



STRATEGIC PLAN

As Ratified March 5, 2016

NCGA VISION

NCGA MISSION

STRATEGIC PRIORITIES

SUSTAINABLY FEED AND FUEL A GROWING WORLD

TO CREATE AND INCREASE OPPORTUNITIES FOR CORN GROWERS

1. INCREASE DEMAND
2. STRENGTHEN CUSTOMER AND CONSUMER TRUST
3. ENHANCE PRODUCTIVITY & ENVIRONMENTAL SUSTAINABILITY
4. STRIVE FOR ORGANIZATIONAL EXCELLENCE

GOAL

NCGA will create competitive market demand.

Working with value chain partners, NCGA will create competitive market demand for 19 billion bushels of corn through stable annual growth by 2025.

- OBJECTIVES**
1. By 2020, increase ethanol utilization by 4 billion gallons.
 2. Partnering with industry, establish at least three new uses, each utilizing 25 million bushels by 2020.
 3. Increase demand of corn-based food ingredients by at least 50 million bushels by 2020.
 4. Collaborating with livestock organizations, work to increase livestock exports 40% by 2020.
 5. Collaborate with the ethanol industry, animal and plant scientists and the livestock industry to improve the nutrient composition of corn and corn products.
 6. Foster public and private investments that enhance our rail, waterway, and highway transportation systems to accommodate 2.5 billion bushels of whole corn export, 15 MMT of DDG exports and 3 billion gallons of ethanol exports.
 7. Work with U.S Grains Council and other value chain stakeholders to increase exports of corn and corn products by 25% by 2020.

GOAL

NCGA will enhance customer and consumer trust.

- OBJECTIVES**
1. Improve consumer attitudes about the benefits of technology in production agriculture, such as the use of GMOs, crop inputs, precision farming, and other current farming practices, by eight percentage points by 2020.
 2. Expand relationships with new partners, such as national environmental groups, food – and fuel-related trade associations, educational associations and public health organizations by 2020: with two to further NCGA's work in relation to ethanol, two to further NCGA's goals in relation to sustainability and three to further NCGA's goals in relation to general communications.
 3. By 2020, lead a national campaign targeted to opinion leaders that tells the story of American corn farmers as the most sustainable in the world.
 4. By 2020, NCGA will strengthen relationships with key customers, both commercial and industrial, by working collaboratively on challenges and opportunities through three new partnerships in each of the following areas: livestock, ethanol, and food & industrial uses.
 5. Increase the activity and engagement of grassroots advocates by ten percentage points by 2020 by providing the necessary tools and training to create a positive image of transparency and trust.
 6. By 2020, establish an on-farm educational program geared towards regulators and NGOs in 50 percent of states. These programs should help ensure science-based criteria is used assessing the sustainability of production agriculture.

GOAL

NCGA will promote increased sustainable production.

- OBJECTIVES**
1. Increase by 300% the number of corn farmers who input data into appropriate sustainability measurement tools such as Field to Market by 2020.
 2. Facilitate a 20% increase in farms using integrated pest (weed and insect) management by 2020.
 3. Work with all affiliated corn states to promote voluntary nutrient management programs by 2020.
 4. Work with state affiliates to promote soil health initiatives in 10 states by 2020 and support expanded best management practices in water quality and water conservation in all affiliated corn states.
 5. Establish at least one national research initiative that expands the understanding of crop improvement through genetic enhancement by 2020.

ORGANIZATIONAL EXCELLENCE

Striving for organizational excellence requires an ongoing effort within NCGA and in partnership with state corn organizations, allied industry and partner organizations. While specific objectives were not established, the following success metrics will guide our work within this area:

- Establish peak synergy between state and national organizations by:
 1. Defining potential metrics to evaluate progress;
 2. Collaborating, enhancing synergy and eliminating duplication;
 3. Establishing norms for interactions with states and annually surveying attitudes.
- Increase membership engagement and diversity;
- Evaluate organizational efficiency – specifically strategic plan alignment & synergy with states;
- Improve engagement, efficiency and satisfaction with the existing prioritization process;
- Clarify roles and responsibilities among national, state and stakeholder organizations.
- Enhance the measurability of our goals, objectives and operational activities;
- Align our programs with our mission, vision and objectives.



MESSAGE FROM THE PRESIDENT

To All Who Care About the Corn Industry

These are challenging times for us. After several years of rapid growth and strong prices, corn farmers are finding themselves back in familiar territory—with record crops, sluggish demand, and higher expectations from our customers and consumers. We've been in this situation before, so I know we'll face today's challenges with the same focus and resiliency that has brought us through similar economic challenges in the past.

It is our current market challenges, coupled with our commitment to improve our focus and resiliency, that led to the creation of this new NCGA strategic plan. We know that we need to build new demand for the record crops that we've continued to produce. We know that we need to do more to tell our story of productivity and sustainability to consumers. And we know that we must continue to find ways to produce more with less—reducing our input use and costs as a means of enhancing our environmental footprint and restoring profitability. We tackle these changes head on with this new strategic plan.

As you consider this new plan for growing corn demand and for growing our industry, what you don't see is just as important as what you do see within the plan. I'm grateful to the group of visionaries who came together in July to create the focus for this plan. This group, representing corn growers, livestock farmers, researchers, technology companies, and end users, created the new

vision of *sustainably feeding and fueling a growing world*. From this initial meeting, nearly two dozen farmers came together to craft the specific and measurable objectives that make up this plan. Finally, our NCGA Board of Directors labored intently to ensure that the targets within this plan were idealistic and yet realistic.

These are challenging times, but we have a plan that represents the future of our corn industry. It represents future demand, future opportunities to enhance our sustainability, and the future opportunity that is there for the next generation of young farmers. We look forward to working with you to achieve these important goals.

Sincerely,



Chip Bowling