CAFNR Foundation
2023-2027 Strategic Plan
College of Agriculture, Food and Natural Resources
University of Missouri

After the December 2, 2022, Annual Meeting, CAFNR Foundation President Gary Wheeler appointed an ad-hoc committee to develop a strategic plan for the organization. The Ad-Hoc Committee included the following members:

- Tracey Mershon, chair (Mershon Cattle)
- Mike Deering, member (Missouri Cattlemen's Association)
- Richard Fordyce, member (Osborn Barr)
- Michael Kateman, facilitator (Mizzou Advancement)
- Michelle Niemeyer, administrative support (CAFNR Advancement)

Scope of Work

The Ad-Hoc Committee was charged with drafting a three-year strategic plan to present to the CAFNR Foundation Board of Trustees by March 2, 2023. In developing strategic priorities for the plan, the following areas were considered.

1. Mission, Vision and Values
2. Revenue
3. Partnerships
4. Programs

Ultimately, three strategic priorities were created to guide the work of the CAFNR Foundation for the next three years. They are (1) strengthen organizational capacity, (2) maximize organizational partnerships and (3) create a diversified revenue model.

Timeline and Process

Once the committee was formed, Chair Mershon and Facilitator Kateman met on January 2, 2023, to map out the strategic planning process and develop a survey for the CAFNR Foundation Board of Trustees and Trustee Emeriti. With input from the Ad-Hoc Committee, CAFNR Foundation President Wheeler, Vice Chancellor and CAFNR Dean Chris Daubert and CAFNR Advancement Executive Director Shawn Poore, the survey was distributed to trustees and emeriti trustees on January 10, 2023, with responses due back by January 15, 2023.

The Ad-Hoc Committee reviewed the survey results the week ending January 20, 2023, and drafted the CAFNR Foundation 2023-2025 Strategic Plan on January 27, 2023, using *Drive to Distinction*, the current CAFNR strategic plan as a model. Much like the CAFNR strategic plan, the CAFNR Foundation strategic plan is structured with a specific set of priorities, goals and activities to best shape and measure future Foundation decisions. Survey respondents affirmed the mission statement. Based on input from the survey, the Ad-Hoc Committee shortened the

mission statement for clarity. In addition, the committee developed a vision statement and values for the CAFNR Foundation, using data from the survey.

The plan was distributed to the CAFNR Foundation Executive Committee on February 2, 2023, for review. On February 16, 2023, the CAFNR Foundation Executive Committee met with the Ad-Hoc Committee to discuss and approve the plan for distribution to the Board of Trustees. The CAFNR Foundation President forwarded the plan to the Trustees on March 2, 2023, for approval, and once approved, the strategic plan was shared with the Trustee Emeriti by March 15, 2023.

Board of Trustee and Trustee Emeriti Survey

Of the 26 Trustees and 10 Emeritus Trustees who were surveyed in 2023, 16 (41%) responded. There were 11 responses (42%) from the trustees and 5 responses (50%) from emeriti trustees. Overall, 69 percent of the respondents were trustees and 31 percent of the respondents were emeriti trustees.

Representing the collective voice of the trustees and emeriti trustees, the survey results were used as guideposts in developing the strategic plan. The following themes emerged from the survey, which served as the SWOT analysis.

- *Strength*: Support for CAFNR from leaders in the Missouri Agricultural Industry
- *Weakness*: Organizational Internal Apathy
- *Opportunity*: CAFNR Foundation Branding and Fundraising
- *Threat*: Lack of Direction for the CAFNR Foundation

2025 Update

On June 6, 2025, during the Executive Committee meeting, members approved to extend the three year strategic plan to a five-year plan. The revised timeline sets a goal to wrap up all three strategic priorities and finalize the next plan by December 2027. This decision was made based on the recommendation of Chair Mershon and Facilitator Kateman, after reviewing the progress made to date and the Strategic Priorities yet to be completed. During the meeting, Dean Daubert noted that it is not uncommon for strategic plans to be extended — especially when meaningful progress is underway. The additional time allows the Executive Committee to dedicate year two to developing the next strategic plan.

The Strategic Plan

AFFIRM | DEVELOP | CREATE | MAXIMIZE | STRENGTHEN

Mission

The mission of the CAFNR Foundation is to promote and further agricultural education and research in the State of Missouri in collaboration with the College of Agriculture, Food and Natural Resources (CAFNR) to accomplish goals of the College.

Vision

The CAFNR Foundation is the statewide leader inspiring collaboration and support for Missouri agriculture, food systems and natural resources through its commitment to the University of Missouri College of Agriculture, Food and Natural Resources.

Values

Commitment and Collaboration

Strategic Priorities

1. Strengthen Organizational Capacity
2. Maximize Organizational Partnerships
3. Create A Diversified Revenue Model

Goals and Activities

Strategic Priority 1
Strengthen Organizational Capacity

Goal 1: COMPLETED
Strengthen CAFNR Foundation brand to position it as a leader and better reflect its work in Missouri agriculture.

Activities:

a. Identify a cost-effective resource for developing a branding campaign.
b. Revise and update the CAFNR Foundation website.

Goal 2: COMPLETED
Develop Value Proposition and create dedicated process of board development.

Activities:

a. Utilizing stakeholder input, draft value proposition to be used in membership appeals, trustee recruitment and branding.
b. Create trustee orientation curriculum.
c. Educate trustees on key issues such as, but not limited to, fundraising, membership, CAFNR Priorities and strategic imperatives, and trustee roles and responsibilities.

Performance Measures: *Strengthen Organizational Capacity*

- Year One Through Two – 2023-2024
    - Website updated. Website updates completed in December 2024. MayeCreate and CAFNR Foundation Administrators are in charge of ongoing maintenance.
    - Value proposition completed by September 2023.
    - Engage strategic marketing firm AdZou to develop branding campaign.
    - Trustee orientation curricula established, and current Trustees participate.
- Year Two Through Three – 2024-2025
    - Participation of new trustees in orientation within 8 weeks of election to board. The first new member orientation was held on March 24, 2025.
    - Hire Content and Public Relations Consultant part-time to help manage communications efforts for the Foundation. Consultant was hired in June 2024.
    - Develop Board committee structure to address Foundation operation needs. Committees were established in 2025.
- Year Three Through Five – 2025-2027
    - Trustees are actively participating in CAFNR Foundation programs and projects per annual Trustee Survey.
    - Trustees are working with University leadership and stakeholders to identify opportunities for engagement and collaboration in existing and new events.

Strategic Priority 2
Maximize Organizational Partnerships

Goal 1: IN PROGRESS
Create awareness and build excitement around CAFNR "grand ideas" with key stakeholders.

Activities:

a. Create stakeholder list (corporate, government, individuals, foundations, NGO's) and identify internal champion(s) for each entity.
b. Build and implement awareness campaign.

Goal 2: IN PROGRESS
Continue to reflect leadership across all areas of Missouri agriculture on the Board of Trustees.

Activities:

a. Develop Board of Trustees recruitment matrix to inclusively reflect Missouri agriculture.
b. Nominate diverse candidates reflecting leadership in Missouri agriculture. Alumni status is not required.
c. Request faculty input to leverage their industry connections for potential board service.

Performance Measures: *Maximize Organizational Partnerships*

- Year Three Through Five – 2025-2027
    - Develop stakeholder list.

- Develop recruitment matrix for future recruiting.
- Survey faculty related to industry connections.
- Develop and implement awareness campaign.
- 10% of stakeholders express awareness of CAFNR "grand ideas" through survey.
- Three new partners express interest in CAFNR by championing a "grand idea."

Strategic Priority 3
Create A Diversified Revenue Model

Goal 1: IN PROGRESS
Clarify roles between CAFNR Advancement and the Foundation to jumpstart and leverage fundraising opportunities.

Activities:

a. Educate trustees about the role and relationship of Mizzou Advancement and CAFNR Advancement (See Goal 4 for related activities).
b. Leverage faculty connections to industry to identify funding opportunities.
c. Establish policy regarding gifts of real estate.
d. Create Project/Program-based fundraising needs inventory list.

Goal 2: IN PROGRESS

Develop Endowment campaign in collaboration with CAFNR Advancement.

Activities:

a. Define timeline.
b. Identify prospects.

Goal 3: IN PROGRESS

Explore commodity group funding through check off funds and develop outreach strategy.

Activities:

a. Create inventory of current funders and contacts.
b. Create inventory of potential funders and contacts.
c. Build outreach strategy.

Goal 4: IN PROGRESS

Reinstate CAFNR Foundation membership program.

Activities:

a. Determine role/impact of membership dues.
b. Create annual membership campaign.

Performance Measures: *Create A Diversified Revenue Model*

- Year Two – 2024
    - Establish benchmark data with membership appeal to individuals and legal entities.
    - Educate Trustees about role and relationship with Advancement
- Year Three Through Five – 2025-2027
    - Endowment campaign timeline developed.
    - 50% membership participation by legal entities represented by Trustees.
    - 100% membership participation by Board of Trustees as individuals.
    - Two commodity groups financially supporting Foundation beyond annual membership.
    - Commodity group inventory complete and outreach strategy established.
    - Endowment campaign gift table and strategy established.
    - Develop gift inventory.
    - Establish policy regarding real estate gifts
    - Launch endowment campaign.