



Prudential

Foundation

Grant Guidelines

Prudential Financial is a leader in financial services that connects individuals and businesses with innovative solutions for growing and protecting wealth. The company has a long and distinguished history of helping people and organizations meet their financial goals.

The **Prudential Foundation's mission** *is to promote strong communities and improve social outcomes for residents in the places where we work and live.*

To achieve this mission, we focus strategically in the areas of Economic Development, Education, and Arts & Culture. We believe that we can make positive differences for our communities by creating strong local economies and vibrant arts communities, supporting marginalized adults in attaining economic security and investing in the best education for our young people.

We are living in a global, knowledge-based economy. The long-term strength of our nation depends on our ability to educate all of our citizens at equal and high levels. Similarly, if we want our communities to thrive in this economy, we must be focused on creating jobs, strengthening job skills, and creating vibrant places to live and work.

Our Values:

The Prudential Foundation makes long-term grant investments that have the time to yield tangible results.

The Foundation encourages leadership and collaboration to promote, replicate, and integrate evidence-based practices in the respective field.

We support our grantees by leveraging our portfolio of community resources: filling open board seats, engaging our employees to contribute in meaningful ways and investing in specific programs and projects. We look at *all* the ways we can help our grantees succeed.

Vulnerable populations are our highest priority, in particular, disadvantaged and displaced youth.

Our Approach

The Prudential Foundation makes 4 types of investments: *Program Support, Capacity Building & Planning, General Operating Support, and Systems Change.*

Program Support: *What positive gains will accrue for individual participants, communities or organizations?* Projects include existing programs that work directly with individual participants to achieve a specific result.

Capacity Building & Planning: *How will your organization be different and what will this enable you to do better?* Projects include efforts that increase or improve the existing capacity of the organization to achieve results.

General Operating Support: *How will you or your participants improve if you address your top organizational priorities?* Unrestricted funds are offered to strategic partners looking to better accomplish their mission.

Systems Change: *How will your work inform change on a macro-level, including influencing policy or changing practitioner practices?* Projects include applied research and public policy efforts that lead to positive change in our priority areas and communities.

Operating Principles:

We define ourselves as investors and are interested in creating the highest possible levels of human gain for the grant dollars we have available. In that mode, The Prudential Foundation reviews each proposal with respect to available dollars and responses to these three questions:

- 1. What will be the results from this proposed investment and how will we know when the result has been achieved?*** Results are defined as the positive changes in behaviors and/or conditions in communities that are achieved through the grant project.
- 2. How likely is it that the results can be achieved?*** Our assessment will be based on such factors as past successes of the organization and its programs, validity of the proposed program approach, organizational capability and key personnel leading the project.
- 3. Is this the best possible use of The Prudential Foundation funds given other opportunities before us?*** We consider the cost relative to the gain - not just for our funds, but all monies going into a project or program.

In determining what we invest in, The Prudential Foundation looks for projects with the following characteristics:

- Projects designed to produce and verify specific changes in systems, organizations and participants that directly contribute to The Prudential Foundation results we seek in the respective focus areas;
- Projects that can be effectively implemented and ultimately continued without our funding;

- Projects that are replicable and can be shared with other organizations looking to produce similar results; and
- Projects that use research-based practices and strategies that offer clear evidence of results.

Please review the results we seek and examples of the investments we make in each of our focus areas to determine how your project aligns with The Prudential Foundation guidelines.

Focus Area: Economic Development

Prudential's commitment to communities is long-standing and strongly held. We strive to tangibly improve the lives and living conditions of our neighbors through a variety of tools and strategies.

The Foundation supports economic development efforts that reweave the fabric of urban neighborhoods devastated by declining populations, property values and job loss over the decades. This has created a daunting cycle of poverty and disinvestment that contributes to an eroding infrastructure and tax base for cities struggling to serve more residents in need with fewer resources.

We believe that; low-income families can acquire assets and become more financially secure if given the opportunity, workforce development efforts work best when tied to local needs of employers to create jobs that offer stable employment, a livable wage and access to affordable benefits, and that small business development is an important driver of economic growth and job creation. We also believe that strong communities leverage and build on community assets (i.e., parks, schools, educational, medical or cultural institutions, transit networks, etc.) to bring needed resources and/or services to the community.

We look to invest in distressed neighborhoods to transform them into thriving and economically diverse communities.

Results we seek from these investments include:

- Adults that earn a living wage, with benefits and a clear career path
- Adults and/or youth that attain, preserve and grow their assets
- Local business grow income and/or provide new employment opportunities for underserved populations
- Improvements in community facilities and infrastructure that lead to increased access and productive use by community members
- Displaced youth that obtain and maintain employment for a minimum of 6 consecutive months

We invest in a variety of strategies and approaches to achieve these results including:

- ✓ Workforce development efforts linked to labor market data and/or employer demand
- ✓ Financial education and coaching programs designed to achieve financial goals for individuals and change individual behaviors
- ✓ Creation of structured support systems to assist emerging entrepreneurs and small business growth
- ✓ Community revitalization and redevelopment of physical spaces

Focus Area: Education

Prudential's commitment to education seeks to transform the public education system to dramatically improve the social and economic outcomes for all children. The Foundation believes that access to a high quality and rigorous education is a right for all children, regardless of background, and that a high quality public education system is an essential characteristic of a thriving community.

U.S. students are performing far below comparative international countries, making them ill-prepared for college and careers in the global economy. Studies report that only a third of today's students graduate with the skills and knowledge necessary to succeed beyond high school.

We believe that leadership is a proven lever for change and we invest in opportunities to develop and support strong educational leaders to manage school systems, schools and classrooms. We believe in developing the whole child to increase motivation and engagement in the classroom to improve academic achievement. Finally, we believe these education reform efforts can only be sustained by through public and parent engagement.

Low academic achievement can perpetuate the cycle of poverty, crime and financial dependency on society, thus we focus on communities where children and families are most in need of a high quality education.

Results we seek from these investments include:

- District and school leaders that make practice and policy changes to insure all children are on track to become college and career ready
- Educators that demonstrate leadership, or develop skills or critical competencies to improve their student's success
- Vulnerable youth that significantly increase their engagement in school or in out-of-school settings
- Vulnerable youth that significantly increase their academic achievement

We invest in a variety of strategies and approaches to achieve these results including:

- ✓ Innovative teacher and principal development/pipeline programs

- ✓ Advocacy and research to identify and spread effective practices
- ✓ Policy changes that removes barriers to education reform
- ✓ Public and parent engagement efforts to influence policy around education reform
- ✓ Technical assistance to district and community leaders
- ✓ Development and/or replication of alternative models of learning or successfully turning around failing schools
- ✓ Community-based youth development and leadership programs that increase behavioral skills like cooperation, self-understanding and responsible expression
- ✓ Academic programs that increase problem-solving, creative and critical thinking skills including technology literacy
- ✓ Expanded learning opportunities using evidence-based practices to promote learning outside the regular school day and year
- ✓ Arts and arts integration programs for youth

Focus Area: Arts & Culture

The Foundation strives to support arts & culture efforts that contribute to the local economy, provide diverse opportunities for individuals to experience and participate in the arts.

Prudential has always had a strong commitment to arts & culture that reflects the value we place on the arts in enriching the quality of life. We believe the arts are essential to a thriving and vibrant community and its individuals. Access, participation in and creation of the arts are powerful components of that community.

A vibrant arts community increases the quality of life and economic value of the cities we work and live in. Arts organizations continue to struggle to maintain or increase audience participation while budget cuts threaten to eliminate robust arts programming for diverse populations of all ages.

Results we seek from these investments include:

- Successful contributions by arts and culture organizations to the economic development and vitality of the community they serve
- Increased quality and diversity of artistic creations that reflect emerging ethnic and historically underserved populations
- Underserved community members that increase their participation or experiences of the arts

We invest in a variety of strategies and approaches to achieve these results including:

- ✓ Building organizational infrastructures
- ✓ Integration of arts and culture institutions in building communities
- ✓ Audience development
- ✓ New artistic creations and endeavors that reflect the community
- ✓ Collaboration opportunities for arts organizations
- ✓ Technical assistance to help staff deliver services more effectively

Where We Invest:

The Prudential Foundation invests in the following locations:

- *Newark, NJ; and Hartford, CT.* The Foundation makes significant investments through a combination of local and national partners to improve education, promote economic development, support the arts and build the capacity of nonprofit organizations.
- *Philadelphia, PA; New York, NY; Chicago, IL; and Los Angeles, CA.* In these locations, the Foundation looks for opportunities to address system reform in the areas of education, economic development and the arts.
- *Other cities.* Dallas and Houston, TX; Dubuque, IA; Jacksonville, FL; Minneapolis, MN; Phoenix, AZ; and Scranton, PA. The Foundation focuses its efforts in programs that provide opportunities for Prudential associates to be engaged.
- *Special Project: New Orleans.* The Foundation will continue its work in New Orleans focused on education and economic development in support of the rebuilding efforts.
- *International.* The Foundation leverages a combination of community, business, and local resources to address shared community goals in other countries, including Brazil, India, Japan, Korea, Mexico, and Taiwan.

What we do NOT fund:

- Organizations that are not tax-exempt under paragraph 501(c)(3) of the U.S. Internal Revenue Code;
- Labor, religious, political, lobbying, or fraternal groups—except when these groups provide needed services to the community at large
- Direct grants or scholarships to individuals;
- Support for single-disease health groups; or
- Good will advertising.

Non-Discrimination

The Prudential Foundation supports nonprofit, charitable organizations and programs whose mission and operations are non-discriminatory. The Foundation focuses its resources to support organizations whose activities address social needs or benefit underserved groups and communities.