

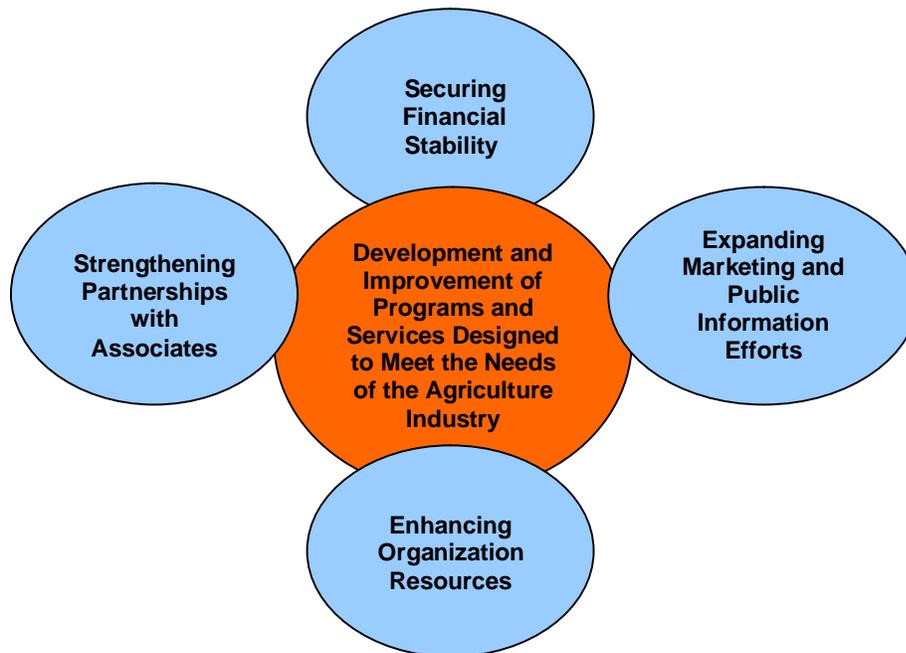


North Dakota State
NDSSD
Seed Department

**North Dakota State Seed Department
2004-2009 Long Range Plan**

January, 2004
Revised, March 2007

The North Dakota State Seed Commission launched a long-range planning process in November 2002. The Commission, serving as the board of directors for the State Seed Department, believed that accelerating change in the seed and agriculture industries called for an assessment of the future direction of the Seed Department. At that time, the Commission outlined a vision, mission statement and preliminary long-term goals to serve as a foundation for continued research and discussion in the planning process.



It should be noted that a unique quality of the Seed Department is its standing as a state agency in direct competition with private industry in many areas of our program operations. This feature is recognized as both an advantage and a challenge for the agency.

The Long Range Plan was reviewed in November, 2006. The intent of the review process was to a) review progress, b) discuss utility of the current plan goals and adjust accordingly, c) revise the plan based on industry trends and agency practices, and d) condense language focusing on formal key goals. The following goals are a result of the plan review, and were approved by the Seed Commission at its March, 2007 meeting.

Vision

The North Dakota State Seed Department is a recognized leader in services for the seed Industry.

Mission

To assure integrity of the seed industry through commitment to client service and product quality.

Components of the Planning Process

The following factors were among those discussed in development of agency vision and mission statements, and subsequently incorporated into dialogue and discussion during the planning process.

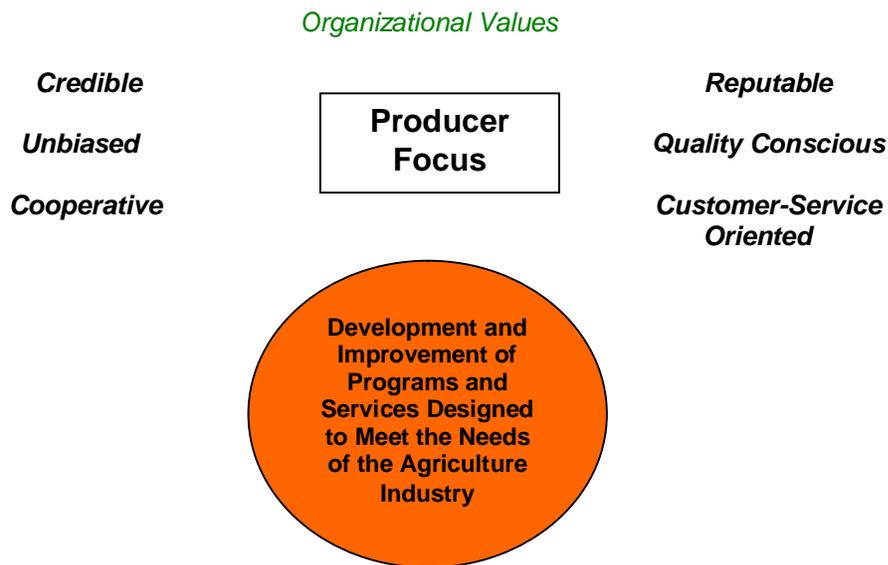
*Identification of **Organizational Values***

Identification of Stakeholders

Identification of Opportunities

Identification of Threats/Challenges

As with any business entity, the most critical aspects in providing service are the values held by the leadership and staff of the organization. A common organizational value or purpose prevails within the Commission and Seed Department, one that drives the delivery of programs and services to the seed industry: **a focus on producers**. Other basic organizational values have been identified as critical in achieving objectives of the long-range plan.



1. Assemble survey of key clients identifying future service needs of industry. *(Admin)*
2. Refine Regulatory Program to the benefit of consumers and industry. *(Field Seed)*
 - Seek/evaluate information and prosecute violations of PVP laws to protect intellectual property rights of variety owners
 - Expand regulatory sampling and examinations to on-farm sites
 - Improve publicizing of violations statewide and regionally
3. Focus on business development in Identity Preservation and other emerging service areas *(Field Seed)*
4. Research, evaluate and launch new services important to long-term health of Potato Certification Program and ND seed industry *(Potato)*
 - Evaluate long-term industry needs for tissue culture/nuclear seed supplies and determine needs for NDSSD Seedstock Program expansion. Evaluate production methods that would enhance efficiency and quality
 - Explore and implement new inspection services including USDA/AMS programs
 - Research and implement improvements to post-harvest test process

5. Identify, upgrade and expand testing services, with focus related to internal certification and quality assurance efforts, including: (Lab service)
- Variety identification
 - Seed health testing
 - Trait testing specific to crops common to NC region
 - Adventitious presence testing

6. Implement Quality Management Systems in major service program areas. (Admin)
- SOP Manuals
 - Work instructions
 - Performance audits



1. Seek membership and leadership opportunities in seed trade organizations. (FS, Lab, Potato)
2. Make staff training, continuing education and internal advancement a priority, ensuring that improvement of skills and employee retention become a human resource priority in the agency. (Admin)
3. Develop agency-wide safety and security programs (Admin)
- Employee health and safety
 - Workplace safety
 - Security of facility and resources



1. Collaborate with NDSU on research projects, test development, test plots, educational and training opportunities, seedstock purification and variety release issues. (FS, Potato)
2. Collaborate with private companies and public entities to acquire testing technologies, coordinate functions related to variety eligibility and release, and ensure the protection of intellectual property. (FS, Lab, Potato)
3. Maintain legislative relationship that provides for flexibility in budget and staffing authority, allowing agency to respond quickly in building and implementing programs and services. (Admin)



**Expanding
Marketing and
Public
Information
Efforts**

1. Collaborate with on-campus entities and outside vendors to provide public information and marketing services. *(Admin, FS)*

2. Expand regional and/or national public relations efforts. *(FS, Lab, Potato)*

- **Trade shows**
- **Industry/trade publications**
- **Advertising**



**Securing
Financial
Stability**

1. Explore grant administration resources and pursue grants from various state and federal sources to fund program expansions and improvements. *(Admin)*

2. Achieve break-even financial outcomes in each agency program area. *(Admin)*

2. Stabilize reserve fund balance at 75% of fiscal year budget. *(Admin)*

3. Create budget allocation cost centers that identify research spending. *(Admin)*

The NDSSD Long Range Plan expresses the Commission, industry and staff discussion on focusing operations and resources in response to the changing environment in agriculture.

The agriculture industry is becoming noticeably “high-tech”, demanding a similar approach by service providers such as the Seed Department. This expansion of technology impacts each area of Department programming, requiring a different approach to the management of resources, interaction with partners and business practices of the organization.

History indicates the same types of change seen in corn and soybean seed certification, quality assurance and testing programs are possible, if not likely, in many northern-grown crops. Export customers and food processors, among others, may (at some point) require source identification, trait verification or some other type of analysis on many agricultural products. Borrowing on the examples in other areas of agriculture, the speed and intensity of change in these areas are evidence enough of the need to prepare our agency to act appropriately in fulfilling our mission on behalf of producers.

Regardless of our status as a state agency (and the advantages it provides), it is incumbent on the Seed Department to operate like a private business in a competitive business environment, exploring new and improved services on a continual basis. This factor must be understood by the legislature in establishing law and appropriations, and embraced by the agency to benefit the entire agriculture industry.

This document is intended as a statement of organizational intent to pursue the agency’s mission in a forward-looking mode; to capitalize on strengths; build in areas of need; and maintain an approach to providing service to the state’s seed and agriculture industries that is “ahead of the curve”.