Success through collaboration.
There is a reason why the National Corn Growers Association is one of the most successful grass

Pictures of NCGA farmer-leaders are scattered throughout this annual report. This group of farmers is just like you. They work hard and do the best they can to grow a good crop the right way every year. At some point, they became engaged at a local or national level and now help move your organization forward.

If you have an interest in taking a leadership role, please do so. Get involved at the state or national level and volunteer for our incredible leadership training program. We all win as more growers actively participate in building the future of our organization and the future of the corn industry.

For example, it is members and affiliated checkoff organizations who helped make the U.S. Farmers and Ranchers Alliance (USFRA) possible. With growers and NCGA staff at the table from the beginning, we helped shape this incredibly diverse organization that is now comprised of more than 50 commodity groups.

USFRA led to the unprecedented Food Dialogues, a national online conversation about food and farming — and that was just the beginning. USFRA is about bridging the gap between farmers and consumers. It’s an opportunity for all of us to listen, learn and share. It’s an opportunity to grow and I appreciate everyone who has been involved.

Another area I remain excited about is NASCAR.
By becoming an Official Partner of NASCAR, NCGA is helping promote corn farming and ethanol production to 80 million NASCAR fans across the country. Certainly, if USFRA is the broadest coalition we’ve ever worked with, partnering with NASCAR is the biggest!

As a farmer, I was proud when the American Ethanol green flag dropped at the Daytona 500 last February. I hope you were proud, too, when the powerful engines revved up and those racecars took off on fuel made from a crop we grow.

Of course we are mindful of other areas of importance to farmers, especially regulatory and farm bill discussions in Washington. While the passage of three free trade agreements was a great victory, other issues require consistent attention. Your active participation in developing state and NCGA policy is key, and contacting your elected representatives makes an important difference.

Thank you for your support in these and other important issues and programs over the last year. It was an honor being elected to and serving in a leadership role of our organization, and thanks to vibrant members like you, our organization is strong and well positioned.

Bart Schott
2011 President
Drive across farm country at sunrise and you’ll see it. You’re apt to see it at sunset, too.

It’s sweat blended with determination and grit. It’s ingenuity and know-how wrapped in perseverance. It’s America’s corn farmers working together with a common purpose: To produce the biggest crop they can the best way they know how, and to do it better every year.

Taking a good look at those who call themselves corn farmers gives great insight into the National Corn Growers Association. After all, it is these farmers who guide NCGA and determine the organization’s priorities and action. It’s these farmers who, beginning in their own states by building grassroots consensus, drive NCGA’s focus forward.

This willingness to build partnerships through collaboration at the grassroots level carries through to every fiber of NCGA. It sets the example NCGA follows when opportunities present themselves. In fiscal 2011, perhaps more than any other year in its 54-year existence, NCGA helped establish new coalitions while nurturing others, with the goal of broadening the understanding of corn farming, agriculture as a whole and the positives of corn-based ethanol.

**Historic Alliance**

Most everyone in this great country has some sort of family history in agriculture. We used to be an agriculture-based society, after all. The reality, of course, is that we still are agriculture-based even though 98 percent of the population no longer lives on the farm.

How can that be? It’s simple: Everyone enjoys a good meal.

Yet many of the 98 percent who are off the farm have questions about food and how it’s produced. We recognize this, but also understand corn farmers have a track record of continuous improvement going back to when the first seed was planted.

To help share this good message on a broad scale, NCGA led the efforts to partner with more than 50 other farmer- and rancher-driven agriculture organizations to form the U.S. Farmers & Ranchers Alliance (USFRA).

This alliance is the broadest and most significant of its kind in the history of your organization. It marks the first time state, regional and national agricultural groups from every part of the ag spectrum collaborated to lead the conversation and answer questions about how food is raised and how farmers and ranchers strive every day to be good stewards of the environment. In addition to NCGA, groups at the table represent soybean, sugar, beef, pork, rice, poultry, fruit, dairy, egg, peanut and produce farmers.

USFRA was driven, organized and funded by real farmers and ranchers, from the grassroots, just like NCGA. While industry partners have helped broaden our ability to speak, USFRA is and will remain farmer-managed and led, united in our goal to be open and share information on agriculture, including how corn is grown today.

NCGA’s effort to found and support USFRA extended to a leadership role in its board of directors. In 2011, that seat was held by NCGA president and North Dakota farmer Bart Schott.

Schott also participated in the USFRA-led and organized Food Dialogues, a live, nationwide town hall webcast with thought leaders talking about and answering questions on food and agriculture. The conversation, centered in four locations across the country, including New York City, where Schott was located, continues today online, at FoodDialogues.com.

Other communication initiatives are planned and underway, as USFRA is a long-term movement, not a single campaign.

While incredibly significant, it is not the only major program launched during the year.
Larry Hasheider
Okawville, Ill.
Chair of the Research & Business Development Action Team (2011)

“We recognized there was an unmet need for high-throughput genotyping services within agriculture. The National Agricultural Genotyping Center will help alleviate bottlenecks in this area and take the genomic information we have for corn and translate it into practical opportunities for growers and the industry as a whole. It will take time and effort, but there is a lot of upside potential.”

Through a partnership with the Los Alamos National Laboratory and the Donald Danforth Plant Science Center, NCGA began developing a concept for the National Agricultural Genotyping Center. The goal of the center is to take genomic information for corn and other ag products in databases and give researchers the tools they need to utilize that information and develop new genetics, traits and products. Go to genotypingcenter.com for more information.

Efforts continue in using ethanol as a feedstock to make higher-value chemicals. Biorenewable green chemicals from the corn ethanol process hold promise and are another opportunity to replace products that are now petroleum-based.
"We are excited about the opportunity E15 brings in helping alleviate the blend wall and expanding the use of ethanol in the United States. We look forward to seeing E15 at pumps across the country in 2012 and are working to see its approval expand to more vehicles. Certainly more than one million miles of use in a single NASCAR season helps prove the viability of this fuel."

Extending the Volumetric Ethanol Excise Tax Credit through 2011 was a victory a year ago, as it allowed the ethanol industry and fuel blenders to prepare for its end. It also gave NCGA members an opportunity to develop a vision in regards to the positions and focus our organization should take going forward.

NCGA spearheaded the development of an Ethanol Roadmap that provided a look at the challenges the ethanol industry faces today and the opportunities to learn, grow and succeed in the future. The forward-thinking, five-step plan was agreed to by NCGA, the American Coalition for Ethanol, Growth Energy and the Renewable Fuels Association.

The Renewable Fuels Standard (RFS) is critical to the future of the ethanol industry and all biofuels and our support for it will not waiver. The RFS was created by a piece of legislation aptly named the Energy Independence and Security Act. That name means something because the intent of Congress was clear—that domestically-produced biofuels such as corn-based ethanol strengthen our national defense and support our economy.

At an Ag Energy Symposium in Washington, D.C., more than 100 research and policy experts, news media and representatives from environmental groups got together to assess the state of the biomass energy industry and get a look at its promising future.
American Ethanol

Thanks to corn growers, NCGA was an instrumental part of NASCAR’s December 2010 announcement that it was switching to Sunoco Green E15, a 15 percent ethanol blend, for all its major racing series, kicking off with the Daytona 500 in February 2011. This was big news, as it tied perfectly with the approval of E15 by the Environmental Protection Agency for cars made in 2001 and newer. NASCAR would be another respected proving ground for this terrific domestic renewable fuel.

NCGA and its state members worked with the ethanol organization Growth Energy to form the American Ethanol partnership. This collaboration was driven by state association members and their elected leaders, with NCGA serving as the catalyst for corn farmers.

Upon the formation of American Ethanol, the partnership signed an agreement with NASCAR, making NCGA an Official Sponsor of NASCAR. The sponsorship was – and is – momentous, covering multiple years and putting American Ethanol and corn farmers front and center during every NASCAR Sprint Cup, NASCAR Nationwide and NASCAR Camping World Truck Series race, front and center to more than 75 million fans every race week.

American Ethanol’s partnership with NASCAR is much larger and more ambitious than a typical sports sponsorship.

It puts American Ethanol on NASCAR’s green flag on every fuel port of every vehicle and in front of in-car cameras. NCGA helped launch several at-track events and our members presented the American Ethanol Green Flag Restart Award, a weekly prize to the driver with the best restarts, several times during the year. Members also enjoy discounts and other NASCAR benefits thanks to NCGA’s official partner status.

NASCAR developed and aired ethanol- and corn farmer-focused TV spots, with the initial airing during the Daytona 500 valued at $1 million. Total TV value during the season easily surpassed $10 million. News media coverage of the partnership generated reports talking about the positive impact of ethanol in terms of the environment, supporting family farmers and creating jobs.

These are the messages we want to share and NASCAR is an excellent way to reach a vast audience. With more than 1.5 million miles driven on E15 during the racing season, it proves ethanol’s performance, too.

All of this is possible only due to your tremendous support and enthusiasm.
Growing Awareness

In 2011, NCGA leapt on an opportunity to partner with the United Soybean Board to launch CommonGround.

This collaboration aims to increase the awareness among urban and suburban consumers about the value of modern production agriculture in their lives. CommonGround puts farm women volunteers in the spotlight, giving them the tools and know-how to demonstrate that they share the same values and concerns as urban consumers. It’s about building trust and understanding and promoting modern agriculture of all kinds.

Starting in just three states, the program has expanded to five, with additional states on track to launch in 2012. Messaging and events, however, occur nationwide, and avenues of communication are wide open online.

While it is important to share good facts about corn farming in programs such as these, it’s also important to make an impact with them in our nation’s capital. That’s where the Corn Farmers Coalition comes in.

Back for its third year, the Corn Farmers Coalition, a program of NCGA and its member states, provides a foundation of farm facts seen as essential to educating regulators, policymakers and those visiting and working on the Hill.

This year’s campaign again put farm families front and center. They put real farm faces to facts on family farmers, sustainability and the environment. The Union Station and Capitol South Metro rail stations were packed full of farmer and farm family images during a month-long “station domination,” when every available ad space was taken by the campaign.

Ads also appeared in key Capitol Hill publications, radio stations, Reagan National Airport and key insider websites. An opportunity allowed a second round of station domination in September and farm families again took over Capitol South. In total, the campaign generated more than 40 million direct impressions and helped tell the story about the revolution of modern farming and the role family corn farmers have in its success.
“The words ‘continuous improvement’ perfectly describe farmers. We couldn’t survive if we didn’t get better every year, working hard to produce a good crop while using fewer resources and inputs. It’s about becoming more efficient and better stewards. We’ve quantified some of these gains and enjoy sharing that positive story. Yet we know farmers will make strides every year. It’s stewardship in action.”

The National Corn Yield Contest set another participation record in 2011 with 8,422 entries, an increase of 18 percent over 2010, which itself was a record year. NCGA members certainly enjoy participating and testing their skills in this annual program, which in the end allows growers to celebrate their success and discover improved production methods. The 2011 contest featured several changes, including the ability to submit entries via a simple web-based system.

We worked hard to promote legislation to clarify that federal permits are not required when applying pesticides according to their EPA-approved label. Because this did not pass by a crucial deadline, farmers are exposed to a new set of legal liabilities and regulatory requirements under the Clean Water Act. Congress can still provide regulatory relief, however, and we are working diligently toward that end.

A study supported in part by NCGA discovered that the EPA may not have given farmers in the Chesapeake Bay watershed enough credit for their farming practices aimed at reducing sediment and phosphorus flow into the bay. In fact, the study noted that EPA reduction targets have already been exceeded by farmers. NCGA asked EPA to look into the matter and called for a timeout on any new regulations.
“The passage and signing of free trade agreements with Colombia, Panama and South Korea in 2011 was important for corn growers and agriculture as a whole, as leveling the playing field allows farmers and ranchers in the United States to better compete in a global marketplace. Fair and equitable trade rules help countries develop reliable trading partners, which is a key component of being food secure.”

We developed the next generation IRMCalculator.com that includes several new features, such as the ability to enter information online instead of downloading a program. The calculator was updated with all new seed products, including integrated refuge products, thanks to the full cooperation of all technology providers. NCGA encourages growers to use the calculator in conjunction with seed manufacturers’ stewardship guides as a way to help keep Bt products viable and to meet EPA requirements.

In partnership with the American Soybean Association, NCGA launched the Agricultural Trade and Biotechnology Forum. The forum includes farmers, technology providers, grain elevators and exporters. The plan is to create more fluid communication up and down the value chain. This will be beneficial — and help ensure an uninterrupted flow of corn — as new products come to market.
Members Matter

The success of the collaborative initiatives – USFRA, American Ethanol, CommonGround and the Corn Farmers Coalition – highlighted in this report, plus the successes highlighted from each action team, come squarely from NCGA’s vibrant membership base. It is your commitment and contribution that make it possible.

At the end of August 2011, NCGA set a record with 37,160 members, topping the record set in 2010, which itself set a record over 2009. It is inspiring that so many want to support our programs and activities, and recognize the importance and value of membership.

Membership recruiters play a key role in growing our base and setting these records, and for this we are thankful. Those who helped set the record will be recognized at the 2012 Commodity Classic.

Those recruiters who built the base and set their own record, and were recognized at the 2011 Commodity Classic, included Keith Alverson, Chester, S.D.; Connie Mulder, Renville, Minn., and Robert Nelsen, Westbrook, Minn. Hall of Fame recruiters who were recognized include Leslie Roach, Wheatland, N.D.; Doug Toreen, Bird Island, Minn., and Roger Bonham of Washington Court House, Ohio.

Two states were also recognized for adding members. The Georgia Corn Growers Association saw the highest percentage growth, at 50 percent, while the Missouri Corn Growers Association saw the highest numeric increase, increasing its membership by 253 members over the previous year.

A growing membership base is a testament to our efforts and the efforts of every state corn association. Increased member involvement is rewarding and exciting and bodes well for the future of your organization.

Those members looking to take on leadership roles nationally and within their state continue to benefit from NCGA’s Leadership at Its Best Program, co-sponsored by Syngenta. For 25 years, the program has helped hundreds of members develop their leadership skills.

In 2011, the first class of growers graduated from a new Advanced Leadership Academy, also co-sponsored by Syngenta, while a second class began. This advanced program aims to develop empowered leaders who share their skill set with the industry and their community.

Together, these leaders and all grassroots members are NCGA’s backbone, its drive and its determination. They set the agenda and the goals and ensure NCGA’s success through collaboration.
Working together brings opportunities.

"NCGA members asked for a new farm bill proposal and we looked at many before finalizing the Agriculture Disaster Assistance Program. It would reduce the nation’s deficit, while helping farmers manage risk. It was progressive, reform-oriented and backed by solid analysis. While discussions were continuing on Capitol Hill at the end of our fiscal year, we can be proud of leading the debate and helping Congress to look differently at key issues."

Responding to direction by NCGA voting delegates to investigate transitioning from direct payments to programs that allow producers to better mitigate risk, the Public Policy Action Team developed the Agriculture Disaster Assistance Program (ADAP). This farm bill proposal would modify and replace the Average Crop Revenue Election (ACRE) program. ADAP, which would also assist in deficit reduction, was the only significant proposal put forth by a major farm group in 2011 and was the basis for Senate legislation.

We continue to monitor the USDA Risk Management Agency’s work on rating methodology. We believe corn farmers continue to overpay for crop insurance on a national basis, with payouts falling well short of premiums for a program designed to run close to a 1:1 ratio for dollars in and dollars out.

Legislation passed early in the year extended a higher exemption and lower tax rate in regards to the estate tax. The exemption and rate were set to expire at the end of 2010, reverting back to a lower exemption and higher tax. Instead, the two-year extension provides for a $5 million exemption and a top rate of 35 percent, providing greater flexibility for farmers when planning for the future.
“Members set the direction for NCGA, beginning with every grower in each state. This is how grassroots work. It’s what gives NCGA its voice. In return, members have opportunities to excel through educational, leadership and other opportunities, and we strive to add more value every year. Together we share the story of farming, promoting our interests to policymakers and regulators.”

NCGA launched the Corn Association Membership Management System (CAMMS), a custom-designed online software solution that better meets the needs of NCGA and state organizations. The system is fully integrated with National Corn Yield Contest software and provides opportunities to push email blasts and specific action alerts to engaged members.

NCGA reached a membership record of 37,160 at the end of Aug. 2011. This is a clear testament to the value of NCGA’s work and national influence, in conjunction with a growing slate of membership benefits and leadership opportunities for grower members.

A new NCGA website, including a mobile version, launched during the year. They allow members and others interested in NCGA and corn growers to more quickly find information and respond to action alerts. At the same time, NCGA continued its second year of having a regular high-quality social media training and engagement program for members, to encourage them to become more involved in issues important to our industry.

---

**Revenues**

- Checkoff Revenue $12,342,622.01
- Corn Yield Contest 1,171,325.00
- Membership 674,736.01
- Commodity Classic 430,657.42
- Industry 992,838.12
- Interest 8,182.38
- Other 18,811.71

**Total Revenues** 15,639,172.65

**Team Program Expenses**

- Biotech Working Group 183,339.31
- Ethanol Committee 687,609.95
- Grower Services Action Team 1,872,384.26
- Production & Stewardship Action Team 872,221.38
- Public Policy Action Team 373,890.85
- Research & Business Development Action Team 271,582.90
- Joint Trade Team 6,806.77

**Total Team Programs** 4,267,635.42

**Association Programs**

- Communications 571,784.81
- Corn Board and Funding 3,652,644.92
- Corn Utilization Tech Conference (CUTC) 0.00
- Membership/Leadership 558,516.93
- NCGA Commodity Classic/Awards Banquet 296,738.92
- Resolutions/Policy/Corn Congress 253,935.05
- State Relations/Meetings 60,699.45

**Total Association Programs** 5,394,320.08

---

**Human Resources**

- Health Insurance 471,059.96
- Payroll Taxes 235,795.15
- Professional Development 1,360.10
- Retirement 321,333.64
- Salaries 3,454,656.44

**Total Human Resources** 4,484,205.29

**Property and Equipment**

- Building Interest 55,272.94
- Depreciation 77,926.00
- Equipment Leases/Rentals/Purchases 76,944.80
- IT Expense 36,843.82
- Maintenance 78,982.51
- Property Taxes 32,757.91
- Rent 192,344.59

**Total Property and Equipment** 551,072.57

**Operating Expenses**

- Accounting/Legal/Professional Fees 148,279.29
- A/R Write-off 0.00
- Dues/Subscriptions 30,763.10
- Electronic Communications 65,170.17
- General Liability Insurance 58,332.07
- Meetings 96,553.05
- Office Expense 141,474.27
- Travel 22,952.16
- Utilities 84,350.81

**Total Operating Expenses** 647,874.92

---

**Total Expenses** 15,345,108.28

**Net Revenues/(Expenses)** 294,064.37

---

These are unaudited figures. Audited numbers will be available later in 2012.
As an organization, the National Corn Growers Association is driven forward by corn farmer members who come together and work collaboratively on issues that matter most to them. It is inspiring and humbling to witness so many individuals giving of their time for the betterment of all.

In 2011, we took that collaborative spirit to new heights as an organization, with board members, committee members, state member and checkoff organizations and staff nurturing and launching multiple coalitions that share the positive story of corn, agriculture and farming.

All these efforts are highlighted within this annual report and each contributes to the successful story we can share about corn production and all the value-added products derived, in part, from it. While our focus remains on corn and the value we bring to members as an organization, we recognize that partnering with other organizations in key areas is good for everyone involved in agriculture. In the end we all share in the success.

NCGA members made many informed policy and priority decisions in 2011 that allowed your organization to once again lead the discussion when it came to the farm bill, ethanol and regulatory matters. With your continued guidance and support, and the combined commitment of NCGA’s grower leaders and checkoff, membership and industry investments, we are positioned well for 2012 and the future of corn farming and agriculture as a whole.

2012 Action Team and Committee Members

**PRODUCTION & STEWARDSHIP ACTION TEAM**
- Dean Taylor, Chairman
- Don Glenn, Vice Chairman
- Guy Davenport, Liaison
- Jim Burg
- Dan Cole
- Pat Feldpausch
- Larry Hasheider
- Brent Hostetler
- Jay Lynch
- Ronnie Mohr
- Larry Mussack
- Bruce Peterson
- Don Rutledge
- Mark White, State Staff
- Max Starbuck, NCGA Staff
- Rod Snyder; NCGA Staff
- Melanie Gibson, NCGA Staff

**Mycotoxin Task Force**
- Don Glenn, Chairman
- Charles Ring, Vice Chairman
- Dan Cole
- H. Grant Troop
- Mark White

**PUBLIC POLICY ACTION TEAM**
- Anthony Bush, Chairman
- Jim Reed, Vice Chairman
- Chip Bowling, Liaison
- Scott Averhoff
- Mike Clemens
- Justin Davis
- Don Elsbekerd
- Curt Friesen
- Morris Heitman
- Tim Lenz
- Bruce Rohwer
- Greg Schwarz
- Mike Shuter
- Jack Irvin, State Staff
- Val Vail Shirley, State Staff
- Sam Willett, NCGA Staff
- Molly O'Connor, NCGA Staff

**ETHANOL COMMITTEE**
- Chad Willis, Chairman
- Paul Taylor, Vice Chairman
- Mike Geske, Liaison
- Cal Dalton
- Mark Drewes
- Dennis Gengenbach
- Kevin Hurst
- Mike Nichols
- Kyle Phillips
- Kevin Ross
- Jeff Sandborn
- Kevin Skunes
- Dale Tolifson
- Dave Loos, State Staff
- Elizabeth Jones, NCGA Staff
- Melanie Gibson, NCGA Staff

**GROWER SERVICES ACTION TEAM**
- Brandon Hunnicutt, Chairman
- Bill Berg, Vice Chairman
- Bill Chase, Liaison
- Roscoe Eggers
- Lori Felts
- David Ford
- Tom Haag
- Kent Kleinschmidt
- Mark Klumb

**RESEARCH & BUSINESS DEVELOPMENT ACTION TEAM**
- DeVonna Zeug, Chair
- Gary Lamie, Vice Chairman
- Clark Gerstacker, Liaison
- Paul Herringshaw
2012 Leadership

The National Corn Growers Association represents the interests of more than 36,000 dues-paying members from 48 states. NCGA also works on behalf of 25 state grower associations and more than 300,000 farmers who contribute to corn checkoff programs in 23 states.

**Front row, from left:** Guy Davenport, N.C.; Chairman Bart Schott, N.D.; President Garry Niemeyer, Ill.; First Vice President Pam Johnson, Iowa; Chief Executive Officer Rick Tolman; Keith Alverson, S.D.

**Middle row, from left:** Mike Geske, Mo.; Chip Bowling, Md.; Martin Barbre, Ill.; Rob Elliott, Ill.; Secretary Kathy Baker; Bill Chase, S.D.

**Back row, from left:** Jon Holzfaster, Neb.; Lynn Chrisp, Neb.; Wesley Spurlock, Texas; Bob Bowman, Iowa; Clark Gerstacker, Mich.; Treasurer Roger Mansfield.
The National Corn Growers Association, founded in 1957, is the largest and oldest national nonprofit organization representing the interests of U.S. corn farmers. Checkoff investments made by corn growers nationwide and the commitment and dedication of farmer leaders give NCGA the opportunity to redefine the role of corn in the world’s future through research, market development, public policy, production and education.

You can join 36,000 corn growers in 48 states involved in NCGA by connecting with one of our affiliated state corn organizations or by contacting NCGA. With your help, we will continue building collaborations across the country and sharing the extraordinary achievements of America’s corn farmers.

Visit NCGA.com for more details and updates on the corn industry.