

**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, for a minimum of 75 million incremental bushels by 2020.
3. Identify 50 million bushels of new corn-based food ingredient demand by 2020.
4. Collaborating with industry partners, work to increase U.S. animal agriculture sourced exports 40% by 2020.
5. By March 2019, collaborate with other industries to understand the needs of current corn demand sources.
6. By 2020, public and private investments will be aligned to be able to enhance our rail, waterway, and highway transportation systems to accommodate 2.5 billion bushels of whole corn exports, 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 20% by 2020.

**GOAL**

**NCGA will enhance customer and consumer trust.**

**OBJECTIVES**

1. By 2020, target influencers and decision-makers to improve consumer attitudes towards technology in production agriculture through education by 3 percent to benchmark industry research.
2. By 2020, NCGA will form at least five partnerships with non-traditional groups for agriculture to support corn industry initiatives.
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 livestock, ethanol, food, and industrial customers, by working collaboratively on challenges and opportunities.
5. By 2020, increase the number, activity, engagement and repeatability of core grassroots advocates by 10%.
6. By 2020, enhance on-farm educational efforts to help ensure science-based criteria is used when assessing the sustainability of production agriculture and is geared towards regulators and NGOs in 100 percent of affiliated states and other targeted regions as needed.

**GOAL**

**NCGA will promote increased sustainable production.**

**OBJECTIVES**

1. By 2020, increase by 300% the number of farmers who input data into appropriate sustainability tools to enhance the marketability of corn.
2. By 2020, enhance the high levels of integrated pest management by increasing adoption of new practices on farms by 20 percent as measured by established industry surveys.
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 15 states by 2020 and support expanded voluntary best management practices in water quality and water conservation in all affiliated corn states.
5. Lead multi-commodity efforts to establish new multi-crop *Agriculture Genome to Phenome Initiative* to enhance understanding of crop improvement through genetic enhancement.

## 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

### Fighting for Our Industry

Trade threats, low commodity prices and attacks from big oil – our industry continues to face significant challenges while producing record crops. The National Corn Growers Association fights for America's corn farmers and works to find new uses for your crop to restore profitability to the corn industry.

Creating and increasing opportunities for corn growers, while sustainably feeding and fueling a growing world, is the guiding principle for this strategic plan. Like any plan, it must be fluid and flexible to navigate the everchanging landscape we face today. We are not in unfamiliar territory. We have been here before. But now, more than ever, we must work together to address these challenges.

We need your help not only to protect our existing markets but also to continue fighting to expand market access. Whether it be current or new trading partners, increasing corn grind for ethanol or enhancing customer and consumer trust, we must work together to drive demand for corn and co-products to help with your farm's profitability and success.

This updated strategic plan focuses on efforts to get us through these challenging times. We look forward to working with you, side-by-side, to achieve these goals to create and increase opportunities for corn growers.

Sincerely,



Kevin Skunes