

January 2008 Strategic Planning Outcomes

As Approved by the NAWG Board of Directors, Feb. 6, 2008

Representatives from the NAWG Board of Directors, NAWG state associations, the NAWG Foundation Development Committee and U.S. Wheat Associates and state and national wheat association staff held a dedicated strategic planning session in early January 2008. That meeting resulted in the following statements and goals, to be amended and expanded as necessary by NAWG committees.

NAWG Vision Statement:

Advancing Wheat Through Innovation and Advocacy

NAWG Mission Statement:

NAWG unites U.S. wheat growers to create beneficial policies for wheat growers; effective relationships with industry; and profitable opportunities through research and technology.

NAWG Critical Success Factors:

To be successful, NAWG must:

- Promote unity and partnerships across the wheat industry:
 - Establish strong relationships through the wheat chain
 - Develop ongoing dialogue with industry partners and expand relationships/work toward unified ag policy
 - Partner with state organizations to identify all current members and create programs/actions to increase membership by x%
- Promote research and technology advancements for the wheat industry
- Advance ag/wheat policy:
 - High level policy development through productive and engaging framework
 - Maintain lobbying activities
 - Gain approval of GM wheat
- Broaden financial base:
 - Seek and motivate new members
- Provide increased service to members:
 - Identify value for wheat beyond food
 - Develop additional revenue streams for producers
 - Provide training for members to assume leadership roles
- Provide more effective communications:
 - Communication vehicle for Wheat Summit to states
 - Establish a message for today's market prices to wheat growers
 - Communicate what we're doing in this planning process to wheat growers
 - Clearly define and communicate benefits of our industry to the public
 - Continue grass roots input
- Create a workable system of accountability for the board

Strategy #1: Encourage Investment and Innovation in U.S. Wheat

- *Objective:* Increase yields for U.S. wheat growers by 20 percent by 2018

- *Actions:*
 - Educate producers about the need to invest in new seed every year (curtail saved seed) so that others will invest in our industry (Barry)
 - Join farmers yield initiative (\$500/yr investment)
 - Promote the need for genetic advancement/improvement through both public and private sector investment (Barry)
 - Molecular assisted breeding
 - Coordinate discussions with universities and seed companies (July 2008)
 - Advance biotechnology
 - Identify traits required
 - Drought >> disease >> functionality (i.e. high value straw) >> Input cost reduction/improvement (i.e. herbicide, fertilizers, etc)
 - » Work with growers and seed companies to understand desires
 - Prioritize traits to best meet grower's needs (Barry)
 - Two-dimensional evaluation: value and feasibility
 - Develop open communications with seed companies to express desire to work more closely with them/explain priorities and desire to move industry forward (Daren, Barry, growers)
 - Continue work on global acceptance of biotech (Barry/Daren)
 - Resources: U.S. Wheat, "bios", Wheat Marketing Center, Joint Biotech Committee, growers
- *Success will be determined by:*
 - National wheat yields grow 20 percent in 10 years
 - Improved relationships and communications with public and private sector
 - Commercialize biotech wheat (2015 or before)

Strategy #2: Increase the Focus on Capturing the Benefits of Energy Policy

- *Objective:* Improve wheat grower profitability through benefiting from carbon credits, cellulosic use of wheat and biomass...
- *Actions:*
 - Begin carbon credit aggregation and monitoring policy creation (quantify opportunity by end of March 2008) (Mark)
 - Quantify:
 - Fees collected
 - Needs:
 - Business plan by February 2008 that articulates the opportunity for wheat growers and the cost (funding required)
 - Monitor and influence biomass components as Renewable Fuels Standard (RFS) is implemented
 - Quantify: ?
 - Needs:

- Business plan by ? that articulates the opportunity for wheat growers and the cost to implement
- Encourage the monitoring of energy exploration and drilling

Strategy #3: Improve Risk Management Programs to Support U.S. Wheat Growers

- *Objectives:*
 - Improve crop insurance programs by lowering the cost to enroll, increasing participation rates and increasing available coverage by 10 percent
 - Improve transportation infrastructure (rail, roads, rivers) by ?
 - Maximize the opportunities for wheat growers with the 2012 Farm Bill
- *Actions:*
 - Charge DP Committee with increasing involvement in crop insurance issues (Daren)
 - Funding: need to quantify
 - Hire crop insurance consultant (crop insurance sub-committee) by 2010
 - Build effective transportation system (i.e. fix xyz infrastructure problems) (David Cleavinger)
 - Funding: TBD
 - Consider hiring full-time transportation staff
 - Farm bill (?)
 - Identify needs of wheat growers and quantify opportunity of each by end of 2009
 - Build timeline for future farm bill priorities

Strategy #4: Create a Unified Voice Supporting U.S. Wheat

- *Objectives:*
 - Improve NAWG/U.S. Wheat relationships
 - Unify organizations (other commodity groups)
- *Actions:*
 - Communicate vision, mission, critical success factors and strategies to state organizations/growers (Daren, Melissa and officers)
 - Communicate improvements in U.S. Wheat relationship and set goals for further improvement(officers)
 - Create comprehensive communications plan for each constituency (Melissa)
 - Target audience (who), core message (what), NAWG communicator (who) and timeline
 - Provide information to state organizations to replicate Wheat Summit locally and create communications linkages with states (Melissa/Daren)
 - Improve frequency and impact of communications
 - Provide and regularly assist with key talking points/messages (Melissa)
 - Develop a unified wheat industry Web site (Melissa)
 - Develop a national database (?)
 - Develop communication that describes Australia/Canada producer relations (John Thaemert)