



# THE NEW HARMONY PROJECT

## The State of the Organization

2023  
*Leadership Transition*

# Welcome & Thank You!

On behalf of The New Harmony Project Board of Directors, we'd like to express our gratitude for your interest in the **Executive Artistic Director** position. Thanks to the dedicated and visionary leadership that David Hudson and Lori Wolter Hudson have provided for the past five years, The New Harmony Project is as strong and vibrant as it has ever been. This recent period of exceptional growth and transformation has created a strong foundation upon which to build as we transition to new leadership.

The Board is committed to being an active partner with our new **Executive Artistic Director** and to providing the support needed to accomplish the strategic goals that we recently adopted. To fulfill our mission, we pledge to work together in becoming an antiracist, people-centered, impactful organization that deeply values the cultivation of meaningful community, sustainability, and highly effective operations.

Thank you for your interest in being part of this journey with us. We are grateful for your time and effort as you participate in the application process.

With thanks,

Ron Gifford & Loui Lord Nelson, co-chairs

**THE NEW HARMONY PROJECT BOARD OF DIRECTORS**



# Quick Facts



1

**37 years of serving and supporting writers and artists** in the development of scripts for the stage, screen, and new media.

2

**Based in Central Indiana** with a physical office at the Historic Athenaeum in Downtown Indianapolis.

3

Primary programmatic offering is an **annual two-week retreat in Southern Indiana** that brings writers, artists, and the local community together to assist in the development of new work.

4

**375 writers supported since 1986**, including Pulitzer Prize, Tony, Emmy, and Academy Award winners.

5

**345 total artists** engaged in the development of new work **since 2018**.

6

In 2022, the first full year of a newly adopted strategic plan, **61% of participants identified as BIPOC, 46% identified as female, and 24% identified as transgender or gender nonconforming**.

7

**12 deeply committed board members:**

- Six male identifying, five female identifying, one gender nonconforming
- Seven artists
- Five based in Indiana, five on the east coast, two on the west coast
- 50% BIPOC

8

**Three full-time staff positions**, one part-time seasonal, two contractors, one contract bookkeeper.

9

**Annual operating budget is ~\$500k.**

# Mission

The New Harmony Project is a national arts organization whose mission is to nurture writers in the development of scripts and new works that interrogate the complexity of hope. Through artist-centered programming, we care for writers so they can change the world.

**We will** prioritize people over process, programs, or products.

**We will** be just, equitable, and antiracist.

**We will** build relationships that are authentic, mutually supportive, and in service to the needs of each person and project.

**We will** build community by connecting people to themselves and one another.

**We will** hold ourselves accountable.

# Values

# Vision

For more than three decades, The New Harmony Project has served as a **wellspring of creativity**. We believe that great writing has the power to grow and uplift communities, transform hearts and minds, and ultimately, change the world.

# Programs & Initiatives

## **THE SPRING CONFERENCE**

For more than three decades, The New Harmony Project has gathered world-class writers and artists along the banks of the Wabash River for an intensive, creative residency and retreat program in the spring of each year. Throughout that time, Pulitzer Prize, Tony, Emmy, and Academy Award-winning artists have worked alongside early, mid-career, and established writers, students, and the local community to create a one-of-a-kind experience in Utopia. With a unique focus on process over product, The New Harmony Project supports and cares for writers so that they can find true creative respite and ultimately change the world.

## **FIRST LOOK INDY**

Beginning in the fall of 2018, The New Harmony Project expanded its programming to Central Indiana with a vision of establishing Indianapolis as a premiere destination for the creation, development, and distribution of new, hope-filled, meaningful stories for the stage and screen. Over the course of the past four years, we have produced numerous developmental workshops, page-to-stage conversations, and digital content while deepening connections with community organizations and local producing entities.

## **PARENT RESIDENCIES**

In 2019, we formalized a parent-residency program at our annual conference in an effort to provide additional aid to artists and their families. Writers who attend with children are provided on-site childcare, family friendly housing and meals, and support and flexibility from The Project. Writers who elect not to bring their children are provided an additional stipend in an effort to help offset childcare costs at home.

## **COLLEGE INTERNSHIPS**

The College Internship Program is designed to provide an environment that empowers the next generation of working artists to develop skills and gain experience in their chosen field. It offers a unique opportunity to work directly with professional artists at the conference, including nationally and internationally known writers, directors, dramaturgs, and actors.

## **PROGRAM DEVELOPMENT**

In 2022, we launched a community-centered development process to determine next steps for future NHP programming. Designed to connect and engage with the writers, artists, audiences, and supporters who make up NHP's community, the ongoing work will help define the needs and desires of our artistic community, while simultaneously building sustainable networks for support and funding. With so much turmoil in the world of new work development, The New Harmony Project is eager to work alongside the writers and artists who can benefit directly and meaningfully from the organization's work.

# Alumni Spotlight



**Meredith Stiehm** - *Homeland, The Bridge*

**Rajiv Joseph** - *King James, Bengal Tiger at the Baghdad Zoo*

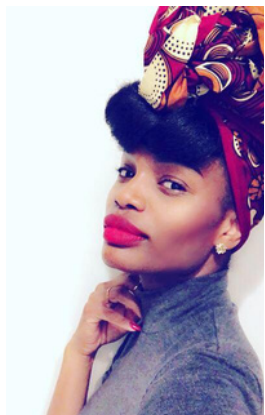
**Donnetta Lavinia Grays** - *Where We Stand, Last Night and the Night Before*



**Kareem Fahmy** - *American Fast, A Distinct Society*

**Sharon Washington** - *Broadway's New York, New York, Feeding the Dragon*

**Vichet Chum** - 2018 Princess Grace Award, *Bald Sisters*



**Theresa Rebeck** - Broadway's most produced female playwright

**Jonathan Spector** - *This Much I Know, Eureka Day*

**Erika Dickerson-Despenza** - 2019 Princess Grace Award, *cullud wattah*



**Isaac Gómez** - *La Ruta, I Am Not Your Perfect Mexican Daughter*

**Mfoniso Udofia** - *A League of Their Own, Sojourners, Her Portmanteau*

**Robert Schenkkan** - Pulitzer Prize & Tony Award Winner

# From the Writers



[The New Harmony Project is] A place to renew and free your mind. A place to just BE and breathe and allow yourself the space to be open while feeling artistically safe and supported.

**-Sharon Washington**

The play I entered NHP with and the play I left with, were almost entirely different. This sort of accelerated revising does not and cannot happen just anywhere. A writer must be set into a particular environment, with a particular structure and support system. The New Harmony Project is an environment better suited for this purpose than any I've ever encountered. I will be scrambling to return there every year they might let me. This is an important and vital organization for the creation of new works of American theatre.



**-Rajiv Joseph**



At this point in my career, I have worked at or been in residence at, almost all of the new play developmental workshops/summer institutes in the country... The New Harmony Project remains my favorite.

**-Robert Schenkkan**

[The New Harmony Project is] A place and community of love and care where one can simply be, write and be some more!

**-Erika Dickerson-Despenza**



I valued immensely the intergenerational, multicultural, multiethnic space and grouping of [our cohort]. I've never experienced that before and would love more of that. There was never 'one' of an identity and I appreciated that immensely.

**-Isaac Gómez**

# Artistic Collaborations

The Project has benefitted tremendously from deep and meaningful partnerships with local and national organizations throughout its history. Over the past five years, we have worked diligently to formalize those collaborations and establish sustainable relationships with numerous organizations, including:

- **STEPPEWOLF THEATRE COMPANY**
- **KENNEDY CENTER AMERICAN COLLEGE THEATRE FESTIVAL**
- **CENTER THEATRE GROUP**
- **THE PLAYWRIGHTS' CENTER**
- **CYGNET THEATRE COMPANY**
- **UNIVERSITY OF EVANSVILLE DEPARTMENT OF THEATRE**
- **PHOENIX THEATRE INDIANAPOLIS**
- **INDIANA REPERTORY THEATRE**
- **WP THEATER**
- **BALTIMORE CENTER STAGE**
- **ARTS COUNCIL OF INDIANAPOLIS**
- **AND MORE...**



# Funding Relationships

We currently benefit from numerous relationships with institutional funders, government entities, and philanthropic supporters. Many of those relationships have been cultivated over the course of many years, and provide deep and sustaining support to The New Harmony Project, including:





# Strategic Plan

THE NEW HARMONY PROJECT

The New Harmony Project is a national arts organization whose mission is to nurture writers in the development of scripts and new works that interrogate the complexity of hope. Through artist-centered programming, we care for writers so they can change the world.

STRATEGIC PLAN  
2022-2027  
People are the priority of this plan

## OUR VALUES

- WE WILL
- prioritize people over process, programs, or products
  - be just, equitable, and antiracist
  - build relationships that are authentic, mutually supportive, and in service to the needs of each person and project and one another
  - build community by connecting people to themselves
  - hold ourselves accountable

Strategic Direction 1  
PRIORITIZING AN  
EQUITABLE, INTERSECTIONAL,  
ANTIRACIST ETHOS  
AND PRACTICE

GOAL 1  
Become an antiracist organization

GOAL 2  
Ensure a majority of board, staff, and participants are from excluded and under-represented communities

GOAL 3  
Use all spaces and gatherings to generate meaningful belonging

GOAL 1  
Build a transformational board of directors

GOAL 2  
Empower and expand staff

GOAL 3  
Generate strategic resources

Strategic Direction 2  
REIMAGINING AND  
MOBILIZING BOARD, STAFF  
AND RESOURCES TO SERVE OUR  
CORE PURPOSE

Strategic Direction 3  
CULTIVATING MEANINGFUL  
COMMUNITY THROUGH  
PEOPLE, PROGRAMMING  
AND PROCESSES

GOAL 3  
Embed belonging, transparency, and consistency into NHP's programming processes

GOAL 2  
Build programs that embody our mission and values

GOAL 1  
Provide support and care for the NHP community

For more than three decades, The New Harmony Project has served as a wellspring of creativity, providing vitally important developmental support to writers and artists as they move through their creative journeys.

In January of 2022, The New Harmony Project adopted a new strategic plan focused on building a more just, equitable, antiracist, and impactful organization. **People are the priority of this plan**, and the organization is actively changing the **WHO** in order to change the **WHAT** and **HOW**.

This newly ratified vision centers on three primary strategic directions:

- Prioritizing an equitable, intersectional, antiracist ethos and practice
- Reimagining and mobilizing board, staff, and resources to serve our core purpose
- Cultivating meaningful community through people, programming, and processes

In practice, The Project has begun to take intentional and transformational steps towards achieving our goals, including:

- Adopting a new mission that recognizes the complexity of hope, and a set of values to guide each decision made
- Supporting 41 artists in 2022. 61% identified as BIPOC, 46% identified as female, and 24% identified as transgender or gender nonconforming.
- Hiring 26 paid readers for our 2022 selection panel. 62% BIPOC, 38% female identifying, 38% transgender or gender nonconforming.
- Onboarding six new board members, including five artists. 50% of our board identify as BIPOC, and 58% are artists.

# Budget & Finance

| Fiscal Year | Revenue   | Expenses  | Change in net assets from operations |
|-------------|-----------|-----------|--------------------------------------|
| FY2023      | \$508,370 | \$495,815 | \$12,555                             |
| FY2022      | \$450,510 | \$553,855 | -\$103,345                           |
| FY2021      | \$324,544 | \$223,462 | \$101,082                            |
| FY2020      | \$257,022 | \$191,439 | \$65,583                             |
| FY2019      | \$316,893 | \$353,204 | -\$36,311                            |

## Assets

|                                 |                  |
|---------------------------------|------------------|
| Cash & Equivalents              | \$140,533        |
| Accounts Receivable             | \$30,192         |
| CICF Board Designated Endowment | \$123,255        |
| <b>Total Assets</b>             | <b>\$293,980</b> |

## Liabilities

|                          |                 |
|--------------------------|-----------------|
| Short Term Debt          | \$9,621         |
| Accounts Payable         | \$1,200         |
| <b>Total Liabilities</b> | <b>\$10,821</b> |

# Indianapolis, Indiana

A city known for **fast cars** and **blockbuster events** has also gained acclaim for a **flourishing culinary and brewing scene**, **thriving cultural institutions**, **cool neighborhoods**, and **so much more**.



Indianapolis is the **15th most populous city** in United States with a metro area population of **1.8 million residents**.



An apartment in Indianapolis typically goes for **\$1,145 per month**. Renter-occupied units account for 46% of the housing market and the **vacancy rate is 7.2%**.



The median age of residents in Indianapolis is 34



Median household income is \$50,813



Home to more than **75 arts & culture organizations**, generating more than \$440 million in annual economic impact.



# New Harmony, Indiana

A small midwestern town known for its **commitment to arts, culture, and nature**. A deeply **meaningful place** with **one stoplight**, streets dotted with **golf carts**, and trees illuminated by **thousands of fireflies**.



New Harmony is a historic town on the Wabash River in Posey County, Indiana with a population of **683 residents**.



New Harmony is known as the site of **two failed Utopian societies**, with many early residents playing a vital role in American education and scientific research.



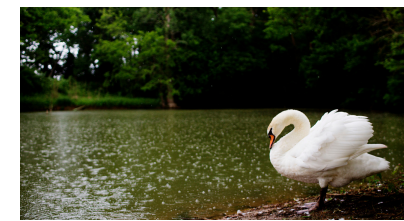
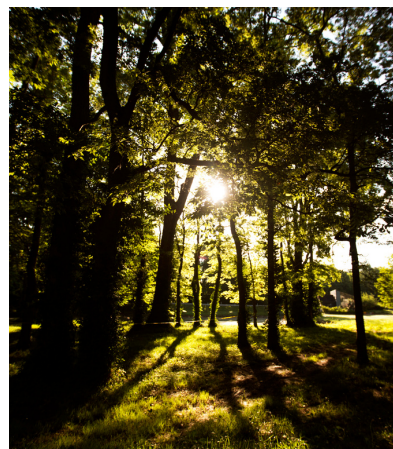
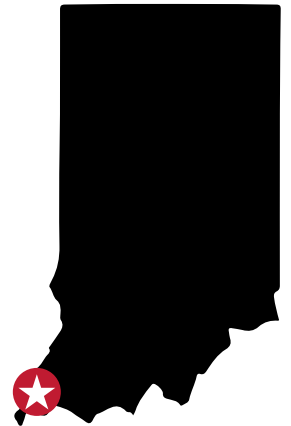
New Harmony is known for its peaceful serenity and public art, championed by its late matriarch, **Jane Owen**.



Median age is 53.5. Median income is \$45,208.



New Harmony is **25 miles from Evansville**, which is the closest metropolitan area. It is **three hours from Indianapolis**.

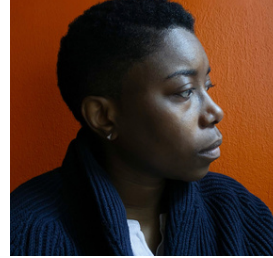


# Board of Directors



## **LOUI LORD NELSON**

She/Her  
President, The UDL Approach  
*Indiana*  
Board Co-Chair



## **DONNETTA LAVINIA GRAYS**

She/Her  
Writer & Actor  
*New York*



## **RON GIFFORD**

He/Him  
Managing Principal, RDG  
Strategies  
*Indiana*  
Board Co-Chair



## **LILY HOUGHTON**

She/Her  
Writer  
*New York*



## **BLAIR RUSSELL**

He/Him  
Theatrical Producer &  
Consultant, Show Shepherd  
*New York*  
Board Vice Chair



## **ERIC KILBRIDE**

He/Him  
Managing Partner, Block by  
Block Consulting  
*Indiana*



## **NATALIE BEANE**

She/Her  
VP Sr. Business Development  
Officer - SBA, Chatham Capital  
*Indiana*  
Board Treasurer



## **DARIA MIYEKO MARINELLI**

She/They  
Writer  
*California*



## **VICHET CHUM**

He/Him  
Writer & Actor  
*New York*



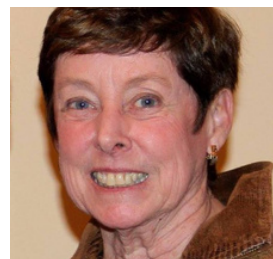
## **TLALOC RIVAS**

He/Him  
Writer & Director  
*Connecticut*



## **JOSÉ CRUZ GONZÁLEZ**

He/Him  
Writer  
*California*



## **JUDY STEENBERG**

She/Her  
Arts Patron  
*Indiana*

# Frequently Asked Questions

## **WHY IS THE CURRENT LEADERSHIP TEAM STEPPING DOWN?**

David & Lori have received an exciting job opportunity that they could not pass up. We have an incredibly strong relationship with them, are extraordinarily grateful for their leadership and commitment, and are mutually excited for their new phase of engagement with The Project. They will continue to reside in Indianapolis, and are eager to work with the new leader to determine a healthy and supportive level of future involvement.

## **WHY ARE YOU COMBINING THE ARTISTIC DIRECTOR AND EXECUTIVE DIRECTOR INTO A SINGLE POSITION?**

This role is not actually a combination of the two existing roles, rather a new position with pieces of both the artistic and management sides of the organization. Over the past several months, we have worked hard to reorganize our staff structure in an effort to maximize our budget and streamline operations. The new leadership position will be responsible for guiding future growth of the organization, and we feel strongly that an increased salary is necessary to ensure high caliber candidates. The incoming EAD will have an opportunity to immediately hire an associate artistic director at ~\$60k per year to ensure that programming initiatives continue to remain our top priority. Additionally, other supports have been put in place to ensure that this position is more than manageable for a single candidate.

## **DO I NEED TO RELOCATE TO INDIANA?**

It is our strong preference that the candidate relocates to Indiana upon hiring, and we have allocated a relocation stipend to support this transition. Much of the growth strategy over the past five years has been based on building and cultivating relationships in the Indianapolis region, and though it is in the purview of the incoming EAD to adjust those strategies, current financial and operational obligations are heavily dependent on partners in Central Indiana.

## **WHAT IS THE EXISTING WORK SETUP?**

NHP maintains an office in Downtown Indianapolis, and is currently on an annual lease through December 2023. Current staff works in a hybrid model throughout the week, and the incoming EAD would have flexibility from day one.

## **IS THERE A SET SEASON OR CALENDAR OF PROGRAMS AND EVENTS?**

NHP's fiscal year runs from July 1 - June 30. The spring conference has been consistently scheduled for the weeks before and after Memorial Day throughout our history. Script selection for the conference runs during the fall and winter of the year prior. Remaining programs and events are flexibly scheduled based on need and availability.