

Indiana Agriculture



Strategic Plan 2027





INTRODUCTION

The U.S. will continue to play a powerful role in connecting the globe from a food and agricultural standpoint.

This strategic plan will outline how Indiana agriculture will contribute to the U.S. food and agricultural system's ability to remain a driving force in global agriculture.

This plan will create a clear path through its vision and goals that will focus on improving all facets of Indiana agriculture through 2027.



KEY STAKEHOLDERS

The Indiana agriculture strategic planning committee was composed of influential agriculture leaders and various representatives from agricultural boards, universities, non-government organizations and government throughout the state.

Thank you for your time and expertise in helping drive Indiana agriculture to future successes.

OVERVIEW



The strategic plan encompasses initiatives and actions based on the following seven priorities aimed to move Indiana agriculture forward

- » Economic & Community Development
- » Natural Resources Stewardship & Environment
- » Education & Career Development
- » Public Relations & Outreach
- » Leadership Development
- » Infrastructure
- » Food & Agricultural Innovation



STRATEGIC PLAN HIGHLIGHTS

Based on the strategic priorities, the following are a glance at Strategic Initiatives.

- » Support the Governor and Legislature's efforts to maintain and improve conditions of rural bridges and roads to allow for increased transportation efficiency, and establish high speed internet broadband in all parts of Indiana
- » Promote the relationship between environmental stewardship and economic impact to sustain a vibrant and diverse agricultural industry
- » Develop an ongoing statewide campaign to promote Indiana food and agriculture
- » Coordinate between K-12, postsecondary and industry to ensure agriculture education standards are current and the needs of secondary programs are being met
- » Promote a culture of leadership development in agriculture across all career paths
- » Build an Indiana agriculture economic development team to create proactive strategies
- » Highlight and strengthen Indiana's agbiosciences industry through targeted marketing to local and national audiences and connecting companies to other sectors



SOURCES FOR INPUT

- » Twenty-two listening sessions that included industry organizations, food or agriculture companies, and state government
- » Online survey – 100+ participants
- » Industry environmental scan
- » Three strategic planning sessions with industry leaders
- » Strategic committee action planning sessions



2017 INDIANA AGRICULTURE STRATEGIC PLAN

INDIANA AGRICULTURE SWOT ANALYSIS



Strengths

- » Hoosier values and thought leaders
- » Youth development and future leader programs
- » Geography and diversity of natural resources
- » Distribution of population across the state
- » Majority of acres as farmland and woodland
- » Statewide focus on research, development and innovation
- » Industry collaboration
- » Headquarters for several global agribusinesses
- » State government support for food and agriculture
- » Higher learning institutions with agriculture/business and research programs
- » Access to water in majority of areas
- » Reasonable cost utilities in most areas
- » Great place for livestock, poultry and hardwood industries
- » Cooperative and predictable approach on state regulatory environment
- » Crossroads of America and logistics accessibility
- » Economic development with strong growth potential

INDIANA AGRICULTURE SWOT ANALYSIS



Weaknesses

- » Public perception towards some aspects of agriculture
- » Lack of consumer understanding of agriculture
- » Need for greater STEM focus to drive more qualified workforce
- » Federal overreach of regulations in recent years
- » Maintenance and development of infrastructure (roads and bridges)
- » Need for continued improvement in broadband access and speed
- » Need for additional food and agriculture processors
- » Need for more education on benefits of agricultural economic development opportunities amongst local officials

INDIANA AGRICULTURE SWOT ANALYSIS



Opportunities

- » Growing and branding agriculture technology and innovation sector – AgriNovus Indiana
- » Growing the diverse food and agriculture businesses within Indiana
- » Branding and marketing Indiana food and agriculture
- » Attract additional investment to Indiana
- » Empower agribusiness and farmers in communicating their stories
- » Grow international exports, notably with value-added food, fiber, fuel products
- » Add more value to our commodities through processing
- » Purdue University expanding their research and reach
- » Inclusion of non-traditional agriculture
- » Promote voluntary conservation efforts of farmers that impact soil health and water quality
- » Maintain and enhance rural infrastructure
- » Build on and strengthen momentum dealing with soil conservation; connecting with more of the farmers
- » Ensure the efficiency and capacity of the regulatory agencies

INDIANA AGRICULTURE SWOT ANALYSIS



Threats

- » Public perception of some aspects of agriculture
- » Agriculture's ability to communicate across generations
- » Federal regulatory overreach in previous years
- » Impact of potential animal and plant disease on industry trade
- » Availability of food-animal veterinarians
- » Labor/talent challenges
- » International market access challenges
- » Perceptions around agriculture consolidation
- » Infrastructure capacity and quality for agricultural economic development and growth
- » Local zoning challenges
- » Start up capital required for new farming entrants
- » Unpredictable swings in agricultural commodity prices
- » Evolving challenges facing rural schools and communities
- » Lack of young families in rural communities

DRIVING FORCES AFFECTING INDIANA AGRICULTURE



- » GDP growth rates globally
- » Consumer perception of some aspects of commercial agriculture
- » Academic research and extension
- » National economic policy
- » Collaborative relationships – commodity and farm groups, government, NGOs, business, and academia
- » Threat of litigation that could drive regulation
- » Global market access to export our products – open and fair trade
- » The demand level for proteins in emerging markets
- » Food availability and safety
- » Innovation
- » Water and nutrient management
- » Local food movement
- » Infrastructure maintenance and improvement
- » Skilled labor supply
- » Renewable energy policy
- » Regulatory environment
- » Frequency of extreme weather events
- » Indiana's robust business environment

METHODOLOGY



- » Strategic Priorities Definition: “An agreed upon priority area aligned with the industry’s vision and strategic goals”
- » Strategic Initiatives Definition: “Key endeavors that address a strategic initiative area in support of our strategic goals”
- » Action Item Definition: “Agreed upon tasks and accountabilities to successfully accomplish an initiative”



INDIANA AGRICULTURE VISION FOR 2027:

*“Enriching lives through innovation,
education, and collaboration”*

INDIANA AGRICULTURE STRATEGIC GOALS



1. Build a 21st century workforce in agriculture
2. Enhance leadership and development in youth and adults
3. By 2025, aim to add net \$3B in capital investment in food, forestry, and agriculture (notably processing)
4. Double agriculture innovation, as measured by patents, research funds, grants, investment in agribusiness research, and research documents
5. Improve and invest in 21st century infrastructure that benefits rural communities
6. Lead the nation in utilizing science-proven best practices that contribute to agriculture stewardship, social responsibility, and enhanced economic growth
7. Increase science-based agriculture innovation outreach – raise the agriculture and nutrition IQ



- » Economic & Community Development
- » Natural Resources Stewardship & Environment
- » Education & Career Development
- » Public Relations & Outreach
- » Leadership Development
- » Infrastructure
- » Food & Agricultural Innovation

STRATEGIC PRIORITY: ECONOMIC & COMMUNITY DEVELOPMENT



Strategic Initiatives

1. Build a broad Indiana agriculture economic development team to create proactive strategies
2. Increase level of knowledge and awareness of agriculture economic development with community, regional and state leaders
3. Ensure Indiana Economic Development Corporation (IEDC) continues to allocate resources to agriculture
4. Grow agriculture regional and international trade from Indiana
5. Foster entrepreneurship in the industry

STRATEGIC PRIORITY: ECONOMIC & COMMUNITY DEVELOPMENT



Strategic Initiative: Build Indiana food and agriculture economic development team to create proactive strategies

Action	Champion	Timeline	Resources Required
Identify existing and potential collaborative opportunities to strategically grow Indiana agriculture with initial emphasis on food/agriculture processing and agbiosciences	ISDA; ACI	Initial plan complete Q4 2018	IEDC; INFB; ISA; ICMC; Purdue; ANI
Create a plan to <ul style="list-style-type: none"> • Demonstrate the value of agriculture to local and regional economies • Include agriculture in local and regional development strategies • Encourage inclusion of an agriculture representative on each local economic development board 	IEDA Rural Affinity Group	Plan complete Q1 2018	ISDA; INFB; ISA; ICMC; ACI; IEDC
Sustain livestock economic development team programs	ISA; INFB	Ongoing	Commodity groups; ISDA
Pursue agriculture representation and input into Phase II of Regional Cities' Initiative	IEDC; ISDA	Q1 2018	Examples of agriculture successes to merit inclusion
Create a Rural Community Development Initiatives Program	IEDC; ISDA	Q3 2018	INFB; ISA; ICMC; Purdue

STRATEGIC PRIORITY: ECONOMIC & COMMUNITY DEVELOPMENT



Strategic Initiative: Increase level of knowledge and awareness of agriculture economic development with community and state leaders

Action	Champion	Timeline	Resources Required
Develop training resources for all agriculture-related boards specific to agriculture economic development (e.g. Indiana Dairy, INFB, ISA, ICMC, ACI, IEDA, ISDA, IEDC, etc.)	ISDA Economic Development Team	Q1 2019	IEDA Rural Affinity Group
Conduct agriculture-focused annual training sessions for LEDOs	ISDA Economic Development Team	Q1 2018	All agriculture organizations with economic development as a focus; IEDC
Complete cluster analysis of agriculture-related sectors on a regional basis and pursue strategies to grow these clusters in targeted Indiana regions	PCRD	Q2 2018	IEDA; ISDA

STRATEGIC PRIORITY: ECONOMIC & COMMUNITY DEVELOPMENT



Strategic Initiative: Ensure Indiana Economic Development Corporation allocates resources to agriculture

Action	Champion	Timeline	Resources Required
Sustain an ISDA representative within IEDC staff; pursue agriculture representative on IEDC Board	Lt. Governor; Secretary of Commerce	Ongoing	ISDA; agriculture industry
Conduct study of competitive agriculture incentive programs in key competitive states	ISDA Economic Development Team	2019	IEDC Economic Analysis group
Conduct analysis of county incentive programs in Indiana	ISDA; IEDC	Q2 2018	Funding for consultant; IEDC Analytics Team
Develop a marketing/awareness campaign focused on food/agriculture innovation	ANI	Q4 2017	ISDA; ISA; ICMC; CICP; IEDC

STRATEGIC PRIORITY: ECONOMIC & COMMUNITY DEVELOPMENT



Strategic Initiative: Grow agriculture regional and international trade from Indiana

Action	Champion	Timeline	Resources Required
Identify and train on available sources of funding to explore/grow international trade exports	ISDA; FEMW	Q4 2017	Training by FEMW
Introduce select Indiana companies to availability of Direct Foreign Investment	ISDA	Q4 2017; ongoing	IEDC
Target select Indiana agriculture companies for: <ul style="list-style-type: none"> • Venture capital funding • International trade missions • Expansion in global markets 	ISDA; IEDC	Plan complete Q2 2018; trade missions as needed	ANI; Purdue; Commodity organizations; INFB; ACI
Develop plan to accelerate visits by international buying and policy groups to Indiana	ISDA; Indiana agriculture commodity groups	Q2 2018	USGC; USMEF; USSEC; USAPEEC; USDA; US Department of Commerce; International dairy groups
Guide the implementation of an agriculture economic development action plan in targeted regions of state	ISDA; Regional Economic Development Associations	Present; ongoing	PCRD; IEDC; OCRA

STRATEGIC PRIORITY: ECONOMIC & COMMUNITY DEVELOPMENT



Strategic Initiative: Foster entrepreneurship in the industry

Action	Champion	Timeline	Resources Required
Develop training resources to spur growth of agricultural entrepreneurship in Indiana	Purdue Extension; IEDC	2018	IEDC, Purdue Foundry; ISA; ANI; Purdue Extension

STRATEGIC PRIORITY: NATURAL RESOURCES STEWARDSHIP & ENVIRONMENT



Strategic Initiatives

1. Foster collaboration between government entities, industry, non-government organizations and academia in the areas of legislative/regulatory issues, energy innovation, and conservation
2. Develop data driven, transparent agriculture advocacy strategies for our constituent groups that will allow for the success in a public policy sphere
3. Strengthen the relationship between environmental stewardship and economic returns to sustain a vibrant and diverse agricultural industry
4. Elevate the importance of resource stewardship as the cornerstone of a successful agricultural economy

STRATEGIC PRIORITY: NATURAL RESOURCES STEWARDSHIP & ENVIRONMENT



Strategic Initiative: Foster collaboration between government entities, industry, non-government organizations and academia in the areas of legislative/regulatory issues, energy innovation, and conservation

Action	Champion	Timeline	Resources Required
Create a formalized cost/benefit analysis for key legislative or regulatory proposals that would have a financial impact	ISDA	June 2018	Relevant data from agricultural groups; private industry; NGOs; academia
Create an agriculture energy roundtable to develop and maintain collaboration among the utilities and potential agriculture energy providers	IOED	January 2018	INFB; Commodity groups; private industry; NGOs; academia; ISDA
Utilize Regional Conservation Partnership Program grants to build public/private partnerships	ISDA	2017-2027 Biannual federal deadlines	INFB; agricultural commodity groups; private industry; NGOs; academia

STRATEGIC PRIORITY: NATURAL RESOURCES STEWARDSHIP & ENVIRONMENT



Strategic Initiative: Strengthen the relationship between environmental stewardship and economic returns to sustain a vibrant and diverse agricultural industry

Action	Champion	Timeline	Resources Required
Expand market access to consumer choice biofuels	IOED	2025	ISA; ICMC; INFB; IEPA; ISDA
Promote ecological, economical and multiuse policies for government land acquisitions and easements	ISDA	2020	INFB; IDNR; the Nature Conservancy; INDOT; federal agencies; land trusts; other easement holders

STRATEGIC PRIORITY: NATURAL RESOURCES STEWARDSHIP & ENVIRONMENT



Strategic Initiative: Develop data driven, transparent agriculture advocacy strategies for our constituent groups that will allow for the success in a public policy sphere

Action	Champion	Timeline	Resources Required
Identify and support initiatives and programs that further the state's contribution to public policy discussions	INFB	Annual Review	ACI; ISA's Membership and Policy; ICGA; ISDA; IHLA; agricultural organizations; Indiana Attorney General's office
Communicate the impact of federal regulatory programs on agriculture	ISDA	Annual Review	Policy staff of organizations, agencies
Coordinate strategies to improve the management of our water, land, and air resources and communicate their research findings to farmers	ICP; Agricultural Nutrient Task Force	Annual review at annual March ICP meeting	INFB; ISA's Membership and Policy; ICGA; other agricultural organizations, agencies

STRATEGIC PRIORITY: NATURAL RESOURCES STEWARDSHIP & ENVIRONMENT



Strategic Initiative: Elevate the importance of resource stewardship as the cornerstone of a successful agricultural economy

Action	Champion	Timeline	Resources Required
Lead the effort of promoting reliance upon credible, science-based research in legislative and regulatory decision-making	ISDA	2018	Agriculture organizations; NGOs; private consultants; universities
Measure, promote, and increase the adoption of science-based best management practices (BMP's) that offer economic gains	ISDA	March annually	Local, state, and federal agencies; agriculture organizations; NGOs; universities; social indicators data
Defend the statutory management of state forests and the importance of the state nurseries	IDNR	By close of legislative session annually	ISDA; IHLA; INFB; IDNR
Sustain the pilot project involving water quality trading	ISDA; IDEM; Utilities	Annual, by project proposal deadlines	Electric Power Research Institute; SWCD's

STRATEGIC PRIORITY: EDUCATION & CAREER DEVELOPMENT



Strategic Initiatives

1. Lead effort to include agriculture education in Indiana Department of Education state standards for K-12
2. Develop outreach programs for non-agriculture youth and adult influencers to highlight agriculture careers
3. Align career exploration pathways for 4-H and FFA career development events and projects/programs with agriculture degrees and career paths
4. Coordinate between K-12, postsecondary and industry to ensure agriculture education standards are current and meets the needs of secondary programs

STRATEGIC PRIORITY: EDUCATION & CAREER DEVELOPMENT



Strategic Initiative: Lead effort to include agriculture education in Indiana Department of Education state standards for K-12

Action	Champion	Timeline	Resources Required
Incorporate agriculture components into IDOE state standards	INFB	2017-2027	IDOE; ISDA; Team Ag Ed; State Standards from Minnesota and Nebraska
Package and promote agriculture education curriculum options that match integrated state standards for K-12	INFB; Team Ag Ed Leadership	2017-2027	ISDA; ISF education staff; Purdue Agribusiness Science Academy; USDA Higher Education grant; IDNR Project Learning Tree and Teacher's Conservation Camp; other state standards

STRATEGIC PRIORITY: EDUCATION & CAREER DEVELOPMENT



Strategic Initiative: Develop outreach programs for non-agriculture youth and adult influencers to highlight agriculture careers

Action	Champion	Timeline	Resources Required
Promote career opportunities in the agbiosciences for K-12 and internships, job shadowing and on-job training across higher education institutions	ANI	2017-2022	Indiana Inter Net (agriculture section) – Indiana Chamber; Teen works - high school work program; Purdue Agriculture Online Career Explorer (www.agriculture.purdue.edu/careerfinder/)
Develop and promote agriculture education and careers into school programs, after-school, and out-of-school programs	IFOF; Indiana State Fair	2017-2027	
Develop social media platform to promote agricultural education and careers			
Further develop online virtual career exploration program			
Develop and provide agriculture career training programs for guidance counselors, preparing for college and careers teachers and science teachers	Team Ag Ed Leadership	2017-2022	USDA; Purdue employment opportunity report and video; IDWD; Hot Jobs List

STRATEGIC PRIORITY: EDUCATION & CAREER DEVELOPMENT



Strategic Initiative: Align career exploration pathways for 4-H and FFA career development events and projects/programs with agriculture degrees and career paths

Action	Champion	Timeline	Resources Required
Enhance career exploration pathways for 4-H projects, 4-H/FFA CDEs and proficiencies (links to careers and majors)	Purdue Extension; Indiana FFA	2017-2027 Ongoing	4-H; IAI; FFA; ANI; Science Teachers Associations; Science and Engineering Camps; other non-traditional champions and venues
Develop social media campaign to promote agriculture careers to 4-H/FFA students; include career spotlight and promotion at CDE events	IFOF; Purdue Extension; Indiana FFA	2017-2027 Ongoing	

STRATEGIC PRIORITY: EDUCATION & CAREER DEVELOPMENT



Strategic Initiative: Coordinate between K-12, postsecondary and industry to ensure agriculture education standards are current and meets the needs of secondary programs

Action	Champion	Timeline	Resources Required
Develop Agriculture Education and Career Development Task Force and host an annual meeting	AgrIIInstitute; ISDA	2017-2019	Annual meeting – do jointly with Strategic Plan leadership development initiative
Develop an Indiana Agriculture Certificate(s) (secondary level)	ISDA	2019	IDOE; Universities; Industry representation; DWD

STRATEGIC PRIORITY: PUBLIC RELATIONS & OUTREACH



Strategic Initiatives

1. Develop an ongoing statewide campaign to promote Indiana agriculture

STRATEGIC PRIORITY: PUBLIC RELATIONS & OUTREACH



Strategic Initiative: Develop an ongoing statewide campaign to promote Indiana agriculture

Action	Champion	Timeline	Resources Required
Conduct a review of best practices and what other states are doing to promote agriculture	ISDA	2018	Indiana agricultural organizations; Purdue Agriculture's "Issues 360" program
Coordinate with the Indiana Family of Farmers to gather input regarding the development of an ongoing statewide campaign for Indiana agriculture	ISDA; IFOF	2018	Indiana agricultural organizations; Purdue Agriculture's "Issues 360" program
Collaborate with IFOF to develop a sustainable statewide campaign to promote Indiana agriculture <i>(Note: includes a social media strategy, earned media, etc...)</i>	ISDA; IFOF	2018-2020	Indiana agricultural organizations; Purdue Agriculture's "Issues 360" program
Launch an ongoing statewide campaign to promote Indiana agriculture	ISDA	2020	Indiana agricultural organizations; Purdue Agriculture's "Issues 360" program
Meet with the Public Relations and Outreach Committee on an annual basis to provide updates, garner feedback, and outline new initiatives	ISDA	2020-2027	Indiana agricultural organizations

STRATEGIC PRIORITY: LEADERSHIP DEVELOPMENT



Strategic Initiatives

1. Identify and advance programs and trainings that build strong leaders in agriculture
2. Create a culture of leadership development in agriculture across all career paths
3. Link statewide leadership programs with the agricultural sector

STRATEGIC PRIORITY: LEADERSHIP DEVELOPMENT



Strategic Initiative: Identify and advance programs and trainings that build strong leaders in agriculture

Action	Champion	Timeline	Resources Required
<p>Create agriculture leadership roundtable that encompasses both profit and non-profit organizations that will:</p> <ul style="list-style-type: none"> • Foster collaboration and connections across existing programs • Develop and implement new initiatives that expand executive/board/leadership capacity in agriculture 	AgriInstitute	2018	Gap analysis study; online trainings for fundamental topics that advance leadership for agriculture (board development, public discourse, media training, volunteer training, etc.)
Conduct a gap analysis study on Indiana agricultural leadership programs to better understand current offerings and opportunities	Purdue University; AgriInstitute	2018	Resources for gap analysis study
Expand curriculum programs for nontraditional audiences in 4-H and FFA	Purdue; 4-H; ISDA; FFA	Ongoing, with annual review	Purdue Agriculture's Office of Multicultural Programs (Purdue Agribusiness Science Academy Program)

STRATEGIC PRIORITY: LEADERSHIP DEVELOPMENT



Strategic Initiative: Create a culture of leadership development in agriculture across all career paths

Action	Champion	Timeline	Resources Required
Create a "40 under 40" leadership award to recognize emerging leaders	Purdue University; AgrIIInstitute	2019	ANI; ISDA
Create a "20 under 20" leadership award to recognize emerging leaders			

STRATEGIC PRIORITY: LEADERSHIP DEVELOPMENT



Strategic Initiative: Link statewide leadership programs with the agricultural sector

Action	Champion	Timeline	Resources Required
Explore where agriculture fits within broader community development leadership programs	AgrInstitute; Purdue Extension	2024	Explore potential resources for community leadership programs; create a resource list and topics to boost the agricultural components in community leadership programs
Strengthen connections with Indiana Leadership Association			

STRATEGIC PRIORITY: INFRASTRUCTURE



Strategic Initiatives

1. Increase broadband connectivity and cell phone service in rural and underserved areas – broadly and statewide
2. Maintain and improve conditions of rural bridges and roads to allow for increased transportation efficiency
3. Improve access to global markets with a reliable rail system and port capacity due to increased production volume

STRATEGIC PRIORITY: INFRASTRUCTURE



Strategic Initiative: Increase broadband connectivity and cell phone service in rural and underserved areas – broadly and statewide

Action	Champion	Timeline	Resources Required
Enhance relationships with telecommunications providers to educate and encourage the need for additional investment and expansion of broadband infrastructure in rural areas	INFB	2018	Agriculture groups; state agencies
Increase adoption of Broadband Ready Community Certifications through promotions and implementation. Consider including as part of other Community Certification programs	OCRA; Association of Indiana Counties; Accelerating Indiana Municipalities	2018	IEDC; Purdue's Digital Ready program
Explore innovative approaches for expanding broadband infrastructure and high-speed capabilities into rural areas	INFB; State Broadband Association	2020	Agriculture groups; state agencies; Rural Telecommunication Providers

STRATEGIC PRIORITY: INFRASTRUCTURE



Strategic Initiative: Maintain and improve conditions of rural bridges and roads to allow for increased transportation efficiency

Action	Champion	Timeline	Resources Required
Evaluate the feasibility and implementation of increased truck weight limits and/or improved trucking efficiencies	INFB; ISA; ICMC	2019	Livestock and dairy groups; State Agencies (ISDA, State Police); IHLA; AIC
Continue to advocate with state and local government for investment in state and county roads and bridges	INFB; ISA; ICMC	2017	ISDA
Modify the highway fund distribution formula to keep rural areas from falling further behind	INFB; ACI	2020	INDOT; LTAP; IACC
Encourage all counties to implement asset management and use of Pavement Surface Evaluation and Rating (PASER) schemes	INFB; ACI	2020	ISA

STRATEGIC PRIORITY: INFRASTRUCTURE



Strategic Initiative: Improve access to global markets with a reliable rail system and port capacity due to increased production volume

Action	Champion	Timeline	Resources Required
Encourage private investment in Reliable Rail with incentives, including revising the current state logistics tax credit	Ports of Indiana; ACI; ISA; Railroad; INFB	2018	
Institute a program that would assist grain elevators with unit train expansion	ACI	2018	ISDA; ISA; ICMC; INFB
Conduct a national or a Midwest study to evaluate logistics needs, including short line rail and ports	ISA	2018	ACI; INFB; AFBF; INDOT; Conexus
Evaluate the conversion of abandoned rail to trails	Indiana Agricultural Law Foundation	2018	INDOT
Identify and assist with the elimination of unneeded rail crossings in the state	INFB	2020	

STRATEGIC PRIORITY: FOOD & AGRICULTURAL INNOVATION



Strategic Initiatives

1. Invest in agbiosciences research at universities
2. Highlight and strengthen Indiana's agbiosciences industry through targeted marketing to local, national and international audiences and connecting companies to other sectors
3. Attract and retain agbiosciences talent
4. Support the formation of new companies through entrepreneurial support programs
5. Increase the availability of early-stage capital for agbiosciences companies

STRATEGIC PRIORITY: FOOD & AGRICULTURAL INNOVATION



Strategic Initiative: Invest in agbiosciences research at universities

Action	Champion	Timeline	Resources Required
Support continued funding from state and private sources to sustain research infrastructure and programs (e.g. Veterinary Medicine School, Purdue University Plant Science Initiative, etc.)	Universities	Ongoing	ANI; ISDA; Agriculture commodity groups
Seek sources of public, private and philanthropic funding for infrastructure in cutting-edge areas of agricultural research such as synthetic biology, epigenetics and genome editing technologies	Universities	Ongoing	Federal agencies; private foundations; individual donors
Consider Digital Science and Agriculture program/curriculum	Universities	Ongoing	ANI; ISDA; agriculture commodity groups

STRATEGIC PRIORITY: FOOD & AGRICULTURAL INNOVATION



Strategic Initiative: Invest in agbiosciences research at universities (continued)

Action	Champion	Timeline	Resources Required
Develop collaborative research projects between Purdue University's College of Agriculture and other universities in Indiana	Purdue University; ANI	2018-2020	University academic leaders; funding sources
Support and encourage opportunities for collaborative research between universities and the private sector with an emphasis on start-up companies that develop new technologies or the application of existing technology for the agbiosciences sector. (e.g. approach VC and private equity firms within Next Level Funding portfolio)	ANI; ISDA	2018-2020	University academic leaders and funding sources; Purdue University; Purdue Foundry; Agbiosciences industry; IEDC

STRATEGIC PRIORITY: FOOD & AGRICULTURAL INNOVATION



Strategic Initiative: Highlight and strengthen Indiana's agbiosciences industry through targeted marketing to local, national and international audiences and connecting companies to other sectors

Action	Champion	Timeline	Resources Required
Advance Indiana's agbiosciences sector by supporting AgriNovus Indiana, educational programs and public awareness campaigns, and industry conferences	ANI	Ongoing	Funding and support from agbiosciences industry; university representatives; IEDC; ISDA
Highlight Indiana companies, universities, programs and individuals that successfully invent, patent and commercialize new technologies in state and national business publications	ANI	Ongoing	ISDA; IEDC; ISA; ICMC
Engage county extension in publishing articles on new technologies in their newsletters to local agriculturalists	ANI	Ongoing	Purdue Extension
Promote these new technologies through local high school, community and state college agriculture programs			

STRATEGIC PRIORITY: FOOD & AGRICULTURAL INNOVATION



Strategic Initiative: Attract and retain agbiosciences talent

Action	Champion	Timeline	Resources Required
Expand on the 2016 AgriNovus talent and workforce study for potential talent attraction and retention strategies – execution of a "6 to 60" initiative focused on K-12; college; young professional; and professional development strategies	ANI	2018	Universities; ISDA; DWD; IEDC; corporate; industry associations
Explore opportunities to establish a “star” faculty recruiting program	Purdue University	2018-2020	
Explore opportunities for internship and mentoring programs such as Extern or Orr Fellows for university students pursuing agbiosciences degrees	ANI; key Indiana universities	2019-2021	Agbiosciences industry stakeholders

STRATEGIC PRIORITY: FOOD & AGRICULTURAL INNOVATION



Strategic Initiative: Support the formation of new companies through entrepreneurial support programs

Action	Champion	Timeline	Resources Required
Continued support for joint Purdue Foundry – Elevate Ventures’ Entrepreneur-in-Residence program that provides guidance and support to early-stage agriculture companies	PRF; Elevate Ventures	2018-2020	IEDC
Grow student entrepreneur program experiences through business plan competitions and other commercialization opportunities	PRF; Elevate Ventures; ISA; ANI	Ongoing	Corporate, government, university, and industry association support
Review incubator programs across the state and analyze connections to agbiosciences (e.g., Launch Fishers, Ft. Wayne, Warsaw, OSBE)	ANI	2018	ISDA; IEDC

STRATEGIC PRIORITY: FOOD & AGRICULTURAL INNOVATION



Strategic Initiative: Increase the availability of early-stage capital for agbiosciences companies

Action	Champion	Timeline	Resources Required
Review available capital resources for the agbiosciences sector and build strategy to introduce more investors and funds to Indiana companies	ANI	2018-2020	IEDC; ISDA; Purdue Foundry; Elevate Ventures
Find opportunities to incentivize and attract venture capital firms in the agbiosciences to invest in Indiana	ANI	Ongoing	IEDC; PERF; ISDA
Continue support for Purdue Agriculture's Ag-celerator program/fund	PRF	Ongoing	Plant science corporations; Investment firms; IEDC; ISDA; ANI

STRATEGIC PRIORITY: FOOD & AGRICULTURAL INNOVATION



Strategic Initiative: Increase the availability of early-stage capital for agbiosciences companies (continued)

Action	Champion	Timeline	Resources Required
Continue support for IEDC's Elevate Ventures fund	IEDC	Ongoing	ISDA; Agriculture groups; Universities
Allocate a portion of the State's 21 st Century Fund to focus on proof-of-concept and prototype development for early-stage agbiosciences companies	ANI; PRF	2018-2020	IEDC
Explore opportunities to leverage existing federal programs which facilitate agriculture investments, such as the USDA's Rural Business Investment Program, and federal grants for new technology-based companies	ISDA; IEDC; ANI	2018-2020	Financial institutions; Universities; State of Indiana

STRATEGIC PRIORITY COMMITTEES



Economic & Community Development

- » Chair: Ted McKinney – ISDA
- » Megan Ritter – INFB
- » Bill Konyha* – OCRA
- » Jane Ade Stevens – ISA/ICMC
- » Donnie Lawson – County Commissioner
- » Bo Beaulieu – Purdue PCRD

Natural Resources Stewardship & Environment

- » Chair: Ray Moistner – IHLA
- » Jordan Seger – ISDA
- » Cary Aubrey – IOED
- » David Bausman* – ISDA
- » Mike Dunn – TNC
- » Aly Wells – ICMC/ISA
- » Justin Schneider – INFB
- » Josh Trenary – Indiana Pork

*Indicates this individual was member of planning team as Strategic Plan was developed but has since moved to new organization.

Education & Career Development

- » Chair: Melissa Rekeweg – ISDA
- » Renee McKee – Indiana 4-H
- » Marcos Fernandez – Purdue
- » Jay Akridge – Purdue
- » Rob Hays – Indiana FFA
- » Andrea Schwartz – Ivy Tech
- » Julie Taylor – INFB
- » Cindy Hoyer – Indiana State Fair
- » Stephanie DeCamp – Indiana State Fair
- » Hannah Vorsilak – ISA/ICMC

Food & Agricultural Innovation

- » Chair – Beth Bechdol – AgriNovus Indiana
- » Co-Chair - Brian Stemme – BioCrossroads
- » Mike Lemmon – Whiteshire Hamroc
- » Gary Morris – Clabber Girl
- » Kay Kuenker* – Dow AgroSciences
- » Bill Weldon* – Elanco
- » Karen Plaut – Purdue University

Leadership Development

- » Chair: Jason Henderson – Purdue
- » Tami Neighbors – Indiana FFA
- » Joe Moore – IBCA
- » Allie Rieth – INFB
- » Beth Archer – AgriInstitute

Infrastructure

- » Chair: Megan Ritter – INFB
- » Bill Konyha* – OCRA
- » Ed Ebert – ISA/ICMC
- » Katrina Hall – INFB
- » David Bausman* – ISDA
- » Ben Breazeale* – ACI/Cargill

Public Relations & Outreach

- » Chair: Ben Gavelek – ISDA
- » Jeanette Merritt – Indiana Pork
- » Christina Gaines – Elanco
- » Kenda Resler Friend – Dow AgroSciences
- » Jackie Barber – Indiana Dairy
- » Andy Dietrick* – INFB

ORGANIZATION NAMES AND ACRONYMS



- » AgrIInstitute
- » Accelerating Indiana’s Municipalities (AIM) – formerly Indiana Association of Cities and Towns (IACT)
- » Agribusiness Council of Indiana (ACI)
- » AgriNovus Indiana (ANI)
- » American Farm Bureau Federation (AFBF)
- » Association of Indiana Counties (AIC)
- » 4-H & FFA Career Development Event (CDE)
- » Central Indiana Corporate Partnership (CICP)
- » Elevate Ventures
- » Food Export Association of the Midwest (FEAM)
- » Indiana 4-H
- » Indiana Agriculture Institutions (IAI)
- » Indiana Agricultural Law Foundation
- » Indiana Beef Cattle Association (IBCA)
- » Indiana Conservation Partnership (ICP)
- » Indiana Corn Growers Association (ICGA)
- » Indiana Corn Marketing Council (ICMC)
- » Indiana Dairy Producers (IDP)
- » Indiana Department of Education (IDOE)
- » Indiana Department of Environmental Management (IDEM)
- » Indiana Department of Natural Resources (IDNR)
- » Indiana Department of Transportation (INDOT)
- » Indiana Department of Workforce Development (DWD)
- » Indiana Economic Development Association (IEDA) and its Rural Affinity Group
- » Indiana Economic Development Corporation (IEDC)
- » Indiana Ethanol Producers Association (IEPA)
- » Indiana Economic Development Corporation (IEDC)
- » Indiana Ethanol Producers Association (IEPA)
- » Indiana Farm Bureau, Inc. (INFB)
- » Indiana Family of Farmers (IFOF)
- » Indiana FFA Association
- » Indiana Hardwood Lumbermen’s Association (IHLA)
- » Indiana Local Technical Assistance Program (LTAP) -- Purdue
- » Indiana Office of Community and Rural Affairs (OCRA)
- » Indiana Office of Energy Development (IOED)
- » Indiana Pork
- » Indiana Soybean Alliance (ISA)
- » Indiana State Department of Agriculture (ISDA)
- » Indiana State Fair Commission (ISF)
- » Indiana State Poultry Association (ISPA)
- » Public Employees’ Retirement Fund (PERF)
- » Purdue University
 - » Purdue Center for Regional Development (PCRD)
 - » Purdue Extension
 - » Purdue Foundry
 - » Purdue Research Foundation (PRF)
- » Soil and Water Conservation Districts (SWCDs)
- » USA Poultry and Egg Export Council (USAPEEC)
- » United States Department of Agriculture (USDA)
- » U.S. Grains Council (USGC)
- » U.S. Meat Export Federation (USMEF)
- » U.S. Soybean Export Council (USSEC)