



Campaign for Art & Innovation Case for Support

THEATREWORKS TURNS 40

Over our 40 years, TheatreWorks has grown from a grassroots arts organization into a major cultural institution. Based in the heart of Silicon Valley, TW now touches the lives of 100,000 people annually through our main stage productions, educational outreach programs, and *New Works Initiative*. TW creates art of the highest caliber and serves our community with commitment and distinction. An incubator for new musicals and plays, the company has produced 53 world premieres and nurtured over 110 new plays and musicals. Our works have been seen in theatres across the country, where over a million people have shared the fruits of TW's mission as one of America's outstanding professional theatres.

TheatreWorks' greatest strength is the continuity of its artistic voice. Unique among well-known arts organizations, TW is still led by its founder and artistic director Robert Kelley, who launched the company in 1970 with a singular vision: the creation of art that mirrored the faces, the culture, and the soul of the Silicon Valley. Kelley dreamed of creating an artistic home committed to dramatic and musical theatre of the highest quality, a theatre that reflected the diversity and innovation of one of the world's most dynamic communities.

As it celebrates this milestone anniversary, TheatreWorks is embarking on a plan to enhance its reputation for artistic innovation, expand its identity as a model for the development of new works, and strengthen its business structure to ensure a long-term future. Embracing the Bay Area's entrepreneurial spirit, TW is expanding its *New Works Initiative*, investing in advanced technology, and escalating its public visibility. To support these initiatives, TW has launched the *Campaign for Art & Innovation*. This \$3.3 million fund will increase investment in premiere productions and the New Works Festival, underwrite critical technology upgrades (including robust online ticketing and data management systems), and raise the profile of the company at home and across the country.

Forty years ago, the steadfast vision of one committed artist inspired a journey that is now shared by many thousands of people every year. TheatreWorks has realized its founder's dream and become the artistic centerpiece of Silicon Valley, a theatre recognized nationally for its integrity, innovation, and excellence.

An acclaimed mix of astonishing diversity & exceptional art

TheatreWorks is now creating 230 performances of eight main stage shows and a distinctive New Works Festival each year. Performed at the Mountain View Center for the Performing Arts and the Lucie Stern Theatre in Palo Alto, our professional productions comprise of a mix of reinvigorated classics, contemporary hits, and exceptional new works, including more than 50 world and 125 regional premieres to date. Most notably, TW has also garnered national status as a leader in music theatre development.

TheatreWorks' commitment to diversity is powerfully rooted in its main stage repertoire, as seen in the regional premieres of works by such outstanding writers as August Wilson, David Henry Hwang, Stephen Sondheim, and many others. In addition, TW has a long practice of non-traditional casting, shattering stereotypes by casting actors of color in productions as varied as *Cabaret*, *Amadeus*, *The Elephant Man*, and even *Peter Pan*. Celebrating the triumph of the individual--regardless of ethnicity, race, religion, or gender--has been a defining theme of TW since its very first production.

The quality of our work has been acknowledged over the years by audiences and critics alike, with *The San Francisco Chronicle* calling TW "the Peninsula's principal theatre company...a launching pad for Broadway." From 2002 to 2007, TW earned 153 Bay Area Theatre Critics Circle Award nominations and 54 of its coveted Awards for Excellence. In 2008, eight of these awards touted our stunning revival of the landmark musical *Caroline, Or Change*, by Tony Kushner and Jeanine Tesori. Additionally, Robert Kelley was honored with the 2002 Paine Knickerbocker Award for his lifetime contributions to Bay Area theatre and TheatreWorks was awarded the Unity in Diversity Achievement Award by the Santa Clara County Board of Supervisors in 2008.

A deep commitment to the community

TheatreWorks matches its commitment to theatre with an equally powerful commitment to arts education. We offer audience enrichment programs with each main stage production and award internships for aspiring theatre professionals year-round. *TheatreWorks for Schools* delivers school-based programs such as student matinees to grades 6-12 and the innovative *Playing with Poetry* program to elementary school children who may not otherwise be able to experience the arts. Since its inception in 1992, *TheatreWorks for Schools* has served more than 200 schools, 4,000 teachers, and 110,000 students. TW also offers opportunities for children to learn outside of the classroom, including summer camps, theatre training conservatories, and a special interactive theatre program for patients and their siblings at the Lucille Packard Children's Hospital in Palo Alto.

TheatreWorks believes that the magic of live theatre lies in its interactive collaboration with the audience. Our main stage plays provoke conversation and debate, inviting us to recognize our similarities even as we appreciate our differences. In addition, our annual New Works Festival

encourages attendees to share their feedback with the writers and become active contributors to the creative process. This collaboration between audience and playwright enriches both the playwright's artistic vision and the audience's connection with the art.

TheatreWorks' extended family has grown significantly over 40 years. Whether a playwright, actor, patron, staff member, or donor; each person involved has shared in the company's success. From its humble beginnings, TheatreWorks has relied on these family members for their creativity, time, and generous financial support to ensure that the company reached its next milestone. Their unwavering commitment has helped TheatreWorks become the outstanding arts organization it is today, operating on a fiscally viable annual budget of more than seven million dollars.

Nurturing new works and artists

It all began with *Popcorn*, a musical penned by Robert Kelley and a circle of eager young artists in the summer of 1970. Ever since, new work has been at the core of what we do. In 2000, TW formally launched the *New Works Initiative* with a focus on new music theatre that integrated all stages of the development process. To date, the *Initiative* has introduced 63 new works to the American theatre repertoire through premiere productions at TheatreWorks or at theatres around the country. In the process, TW established long-term relationships with over 70 playwrights, lyricists, and composers, including Wendy Wasserstein, Stephen Schwartz, Andrew Lippa, Tom Jones, Marsha Norman, and Paul Gordon.

Most celebrated of the *Initiative* projects are the 10 world premieres that culminated in main stage TheatreWorks productions. A major milestone for the company occurred in 2009, when the musical *Memphis*, which began life at our *Festival* and later electrified our main stage, opened on Broadway to rave reviews. Other TW productions have landed off-Broadway, including *Summer of '42*, *Striking 12*, and *Vanities*. This investment in art – the very reason for TW's existence – has built the company's reputation as one of America's pre-eminent developers of new music theatre, attracting award winning artists and audiences both young to old. As TW enters its fifth decade, we are affirming our commitment to new works by launching each season with a main stage world premiere that will anchor an expanded New Works Festival.

AN UNWAVERING VISION

TheatreWorks has been guided for 40 years by Robert Kelley's dream of a diverse and thriving artistic community centered in the Silicon Valley. It has shaped our mission, vision, and core values and remains central to everything we do.

Mission

TheatreWorks is one of America's outstanding professional theatres. Our work celebrates the human spirit through innovative productions, new works, and education programs inspired by and engaging our diverse Silicon Valley community.

Vision

TheatreWorks is an artistic community of excellence and integrity, committed to dramatic and musical theatre of outstanding professional quality. Embracing the creation of new works, the reinvigoration of the classics, and the arts education of new generations, our work exemplifies our region's values of inclusion and innovation while providing a sense of place and community. The San Francisco Bay Area is the prototype of an evolving America of ever-increasing diversity. As we explore this changing world, our art must enhance the American theatre with new vision, revealing both who we are and what we might become.

Core Values

- **Artistic Excellence:** Create theatre art of the highest quality and integrity.
- **Diversity:** Reflect the diversity of our community in both our process and our art.
- **Innovation:** Explore what is new to create exceptional art.
- **Involvement:** Engage ourselves and our community in our art.
- **Collaboration:** Combine the individual energy of many to achieve the collective art of all.
- **Celebrate the Human Spirit:** Explore the truth of who we are and the potential of what we might become.

A PLAN FOR THE FUTURE

In 2008, TheatreWorks involved over 125 people in a process to set its direction for the future. Comprising of artists, staff, Board members, Board Emeritus, donors, volunteers, educators, audience members, and industry leaders, this group collectively envisioned the next generation of TheatreWorks.

Twelve months later, a vision and plan were complete. Summarized in the points below, TheatreWorks dreams of a future in which we:

- Continue our commitment to the highest national standard of artistic excellence and build our acclaimed *New Works Initiative*.
- Are enthusiastically supported and valued by our individual, business, and civic patrons.
- Attract a growing and engaged audience.
- Enjoy recognition as the Silicon Valley's premiere arts organization – an arts corollary of the Valley's entrepreneurial values.
- Ensure a highly effective and sustainable business operation that matches the high level of art the company produces.
- Move closer towards fulfilling our long-time dream of a theatre home of our own.

The vitality of TheatreWorks enlivens our present and inspires our future. Investing in new works is vital to our identity; engaging a growing audience is vital to our future; and embracing innovative systems and technology is vital to our connection with our patrons and our larger community.

vi-tal-i-ty

vaɪtælɪti/ Spelled Pronunciation [vahy-tal-i-tee]

–noun, plural -ties.

1. exuberant physical strength or mental vigor: a person of great vitality.
2. capacity for survival or for the continuation of a meaningful or purposeful existence: the vitality of an institution.
3. power to live or grow: the vitality of a language.
4. vital force or principle.

The *Campaign for Art & Innovation* embodies these goals through three initiatives: The Art of Innovation, Putting TheatreWorks on the Map and Engaging Audiences through Advancing Technology.

THE ART OF INNOVATION

\$1,500,000

"Everybody talks about the death of new musicals, but no one does anything about it. TheatreWorks does." - Steven Winn, the *San Francisco Chronicle*

New work has long been the heartbeat of TheatreWorks, from our early years when we only performed works by local writers to our current position as a nationally recognized leader actively developing theatre for the American canon. TW has consistently invested more in "what's next" because it believes in empowering artists to tell their stories. Their voices will be a catalyst for reflection and discussion by generations of Americans to come, and their art will shape our lives. TW's unique commitment to fostering new musicals and plays--from commissions and the early stages of writing, through readings and workshops, and on to full-scale mountings of world premieres--is a cornerstone of the *Campaign for Art & Innovation*. It is our legacy for the future.

THE POPCORN FUND

World premieres such as *Memphis*, *A Little Princess*, *Baby Taj*, and *Emma* require a significant investment of resources to fund larger creative teams and casts, longer rehearsal periods, and extraordinary scenic and costume designs. In fact, it is not unusual for TW to dedicate half a million dollars from our annual budget to present one world premiere musical. Without extraordinary funding from a few individuals and foundations, TW would be unable to produce the work that has established it as one of America's most vibrant theatre companies.

Named in honor of TW's first production, the "Popcorn Fund" was formed by six generous individuals in 2005 to honor the company's 35th Anniversary and Kelley's commitment to producing world premieres. With \$2.5 million in seed funding, the Popcorn Fund played a vital role in bringing nine world premieres to TheatreWorks' stage: *A Little Princess* (2004), *Harold & Maude: An Intimate Musical*, *Baby Taj* (2005), *Vanities: A New Musical* (2006), *Emma* (2007), *Long Story Short* (2008), *Tinyard Hill* (2009) and *Daddy Long Legs* (2010). With our 40th birthday in April 2010, we need to reinvigorate this fund. With an infusion of new resources, TW will be able to partner with distinguished and emerging artists to develop four world premieres for main stage production through 2012.

THE NEW WORKS FESTIVAL

Fundamental to memorable world premieres at TheatreWorks has been our New Works Festival. A central step in the *New Works Initiative's* development process, the Festival provides an interactive and concentrated block of time for playwrights, composers, lyricists, directors, actors, and patrons to create art together.

TheatreWorks opened the 2009/10 season with a dramatically expanded New Works Festival. It featured 11 readings of six new works—three plays and three musicals—as well as panel discussions on the artistic process, concerts by notable performers, and other special events that offered an in-depth look at how new musicals and plays are made. To depict the full spectrum of the *Initiative*, the Festival included a main stage premiere musical, *Tinyard Hill*, with its writers in residence actively shaping the piece.

The 8th Annual New Works Festival grew from two to five weeks, moving from the Second Stage at the Mountain View Center (capacity 150) to the Lucie Stern Theatre (capacity 425). From 2002 to 2008, the Festival was open only to TW subscribers and donors. In 2002 it was attended by just 175 people. By 2012, our goal is to showcase a minimum of six new works and two world premiere productions to an audience of 15,000, exponentially increasing our impact on the theatrical canon and our connection to our community.

Evolving the Festival into a destination event for the Bay Area and beyond is a bold commitment for TW. It entails a significant investment in the artists, management, and planning needed to advance the Festival from a small-scale project to a nationally-known summer celebration of new theatre. We dream that our Festival of new work will be enthusiastically attended by our local community and the larger theatre world; and will feature award-winning artists forging vital new relationships with TheatreWorks.

PUTTING THEATREWORKS ON THE MAP	\$500,000
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"I'd like to stop saying that TheatreWorks is the best kept secret in the Bay Area."

- Phil Santora, TW Managing Director

TheatreWorks is beloved by those who know it. But there is a high percentage of our community that is unaware of our history and success. TheatreWorks can be counted among the notable, innovative companies that have defined Silicon Valley. Sparked by the vision of one person and embraced by many, TW shares their story. The quality of our art is already first class. Now we need a public presence to match that quality. For TW to reach its full potential, we need to reframe the way we communicate our success to the people of Silicon Valley and to the artists, theatres, and theatregoers of America.

COMMUNITY BASED OUTREACH

With a 40-year history in Palo Alto and Mountain View, TheatreWorks is literally by, of, and for Silicon Valley. Our unique voice reflects the diversity and drive of its culture. A robust branding campaign that leverages these core principles ensures the efficacy of our message. TW's database currently contains 80,000 records, our email blasts go to 15,000 patrons, and 550 have "befriended"

us on Facebook. Garnering the resources required for a branding campaign will enable our constituency to grow four times over to a database of 300,000, 60,000 emails, and 3,000 friends.

A SIGNIFICANT NATIONAL PLAYER

The New Works Festival holds tremendous potential for TheatreWorks, both for increasing the number of artists whose work it nurtures, and for expanding audience education and development. As it invigorates our diverse community, TW envisions the Festival becoming a “destination” for national performing arts patrons, acclaimed playwrights, composers, and lyricists, and for potential regional theatre partners. A national public relations campaign will highlight the TW story and our extraordinary New Works Festival while positioning the company as one of the leading theatres in America, known for developing new musicals and plays. By taking this crucial step, TW will have added 20 new works to the *Initiative’s* repertoire by 2012, including newfound partnerships with 10 playwrights and 4 regional theatres.

ENGAGING AUDIENCES THROUGH ADVANCING TECHNOLOGY	\$1,300,000
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“Most comparable theatres sell more than half their tickets online. Until 2008, TheatreWorks, in the heart of Silicon Valley, sold less than 20%.” -Sean Kelly, TW Marketing Director

TheatreWorks has a long history of investing in great art. Now we need to put our resources into systems that support the outstanding work we present on stage. Internally, TW systems are archaic and have often hindered the success of our dedicated and proficient production and administrative team. More and more people are turning to the Internet via their computers and smart phones to search for arts events and instantly purchase tickets online. TW needs to implement the technology required to meet the expectations of our technologically savvy constituency.

EXCEPTIONAL CUSTOMER SERVICE

The Tessitura Network provides technology and services for arts and cultural organizations around the globe. Developed by the Metropolitan Opera in New York, Tessitura now serves over 275 companies, including all of the top arts organizations in the Bay Area. To date, TW has never had one uniform database or system for communicating with our patrons and donors. By implementing Tessitura, we will be able to not only provide an exceptional customer service experience to all of our constituencies, but will also be able to perform in-depth market analysis to engage the right segments with the right message, ultimately increasing TW's ticket revenue by 10% by 2012.

WEBSITE REDESIGN

TheatreWorks has the opportunity to become the virtual artistic home of Silicon Valley by engaging a broader community through our website. The company needs a modern and interactive website where patrons can easily purchase tickets and get up-to-date information. In addition, it should be a

place of discovery, learning, and involvement that allows patrons to see what is happening behind the scenes, to watch our teaching artists bring art into our schools, and to share insights with others about how a production has touched their lives. In direct association with the visibility campaign, our goal is to grow our online community to 60,000 people. More importantly, TheatreWorks.org is the perfect channel to increase TW's single ticket sales, especially online. In 2008, our online sales accounted for 22% of single ticket purchases; by 2012, it will reach 65%. Website redesign is an imperative initiative to reach that goal.

SUMMARY

The heartbeat of Silicon Valley is creativity; the region is renowned for innovation. TheatreWorks exemplifies this culture while providing an artistic centerpiece for the community. As an incubator for new works, TW explores not only what is “now” in the American theatre, but what is “next.” Incorporating all stages of development, the *New Works Initiative* provides artists the opportunity to further their work by forming collaborations that shape dynamic new pieces of theatre. We are one of the few regional theatres that offer playwrights, composers, and lyricists multiple opportunities to develop their works from an idea to a full-scale production. The New Works Festival and our acclaimed premieres are the keys to our success. Without a formidable investment now, the cornerstones of this program will become increasingly vulnerable, just as TW is gaining tremendous momentum.

Vital to TheatreWorks' future is the ability to engage a broader audience in our meaningful work in both arts and education. While TW touches 100,000 people through our comprehensive programming, the organization must do a better job of effectively communicating what we do to more people in our local communities and in the larger theatre world. Without a dedicated visibility campaign, our ability to create partnerships with other theatres and to engage future audiences may never be possible.

Finally, TheatreWorks needs to invest in its technology to better interact with the public and to effectively support the art onstage. Our community has not only expressed its desire for this capability, our culture expects up-to-date communication and access systems as the standard of our times. If TW does not meet this demand, we will be unable to retain or grow our audiences and donor base, putting the organization at risk for the future.

Like the best Silicon Valley innovators, Robert Kelley laid the groundwork and core values for a company whose growth defied the odds and whose contribution to the American theatre is acknowledged across the country. Yet despite our many accomplishments, TheatreWorks has only just begun to embrace its full potential. The role we can play as Silicon Valley's premiere arts institution is the company's true destiny, positioning the company at the forefront of the national theatre dialogue. By putting into place the initiatives in the *Campaign for Art & Innovation*, we will provide a robust foundation on which TheatreWorks will build a vibrant artistic home for at least another 40 years.