



2017-2022

NEBRASKA'S CORN VISION STRATEGIC PLAN

December 19, 2016



301 Centennial Mall South, 4th Floor
Lincoln, NE 68509
(402) 471-2676



1111 Lincoln Mall, Ste. 308
Lincoln, NE 68508
(402) 438-6459



Nebraska's Corn Vision

Vision

Enhancing Demand · Adding Value · Ensuring Sustainability

Mission

Nebraska Corn Board works to promote the value of corn
by creating opportunities.

Organizational Excellence (pg 8)

- Develop plan for single office location
- Integrate office technology and share human resources
- Equalized / Balanced staff compensation and benefits
- Clarify job descriptions

Work on Demand and Developing Markets and Uses for Corn (pg 8-9)

- Create multi-year market development plan for mature, maturing and new markets
- Engage in exports for corn in all forms
- Support research proposals that encourages uses for corn
- Build on existing and develop new partnerships to promote corn and its uses
- Continue promotion of ethanol through American Ethanol program and others

Focus on Educational Programs with Impact (pg 9-10)

- Develop an integrated program plan with focus on impact
 - Evaluate existing programming
 - Producer based programming
 - Student based programming
 - Consumer based programming
 - Create measures of success for leadership programming
 - Build on American Ethanol program
- Create or enhance existing programming based partnerships
- Evaluate and enhance current advocacy programming

Increase Awareness of Nebraska's Corn Vision (pg 11)

- Investigate and explore the need for a singular brand
- Develop an integrated communications plan
 - Producers: focus on how they can be / should be proud
 - Consumers: focus on building trust
 - Working with Ag Consumer Communications Network
 - Increase visibility of Nebraska's corn industry on radio
 - Influencers: create concise marketing materials
 - Develop messaging and produce a video on Nebraska's corn industry
 - Online strategy / social media



Nebraska's Corn Vision

Vision

Enhancing Demand · Adding Value · Ensuring Sustainability

Mission

Nebraska Corn Growers Association works to create and increase opportunities for Nebraska corn farmers through advocacy, education, partnerships and leadership development

Organizational Excellence (pg 8)

- Integrate office technology and share human resources
- Equalized / Balanced staff compensation and benefits
- Clarify job descriptions

Work on Demand and Developing Markets and Uses for Corn (pg 8-9)

- Create multi-year market development plan for mature, maturing and new markets
- Engage in exports for corn in all forms
- Build on existing and develop new partnerships to promote corn and its uses
- Continue promotion of ethanol through American Ethanol program and others

Focus on Educational Programs with Impact (pg 9-10)

- Develop an integrated program plan with focus on impact
 - Evaluate existing programming
 - Producer based programming
 - Student based programming
 - Consumer based programming
 - Create measures of success for leadership programming
 - Build on American Ethanol program
 - Evaluate membership based programs and modify as deemed appropriate
- Create or enhance existing programming based partnerships
- Evaluate and enhance current advocacy programming

Enhance Membership (pg 10)

- Create and implement an annual membership development plan
- Survey membership on their understanding of Nebraska Corn Growers Association
- Develop and implement an annual campaign to share the benefits of membership with both current and prospective members

- Engage members in an enhanced manner related to high priority issues and advocacy needs
 - Investigate the potential need for a PAC
 - Create a process for vetting political candidates
 - Increase advocacy based leadership development programming
 - Annually evaluate high priority issues and develop positions
 - Investigate the potential development of a signature event

Increase Awareness of Nebraska's Corn Vision (pg 11)

- Investigate and explore the need for a singular brand
- Develop an integrated communications plan
 - Producers: focus on how they can be / should be proud
 - Consumers: focus on building trust
 - Working with Ag Consumer Communications Network
 - Increase visibility of Nebraska's corn industry on radio
 - Membership: create and execute a strategy including who and what Nebraska Corn Growers Association is all about
 - Influencers: create concise marketing materials
 - Develop messaging and produce a video on Nebraska's corn industry
 - Online strategy / social media

TABLE OF CONTENTS

	<i>Page</i>
Overview	3
Nebraska's Corn Vision	3
Nebraska Corn Growers Association Mission	4
Nebraska Corn Board Mission	4
Nebraska's Corn Vision - Strategic Position	5
SWOT Analysis	6
Strategic Focus Overview	7
Strategic Focus One: Organizational Excellence	8
Strategic Focus Two: Work on Demand	8
Strategic Focus Three: Programs with Impact	9
Strategic Focus Four: Enhanced Membership	10
Strategic Focus Five: Communications	11
Appendix	
A	Action Plans – Nebraska Corn Board
B	Actions Plans – Nebraska Corn Growers Association

Nebraska's Corn Vision

Strategic Plan

Overview:

Nebraska's Corn Vision Strategic Plan is a multi-year plan setting out priorities and goals. This strategic plan is the combined efforts of the Nebraska Corn Board (NCB) and Nebraska Corn Growers Association (NeCGA), which at times operate independently based on some portions of their missions and cooperatively on others. Throughout this plan, when NCB and NeCGA operate in cooperation or as one, the term Nebraska Corn identifies this collaborative effort. The joint plan highlights the key areas in need of development and launches a new vision statement for Nebraska's Corn Vision (NsCV), a new mission statement for NCB and an updated mission statement for NeCGA. Individual action plans for each group bring focus to the values of each organization and will guide the groups through the plan period. Implementation of this plan and each set of actions plans will maximize the efforts of NsCV building strong membership, programs, partnerships, and advocacy while at the same time enhancing internal systems and communications.

From June through December of 2016, NCB and NeCGA held key meetings with staff and board members to explore what was felt to be the most pressing needs of Nebraska Corn (NC). Both organizations were examined from an internal and external perspective and all who participated in the sessions were not only encouraged to speak but their insight and thoughts are the center point from which this plan has been created.

Complementing these discussions, a review of historical documents, current documents, national position papers and an online review was conducted. Meetings were held with key leadership to understand the current scope of membership, programs, competition, internal processes and more. External partners were surveyed including: Nebraska Pork Producers Association, Nebraska Beef Council, US Grains Council, National Corn Growers Association, Nebraska Ethanol Board and Nebraska Renewable Fuels. NC worked with Clairrant Partners, a Nebraska based strategy firm, to pull all the data and qualitative materials together. The culmination of this work is seen in this plan compiled by Clairrant Partners.

Nebraska's Corn Vision

As an organization in transition, the past three years has seen NC's two partner organizations' move from a pair of independently functioning players to two closely affiliated groups with one executive director. The initial vision statement for the group was determined to be in need of updating as the group has made great progress in achieving the initial vision. NC has begun to move from an internally focused vision to a vision that is concrete and can be shared with the communities it serves to position corn for the future.

To document the change in the vision statement, the boards of both groups held a lengthy discussion and ultimately voted to approve the new vision statement at the NC strategic planning session on November 22, 2016.

Old Vision Statement

Our two organizations will work together to maximize our effectiveness across Nebraska.

We will improve the communication, cooperation and coordination between NCB and NeCGA and strengthen both organizations to better represent our respective membership and checkoff investors.

NEW Vision Statement

Enhancing Demand

Adding Value

Ensuring Sustainability

Nebraska Corn Growers Association Mission

The team held lengthy discussions regarding the viability and relevance in today's world of NeCGA's mission statement and determined that the mission statement was still relevant and a strong reflection of the organization's strategic focus and organizational philosophy. The NeCGA Board of Directors has chosen to update the following mission statement with a minor change of one word and with the addition of another. Removing the word "is" and replacing it with the word "works", then adding "Nebraska".

NeCGA's Mission Statement (updated)

Nebraska Corn Growers Association works to create and increase opportunities for Nebraska corn farmers through advocacy, education, partnerships and leadership development.

The Nebraska Corn Board also held a discussion regarding its mission statement and both staff and the NCB board determined that a new mission statement that reflects the focus of the organization was needed. The following mission statement was constructed through this process and was approved by the NCB Board of Directors during the strategic planning retreat held on November 22, 2016.

Nebraska Corn Board Mission

NCB's NEW Mission Statement

Nebraska Corn Board works to promote the value of corn by creating opportunities.

As a point of reference and documentation, the former NCB mission statement is as follows:

Old NCB Mission Statement

The mission of the Nebraska Corn Board is to develop, carry out and participate in programs of research, education, market development and promotion to enhance profitability (viability) and expand the demand and value of Nebraska corn and value-added corn products.

Defining Nebraska's Corn Vision Strategic Position

As part of the planning process, the team looked at the organizations and analyzed the current internal and public perceptions of the Nebraska corn industry and anything that was perceived to be missing. A complete SWOT analysis was also completed. What we learned during this phase of planning helped to move board and staff discussions to the strategic focus areas for the plan period.

It is important to reflect on what the team's perceptions of NCB's and NeCGA's positions are at the beginning of this cycle in order to have a place to measure from when the cycle comes to a close.

As of the beginning of this plan cycle, the team perceives the internal position to be grounded in the following positions of strength:

- Collaborative/Interconnected to a point
- Seen as collaborating/transitioning into one
- Staff sees each other as one organization with a cousin type infrastructure
- Boards differ in that the culture of each board varies

The team perceives the public perception to be:

- Most do NOT realize there is a difference
- General public does NOT know who we are or what we do
- There is confusion on membership requirements if check-off dollars are paid (membership and check-off are NOT mutually exclusive)

In addition to the points outlined above, the team determined the following areas are missing:

- Single office space
- NeCGA field staff/more staff
- Experts for consultation on call

- Technology to remain competitive which could include human capital/resources
- Diversity: Age, Gender, Race
- Consumer Education on Ag Industry & Industry Knowledge on Where Things are Growing/Going

SWOT Analysis:

Strengths:

- Diverse staff (generations, backgrounds and time with organizations)
- Passionate Board Members with strong leadership at both Local and National level
- Diverse Agriculture Experiences of Board Members
- Adaptable/Cohesive/Team Oriented Board and Staff
- Seen as a Leader in Nebraska Agriculture Community
- Willing to Work with Partners
- Strong Source of Information on Issues (i.e. technology, innovation, etc.)
- Model for American Ethanol Promotion
- Leadership Development Programs: Internship, D.C., Mentor & Scholarship

Weaknesses/Areas of Improvement:

- Public Perception especially in Urban areas/How to address the Rural v. Urban Gap
- Lack of Action Steps to Address Issue and Program Implementation Needs
- Growing, Engaging & Retaining Membership
- Separation Issues due to Multiple Office Locations
- Lack of Benefits for Growers Staff
- Small Staff for Implementation
- Stay Relevant and Articulate our Vision to Define Ourselves
- Lack of Technology within Organization
- BOD Leadership does not Change Often (also seen as a strength)
- We do not always have Access to the Experts we need all the time
- Half of our Focus is Limited Due to Being a State Agency
- Confusion About Roles of Check-off Board and Growers Association

Opportunities:

- Build and Promote the Value of Membership
- Brand our Organizations to all Nebraskans (determine what we want to be known as and make plans to promote as determined)
- Look to Livestock Expansion and Benefits for Corn
- Consider Value Added Markets such as Ethanol, New Uses, etc.
- Work to Increase Check-off

- Evaluate and Make Changes as Needed to Programming – Consumer Education and Grower Education
 - Address GMO's
 - Where and How Food Comes From
 - Safety of Food
 - Environmentalism
 - Ethanol
- Communication Plan Needs to be Looked at from 360° perspective including Social Media
- Combine Offices to Improve Efficiencies
- Invest in Team through Staff Education and Adding to Team Numbers
- Embrace Diversity of Board, Staff and Membership

Threats:

- Changing Landscape of Nebraska
 - Movement of population to Urban centers
 - Aging of Rural areas
 - Lack of the next generations of growers/producers
 - Consolidation/Absentee Landowners
 - Political Atmosphere
 - Lack of Industry Knowledge by Populous
- Regulatory Environment at All Levels (state and federal)/Uncertainty of Farm Bill Structure
- Consumer Mistrust of Ag Industry (GMOs, technology, safety, environmental, etc.)
- Outside Organizational Influencers (i.e. HSUS, PETA)
- Industry Divides & Consolidation at state, national and international levels
- Political Atmosphere (local, national & international)
- Lack of Value Seen in Membership in our Organizations/Not Valued by Younger Producers
- Financial – Industry (difficulty with cost of production, cash flow, costs, loan rates, inflation, taxes, etc.) and Organizational (sponsorships, membership dollars, check-off, etc.)
- Social Media

NsCV's Strategic Focus

For the plan cycle, NC has identified five strategic focus areas for growth and development. Each of these strategic areas of focus will require all parties to work together to achieve the goals and objectives set forth in this document.

NCB & NeCGA staff will be challenged to grow beyond its current scope of work to add value to the identified focus areas ultimately building stronger organizations with dedicated and channeled energy.

NCB and NeCGA's boards must continue to be open to diversifying its ranks and recognize that its composition is changing and becoming more generationally diverse. This is important to keep at the forefront as communication styles will vary and will need to be addressed while remaining dedicated to lifting up the vision and missions of the organizations. NCB and NeCGA's boards and staff have developed goals and objectives for the plan's five areas of focus.

It is important to note that the execution strategies for the five strategic focus areas will vary between the two organizations. Each organization, NCB and NeCGA, have individual actions plans for how the core strategic focus areas will be addressed for implementation of plan goals. These action plans can be found in the appendix section of this document.

Please note that in the objective area the following indicate:

A = NeCGA B = NCB

Strategic Focus One: Organizational Excellence

NCB and NeCGA like many organizations is in a phase of development that has needs in the area of organizational excellence enhancement. Over the past three years, the organizations that comprise NC have worked diligently to bring systems together, bridge office culture and to build unity. As we move into the next phase of our development, NC is tasked with finding ways to continue to strive for organizational excellence.

Goal – Strive for and Achieve Organizational Excellence with NCB and NeCGA.

Objective A: Develop a plan for how to move to a single office location by the end of this plan cycle. Communicate with Governor's Office on desired change. Investigate if a statute change will be needed. Execute plan. **B**

Objective B: Integrate office technology systems (hardware and software) and share human resources to build technology infrastructure. **A/B**

Objective C: Create and execute on a system for equalized/balanced staff compensation and benefits. **A/B**

Objective D: Review and update as needed all job descriptions to clarify roles and responsibilities for staff. Propose and add staff as deemed appropriate. **A/B**

Strategic Focus Two: Work on Demand and Developing Markets and Uses for Corn

NC like many groups needs to remain vigilant on how to grow its current markets, create or engage others to develop new markets to remain competitive with its corn product offerings and find new and innovative ways to facilitate growth. Nebraska's corn industry's traditional markets are maturing and

new ones will need to be developed or partners engaged to assist in the building of uses from existing markets such as livestock. Research may be needed to help in this endeavor as will export expertise.

Goal – Assess Nebraska’s corn markets (mature, maturing & developing) and build a plan for where additional demand can be generated.

Objective A: Create a multi-year market demand plan that outlines where mature, maturing and new markets will be and what is needed to generate and support growth. Execute plan. **A/B**

Objective B: Engage with export markets for corn in all forms. **A/B**

Objective C: Support research proposals that encourage uses for corn. **B**

Objective D: Build on existing and develop new partnerships to promote corn and its uses with groups like, but not limited to, AFAN and livestock organizations. **A/B**

Objective E: Continue with promotion of ethanol through the American Ethanol Program and others as deemed appropriate. Remain consumer focused. **A/B**

Strategic Focus Three: Focus on Educational Program with Impact

Programming for the sake of programming can no longer be our goal for Nebraska’s Corn Vision. During this plan cycle, we will review all current programs and determine which have impact and which do not have the same effect. Those that have impact and any additional areas that are discovered during our review process to fill any gaps in programming that are uncovered will be grown and/or developed.

Goal – Evaluate current programming, outline any needed additional programs for implementation focusing on programs with impact.

Objective A: Develop an integrated program plan with a focus on impact. **A/B**

1. Evaluate existing programming to determine which have impact and should be maintained or grown and which (if any) should be eliminated. **A/B**
 - a. Producer based programming (GMO, Ethanol, etc.)
 - b. Student based programming
 - c. Consumer based programming (GMO, Ethanol, etc.)
2. Create measures of success for leadership programming to develop advocates. Enhance programming based on findings. **A/B**

3. Build on American Ethanol program. **A/B**
4. Evaluate membership based programs and modify as deemed appropriate. **A**

Objective B: Create or enhance existing programming based partnerships across Nebraska and nationally. **A/B**

Objective C: Evaluate and enhance current advocacy programming to include a Call to Action for policy makers and influencers. **A/B**

Strategic Focus Four: Enhance Membership

Membership organizations are being challenged as generational diversity is influencing change. What one group of members wants may or may not reflect the needs/demands of another. NeCGA is facing this changing membership dynamic and must continue to refine and revise its approach to membership to remain competitive and attractive to current and future members.

Goal – Enhance NeCGA’s membership by developing a plan to support generational diversity and needs.

Objective A: Create and implement an annual membership development plan to ensure existing members are maintained and new memberships are generated. **A**

Objective B: Survey membership on their understanding of NeCGA and all it provides its membership. Utilize survey results obtained to drive development of new or to maintain current membership benefits, programming, and communications. **A**

Objective C: Develop and implement an annual campaign to share the benefits of membership with both current and prospective members. **A**

Objective D: Engage membership in an enhanced manner related to high priority issues and advocacy needs. **A**

1. Investigate the potential need for developing a Political Action Committee (PAC) for NeCGA. **A**
 - a. Create a process for vetting political candidates and for determining support
 - b. Increase advocacy based leadership development programming
 - c. Annually evaluate high priority issues and develop positions on each and communicating our goals with influencers and membership
2. Investigate the potential development of a signature event for NC to raise awareness and funds. Create a strategy to execute on an event if one is deemed appropriate/necessary. **A/B**

Strategic Focus Five: Increase awareness of Nebraska's Corn Vision through communications

As we embark on our next strategic plan, we realize the growing need we have to communicate our messaging and membership benefits with our audiences. The world has become much smaller with technology and NsCV must continue to remain vigilant about getting the word out to producers, educators, consumers, to those in positions of power, and to the next generation.

Part of the challenge in this area is the fact that NCB and NeCGA does not have a singular brand nor does it have an over-arching communications strategy for both of its organizations that is streamlined. Thus, developing a brand strategy that encompasses all that NC represents is critical to support its desired growth. The investment in developing a singular brand for the organization will be beneficial. Resources for communications will be needed for this strategic focus area to be achieved.

Goal – Develop and execute a strategy to educate Nebraskans about the corn industry, NCB and NeCGA its joint vision, missions, programs, membership, markets and key position statements.

Objective A: Investigate and explore the need for a singular brand. Create a brand for NC that is recognizable if need is determined. **A/B**

Objective B: Develop an integrated communications plan that works to position NCB and NeCGA. **A/B**

1. Producers: Focus on how they can be/should be proud to be NC.
2. Consumers: Focus on building trust in NCB & NeCGA and all we offer.
 - a. Work with ACCN with AgriCULTURE Brand
 - b. Increase visibility of Nebraska's corn industry on radio
3. Membership: Create and execute a strategy including who and what NeCGA is all about and why being a member is not only important but beneficial. **A**
4. Influencers: Create concise marketing materials when needed to promote NC to targeted audiences with key messaging.
5. Develop messaging and produce a video on Nebraska's corn industry that explains the scope of work done by NCB and NeCGA to all audiences. House this on websites or web channels to promote both the independent and cooperative efforts.
6. Online Strategy/Social Media: Continue with Blog, Facebook, Twitter and Instagram. Add or change as deemed appropriate over time.



APPENDIX A

ACTION PLANS

NEBRASKA CORN BOARD						
Strategic Focus One: Organizational Excellence						
Goal - Strive for and Achieve Organizational Excellence with NCB and NeCGA.						
Objective				Responsible Party(ies)	Start Date	End Date
Objective A: Develop a plan for how to move to a single office location by the end of this plan cycle. Communicate with Governor's Office on desired change. Investigate if a statute change will be needed.				Kelly	Jan - 17	Dec-17
Execute plan.				Kelly	Jan - 18	
Objective B: Integrate office technology systems (hardware and software) and share human resources to build technology infrastructure.				Kelly, Susan & Brenda	Jan - 17	Jun - 17
Objective C: Create and execute on a system for equalized/balanced staff compensation and benefits.				Kelly	Jan - 18	Jun - 18
Objective D: Review and update as needed all job descriptions to clarify roles and responsibilities for staff. Propose and add staff as deemed appropriate.				Kelly	Jan - 18	Mar - 18
				Susan		
				Brenda		

NEBRASKA CORN BOARD					
Strategic Focus Two: Work on Demand and Developing Markets and Uses for Corn					
Goal - Assess Nebraska's corn markets (mature, maturing & developing) and build a plan for where additional demand can be generated.					
Objective	Responsible Party(ies)	Start Date	End Date	Progress	
<u>Objective A:</u> Create a multi-year market demand plan that outlines where mature, maturing and new markets will be and what is needed to generate and support growth. Execute Plan.	Roger & Boone	Jan-17	Dec -17		
	Roger	Jan -18	Dec -22		
<u>Objective B:</u> Engage with export markets for corn in all forms. Work annually with US Grains Council.	Roger & Kelly	Jan-17	Dec -22		
<u>Objective C:</u> Support research proposals that encourage uses for corn. Complete annually.	Boone	Jan -17	Dec -22		
<u>Objective D:</u> Build on existing and develop new partnerships to promote corn and its uses with group like but not limited to AFAN and livestock organizations.	Kelly, Roger, Boone, Morgan and Communications	Jan -17	Dec -22		
<u>Objective E:</u> Continue with promotion of ethanol through the American Ethanol Program and others as deemed appropriate. Remain consumer focused.	Roger and Communications	Jan -17	Dec -22		

NEBRASKA CORN BOARD					
Strategic Focus Three: Focus on Educational Program with Impact					
Goal - Evaluate current programming, outline any needed additional programs for implementation focusing on programs with impact.					
Objective	Responsible Party(ies)	Start Date	End Date	Progress	
Objective A: Develop an integrated program plan with a focus on impact.	Kelly & Staff	Jan - 17	Dec - 22		
1. Evaluate existing programming to determine which have impact and should be maintained or grown and which (if any) should be eliminated (Complete Annually).					
a. Producer based programming (GMO, Ethanol, etc.)	Morgan & Communications	Dec - 16	Dec - 17		
b. Student based programming	Morgan, Nikki & Communications	Dec - 16	Dec - 17		
c. Consumer based programming (GMO, Ethanol, etc.)	Nikki & Communications	Dec - 16	Dec - 17		
2. Create measures of success for leadership programming to develop advocates. Enhance programming based on findings.	Morgan & Communications	Dec - 16	Dec - 17		
3. Build on American Ethanol program.	Roger, Morgan & Comm	Dec - 16	Dec - 17		
Objective B: Create or enhance existing programming based partnerships across Nebraska and nationally.	Kelly, Roger, Boone, Communications & Morgan	Jan - 17	Dec - 22		
Objective C: Evaluate and enhance current advocacy programming to include a Call to Action for policy makers and influencers.	Kelly, Morgan & Communications	Feb - 17	Dec - 22		

NEBRASKA CORN BOARD						
Strategic Focus Four: Enhance Membership						
Goal - Enhance NeCGA's membership by developing a plan to support generational diversity and needs.						
Objective	Responsible Party(ies)	Start Date	End Date	Progress		
Objective D: Engage membership in an enhanced manner related to high priority issues and advocacy needs.	Kelly, Morgan & Communications	Jan - 21	Dec - 22			
2. Investigate the potential development of a signature event for NC to raise awareness and funds. Create a strategy to execute on an event if one is deemed appropriate/necessary.						

NEBRASKA CORN BOARD					
Strategic Focus Five: Increase awareness of Nebraska's Corn Vision through communications					
<i>Goal - Develop and execute a strategy to educate Nebraskan's about the corn industry and NCB & NeCGA its joint vision, missions, programs, membership, markets and key position statements.</i>					
Objective	Responsible Party(ies)	Start Date	End Date	Progress	
Objective A: Investigate and explore the need for a singular brand. Create a brand for NC that is recognizable if need is determined.	Kelly, Communications & Boards of Directors	Jul - 17	Jun - 18		
Objective B: Develop an integrated communications plan that works to position NCB & NeCGA.	Communications & Morgan	Jan - 18	Feb - 18		
1. Producers: Focus on how they can be/proud to be NC.	Communications, Morgan & Boone	Jan - 18	Feb - 18		
2. Consumers: Focus on building trust in NCB & NeCGA and all we offer.	Kelly & Communications	Jul - 17 Jan - 18	Dec - 22 Feb - 18		
a. Work with ACCN with AgriCULTURE Brand		Jan - 18	Feb - 18		
b. Increase visibility of Nebraska's Corn Industry on Radio					
4. Influencers: Create concise marketing materials when needed to promote NC to targeted audiences with key messaging.	Communications & Outside Agency				
5. Develop messaging and produce a video on Nebraska's corn industry that explains the scope of work done by NCB & NeCGA to all audiences.	Communications, Nikki, Brenda & Outside Agency	TBD	TBD		
House this on website or web channel to promote all efforts.	Nikki				
6. Online Strategy/Social Media: Continue with blog, Facebook, Twitter and Instagram. Add or change as deemed appropriate over time.	Communications, Nikki, Morgan & Brenda	Jan - 17	Dec - 22		



APPENDIX B

ACTION PLANS

NEBRASKA CORN GROWERS ASSOCIATION					
Strategic Focus One: Organizational Excellence					
Goal - <i>Strive and Achieve Organizational Excellence with NCB and NeCGA.</i>					
Objective				Responsible Party(ies)	Start Date
Objective B: Integrate office technology systems (hardware and software) and share human resources to build technology infrastructure.				Kelly, Susan & Brenda	Jan - 17
					Jun - 17
Objective C: Create and execute on a system for equalized/balanced staff compensation and benefits.				Kelly	Jan - 18
					Jun - 18
Objective D: Review and update as needed all job descriptions to clarify roles and responsibilities for staff. Propose and add staff as deemed appropriate.				Kelly	Jan - 18
				Susan	Mar - 18
				Brenda	

NEBRASKA CORN GROWERS ASSOCIATION					
Strategic Focus Two: Work on Demand and Developing Markets and Uses for Corn					
Goal - Assess Nebraska's corn markets (mature, maturing & developing) and build a plan for where additional demand can be generated.					
Objective	Responsible Party(ies)	Start Date	End Date	Progress	
<u>Objective A:</u> Create a multi-year market demand plan that outlines where mature, maturing and new markets will be and what is needed to generate and support growth. Execute Plan.	Roger & Boone	Jan-17	Dec -17		
	Roger	Jan -18	Dec -22		
<u>Objective B:</u> Engage with export markets for corn in all forms. Work annually with US Grains Counsel.	Roger & Kelly	Jan-17	Dec -22		
<u>Objective D:</u> Build on existing and develop new partnerships to promote corn and its uses with group like but not limited to AFAN and livestock organizations.	Kelly, Roger, Boone, Morgan and Communications	Jan -17	Dec -22		
<u>Objective E:</u> Continue with promotion of ethanol through the American Ethanol Program and others as deemed appropriate. Remain consumer focused.	Roger and Communications	Jan -17	Dec -22		

NEBRASKA CORN GROWERS ASSOCIATION					
Strategic Focus Three: Focus on Educational Program with Impact					
Goal - Evaluate current programming, outline any needed additional programs for implementation focusing on programs with impact.					
Objective	Responsible Party(ies)	Start Date	End Date	Progress	
Objective A: Develop an integrated program plan with a focus on impact.	Kelly & Staff	Jan - 17	Dec - 22		
1. Evaluate existing programming to determine which have impact and should be maintained or grown and which (if any) should be eliminated (Complete annually).					
a. Producer based programming (GMO, Ethanol, etc.)	Morgan & Communications	December	December		
b. Student based programming	Morgan, Nikki & Communications	December	December		
c. Consumer based programming (GMO, Ethanol, etc.)	Nikki & Communications	December	December		
2. Create measures of success for leadership programming to develop advocates. Enhance programming based on findings.	Morgan & Communications	December	December		
3. Build on American Ethanol program.	Roger, Morgan & Comm	December	December		
4. Evaluate membership based programs and modified as deemed appropriate.	Mogan & Brenda	December	December		
Objective B: Create or enhance existing programming based partnerships across Nebraska and nationally.	Kelly, Roger, Boone, Communications & Morgan	Jan - 17	Dec - 22		
Objective C: Evaluate and enhance current advocacy programming to include a Call to Action for policy makers and influencers.	Kelly, Morgan & Communications	Feb - 17	Dec - 22		

NEBRASKA CORN GROWERS ASSOCIATION						
Strategic Focus Four: Enhance Membership						
Goal - Enhance NeCGA's membership by developing a plan to support generational diversity and needs.						
Objective				Responsible Party(ies)	Start Date	End Date
Objective A: Create and implement a membership development plan to ensure existing members are maintained and new memberships are generated. To be done annually.				Morgan & Growers Services Committee	Each March	Each June
Objective B: Survey membership on their understanding of NeCGA and all it provides its membership. Utilize survey results obtained to drive development of new or to maintain current membership benefits, programming, and communications. To be done annually.				Morgan Kelly Brenda	Each December	Each March
Objective C: Develop and implement an annual campaign to share the benefits of membership with both current and prospective members.				Morgan & Brenda Growers Services Committee	Q3 Every Year	Q3 Every Year
Objective D: Engage membership in an enhanced manner related to high priority issues and advocacy needs.				Kelly Government Relations Committee	Jan - 18	Dec - 19
1. Investigate the potential need for developing a Political Action Committee (PAC) for NeCGA.						
a. Create a process for vetting political candidates and for determining support						
b. Increase advocacy based leadership development programming						
c. Annually evaluate high priority issues and develop positions on each communicating with influencers and membership our goals						
2. Investigate the potential development of a signature event for NC to raise awareness and funds. Create a strategy to execute on an event if one is deemed appropriate/necessary.				Kelly, Morgan & Communications	Jan - 21	Dec - 22

NEBRASKA CORN GROWERS ASSOCIATION		Strategic Focus Five: Increase awareness of NsCV through communications				
Goal - Develop and execute a strategy to educate Nebraska's about the corn industry and NCB & NeCGA its joint vision, missions, programs, membership, markets and key position statements.		Objective	Responsible Party(ies)	Start Date	End Date	Progress
Objective A: Investigate and explore the need for a singular brand. Create a brand for NC that is recognizable if need is determined.			Kelly, Communications & Boards of Directors	Jul - 17	Jun - 18	
Objective B: Develop an integrated communications plan that works to position NCB and NeCGA.			Communications & Morgan	Jan - 18	Feb - 18	
1. Producers: Focus on how they can be/should be proud to be NC.			Communications, Morgan & Boone	Jan - 18	Feb - 18	
2. Consumers: Focus on building trust in NCB & NeCGA and all we offer.			Kelly & Communications	Feb - 17 Jan - 18	Dec - 22 Feb - 18	
a. Work with ACCN with AgriCULTURE Brand				Jan - 18	Feb - 18	
b. Increase visibility of Nebraska's Corn Industry on Radio			Morgan & Brenda			
3. Membership: Create and execute a strategy including who and what NeCGA is all about and why being a member is not only important but beneficial (Annually).						
4. Influencers: Create concise marketing materials when needed to promote NC to targeted audiences with key messaging.			Communications & Outside Agency	Q3 Annually	Q3 Annually	
5. Develop messaging and produce a video on Nebraska corn industry that explains the scope of work done by NCB & NeCGA to all audiences.			Communications, Nikki, Brenda & Outside Agency	TBD	TBD	
House this on website or web channel to promote all efforts.			Nikki			
6. Online Strategy/Social Media: Continue with blog, Facebook, Twitter and Instagram. Add or change as deemed appropriate over time.			Communications, Nikki, Morgan & Brenda	Jan - 17	Dec - 22	