STRATEGIC PLAN
2022-2027

*People are the priority of this plan.*

We are changing the *Who* in order to change the *What* and the *How*.
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.

SCOPE
The purpose of this strategic plan is to establish a framework to become an antiracist, mission-driven, impactful organization that deeply values the cultivation of meaningful community, sustainability, and highly effective operations.

FRAMEWORK
We have established three strategic directions that will guide us along the path towards becoming a more equitable, just, antiracist, and impactful organization.

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

Each strategic direction is supported by three primary goals and a series of success metrics that will be utilized to achieve our strategic vision.

LOOKING AHEAD
We will launch a comprehensive, community-centered, program development process to identify new opportunities for support in Indianapolis and nationally. We will use these programs to expand our reach, connect with new communities, and achieve our vision of a more just, equitable, antiracist, and impactful New Harmony Project.
<table>
<thead>
<tr>
<th>STRATEGIC DIRECTIONS</th>
<th>Overarching imperatives that will allow us to get from where we are now to where we want to be.</th>
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</thead>
<tbody>
<tr>
<td>GOALS</td>
<td>An achievable aspiration that supports the strategic direction.</td>
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<tr>
<td>SUCCESS METRICS</td>
<td>How we define successful advancement towards our goals and strategic directions.</td>
</tr>
<tr>
<td>EQUITABLE</td>
<td>Recognizing that we do not all start from the same place and must acknowledge and make adjustments to imbalances.</td>
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<tr>
<td>JUST</td>
<td>Based on or behaving according to what is morally right and fair.</td>
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<tr>
<td>INTERSECTIONAL</td>
<td>The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect especially in the experiences of actively and systemically excluded and/or underrepresented individuals or groups.</td>
</tr>
<tr>
<td>ANTIRACIST</td>
<td>Opposing racism and promoting racial tolerance. “Taking stock of and eradicating policies that are racist, that have racist outcomes” (Malini Ranganathan, Antiracist Research and Policy Center). “The opposite of ‘racist’ isn’t ‘not racist.’ It is ‘antiracist’” (Ibram X. Kendi, How to be an Antiracist).</td>
</tr>
<tr>
<td>MEANINGFUL</td>
<td>Developing a relationship between our organization and each of our artists that is mutually supportive, and authentically in service to the needs of each person and project.</td>
</tr>
<tr>
<td>ACTIVELY AND SYSTEMICALLY EXCLUDED AND/OR UNDERREPRESENTED</td>
<td>Includes (but is not limited to) Black, Indigenous, People of Color (BIPOC); persons identifying as female; LGBTQ+ persons; and people with disabilities. The phrase “diverse communities” as used herein refers to these communities. As cultural understandings grow and language evolves, we will reflect those understandings and that language by revising this definition to appropriately identify, acknowledge, respect, and empower persons from all such communities.</td>
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</tbody>
</table>
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. We elevate those writers and artists whose stories grapple with, investigate, and interrogate the complexities of hope in its many forms. We invest in the early stages of scripts and new works that examine what it means to be human, and prioritize the writer’s process over their product.

We are thrilled to unveil a strategic plan that shapes our future and guides the organization on a path to becoming a more equitable, just, antiracist, and impactful entity. **People are the priority of this plan.** We are changing the **who** in order to change the **what** and the **how**. This plan embraces a bold, radical, and inspiring future for The New Harmony Project as a place of belonging, a community of care, and an organization that places humanity at the center of everything it does. As an organization with a long history of fidelity to values and belief in mission, we are excited to deepen those commitments and embrace new perspectives as we begin the next chapter of our evolution.
In April 1986, a group of theater, film, and television professionals gathered in Indianapolis to explore the trend in the entertainment arts toward exploitative and sensational material. They concluded there was a need to engage and support writers whose work sought a goal beyond mere entertainment, work that sought to empower and uplift. From this meeting, The New Harmony Project was created. For 36 years, The Project has inspired a community of artists dedicated to this mission motivated by a desire to support stories of hope, optimism, and the resiliency of the human spirit.

In 2018, The New Harmony Project embarked on an ambitious expansion of programmatic offerings in an effort to broaden its reach and deepen its impact. In the two years leading up to the COVID-19 pandemic, the organization grew from 14 days of programming to over 100 days. We began offering workshops, expanded opportunities in Central Indiana, increased our budget by more than 70%, and explored new and exciting possibilities for connecting with artists and audiences alike.

As the organization rapidly increased its operations in 2018-2019, it became apparent that we needed new strategic directions to help guide the organization along a path towards sustainability. The board and staff began exploring options for a large-scale planning process in the winter of 2019 and 2020 and were prepared to launch a formal planning process in March of 2020. When the COVID-19 pandemic struck, The New Harmony Project—like so many arts organizations—was forced into survival mode. The chaos and uncertainty of those early months of the pandemic saw many losses within our industry, and The Project was fortunate to have navigated the rough waters well.
In concurrence with the COVID-19 pandemic, the world also witnessed a deep, intersectional outcry for justice led by Black activists and artists. This racial reckoning was brought to the forefront by the murders of George Floyd, Breonna Taylor, Ahmaud Arbury, and so many others. We heard the demand for recognition of systemic failures, accountability for shortcomings, and meaningful, impactful actions to mitigate the harm so many Black, Indigenous, and People of Color (BIPOC) artists had and continue to experience. As a result, we gathered a small group of board members and committed community members to audit our history; examine our commitments to diversity, equity, inclusion, and access; and make recommendations for how we might begin the process of becoming an antiracist institution. What emerged from that process was a unanimous decision to fully integrate our equity and antiracism work into the strategic planning process. We were connected to Lisa Mount of Artistic Logistics and Keryl McCord of Equity Quotient via Nan Barnett at the National New Play Network, and subsequently contracted Artistic Logistics to lead this process. Samuel Morreale of Artistic Logistics joined the team, and facilitated the planning process in collaboration with Lisa and Keryl.

We began in earnest in March of 2021 with 12 hours of dismantling racism training facilitated by Keryl McCord. Throughout March and April of 2021, we convened a small strategic planning committee alongside the full board of directors for a series of four planning meetings. We subsequently established three task forces to focus on each strategic direction, with each group meeting 3-4 times to formulate detailed plans. In October 2021, we reconvened the strategic planning committee for a series of three meetings focused on reconciling and synthesizing the work product of each task force. Additionally, we met with Keryl McCord at two points throughout the process to ensure that we were centering equity and antiracism along the way.

This strategic planning process was driven by a need to build sustainable, equitable, and human-centered policies and practices. The board of directors, staff, and key stakeholders each reflected a strong desire to deepen the impact of the organization through thoughtful and intentional strategic decisions. The foundation of this plan is built on robust communication, clarity of purpose, and a commitment to become a more equitable, just, antiracist, and impactful organization.
OUR 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.

OUR VALUES

- 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.
The impetus for the planning process was driven by a need to build sustainable, equitable, and human-centered policies and practices to support the long-term viability of The New Harmony Project. Our process began in March of 2021 with an organization-wide analysis and assessment of our current operations. From here, we completed dismantling racism training facilitated by Keryl McCord and her team. Our board, staff, and strategic planning committee then gathered to articulate a 10-year vision for The New Harmony Project, each group reflecting a strong desire to deepen the impact of the organization through thoughtful and intentional strategic decisions. These conversations formed a foundation centered around building an antiracist, mission-driven, impactful organization that deeply values the cultivation of a generous community, sustainability, and highly effective operations.

<table>
<thead>
<tr>
<th>THIS PLAN WILL GUIDE US FROM...</th>
<th>AND MOVE US TO...</th>
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<tbody>
<tr>
<td>Homogeny</td>
<td>Equity</td>
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<tr>
<td>Scarcity</td>
<td>Abundance</td>
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<tr>
<td>Traditional</td>
<td>Visionary</td>
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<tr>
<td>Ambiguity</td>
<td>Clarity</td>
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<tr>
<td>Volatile</td>
<td>Sustainable</td>
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<tr>
<td>Reactive</td>
<td>Responsive</td>
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THE VISION

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.

OUR VALUES
- prioritize people over process, programs, or products
- be just, equitable, and anti-racist
- build relationships that are authentic, mutually supportive, and in service to the needs of each person and project
- build community by connecting people to their values and one another
- build executives accountable

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

CULTIVATING MEANINGFUL COMMUNITY THROUGH PEOPLE, PROGRAMMING AND PROCESSES

GOAL 1
Become an anti-racist organization

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

GOAL 3
Build a transformational board of directors

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.
We have identified three key strategic directions that will guide us towards our ultimate goal of becoming a more just, equitable, antiracist, and impactful organization. Each strategic direction represents a key area of focus over the next 3-5 years, and will create an environment of clarity, accountability, and growth.

**Prioritizing an equitable, intersectional, antiracist ethos and practice**
A commitment to becoming a more just, equitable, and antiracist entity

**Reimagining and mobilizing board, staff, and resources to serve our core purpose**
A commitment to building sustainable policies, procedures, and practices

**Cultivating meaningful community through people, programming, and processes**
A commitment to intentional, collaborative, and meaningful engagement
The New Harmony Project is cognizant of its history as a predominantly white institution, and fully embraces a commitment to becoming a more just, equitable, and antiracist entity.

Our first strategic direction is foundational to every part of this plan, and will be integral to every part of the organization as we move forward. Throughout our process, we activated opportunities to formalize this commitment to deeply embed antiracist actions into every aspect of the plan. We believe wholeheartedly in building a culture of respect and belonging, in dismantling systemic white supremacy, and in seeking out more opportunities to lead with a multiplicity of perspectives and voices.
PRIORITIZING AN EQUITABLE, INTERSECTIONAL, ANTIRACIST ETHOS AND PRACTICE

GOALS

NHP will embrace and implement an institutional commitment to be an antiracist organization.

SUCCESS METRICS

- Commitment to antiracism is embedded in all aspects of NHP’s operations.
- We have implemented a robust conflict resolution process.
- We have implemented internal and external feedback processes to identify and address shortcomings.
- All policies, processes, and procedures are regularly vetted to ensure our commitment to antiracism.

- Majority of board, staff, and participants are individuals from systemically excluded or underrepresented backgrounds.

OUTCOME

Deeply rooted and fully integrated antiracism practices are active and integral to our daily operations.

NHP will be an organization where persons from communities that are or have been actively and systemically excluded and/or underrepresented comprise the majority of the participants in NHP’s governance, staffing, and programming.

In all of the spaces and ways in which NHP gathers people together, NHP will create and uphold an antiracist culture of meaningful belonging for all persons there.

- We have embedded the philosophy that “No person is an island”
- We have established clear accountability standards
- We have established clear harm remediation standards
- We are centering and empowering individuals from systemically underrepresented or excluded communities.
- We are receiving consistently positive feedback from individuals who are engaging with our work.
Building sustainable policies, procedures, and practices is vitally important to the long-term success of the organization, and supporting the core team is fundamental to that success.

This strategic direction manifests a need to establish sustainability as a core value for the organization. As a small organization in the midst of transition and growth, it is imperative that the way we operate is built on humane, achievable, and sustainable practices.
We have reimagined how the board operates.
We have consistent and meaningful engagement from all board members.
We have well-documented roles, responsibilities, and expectations.
All board members are actively engaging with their networks on behalf of NHP.

Build a radical, compassionate, dynamic, and nurturing board of directors that is purpose-driven, equitable, and transformational.

Empower and expand staff to balance workload, diversify leadership, and support commitments to equity.

Generate sufficient resources to effectively support our mission, values, and new strategic directions.

Our budget is clearly defined and growth focused.
Revenue generation is sustainable and repeatable.
We are creating an annual fundraising and development plan, and are consistently meeting articulated goals.

We've implemented consistent evaluation processes.

We have an employee handbook designed to reinforce a culture of belonging.
Majority of staff are from systemically excluded or underrepresented backgrounds.
Staff has clearly documented and defined roles, responsibilities, and expectations.
Additional staff have been hired to meet strategic needs.
We've implemented consistent evaluation processes.

Our goal is to:
Highly effective internal and external governance, operations, and communications strategies are embedded in all facets of the organization.
We will fully embrace our role as a creative wellspring for everyone who interacts with The New Harmony Project.

Our third strategic direction focuses on the writers and artists we are engaged with, the programs that allow us to deliver on our mission, and the processes by which we create space for creativity to thrive. We will seek to build programs that allow people to return to the well when needed, and to be engaged through intentional, collaborative, and meaningful support.
We are consistently listening to artists, asking questions, and responding with action.

Community members are responding positively to the support that we are providing.

We have embedded the philosophy that "no person is an island."

We are consistently providing resources to those in the NHP community.

We have developed a dynamic alumni program.

Provide intentional support and care for the NHP community.

Build programs that embody our mission and values.

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

GOALS

SUCCESS METRICS

- We are consistently listening to artists, asking questions, and responding with action.
- Community members are responding positively to the support that we are providing.
- We have embedded the philosophy that "no person is an island."
- We are consistently providing resources to those in the NHP community.
- We have developed a dynamic alumni program.

- We have defined and regularly review our mission and values.
- We have implemented a clear, values-based program development process.
- We have centered the needs of the artist into every program or initiative.

- We have created an intentional and transparent selection process.
- We have established an orientation protocol for all NHP programs.
- We have developed an artist-centered response tool.

OUTCOMES

Sustainable programming and artistic development with expanded relevance and reach are intrinsically tied to the communities we are creating.
This strategic plan represents a robust investment in the future of The New Harmony Project. We are shifting away from a “scarcity” mindset, and focusing on building sustainable structures that allow us to center the people who comprise The New Harmony Project in each decision we make. We are making commitments to pay people equitably for their time, and ensuring that a full culture of belonging is implemented immediately.

Financially, we’re approaching this plan in three distinct ways:

1. Revisit existing budget and rebalance based on new commitments. For example, ensure adequate resources are allocated to the spring 2022 conference to ensure our ability to provide responsive and personalized support.

2. Utilize current cash balance and resources to support immediate needs. For example, allow for deficit spending in FY22 to address strategic staffing or consulting needs.

3. Develop new resources to support these efforts. As we seek to expand programming in response to community needs, seek out funding opportunities and partnerships through intentional research and solicitation.

Looking ahead to FY23 and beyond, we will implement a full-scale, community-centered program development process that will result in the expansion of programmatic opportunities. **Our immediate budget need will be $500,000** in order to build the structures and recruit staff necessary to realize this vision. We will build a comprehensive strategic fundraising plan to achieve this bold vision, and will rely on core supporters to successfully and sustainably expand.
As we approach our fourth decade of supporting writers, the foundational hypothesis of The New Harmony Project remains the same: we believe that great writing has the power to change the world. This strategic plan simply expands the table to include those who have been systematically excluded or underrepresented throughout US history. We believe our role and responsibility is to create a space where people feel valued, heard, and represented. We believe that fostering a true sense of belonging is the only path to equity. We believe that by nurturing writers in the development process, they can change the world.

We return to a fundamental principle in the creation of this document: We are changing the who in order to change the what and the how. To that end, the primary outcome we are heading towards is majority representation by systematically excluded and/or underrepresented voices across all facets of the organization. We will transform our board of directors, our staff, and our artist participants to meet this goal and achieve this outcome. We will build transparency and consistency into our communication, selection, and development processes. We will build a meaningful community with artists, partners, funders, and audiences. We will hold ourselves accountable to this plan, and will ensure that the values and ideas laid out here are utilized to track progress and make adjustments.
This Strategic Plan provides the framework and the vision for The New Harmony Project to become a more just, equitable, antiracist, and impactful organization. The **three strategic directions** and **nine goals** outlined in this document form the foundation for an annual planning process facilitated by our senior leadership, and in collaboration with our staff, board, and key stakeholders. The purpose of this annual process is to prioritize objectives, strategies, and actions that will advance us closer to the realization of our 3-5 year goals. We will hold ourselves accountable to this plan, and will consistently monitor progress through annual reviews, thoughtful conversations, and a commitment to prioritizing progress over perfection. We recognize that needs will change, and we promise to evolve with the world.

**PROCESS**

- **BOARD**
  - Articulate and/or affirm strategic directions, goals, and metrics for success.
  - Review progress towards 3-5 year goals, and provide thoughtful support and feedback.

- **STAFF**
  - Establish annual operations plans that clearly articulate yearly goals, and adhere to outlined long term goals.
  - Execute annual plans with support from board and key stakeholders.

**PROPOSED TIMELINE**

<table>
<thead>
<tr>
<th>TIMEFRAME</th>
<th>ACTION</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 of each fiscal year</td>
<td>Establish annual operations plan</td>
<td>Staff led, with board and key stakeholder input</td>
</tr>
<tr>
<td>Q1 of each fiscal year</td>
<td>Execute annual plan</td>
<td>Staff led, supported by board and key stakeholders</td>
</tr>
<tr>
<td>Quarterly board meetings</td>
<td>Report on progress towards annual goals</td>
<td>Staff &amp; board committee chairs</td>
</tr>
<tr>
<td>Q4 of each fiscal year</td>
<td>Review progress and adjust as needed</td>
<td>Board led, with staff and key stakeholder input</td>
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</tbody>
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To begin, we have identified one priority objective for each strategic direction that is foundational to our future success. We intend to achieve these initial objectives by June of 2022.

**STRATEGIC DIRECTIONS**

**Prioritizing an equitable, intersectional, antiracist ethos and practice**
- Revise our mission, vision, and values to reflect our commitment to become an antiracist organization, and utilize these institutional pillars as a decision-making and accountability mechanism.
- We have created updated mission, vision, and values statements.
- We use these in decision-making processes regularly and with increasing understanding.

**Reimagining and mobilizing board, staff, and resources to serve our core purpose**
- Clarify the roles, responsibilities and expectations of board and staff members.
- We have documented roles and responsibilities for both staff and board.
- We base evaluations on annual work plans, including a board contract.
- We regularly check in on the strategic and annual work plans to ensure alignment with expectations.

**Cultivating meaningful community through people, programming, and processes**
- Provide artist-centered support for participants at the conference, and ensure that “no person is an island.”
- We know what people want and need before they arrive.
- We’re consistently asking questions of artists, listening deeply, and then responding with action.
- Post conference surveys yield 90% “agree” or “strongly agree” to “my needs were met.”
OUR TEAM

STRATEGIC PLANNING CONSULTANTS
Lisa Mount, Artistic Logistics
Samuel Morreale, Artistic Logistics
Keryl McCord, Equity Quotient

STRATEGIC PLANNING COMMITTEE
Vichet Chum
Blake Elliott
Ron Gifford
Donnetta Lavinia Grays
David Hudson
Lori Wolter Hudson
Nick McNeely
Tlaloc Rivas
Blair Russell
Phaedra Scott

EQUITY & ANTIRACISM TASK FORCE
Diana Burbano
Blake Elliott
Ron Gifford
José Cruz Gonzalez
Lori Wolter Hudson
Daria Miyeko Marinelli
Phaedra Scott
Sarah Slight

COMMUNITY & PROGRAMMING TASK FORCE
Vichet Chum
Ron Gifford
Donnetta Lavinia Grays
Lori Wolter Hudson
Daria Miyeko Marinelli

BOARD, STAFF & RESOURCES TASK FORCE
Rishard Allen
Blake Elliott
Jeremy Hatch
David Hudson
Jess Hutchison
Loui Lord Nelson
Blair Russell

MISSION & VALUES TASK FORCE
Vichet Chum
Ron Gifford
Donnetta Lavinia Grays
David Hudson
Lori Wolter Hudson
Daria Miyeko Marinelli
Blair Russell
Phaedra Scott

BOARD OF DIRECTORS
Joel Blum
Vichet Chum
Ron Gifford
Sarah Johnston
John David Lutz
Loui Lord Nelson
Blair Russell
Judy Steenberg

STAFF LEADERSHIP
David Hudson, Executive Director
Lori Wolter Hudson, Artistic Director
The New Harmony Project owes a debt of gratitude to those who contributed to this process in a myriad of ways. First and foremost, thank you to the Lilly Endowment for generously providing a planning grant to support this work, especially Ronni Kloth and Leah Seigel for their guidance. Thank you to Judy & Larry Steenberg for providing substantial financial support, and their enduring commitment to The New Harmony Project. Thank you to the generous individuals who were interviewed at the start of this process, including Jeff Sparks, Jane Herndon, John David Lutz, Jim Leonard, Ronni Kloth & Leah Seigel, Mfoniso Udofia, Mat Smart, and Nan Barnett.

A special thank you to all board members past and present, especially immediate past board chair Nick McNeely, and to our entire NHP family—36 years of board, staff, writers and artists—who contributed to building an incredible foundation upon which The New Harmony Project has been able to grow.