

The  
Pew Center  
for Arts  
& Heritage



APPLICATION  
GUIDELINES 2017  
**Project Grants**

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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 Project grant applications to The Pew Center for Arts & Heritage's Performance and Exhibitions & Public Interpretation programs.

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

If you peruse our website for lists of Project grants in [Exhibitions & Public Interpretation](#) and [Performance](#), all adjudicated according to the same criteria articulated in these guidelines, you will discover a remarkably broad range of hybrid and discipline-specific cultural programs, events, and experiences that reflect the dynamic cultural ecology of our region. We are gratified to be able to support such a lively diversity of artists and projects, 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.

As you plan your application to the Center for project funding, I hope you will feel encouraged to think boldly and imaginatively, and to consider with enthusiasm the potential opportunities that our funding offers to you, your organization, and your audiences. I also strongly encourage you to look over these guidelines carefully and then contact our senior program staff, as early in the grant cycle as possible, to discuss your program ideas in advance of submitting a Letter of Intent to Apply.

We look forward to hearing from you as we begin a new grant-making cycle, and 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 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

Recognizing the increasingly blurred lines and 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.

Areas of programming considered within **Exhibitions & Public Interpretation** 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 new experimental media or technology platforms; and performances in public spaces, online, and/or making use of participatory strategies. The category supports projects that are multi- or interdisciplinary, as well as those based in a specific discipline.

## Goals of Center Grant Making

The goals of Center grant making are to—

- Support substantive projects that grow out of mission, demonstrate urgency, programmatic ambition, and conceptual rigor for the applicant, 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.
- Support projects that provide inspirational models for cultural practice in the region and beyond.
- Support projects that introduce the applicant to unfamiliar audiences, expand the reach and impact of the applicant's programming, deepen meaningful engagement, and improve audience prospects for the longer term.

# Types of Support

**Project grants** are for making big ideas happen: bringing urgent, ambitious, and substantive performances, exhibitions, or interpretation projects to fruition. Projects can take any form. 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. Documentation that extends the life of the project and amplifies its non-regional audiences is a priority. Organizations may be eligible to apply for grants of up to \$300,000; individuals applying directly may be eligible for grants of up to \$60,000. *The amount of the request should 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 24 months.

**Discovery grants** are for focused exploration that will seed future project proposals. They are designed to create the conditions that will allow applicants to be competitive and successful within the Project grant arena. Discovery grants are for organizational applicants only. They support: the development of a creative process or strategy; 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 up to \$60,000. *The amount of the request should 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.

## Ineligible for Support

Grants in the **Exhibition & Public Interpretation** program are not made for individual exhibitions of private collections, nor for acquiring collections or property. Artists can come to us as curators but not for the production and presentation of their own work. 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 those costs which are and which are not eligible for support.

Grants in the **Performance** program are not for ongoing seasonal support. Multiple commissions within the same application must be conceived for presentation under a single rigorously considered curatorial premise that cogently outlines its urgency. We encourage collaborations with new partners. If you are touring a project or working collaboratively with an organization outside of the region, please discuss with Center senior staff those costs which are and which are not eligible for support.

## All Project Grant Applications

Ineligible costs in *both* programs include capital improvements or real estate expenditures; debt service or retirement; endowment funds; or operation support (including salaries).

If you are uncertain as to whether or not your project is eligible for Center support, [contact](#) a staff member.

# Eligibility

## 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. It may be possible, in some cases, for applicants to go through a fiscal agent; however, this must be discussed with Center senior staff before submitting a LOI.
- Must be in sound financial health, as determined by audited financial statements and/or verified Cultural Data Profile (CDP) 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.
- Must officially reside in the five-county Philadelphia area (Bucks, Chester, Delaware, Montgomery, and Philadelphia counties).
- Must have created, curated, produced, or presented at least three professional public programs within the last five years.
- If you have an open Center grant, please contact the appropriate program to determine your eligibility to apply in 2017.

**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.

## For All Applicants

The implementation period for **Project grants** extends from July 1, 2017 and must conclude by September 30, 2019. The implementation period for **Discovery grants** extends from July 1, 2017 and must conclude by September 30, 2018. Major public events that are part of a Center grant should generally not be scheduled to take place before November 1, 2017.

## Individuals

- Must reside in the five-county region served by the Center (Bucks, Chester, Delaware, Montgomery, and Philadelphia counties).
- Must be a U.S. citizen or have official non-resident status.
- Must have created, curated, performed in, or presented three professionally produced public programs within the last five years.
- Individual applicants are required to collaborate with a "thinking partner," that is, a curator or critical observer, as part of the proposed work. This should be framed as a new relationship for the applicant.
- If you have an open Center grant, please contact the appropriate program to determine your eligibility to apply in 2017.

Graduate or undergraduate university and college students working toward a degree are *not* eligible to apply. If you are a full-time faculty member or engaged in post-graduate work at a university or college, please contact Center staff to discuss the eligibility of your project.

**Individuals** are ineligible if they are current or recent (within two years) employees of The Pew Center for Arts & Heritage or The Pew Charitable Trusts; members of such employees' households that would materially gain from participation in Center-funded projects; or people closely related to such employees through blood, marriage, or domestic partnership who would materially gain from participation in Center-funded projects.

Individuals who are granted Pew Fellowships in the Arts are not eligible for additional Center grants during the first year of their fellowship period.

Individual applicants are strongly encouraged to consult with a certified public accountant concerning the tax implications of receiving an individual Project grant.

# How It Works: Our Process

## Step #1: Talk to Us Prior to Deadlines

Before beginning a Letter of Intent to Apply (LOI), applicants are required to identify their intention to apply to the Center by contacting staff at least two weeks before the LOI deadline (November 16, 2016). First-time applicants are required to make an appointment to discuss your project with the Center's senior staff by October 15, 2016. During this conversation, we can discuss any eligibility concerns, and your project's fit within the Center's goals and priorities. We can also offer advice on putting together a competitive LOI.

## Step #2: Submit a Letter of Intent to Apply

*Letters of Intent to Apply are due on November 16, 2016 by 4 p.m.*

The LOI must be completed online. The online form requires you to provide basic organizational information, respond to questions regarding eligibility, provide a brief applicant profile and a brief project description, and submit a small number of images or other relevant work samples. Applicants whose LOIs are reviewed favorably will be invited to submit a full application. For more information on the LOI review process, please see [page 8](#). Notification regarding an invitation to apply will be sent by December 23, 2016.

## Step #3: Submit a Full Application

*Applications are due on March 1, 2017 by 4 p.m.*

The application must be completed online. The online form requires responses to questions about the applicant and the project, a project budget, timeline, and work samples. Organizations must also submit a completed Cultural Data Profile (CDP) report for their most recently completed fiscal year, which should be no earlier than FY14. For more information on the application questions and review process, please see [page 9](#).

Staff of the Center and of The Pew Charitable Trusts do not serve on the peer review panel and do not determine grant recipients.

## Step #4: Announcement

Announcements of grant recipients will be made in June 2017.



# Letter of Intent Process: Criteria and Questions

All potential applicants must submit a Letter of Intent to Apply (LOI) along with requested work samples that reflect the applicant's understanding of, and ability to respond to, the Center's goals and criteria. All 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. See [page 12](#) for instructions on how to submit the online LOI form.

## 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.

- Describe your project and its curatorial thesis. How is this project urgent artistically and programmatically, i.e. why this project, and why must it happen now? (600)
- Who are the primary creative personnel? Why are these the best people for the project? What are the specific roles and responsibilities of each of the contributors to the project? (350)
- How is this project tied to your mission, and how will it further advance your work? How do you situate this project in relationship to current practice in the field at large? (350)
- Who are the audiences for the project? What are your audience development and engagement goals and strategies? (250)
- What is the intended impact of this project? In what ways is this project going to matter to those who experience it? What would be lost if you didn't do this project? What is at stake in its realization? (250)
- What evidence do you have for your ability to effectively manage and steward this project from an administrative, financial, and governance standpoint? **For individual applicants only:** Who will manage the project, and how is management being taken into account and planned for? (250)

## 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.

- Describe your discovery process and its curatorial thesis. What are you trying to discover, and why is it urgent that you try to discover it? What specific activities will constitute the discovery process? (750)
- In what ways does this discovery process grow out of your mission and advance the work of your organization? (350)
- Who are the primary creative personnel? Why are they the best people for this process? What are the specific roles and responsibilities of each of the primary contributors? (350)
- How might this discovery process help you to identify and/or engage audiences for your work? (250)
- What evidence do you have for your ability to effectively manage and steward this project from an administrative, financial, and governance standpoint? (250)

## LOI Assessment

The LOI reviewers will consider the previous questions in ranking the LOIs. Using the ranking scale below, they will score each LOI based on the applicant's aptitude to address the overarching goals of the program and the Center:

- 3** Strong potential to address goals (see [page 4](#)) 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

*Full applications will be by invitation only, as a result of a successful LOI panel review.*

# Application Process: Project Grant Criteria and Questions

All applications are reviewed by a peer review panel composed of five to nine panelists from outside the greater Philadelphia region. Panelists are selected for their expertise in the disciplines and issues represented in the applicant pool. This panel evaluates the applications according to the criteria noted below for each type of grant. See [page 12](#) for instructions on how to submit the online application form.

## Project Grants

Three criteria will be used by the panel to evaluate 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. The word limit for each answer is indicated in parentheses.

<b>Excellence</b>	<b>Ability to Realize Project</b>	<b>Impact</b>
<ul style="list-style-type: none"><li>Describe your project and its curatorial thesis. How is this project urgent artistically and programmatically, i.e. why this project, and why must it happen now? (1,000)</li><li>Who are the artists and primary creative personnel? Why are they the best people for this project? (400)</li><li>How is this project tied to your mission, and how will it advance your work? (300)</li><li>How do you situate this project in relationship to current practice in the field at large? (250)</li><li>In what ways is this project going to matter to those who experience it? What would be lost if you didn't do this project? What is at stake in its realization? (300)</li><li><i>As relevant:</i> If the work or project has been presented elsewhere, why is it artistically important to present this work locally? (250)</li></ul>	<ul style="list-style-type: none"><li>What are the specific roles and responsibilities of each of the primary contributors to the project? (400)</li><li>Provide examples of how past projects have helped prepare you to undertake this project from an artistic/ programmatic perspective. (250)</li><li>What evidence do you have for your ability to effectively manage and steward this project from an administrative, financial, and governance standpoint? Organizations should cite relevant CDP and/or financial audit data. For individual applicants, who will manage the project, and how is management being planned for? (250)</li></ul>	<ul style="list-style-type: none"><li>Who are the audiences for the project? What are your audience development and engagement goals, including marketing and communications strategies? (400)</li><li>How will you document this project and share knowledge gained through it? (200)</li><li>What is the intended impact of this project? How will you assess that impact in order to know if this project has met its goals? Who will conduct the assessment? (300)</li></ul>

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# Application Process: Discovery Grant Criteria and Questions

## Discovery Grants

Two criteria will be used by the peer review panel 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. The word limit for each answer is indicated in parentheses.

### Excellence and Ability to Implement Process

- Describe your discovery process and its curatorial thesis. What are you trying to discover? Why is it urgent that you try to discover it, i.e. why this process and why now? What specific activities will constitute the discovery process? (750)
- Who are the primary creative personnel? What are the specific roles and responsibilities of each of the primary contributors? Why are they the best people for the process? (250)
- In what ways does this discovery process grow out of your mission and advance the work of your organization? (250)
- Provide examples of how past projects have helped prepare you to undertake this discovery process from an artistic/ programmatic standpoint. (250)
- What evidence do you have for your ability to effectively manage and steward this process from an administrative, financial, and governance standpoint? Organizations should cite relevant CDP and/or financial audit data. (250)

### Impact

- Who are the potential audiences for this discovery, and what might be your audience development and engagement goals, including marketing and communications strategies? (300)
- In what ways is the content of your project likely to matter to those who will experience it? (250)
- How will you document and share knowledge gained through this discovery process? (250)
- What is the intended impact of this discovery process? How will you assess what you have learned from it and if it has met its goals? Who will conduct the assessment? (300)

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# Application Assessment and Program Modifications

## Full Application Assessment

A peer review panel will assess applications according to the criteria noted on [page 9 and 10](#) 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

## Program Modifications

As of their release date, September 19, 2016, these guidelines represent the complete 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 its operation, input from applicants and recipients, external evaluations, and the community. Any changes or updates in 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.

# Submitting Your LOI and Application

Submit LOIs and applications online at [www.pcah.us/apply](http://www.pcah.us/apply). Only online submissions will be accepted. In addition to responding to the questions in the online application form, applicants who have been invited to submit full proposals must also upload the documents below as requested.

## All Applicants

- A fully executed Letter of Commitment from each commissioned artist, company, venue, and/or project participant (individual or organizational) identified in the proposal, including lead production personnel. These letters must be from the participant or organization and clearly state knowledge about the project, fees for designated project work, and time frame for such work.
- A narrative biography, not more than one page in length, for all key personnel. Résumés are not acceptable.
- Work samples (see description, [page 14](#)).
- Site samples (see description, [page 14](#)).

## Organizations Only

- List of organization's professional staff and board members.
- One copy of the most recently completed and filed audited financial statement.
- Summary Report of Cultural Data Profile (CDP) for your most recently completed fiscal year, but not earlier than FY14, containing a fully executed signatory page.
- IRS determination letter for tax-exempt 501(c)(3) status.

## For Collaborative Partnerships

Collaborating organizational partners must submit (on letterhead) a two-page letter of commitment. The partner's letter must include the name, title, and contact information for the primary project contact, and it must describe the following: the partner organization and its activities (including mission statement); who at the partner organization will be involved in the project and what their roles and responsibilities will be; what resources the partner organization brings to the collaboration; and why the organization has decided to partner in the collaborative project.

# Budgeting Recommendations

While an LOI does not require a budget, early consideration of cost implications is encouraged. If the LOI applicant is advanced to a full submission, a budget and supporting documentation will be required.

**The Center encourages applicants to consider the following when preparing their full application budgets:**

- 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, still image, print or textual, critical essays in program books).

# Submitting Site and Work Samples

All Letters of Intent to Apply (LOIs) and full applications need to include evidence of both the site where the activities will take place and documentation of past work that is pertinent to the proposed project. This includes documentation of previous iterations of the proposed project, if relevant. All samples must be uploaded online. File and sample specifications can be found in the online LOI and application forms.

## 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.

## Work Samples

Please upload 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 can be presented as digital images, audio/video files, or a combination of both.

When submitting audio/video files, please adhere to the specific instructions in the LOI or full application. In the meantime, note:

- There are limits to the number and length of the samples you can provide.
- 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 label 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.

Any script or text to be considered as a work sample must be uploaded as a PDF.

*The following are not acceptable work samples:* work created when the applicant was a student; 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 potential applicants are encouraged to meet with Center staff prior to submitting a Letter of Intent to Apply (LOI). First-time applicants are required to schedule this meeting. Any questions and concerns about marketing or audience engagement activities will be referred to appropriate Center staff by program personnel.

## **Program Directors**

Bill Adair, *Exhibitions & Public Interpretation*  
Bill Bissell, *Performance*

## **Senior Specialists**

Laura Koloski  
Kelly Shindler

## **Specialists**

Murph Henderson  
Josie Smith

## ***To schedule an appointment, please contact our Program Associates:***

Chloe Reison, *Exhibitions & Public Interpretation*  
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[creison@pcah.us](mailto:creison@pcah.us)

Erin Read, *Performance*  
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