

NASDA Foundation Strategic Plan 2022-2025



Produced in Coordination with





PARTNERS & SUPPORTERS

When I look at the work of the NASDA Foundation, I am proud of what it has accomplished—and I also know we can do more. In fact, the NASDA Foundation is ripe with opportunity to make an even bigger difference for American agriculture.

With this mindset, we recently embarked on a strategic planning process, hand-in-hand with NASDA, designed to answer three basic questions: Where are we now as a foundation? Where do we want to be in the future? And how will we get there? The end result is a strategic plan that works in synergy with NASDA to accomplish a shared vision of agriculture leading the way toward a healthy and resilient world. To help accomplish this, the NASDA Foundation will focus on three priority areas: fundraising, branding and programs.

The three priority areas will work together to grow awareness and funds for the foundation, and ultimately support NASDA and American agriculture on the areas that matter most.

The strategic planning process also included the development of a strategy screen, e.g. five criteria for the foundation to consider when developing new program areas. By adopting this screen—and continued collaboration with NASDA and our partners and supporters—the foundation will have even greater focus and impact.

To Great Things Ahead,

Elizabeth Rowland

Executive Director, NASDA Foundation

With a membership that includes the chief ag officials in all fifty states and the U.S. territories, there is no other organization like NASDA—and there is also, no other organization like the NASDA Foundation. With this unique network, comes great potential.

Moving forward, NASDA and the NASDA Foundation will work together like never before to build on synergies, and collaboratively support the state departments of agriculture, and food and agricultural communities.

From food safety and trade agreements to climate resiliency, workforce development and infrastructure, NASDA remains focused on shaping important policy areas. And while the foundation does not play a role in policy, NASDA's work can be strengthened through education, outreach and research conducted by the foundation.

When I joined NASDA, it felt as though the NASDA Foundation was a little-known secret—that's about to change, and the current strategic plan is a tool to make that happen. I encourage NASDA members, farmers and ranchers, and those up and down the food and ag supply chain to learn more about the foundation and its untapped potential.

To Working Together,

Ted McKinney

CEO, NASDA

Strategic Planning Task Force

THE STRATEGIC PLANNING PROCESS

The NASDA Foundation was founded in 1981 as a 50(c)(3) to provide education, outreach and research for members and their state departments of agriculture. In 2021, the NASDA Foundation engaged Nuffer, Smith, Tucker (NST) to facilitate the development of its strategic plan. To do this, NST conducted one-on-one interviews with a variety of stakeholders, including NASDA Foundation and NASDA staff, NASDA members and third-party partners, who served as advisors. Together, these stakeholders made up a strategic planning task force.

The task force met at a one-day retreat where together they identified the mission for the foundation, strategic priorities and potential actions. NST later worked with the executive director to finalize the plan and SMART objectives before the plan was presented and approved by the NASDA Foundation board.

While this document includes the plan as it stood in January 2022, strategic planning is never “done.” In fact, the strategic plan should be evaluated with regularity and frequency. At minimum, the plan should be reviewed annually for potential adjustments within a consistent overall framework.

Blayne Arthur

Secretary of the Oklahoma State
Department of Agriculture

Richard Ball

Commissioner of the New York State
Department of Agriculture

Doug Goehring

Commissioner of the North Dakota
State Department of Agriculture

Todd Greenwood

Vice President for Business
Development,
Farm Journal Foundation

Brittany Jablonsky

Vice President of
Public Policy and Stakeholder
Relations,
Farm Credit Council

RJ Karney

Senior Director of Public Policy,
NASDA

Bruce Kettler

Director of the Indiana State
Department of Agriculture

Maria Martinez

Coordinator of Programs and Grant,
NASDA Foundation

Ted McKinney

Chief Executive Officer,
NASDA

Molly Quirk

Associate Director of
Partnerships and Finance, NASDA

Joe Reardon

Director of Food Safety Programs,
NASDA

Elizabeth Rowland

Executive Director,
NASDA Foundation

Derek Sandison

Director of the Washington State
Department of Agriculture

Megan Weeks

Director of International Trade
Programs, NASDA

Martha Van Dale

Chief Operating Officer,
NASDA



STRATEGIC PLAN AT A GLANCE

The NASDA Foundation works collaboratively with NASDA, and while the foundation has adopted a unique mission, both organizations have a shared vision and purpose.

Vision

Agriculture leads the way toward a healthy and resilient world.

Purpose

To nourish people and communities while serving as the stewards of the environment and public trust.

Mission

Enhance American food and agricultural communities through education, outreach and research.

Strategic Priorities

1. **Programs:** Drive impactful programs that support American agriculture and address emerging issues.
2. **Branding:** Build the NASDA Foundation brand internally, within membership and with external partners.
3. **Fundraising:** Grow financial capacity through government, private and philanthropic partners.

Important Definitions

Vision:

The destination we are working toward.

Purpose:

The end benefit of agriculture to people or society at large.

Mission:

NASDA's core business.

Strategic Priorities:

Areas of focus to achieve the vision.

SMART Objectives:

Specific, measurable, achievable, relevant and time-bound measures of success.



Strategy Screen

Education, research and outreach efforts supported by the NASDA Foundation should:

1. Be in alignment with the NASDA Foundation mission to enhance American food and agricultural communities.
2. Support non-partisan issues with potential for national impact, with emphasis of those identified in the NASDA policy priority areas, including tier 1-3.
3. Build off the bandwidth, capabilities and unique resources, network and knowledge of the NASDA Foundation, with emphasis on utilizing NASDA's unique role as the convener of the state departments of agriculture.
4. Drive sufficient and diverse funding to fuel the growth of foundation activities. When funding does not meet this criterion, it should—at minimum—cover costs associated with running the program.
5. Fare well against Jim Collins' Good to Great Hedgehog Concept: What is the NASDA Foundation deeply passionate about, e.g. its purpose? Does it drive the NASDA Foundation's economic engine (see #1 here)? And, can the NASDA Foundation be the best in the world at it? Key idea: All foundation activities should deliver unique value that others can't be easily replicate.

Strategic Priority 1—Programs:

Drive impactful programs that support American agriculture and address emerging issues.

1. Using the strategy screen identified here, support non-partisan education, outreach and research in support of NASDA priority areas: government affairs, including identified policy priority areas; member engagement; strategic partnerships; and public engagement.
2. Formalize process to identify other areas of programmatic support, including efforts with domestic and international significance. Programs should utilize the identified strategy screen, and consider the areas of diversity, equity and inclusion, and programs aimed at the next generation of agricultural leaders.
3. Conduct survey of NASDA members to identify education, research and outreach interest areas.
4. Add more value to and grow existing programs.

SMART Objectives:

1. 100% of new program areas starting January 2022 will align with the strategy screen identified here.
2. 75% of NASDA members feel the foundation program areas meet their needs and interests by end FY 2023.



Strategic Priority 2—Branding:

Build the NASDA Foundation brand internally, within membership and with external partners.

1. Develop a NASDA Foundation brand positioning and messaging strategy to serve as the basis for subsequent communication and fundraising initiatives. This positioning strategy should build off values that resonate across audiences and highlight what is unique about the NASDA Foundation, including its connection to the state departments of agriculture.
 - a. Consider a re-branding of the NASDA Foundation (and potentially NASDA) to better showcase visual synergy between the two organizations.
 - b. Once the brand positioning and messaging strategy is complete, offer a message training workshop to NASDA members, who can serve as ambassadors to the NASDA Foundation brand.
2. Develop a suite of marketing materials, inclusive of the brand positioning and messaging strategy, to be used for outreach with emphasis on the donor audience. Included in the materials should be case studies that showcase the value the NASDA Foundation can bring.
3. Develop a comprehensive, year-round communication program that:
 - a. Engages internal audiences and NASDA members to increase their awareness of the NASDA Foundation and the value that it brings.
 - b. Uses the NASDA Foundation voice as part of strategic media relations efforts on key issues affecting American agriculture.
 - c. Leverages NASDA's social media presence to build awareness for the NASDA Foundation. Ensure the foundation is included with regularity in the editorial content calendar.
 - d. Engages other agricultural entities that can serve as amplifier groups to the NASDA Foundation messages, and encourage applications for projects.
 - e. Secure a presence for the foundation at key events and in key speaking opportunities.
4. Update the NASDA Foundation website to better reflect the mission, purpose and vision of the foundation, and demonstrate value and relevance for various stakeholder groups.

SMART Objectives:

1. Increase awareness, knowledge and support of the NASDA Foundation among NASDA members, as determined by a baseline survey conducted in FY 2022. Upon completion of the survey, the foundation shall set a SMART objective for FY 2023-2025.
2. Secure 20 articles published that mention the NASDA Foundation and 50,000 social media impressions annually.



Strategic Priority 3—Fundraising:

Grow financial capacity through government, private and philanthropic partners.

1. Working hand-in-hand with NASDA, re-evaluate fundraising approaches to emphasize joint fundraising efforts of NASDA and the NASDA Foundation to offer synergy and expanded value to partners in both organizations.
2. Grow overall fundraising capacity by:
 - a. Expanding the pool of fundraising candidates, including those up and down the supply chain and part of the entire food system.
 - b. Looking for partners with shared interests, including non-traditional agri-food chain players.
 - c. Pursuing industry groups that represent large sectors of American agriculture.
 - d. Leveraging the network of individual secretaries, commissioners and directors.
 - e. Pursuing new cooperative agreements.
 - f. Growing the NASDA Foundation brand to other foundations, think tanks and industry-leading groups and organizations (see Strategic Priority #2)

SMART Objectives:

1. Grow unrestricted revenue by \$150,000 and cover 100% of operating costs by the end of FY 2023.
2. Establish two private partnerships that cover the cost of the partnership and contribute to unrestricted revenue by the end of FY 2023.
3. Obtain a cooperative agreement to expand USDA Good Agricultural Practices (GAP) Programs totaling a minimum of \$1.5 million between FY 2023 and FY 2026.

