Gross Indecency: The Three Trials of Oscar Wilde

STRATEGIC PLAN 2018-2021
EXECUTIVE SUMMARY
MATT JOSLYN, EXECUTIVE DIRECTOR

Tectonic Theater Project today continues to make inestimable contributions to American theater. Our plays, devised collaboratively through a rigorous process, embrace and engage the medium’s singular, revelatory potential. We envision a theatrical ecology in which every artist has agency to activate all of the elements of the stage – not only the text but also the scenery, lighting, movement, sound, and costumes (to name just a few). We are devoted to expanding the boundaries of possibility.

Tectonic has two invaluable assets, the first of which is the company’s world class founder and artistic director, Moisés Kaufman. As the Pulitzer Prize committee, The National Endowment for the Arts, and President Obama have observed, he is a once in a generation artist. For as long as Moisés is passionate about creating theater, we will pursue resources to build clear paths to opening nights under his artistic direction.

Moisés Kaufman

Tectonic’s second great asset is Moment Work, the company’s trademarked method of devising new theater works and of analyzing and re-imagining existing works. Used to create classic works such as The Laramie Project, Gross Indecency: The Three Trials of Oscar Wilde, and 33 Variations, Moment Work is a theater making process that utilizes all the elements of the stage on equal footing, encouraging designers, actors, writers, and directors to collaborate on an investigation of the full theatrical and narrative potential of the stage.

Over the next three years the organization will vastly expand its financial resources and organizational capacity in order to develop more groundbreaking theatrical productions and train the largest possible number of student and professional artists in the Moment Work process.
From 2018-2021 the company will grow in the following areas:

- Vastly expand financial resources through individual contributions and grants to support the development of new productions led by Moisés Kaufman
- Tour productions each season to increase Tectonic’s impact and generate earned income
- Promote training in Tectonic’s method, Moment Work, around the world through residencies and workshops led by a faculty of 50 teaching artists
- Curate and host public events in New York City to enhance the company’s profile and make more connections with audience, funders, and supporters
- Build the organization’s infrastructure and expand capacity

The strategic plan launches us on an ambitious journey in which we will raise capital, expand capacity, and foster the unbridled creation of new work. Where we will set our sights at the realization of this plan may be the creation of our own theater or laboratory space, or perhaps our deepened relationships with regional theaters and commercial producing partners will render Manhattan real estate irrelevant. What is abundantly clear is the potential of Moment Work to change the world. We’ve already witnessed our influence with “The Laramie Project,” still today one of the most performed plays in the United States. We believe that our new play, “Uncommon Sense,” can do for autism what “Laramie” did for hate crimes. And while not every play we create will take on an issue, our commitment to fostering radical empathy is at the core of our work.

For as long as there are stories to tell and audiences who wish to hear them, we will make work that is important, relevant, stunningly theatrical, and deeply moving.
The Tectonic Theater Project is a company of storytellers with a unique method of creating theater. The company crafts plays using their trademarked theater-making method, Moment Work, and through a rigorous process of research, writing, workshops, and collaboration in a laboratory environment. Kaufman states that, “art is a great prism through which we can understand history and current events.” The company’s work aims to catalyze conversation about the most compelling questions of our time.

In 2009 President Obama invited the company to witness the signing of the Matthew Shepard and James Byrd Jr. Hate Crimes Prevention Act at the White House, recognizing Tectonic’s contribution to the national dialogue around anti-LGBTQ hate crimes. In 2016 President Obama awarded Kaufman the National Medal of Arts for “his powerful contributions to American Theater,” and with appreciation for how the company “continues to move audiences with its bold portrayals of contemporary social issues.”
Tectonic’s education programs were launched in 2008 when Moisés Kaufman asked company member Barbara Pitts McAdams to document his lectures for the purpose of capturing and archiving them. The lectures, along with Barb’s work to organize the principles into a lesson plan, became the foundation of the company’s training. In 2012 Tectonic hired its first Education Director and company members (and, today, also teaching artists) began to be dispatched across the country and around the world for talk backs, workshops, and residencies.

In 2018, concurrent with the release of the company’s book on its theater making process, The Moment Work Institute will launch. The Institute will offer workshops, lectures, and residencies around the world conducted by our faculty of eight master teachers and forty-two teaching artists. Revenue generated from these tuition-based programs, together with contributions and grants, will support public school and community programs with no fee in the New York City area.

_Carmen: An Afro-Cuban Jazz Musical_

_Tectonic Theater Project is a lean and efficient theater company with a powerful impact and a global reach._
VISION

We create thrillingly theatrical dialogues with audiences expressing and promoting radical empathy.

MISSION

Tectonic Theater Project is a developmental company that creates and produces works for the stage that rigorously explore theatrical language and form. Based in New York City, we build plays from the ground up and bring new life to existing scripts on stages across the United States and around the world.

VALUES

- Courage and risk taking
- Innovation
- Theatricality
- Social & political change
- Egalitarianism: everyone has a voice in the creation of new work

COMPETENCIES

- Creating groundbreaking theater productions and new plays using our trademarked devising method, Moment Work
- Training artists in the Moment Work process and turning them into theater makers, and using our process to inspire students at all levels
- Supporting productions of Tectonic’s plays and new work made using Moment Work around the world

PROGRAMMATIC FOCUS: THE THREE ROOMS

- New play factory and production laboratory
- Theatrical production and touring
- The Moment Work Institute (education)
How do we tell stories onstage in a way that makes the most of the particular strengths of theater as a medium? How can we utilize the many ways the elements of the stage communicate, in order to tell stories that move us emotionally, viscerally, and sensorially as well as intellectually?

Moment Work is the process we’ve refined and employed to address these questions. The technique is our attempt to create theatrical narratives from the ground up—in other words, to “write performance” as opposed to “writing text.” When we start work on a new play, we start with an idea, or a “hunch,” and then we go into the rehearsal room to explore it through Moment Work. In this way, company members are encouraged to dream about the material they find uniquely compelling in a theatrical setting. Moment Work gives us the freedom to create individual, self-contained theatrical units (moments) and then sequence these units together into theatrical phrases or sentences that will eventually become a play.

In 2018 Random House published
Moment Work: Tectonic Theater Project’s Process of Devising Theater
Written by Moisés Kaufman, Barbara Pitts McAdams, and the Tectonic Theater Project company
The Moment Work Institute

Vision

Through our training and publications, and a commitment to working with community partners and public schools, we bring our method of theater making to professional, amateur, and student storytellers and artists around the world.

Mission

Utilizing all of the elements of the stage, and a commitment to promoting empathy and understanding, The Moment Work Institute’s network of teaching artists around the world engages artists at all levels to create new and thrilling theatrical work.
STRATEGIC INITIATIVES 2018-2021

1. **Support the development of new plays under the direction of the Artistic Director, Moisés Kaufman**

   *From 2018 – 2021 the company aims to realize four new productions by securing more resources and investing more time in the studio.*

   a. Increase funding for new work development from new sources
   b. Implement new development strategy with collaborative artists
      i. Similar to the “Laramie” model of multiple writing collaborators in the room as opposed to a single playwright
   c. Produce an annual festival of new work

2. **Build and expand the producing and touring platform of Tectonic’s work**

   *The company will establish a touring season of two productions each year throughout the country and the English-speaking world by deepening its relationships with producing partners and universities.*

3. **Unify education department under the Moment Work Institute and vastly expand programs for a larger and wider impact**

   *The Moment Work Institute is the segment of the company that will flourish beyond the influence and productivity of any singular artist. With teaching artists around the world, the Institute will foster the incubation and development new work by artists at every level.*

   a. Capitalize on publication of Moment Work book by booking more residencies
   b. Recruit, train, and maintain a roster of 50 teaching artists around the world
   c. Foster long-term partnerships with education institutions
   d. Implement an engagement program to serve NYC public schools and targeted communities with no-fee or low-fee programs

4. **Create a more visible profile in NYC**

   *Tectonic Theater Project’s economic engine is fueled by individual donors and private foundations, most of which are located in New York City, the company’s home. The company will deepen these*
relationships, and create new ones, through more public events (readings, receptions, lectures, etc.) in the city.

a. Establish a consistent presence in New York of public events for donors, stakeholders, collaborators, and fans of our work with monthly events
b. Create and deepen meaningful connections with New Yorkers in the theater and philanthropy community

5. **Strengthen Tectonic’s Board, staff, and infrastructure**

_Tectonic’s Board began to form and professionalize in 2007. Ten years in, the organization will graduate to the next level of governance sophistication._

a. Recruit and develop a highly-sophisticated Board of Directors with well-functioning committees and exemplary generative, strategic, and fiduciary skills
b. Expand board size to 30 with a roster rich in diversity of ethnicity, gender identity, sexual orientation, expertise, and age
c. Develop and implement a leadership succession plan for the board and the staff
d. Author and execute employment contracts for Artistic Director and Executive Director positions
e. Author and implement a sophisticated fundraising plan with braided income streams to meet the financial needs of the organization
f. Author and implement a communications plan
g. Expand staff size to meet the needs required by organizational growth
h. Define “Tectonic Company Member,” “Associate Artist,” and “Teaching Artist”