

CHICKEN & EGG PICTURES

2023-2025

Strategic Plan

# Producing Our Next Chapter

Dear Friends of the Nest,

Since our last strategic planning process, our world and the documentary film industry have shifted in major ways. When we began the intensive process of redefining our goals and vision for the next few years, we had two pressing questions in mind: how can we increase our impact in the industry, and meet the most pressing needs of filmmakers?

After taking the time to pause, reflect on our successes, and dream up our vision for the future, I'm proud to share with you Chicken & Egg Pictures' 2023-2025 Strategic Plan. This months-long process was led by our very own Sarah Anderson, Director of Operations & Innovation, consultant Marta Siberio, and a dedicated team of staff, consultants, and Board Members.

This new plan refreshes our mission, vision, and values, and will accelerate our ability to advance gender equity in the documentary industry. It's built on three pillars: **Career Development & Industry Access**, **Equity & Inclusion**, and **Transparency & Accountability**. With this new roadmap, we'll be able to introduce key milestones and new initiatives that will position us as a more gender inclusive and influential organization.

We all know the mounting barriers and biases women and non-binary filmmakers experience along their filmmaking journeys. Our Strategic Plan pushes us to imagine a world shaped by the power of documentary film and redefine what it means to be a filmmaker. As we put this plan into practice over the next three years, we hope it creates a ripple effect within and beyond the industry for greater equity, inclusion, and social justice.

Warmly,

Jenni Wolfson  
Executive Director, Chicken & Egg Pictures



# 2023-2025 Strategic Plan Summary

## STRATEGY AND GOALS:

Over the next three years, we will:

- ♥ Increase the number of supported filmmakers and amount of grantmaking by 50%;
- ♥ Open eligibility to filmmakers from across the globe for **all** programs;
- ♥ Introduce a new research & development grant program for filmmakers who have directed at least two feature-length documentaries (or equivalent);
- ♥ Expand learning opportunities for over 450 AlumNest filmmakers;

## KEY CONCEPTS:

- 1 **Career Development and Industry Access:** a doubling down of our efforts to open doors for historically underrepresented filmmakers and invest in the growth and longevity of their careers.
- 2 **Equity and Inclusion:** commitments that require us to evolve and remain responsive to changes in our world.
- 3 **Transparency and Accountability:** evaluating the impact of our programs, sharing information about our practices, and amplifying the work of the filmmakers we support.

- ♥ Serve producers through a new grants program and welcome them into the AlumNest;
- ♥ Increase support of filmmakers from historically underrepresented groups across gender, sexuality, race, disability, and class;
- ♥ Explore and work toward the goal of expanding program eligibility to all transgender individuals;
- ♥ Grow our communications and create new evaluation capabilities to assess and share our impact, and to elevate our stories and accomplishments, and those of our supported filmmakers.

# Vision, Mission, and Values

## Vision

An equitable and just world shaped by the power of documentary films.

## Mission

Chicken & Egg Pictures provides a global community of women and non-binary documentary filmmakers with creative and financial support to realize their cinematic visions and build fulfilling careers in a gender inclusive media industry.

## Values

### Community

We nurture deep relational connections to grow to our fullest collective potential. We collaborate with our community of filmmakers, staff, Board, donors, partners and peer organizations to create lasting change.

### Courage

We strive for strong ethical and moral courage in all decisions, actions and conversations we hold.

### Curiosity & Creativity

We support filmmakers who push the possibilities of nonfiction cinema through their authentic visions. We reflect deeply on our world and ourselves with new perspectives and approaches, while remaining aligned to our purpose.

### Equity & Justice

In an industry where access to resources has been systematically restricted and documentary filmmaking historically undervalued, our internal and external practices create an affirming and inclusive space for our artistic community.

### Integrity

We hold ourselves accountable to our commitments by examining the impact of our work. We use each opportunity as a learning experience to guide us toward a more equitable media industry.

# Growing our Programs

Our signature programs– the **Chicken & Egg Award, (Egg)celerator Lab, and Project: Hatched**– will continue. We’ll be increasing the number of filmmakers supported and grants awarded through each program, and growing our offerings and resources for the AlumNest.

We’ll be phasing out Docs by the Dozen, a program that supported shorts and series. The Coop will be replaced with **NEXT GEN EGG**, an annual one-day convening where filmmakers from around the world meet with funders and industry leaders for pitches, conversations, and financing opportunities.

## NEW ADDITIONS!

This 2023-2025 Strategic Plan will introduce the following programs and events for women and non-binary filmmakers:

### **PRODUCERS GRANT**

An unrestricted grant supporting two experienced producers with awards of \$50,000 USD each.

### **NEXT GEN EGG**

An annual one-day convening where filmmakers from around the world meet with funders and industry leaders for pitches, conversations, and financing opportunities.

### **RESEARCH & DEVELOPMENT GRANT**

A new grant fund awarding 30 directors at advanced stages of their careers with projects in early stages of research and development a total of \$450,000 USD in grants. 15 projects will receive a research grant of \$10,000 USD each and 15 projects will receive a development grant of \$20,000 USD each.

# Expanding Existing Programs

## ALUMNEST

Members will have access to expanded learning opportunities focused on financial management, and will be introduced to donors in innovative and expanded ways. A year-round menu of workshops and capacity building opportunities will be available to all supported filmmakers. Producers will also be welcomed into the program beginning in 2023.

## CHICKEN & EGG AWARD

This program recognizes and elevates eight women and non-binary directors and two finalists at advanced stages of their careers. We support these artists in breaking through to the next level of their careers and as they become influential leaders for the issues they are exploring on-screen. The award consists of:

- 🐔 A \$50,000 USD unrestricted grant and a \$25,000 USD grant for the filmmaker's project;
- 🐔 Year-long mentorship tailored to each filmmaker's individual goals;
- 🐔 Peer support from the Chicken & Egg Award cohort.

Finalists receive a \$15,000 USD grant.

## (EGG)CELERATOR LAB

The (Egg)celerator Lab identifies and supports 10 nonfiction directors and 5 finalists working on their first or second feature-length documentary. This program brings together projects with a special focus on stories by women and non-binary directors. The year-long program consists of:

- 🐔 A \$40,000 USD grant for the production of their feature-length film;
- 🐔 Monthly mentorship with Chicken & Egg Pictures' senior creative team members;
- 🐔 Retreats focused on career building and creative development;
- 🐔 Industry meetings and funder connections;
- 🐔 Peer support from the (Egg)celerator Lab cohort.

Five projects will also receive a Finalist Grant of \$15,000 USD for the production of their film.

## PROJECT: HATCHED

Project: Hatched supports 10 documentary films that are ready to make a big impact. The grant supports filmmakers who have plans to strategize, build, and launch an impact campaign. Grant funds can be applied toward expenses related to project completion and impact strategy. The award includes the following:

- 🐔 A \$30,000 USD grant;
- 🐔 Membership in the AlumNest community of supported filmmakers for further peer support, education, and deeper connections in the documentary film industry.

# Career Development and Industry Access

We will increase access to our programs by opening eligibility to filmmakers from around the globe for all programs and increase the number of filmmakers served. Over three years, at least **140** filmmakers will be supported, and at least **\$5.3 million** in grantmaking funds will be disbursed.

**Increase the number of supported filmmakers and amount of grantmaking by 50%.**

**Provide supported filmmakers with tailored opportunities, resources, and a vibrant community to deepen their craft, grow their networks, and develop their careers.**

The AlumNest program will be revamped to offer filmmakers new pathways to meet donors and industry veterans, and to include new capacity building offerings to hone their financial skills. A year-round menu of workshops and opportunities will be available to all supported filmmakers.

**NEXT GEN EGG**, a one-day convening where filmmakers from around the world meet with funders and industry leaders for pitches, conversations, and financing opportunities, will become an annual event. We will also develop new partnerships to provide additional funding and employment opportunities to filmmakers.



We will **develop and launch a research & development grant** for filmmakers who have directed at least two feature-length documentaries (or equivalent) to encourage them to continue to grow and develop their craft. Utilizing more robust communication platforms and activities, we will work to elevate the profile of experienced directors in media, industry and beyond.

**Experienced directors stay in the industry and thrive.**

The Chicken & Egg Award program will increase the number of directors recognized through this program **from six to eight** and expand **the amount of the award from \$50,000 USD to \$75,000 USD to include project-specific funding in addition to its original unrestricted grant**. New offerings tailored to experienced filmmakers will be added to the AlumNest program.

**Producers are supported and recognized in the industry.**

**We will open several of our programs to producers**, whose essential role in the development and completion of documentary film is under-supported and under-recognized across the industry. A new grant for experienced producers will be launched, producers of Chicken & Egg Pictures-supported projects will be included in AlumNest opportunities and community, and producers on (Egg)celerator Lab films will be supported to attend market opportunities.

# Equity and Inclusion

We currently support cis and trans women and non-binary filmmakers, and as part of this plan, **we will explore and work toward the goal of supporting all transgender individuals** by:

- ♥ training Board and staff;
- ♥ adding new Board, staff members, and consultants from these communities to influence program design, organizational practices, and decision making;
- ♥ modifying our communications and program models to ensure increased inclusivity.

**Increased gender representation and equity in the documentary industry.**

**Chicken & Egg Pictures' practices are informed by an anti-racist and equity lens.**

Since 2019, we have engaged in study and deep self examination to understand how we can **advance equity and become an anti-racist organization**. A specific focus of this commitment in the next three years will be revising all program selection criteria, program design methodologies, and internal operations to center equity.

# Transparency and Accountability

Our stakeholders were aligned in their desire to hear more about our work and impact.

**We will build a coherent, coordinated communications program** that will utilize a new brand and website and a robust social media presence to share our work and impact with the documentary field and beyond.

**Chicken & Egg Pictures and its supported filmmakers are amplified and recognized.**

**Chicken & Egg Pictures' impact is evaluated and shared.**


**We will establish more sophisticated data collection systems that allow us to readily report on our reach and inclusivity.** Over time, we will track the impact of our programs on participants' ability to make their films, remain active, and thrive as filmmakers. Findings from our reviews will be shared with our community of filmmakers and funders, and will be used to inform new program directions for the organization. These new accountability tools and practices represent an important step in our commitment to becoming an equitable organization.

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