

STRATEGIC PLAN PRIORITIES AND GOALS

*Adopted by the NAWG Board of Directors on
Feb. 28, 2013*

BACKGROUND

In 2012, the Board of Directors recognized the need for an update to the NAWG Strategic Plan set in 2008. With an off-site conference, work through the NAWG Operations and Planning Committee and internal data gathering, Board members developed the following vision and mission statements and positioning them as well as the four priority goals it hopes to work toward in the next three to five years.

VISION STATEMENT

Advancing wheat through advocacy, alliances and innovation.

MISSION STATEMENT

To mobilize U.S. wheat farmers to advocate for beneficial policies, cultivate productive relationships with partners and the public, and champion opportunities through research, innovation, education and stewardship.

POSITIONING THEME

“Growing wheat for a growing world.”

GOAL: ADVOCACY

Theme statement:

Advocate for the wheat grower. Be proactive; go on the offense versus the defense. Maintain and increase the profitability of growing wheat and make it competitive with other crops. Improve wheat technology across the board. Engage federal agencies, non- governmental organizations and industry. Prepare, plan and execute successful farm policy strategies and maintain and increase risk management tools for the wheat grower.

Short-term goals:

- A. Maintain the gross cost of growing wheat on a per bushel basis over the next five years.
- B. Increase the number of advocacy fly-ins with targeted messages to targeted policymaker audiences from one per year to three per year.
- C. Catalog mandate and regulation changes over the past five years and commodity organization influences on those changes, then inform growers of the results.
- D. Hire a chief executive focused as much on marketing as on advocacy.
- E. Produce at least annually an advertising campaign targeted at the non-farming public about benefits of wheat.

GOAL: INFLUENCE THROUGH PARTNERSHIPS

Theme statement:

Increase the influence of NAWG by working with partners; building key relationships and coalitions; and developing unity among NAWG's member states. Develop relationships with fellow agricultural groups and other wheat organizations, Members of Congress and their staffs, industry partners and others. Such collaboration has leveraged scarce and valuable resources in the past and must continue.

Short-term goals:

- A. Bring officials from federal agencies and all new Members of Congress on to farms to see how modern farming really operates.
- B. Build productive relationships with environmental groups.
- C. Meet formally with representatives of other commodity groups at least once a year.
- D. Work to help get interns and other staff with ag knowledge on the Hill.
- E. Get the biotech wheat rollout right.
- F. Move forward on a second trilateral agreement with Canadians, Australians and others.

GOAL: INTERFACE WITH THE PUBLIC

Theme statement:

Interface with consumers and the general public. Be an advocate for wheat. Collaborate with groups such as the Wheat Foods Council and others. Use the National Wheat Foundation to its full potential. Help urban consumers to

know and appreciate wheat. Mobilize and train growers. Meet the challenge of social media. Be unified in our message.

Short-term goals:

- A. Commit to education about food rather than simply farming or farmers.
- B. Partner with appropriate organizations to educate the consuming public about the importance of wheat to the human diet.
- C. Partner with appropriate organizations to create a national short-course for teachers on the origins of wheat foods.
- D. Strengthen partnerships with NAMA, ABA and others, including growers' relationships with leaders in those organizations.
- E. Collaborate with at least one other industry organization to put together a wheat advertising campaign.
- F. Reach 50 percent of American households with a positive wheat message in the next five years.
- G. Reach out to 20 other commodity groups, farmers, ranchers and dairymen to tackle PR challenges in a realistic fashion.
- H. Collaborate with agriculture companies as well as commodity groups.

GOAL: BUILD OUR OWN CAPACITY

Theme statement:

Involve and train more farmers. Strengthen the grassroots state organizations. Increase consistent funding for NAWG. Ensure that the Association and the member states have the resources needed for today and tomorrow.

Short-term goals:

- A. Seriously address ongoing budget needs of the Association.
- B. Let the states know NAWG's fiscal situation and what the Association specifically needs.
- C. Formally recognize state associations that come forward with money for projects.
- D. Create a plan to self-sustain wheat industry organizations' advocacy, education, legal defense and other functions.
- E. Undertake a study of states (specifically east of the Mississippi) that could be recruited to join NAWG and send officers and other resources to states that want to organize state associations.