**STRATEGIC PLAN**

**2020 – 2025**

**HOP RESEARCH COUNCIL**

Prepared by the Strategic Planning Committee

Revised July 2019

**Content**

History of HRC and Strategic Planning

HRC Vision Statement

HRC Mission Statement

Strategic Initiatives

Expected Outcomes

Benefits to Stakeholders

The Path to Achievement

Appendix (available January 2020)

**History of Hop Research Council**

* The Council was established in 1979 by a group of hop industry members that believed in the benefit of a united hop research effort. The original goal was to have brewers, dealers and growers working together to fund and direct hop research to ensure a bright future for the U.S. hop industry.
* Original Focus Areas:
  + Hop Breeding/Genetics
  + Hop Chemistry
  + Pathology
  + Entomology

**HRC Strategic Planning History**

* Founded as a standing committee in 1995.
* Original strategic plan (SP) calls for a member survey every 5 years.
* The first SP was based on a survey of priorities among membership.
* Due to the 1997 breakout of powdery mildew in the U.S., plan was appended and updated for 1998.
* In 2005, the SP conducted a new survey of priorities.
* In 2010, the SP was updated reflecting the 2005 and 2010 surveys.
* The 2010 SP core values:
  + Improvement of agronomic and quality traits of U.S. hops.
  + Lower cost of production and processing of U.S. hops.
  + Elimination or control of diseases and pests of U.S. hops.
  + Foster information flow from stakeholders to breeders of U.S. hops.
* Updated in 2017, with emphasis on hiring Technical Director.

**HRC Vision**

*Advance hop farming through improved agronomics and farm management practices to achieve the desired quality attributes in a sustainable and economical manner.*

**HRC Mission Statement**

***Fund*** *scientific investigation and research related to the production, quality, sustainability and use of hops produced throughout the U.S.*

***Facilitate*** *communications between the growers, dealers/processors, brewers and the scientific community.*

***Enhance Value*** *across all segments of the hop industry by promoting the diversity of membership with specific research projects targeted to improve the quality and yield of U.S. hops.*

**Strategic Initiatives**

1. Membership
   1. Active participation of membership
   2. Diversity of members
   3. Balanced representation from grower dealer brewer
   4. Growth in membership
2. Process/Procedures
   1. Request for proposal (RFP) process well defined
   2. Current By-law language
   3. Elite Line grow-out
   4. Updated Strategic Plan with annual Objectives/Action Plans
3. Value Creation
   1. Information Sharing
      1. Strong bi-annual meetings
      2. Robust website with frequent updates
      3. Growing season updates (concerns, pests, trends)
      4. Research project updates
      5. Podcasts
      6. Varietal development data base available
      7. Yellow book published annually
      8. Elite line grow-out details (agronomics, chemical analyses, yield, aroma/flavor info
      9. Poster sessions
   2. Research Outcomes
      1. Research Priority Surveys
      2. Relevant to industry needs
      3. Diversity of RFP’s
      4. RFP’s from Universities, USDA, Suppliers, HRC members
      5. Public domain not for commercial value
      6. Evaluation process to measure success of research projects
4. Sustainable Funding
   1. Grow membership to increase the funding pool
   2. Align annual dues to research activity
   3. Influence Federal Ag Research Policy impacting hops
   4. Annual auctions to raise additional funds
   5. Collaboration with industry suppliers to fund and/or support research efforts
   6. Explore other Grant programs to supplement funding

**What Success Looks Like: Expected Outcomes**

* Grow HRC membership by expanding the categories of membership and increasing the overall funding available for research activities.
* Improve communications and information sharing to increase awareness of research priorities, project updates and actual outcomes.
* Collaboration with all Stakeholders to enhance involvement/commitment to achieving our overall research priorities and expected outcomes.
* Improve the internal structure of HRC by documenting the Processes and Procedures important to the success of the Council.
* Influence Federal Agricultural Research Policy through enhanced visibility and awareness of the challenges inherent with producing high quality hops throughout the U.S.

**Benefits to all Stakeholders: Why success is important**

* Hop research benefits all members by focusing research objectives, introducing new and novel techniques and finding solutions to provide a sustainable hop supply.
  + We need diverse varieties that will thrive in different environments and changing pest pressures.
  + We need lower cost of production, allowing growers the ability to reinvest in their farm, to make infrastructure improvements or invest in innovative technologies.
  + We need brewers to keep using high quality, U.S. grown hops.
  + We need a robust research plan utilizing researchers with the expertise and the initiative to deliver innovative tools for improved hop production.

**The Path to Achievement: Next Steps**

* The Technical Director(s) will provide the leadership and direction necessary for the ongoing execution of the Strategic Initiatives outlined.
  + Annual objectives and action plans
  + Metrics to measure success
* Transparent and consistent communications with all stakeholders is a priority for creating the collaborative environment necessary for success.
* Research priorities is a critical step to understanding critical needs of the membership and delivering value.
* Sustainable funding is critical to the future success of the Council.