



# 2021 STRATEGIC REVIEW

VISION	MISSION
The education and research bridge connecting growers and customers.	WMC is dedicated to improving the well-being of U.S. wheat farmers and worldwide customers by conducting wheat utilization research and delivering dynamic educational programs for growers, customers and wheat industry stakeholders.

POSITION	VALUES	REPUTATION
<p>To meet the needs of the wheat industry, WMC:</p> <ul style="list-style-type: none"> <li>Provides technical training on wheat utilization that demonstrates the value of U.S. wheat.</li> <li>Conducts objective research on all wheat classes.</li> <li>Serves as a bridge between producers and worldwide wheat customers.</li> <li>Partners with farmers, state wheat commissions, breeders, wheat processors, U.S. Wheat Associates (USW), Federal Grain Inspection Service (FGIS), and other wheat entities.</li> <li>Strives for continuous impact through dynamic response to market challenges.</li> </ul>	<p><b>Integrity:</b> WMC scientists maintain high levels of professional integrity, which supports our position as a highly respected objective source of research, crop analysis and training.</p> <p><b>Accountability:</b> WMC is focused on providing value to our stakeholders and our customers.</p> <p><b>Transparency:</b> WMC provides clear and detailed information about our operations.</p> <p><b>Innovation:</b> WMC is a leader in wheat-related research and is at the technical crossroads of wheat utilization education and training.</p>	<p><b>Scientific Expertise:</b> WMC's technical team possess the skills and knowledge needed to connect growers and customers.</p> <p><b>Collaborative:</b> WMC supports existing partnerships and is open to new collaborations across the wheat industry.</p> <p><b>Forward Thinking:</b> WMC expands its value to stakeholders by understanding the evolving challenges of U.S. wheat producers and their customers.</p> <p><b>Flexible:</b> WMC demonstrates creativity and adaptability when presented with unexpected challenges.</p>

IMPERATIVES	OBJECTIVES	INITIATIVES
#1 Optimize and demonstrate WMC's value to key stakeholders	<ul style="list-style-type: none"> <li>Maintain excellence in analysis and reporting for USW and PNW crop quality program.</li> <li>Adapt to technical training needs of wheat customers through continued cooperation with USW.</li> <li>Propose and execute research for state wheat commissions, USW and proprietary customers that addresses market challenges and opportunities and demonstrates the importance of wheat quality.</li> <li>Provide tours and training for wheat producers, FFA and other youth groups, and trade teams, both in person and virtual.</li> </ul>	<ul style="list-style-type: none"> <li>Engage in continuous improvement of the crop quality project to streamline sample collection from participating states.</li> <li>Understand USW strategies and priorities for technical outreach in a changing world.</li> <li>Providing high quality research with utility to the wheat industry creates more demand for future projects.</li> <li>Communicate regularly with partners and stakeholders and reserve space on the WMC calendar for tour requests.</li> </ul>
#2 Increase awareness of WMC programs and capabilities, both public and proprietary	<ul style="list-style-type: none"> <li>Increase website traffic.</li> <li>Expand use and engagement on social media.</li> <li>Attend industry meetings and conferences, making formal presentations when possible.</li> <li>Identify new partners and/or nurture dormant relationships.</li> </ul>	<ul style="list-style-type: none"> <li>Update website in 2022 to improve accessibility and increase usage.</li> <li>Continue growth of social media with regular video clips on scientific issues.</li> <li>Revive active travel by managing director and encourage staff participation in professional organizations.</li> <li>Expand direct communication with partners and customers.</li> </ul>
#3 Identify key staff capabilities and maintain high quality lab equipment	<ul style="list-style-type: none"> <li>Develop staff retention strategies and succession plans to optimize scientific expertise.</li> <li>Maintain viable laboratories with equipment to analyze wheat quality and demonstrate the functional end-use properties of all wheat classes.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage managers to communicate regularly with direct reports regarding job performance and ways to increase job satisfaction.</li> <li>Provide opportunities for professional development to sharpen and increase skills.</li> <li>Continue proactive maintenance schedule of existing equipment.</li> <li>Identify futures equipment needs (both new and replacement) and include in funding proposals to state wheat commissions.</li> </ul>
#4 Maintain current and expand future sources of funding to support operations	<ul style="list-style-type: none"> <li>Evaluate sources of funding and identify new activities that may generate additional funding.</li> <li>Identify foundations and/or government grants.</li> <li>Complete Albers Mill Building transaction.</li> </ul>	<ul style="list-style-type: none"> <li>Restore annual visits by Managing Director to state commission meetings.</li> <li>Encourage technical staff to participate in field days and wheat quality conferences.</li> <li>Increase partnerships with research organizations and participate in grant applications.</li> <li>Understand future needs of international customers through continued collaboration with USW.</li> </ul>