016, the Center awarded more than \$10 million in grants to Philadelphia-area organizations and individual practitioners, encompassing 5 Advancement grants; 36 projects in Performance and Exhibitions & Public Interpretation; and 12 Pew Fellowships for individual artists.

If you peruse our website's [list of grants and grantees](#), you will discover a remarkably broad range of extraordinary artists and cultural practitioners, as well as exceptional programs, events, and experiences that reflect the diverse and dynamic cultural ecology of our region.

Advancement grants are multi-year investments that create opportunities for high-performing cultural institutions in the five-county Philadelphia region to make lasting improvements to their programming, audience engagement, and financial health through bold initiatives. Acknowledging the complex set of challenges and opportunities facing arts and culture organizations today, these grants are tailored to the specific nature of each applicant's project. The review process for Advancement grants is exceptionally rigorous, and the grant applications are presented to The Pew Charitable Trusts board for final approval.

You can learn more about the Advancement grant process in the pages that follow. We look forward to further conversations with you about this granting opportunity.

Cordially,

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

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.

# Overview

The Pew Center for Arts & Heritage's Advancement grant program builds on The Pew Charitable Trusts' longstanding goal of strengthening cultural organizations that employ prudent governance and management practices by supporting bold initiatives that directly confront the challenges and opportunities of a changing economy, shifting consumer behaviors, and an increasingly competitive operating environment. The Advancement grant program aims to support organizations seeking to make lasting improvements to their programming, audience engagement, and financial health.

Advancement grants can range up to \$500,000 and extend over multiple years. Funding is specific to each individual project and can encompass program costs—including research and development, prototyping and implementation—as well as related capital and infrastructure expenses, among them but not limited to: technology upgrades, staff augmentation, marketing, and audience development.

# Eligibility

To be eligible to submit a Letter of Intent to Apply (LOI) to the Advancement grant program, an organization must:

- Be designated a 501(c)(3) at the time of submitting a LOI;
- Officially reside and operate in the five-county Philadelphia area (Bucks, Chester, Delaware, Montgomery, and Philadelphia counties);
- Have received two or more panel-adjudicated Project grants from the Center in the past five years.
- Have an annual operating budget of \$300,000 or more as determined by the organization's most recent Cultural Data Profile (CDP);
- Have a professional staff of at least three people;
- Have a fully reviewed Cultural Data Profile (CDP) for the five most recently completed fiscal years; and
- Be in good standing on any current Center grants.

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.

The Center and its funder, The Pew Charitable Trusts, also reserve the right to invite applications as they identify appropriate strategic opportunities.

# How It Works: Our Process

Given the scope of such endeavors, the review process will be exceptionally rigorous, shaped by in-depth conversations and extensive analysis by senior staff at The Pew Center for Arts & Heritage (the Center) and The Pew Charitable Trusts (Pew), as well as outside consultants.

The process will begin with a Letter of Intent to Apply (LOI) for an Advancement grant to the Center's Executive Director. The letter should clearly and concisely frame the critical issues facing the organization, summarize its strategic opportunity and plan for transformational change, describe the research and planning that has led to the plan, and provide estimated costs.

LOIs will be accepted by the Center's Executive Director on a rolling basis. Unlike the Center's other grant programs, there is no deadline for application. Senior staff at the Center and Pew will review each submission, assessing the quality of the research and the plan's feasibility and potential impact.

Based on the review of the LOIs, selected organizations will be invited to discuss their plans more fully in conversations with Center and Pew senior staff. Both board and staff members from the organization may be involved in these meetings. It is also likely that additional material, including a copy of the organization's Cultural Data Profile funder report, future financial projections, and planning documents, will be requested to support the application. The conversations will explore a range of questions related to the readiness of the organization to take up the proposed change, and the likelihood that the project will have a long-term impact on the organization. Preliminary questions may include, but are not limited to, the following:

- What are the critical issues facing the organization? Why this? Why now?
- What is the theory of change, and how will this effort address these issues and lead to the desired results?
- More specifically, what will the changes look like? What does the organization anticipate will be the immediate impact—to programming, audience engagement, and financial health? What does the organization anticipate to be the long-term, lasting impact in these areas?
- How is the idea situated in the organization? Is it part of the organization's strategic plan or other planning?
- Who has been involved in shaping this plan—board, staff, funders, artists, audiences, other stakeholders—and what is their commitment to it?
- On what previous efforts or accomplishments does the proposed plan build? Is there a track record or evidence that the organization has the capacity to implement the plan as it is designed?
- Are there any foreseeable risks? If so, how will these be managed?

Based on these discussions and an in-depth review of the more refined project plan and applicant's current financial and organizational health, Center and Pew senior staff will make a determination as to whether or not the proposal meets the Advancement grant program's criteria. If so, a recommendation will be presented by the Center's Executive Director to the Pew Board of Trustees. The Board will have final approval over all Advancement grants.

# Knowledge-Sharing

Beyond its role as a grantmaker, the Center is also a hub for the discussion and exchange of ideas, with a goal to share knowledge with its constituents about leading and imaginative practices across the local and international nonprofit culture sector. The Center will encourage Advancement grant recipients to participate in ongoing dialogue with Center and Pew staff as to how the Advancement project impacts the organization, over both the short- and long-term, and to share, with us and with colleagues across the sector, lessons learned that may be a valuable contribution to advancing the field and addressing common challenges facing the sector.



# Contact

Indicate your interest in applying for an Advancement grant by emailing:

Paula Marincola, *Executive Director*

[pmarincola@pcah.us](mailto:pmarincola@pcah.us)

Center staff will contact you to schedule a discussion about your ideas and your organization's eligibility after your initial inquiry has been received.