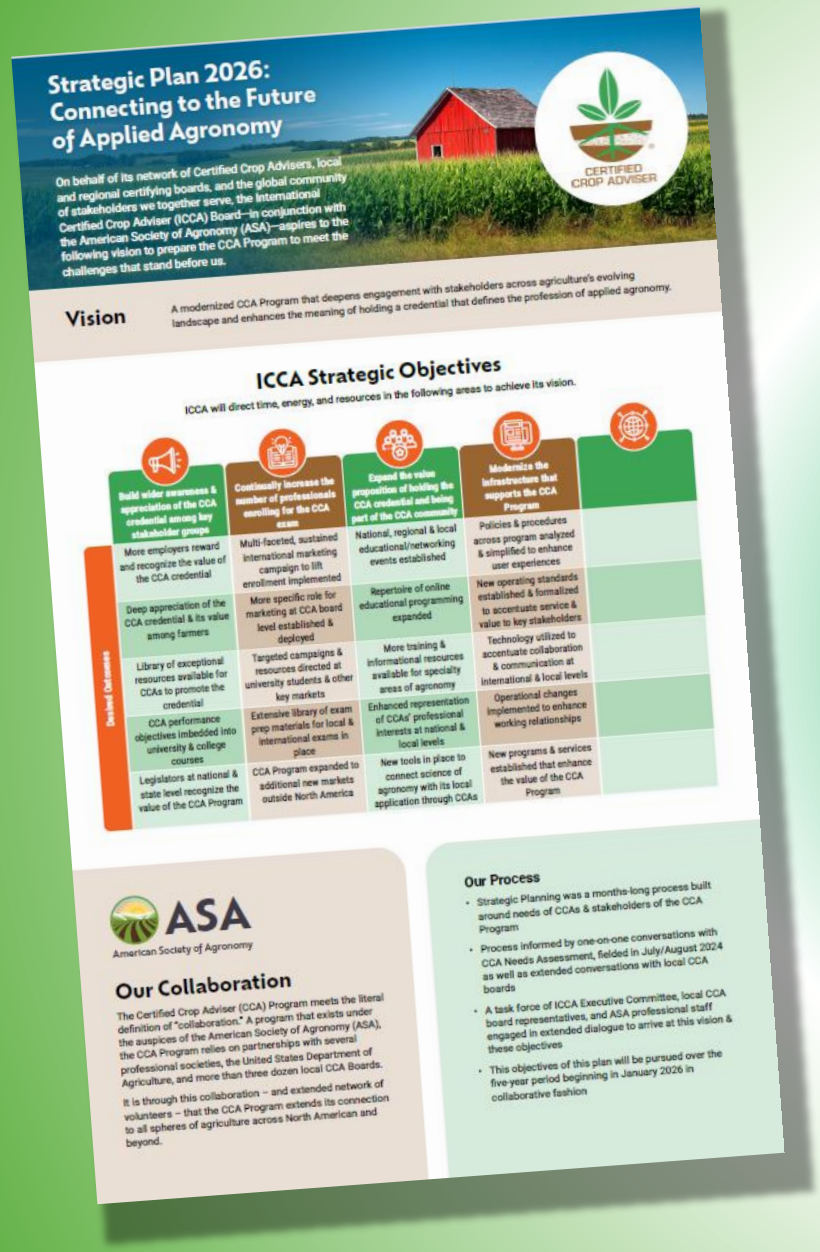

Strategic Plan 2026:
Connecting to the Future of Applied Agronomy

On behalf of its network of Certified Crop Advisers, local and regional certifying boards, and the global community of stakeholders we together serve, the International Certified Crop Adviser (ICCA) Board—in conjunction with the American Society of Agronomy (ASA)—aspires to the following vision to prepare the CCA Program to meet the challenges that stand before us.

CERTIFIED CROP ADVISER

Vision

A modernized CCA Program that deepens engagement with stakeholders across agriculture's evolving landscape and enhances the meaning of holding a credential that defines the profession of applied agronomy.

ICCA Strategic Objectives

ICCA will direct time, energy, and resources in the following areas to achieve its vision.

Desired Outcomes	Build wider awareness & appreciation of the CCA credential among key stakeholder groups	Continually increase the number of professionals enrolling for the CCA exam	Expand the value proposition of holding the CCA credential and being part of the CCA community	Modernize the infrastructure that supports the CCA Program	
	More employers reward and recognize the value of the CCA credential	Multi-faceted, sustained international marketing campaign to lift enrollment implemented	National, regional & local educational/networking events established	Policies & procedures across program analyzed & simplified to enhance user experiences	
	Deep appreciation of the CCA credential & its value among farmers	More specific role for marketing at CCA board level established & deployed	Repertoire of online educational programming expanded	New operating standards established & formalized to accentuate service & value to key stakeholders	
	Library of exceptional resources available for CCAs to promote the credential	Targeted campaigns & resources directed at university students & other key markets	More training & informational resources available for specialty areas of agronomy	Technology utilized to accentuate collaboration & communication at international & local levels	
	CCA performance objectives imbedded into university & college courses	Extensive library of exam prep materials for local & international exams in place	Enhanced representation of CCAs' professional interests at national & local levels	Operational changes implemented to enhance working relationships	
	Legislators at national & state level recognize the value of the CCA Program	CCA Program expanded to additional new markets outside North America	New tools in place to connect science of agronomy with its local application through CCAs	New programs & services established that enhance the value of the CCA Program	

ASA
American Society of Agronomy

Our Collaboration

The Certified Crop Adviser (CCA) Program meets the literal definition of "collaboration." A program that exists under the auspices of the American Society of Agronomy (ASA), the CCA Program relies on partnerships with several professional societies, the United States Department of Agriculture, and more than three dozen local CCA Boards.

It is through this collaboration – and extended network of volunteers – that the CCA Program extends its connection to all spheres of agriculture across North American and beyond.

Our Process

- Strategic Planning was a months-long process built around needs of CCAs & stakeholders of the CCA Program
- Process informed by one-on-one conversations with CCA Needs Assessment, fielded in July/August 2024 as well as extended conversations with local CCA boards
- A task force of ICCA Executive Committee, local CCA board representatives, and ASA professional staff engaged in extended dialogue to arrive at this vision & these objectives
- This objectives of this plan will be pursued over the five-year period beginning in January 2026 in collaborative fashion

Operationalizing the CCA Program's Strategic Plan 2026-31

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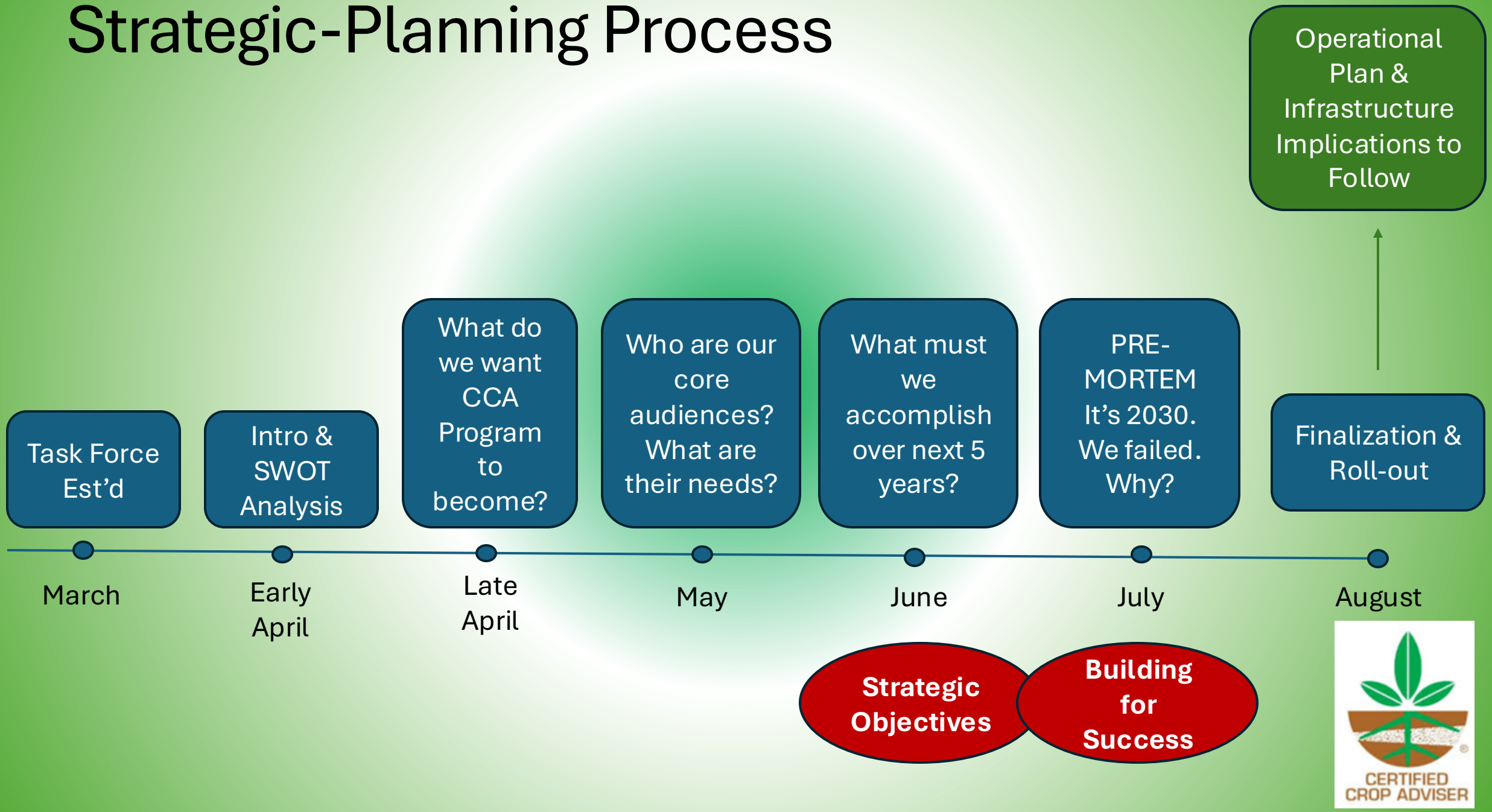
Strategic-Planning Process



	Demonstrably increase the recognition & appreciation of the CCA credential among key stakeholder groups	Continually increase the number of professionals holding the CCA credential	Expand the value proposition of holding the CCA credential and being part of the CCA community	Modernize the infrastructure that supports the CCA Program
Desired Outcomes	Many more employers reward and recognize the value of the CCA credential	Multi-faceted, sustained international marketing campaign to lift enrollment implemented	National, regional & local educational/networking events established	Policies & procedures across program analyzed & simplified to enhance user experiences
	Deep appreciation of the CCA credential & its value among farmers	More specific role for marketing at CCA board level established & deployed	Catalog of online educational programming expanded & effectively promoted	New operating standards in place at all levels to ensure higher levels of service
	Extensive catalog of resources available to promote the CCA Program & credential	Targeted campaigns & resources directed at high school, vocational & university students	More training & informational resources available for specialty areas of agronomy	Technology utilized to accentuate collaboration & communication at international & local levels
	CCA performance objectives imbedded into into university, community college & high school/vocational courses	Extensive library of exam prep materials for local & international exams in place	Enhanced representation of CCAs' professional interests at national & local levels	Operational changes implemented to enhance working relationships
	Legislators at national & regional level recognize the value of the CCA Program	CCA Program expanded to additional new markets outside North America	New tools in place to connect science of agronomy with its local application through CCAs	New programs & services established that enhance the value of the CCA Program
			Sustained P.R. program that recognizes CCAs as lifelong learners	Better tools implemented to enhance collaboration between and among ICCA HQ & local boards

Purpose

Translates the ICCA Strategic Plan (2026–2030) into:

- Actionable tactics
- Roles, timelines, and responsibilities
- Across HQ staff, local/regional boards, and committees
- Everything is tied back to one or more Strategic Objectives
    1. Increase recognition & appreciation of the CCA credential
    2. Increase number of professionals holding the CCA credential
    3. Expand the value proposition of the CCA credential & community
    4. Modernize infrastructure supporting the CCA Program

Marketing & Outreach

Strategic alignment: **Recognition, enrollment growth, value proposition expansion**

Tactic	Roles & Responsibilities	Deliverables	Timeline	2026 Goals Integrated?
Develop full-scale marketing plan	HQ Marketing, ICCA Staff, Local Boards	Marketing roles, channels, tiered responsibilities	Draft Q1 2026	1, 3
Define and launch the CCA Value Proposition	ICCA Staff (lead), Marketing Committee, Board Chairs	Message box, employer one-pager, presentations	Q2 2026	1, 3
“Candidate Journeys” for students → early career → advanced	ICCA Staff, Education Committee	Journey maps + website/app copy	Q2–Q3 2026	1, 2
Legacy Practice Review (Phase 1): Application & Eligibility	Application Task Force (lead), ICCA Staff	Recommendations to ICCA Board	Report March 2026	2
Legacy Practice Review (Phase 2): Additional program practices	ICCA Staff, Exec Committee	Prioritized list + next steps	Q4 2026–Q2 2027	3

Program Development

Strategic alignment: Expanded value proposition, more programming, broader pathways

Tactic	Roles & Responsibilities	Deliverables	Timeline	Goal Integrated?
Streamline eligibility & application requirements	Application Task Force (lead), ICCA Staff, Governance Liaison	Recommendation report to ICCA Board	March 2026	2
Roll out new online CCA Application System	ICCA Staff (lead), IT/Support Center	New online enrollment + instructions	Begin Q2 2026; launch by Q4 2026	2, 4
Local education program templates	ICCA Staff, Local Boards	Templates + budgeting guides	Q3 2026	3
Regional CCA meetings	ICCA Staff & Regional Boards	Launch 2–3 regional events	Planning 2026; Begin 2027	3
Expanded online education catalog	ASA Education, ICCA Staff	New modules + specialty content	Starting Q3 2026	3
Needs Assessment refresh	ICCA Staff & Exec Committee	Updated data + response plan	Q4 2026	3

Infrastructure Modernization

***Strategic alignment*: Modernize systems; increase clarity, usability, and transparency**

Tactic	Roles & Responsibilities	Deliverables	Timeline	Goals Integrated?
Reconfigure ICCA Department	CEO, ICCA Director, HR	Updated org chart & workflows	Q3 2026	—
Systems/process overhaul: CRM, CEUs, exam workflows, App Development	ICCA Staff, IT, ICCA Board, CCA App Task Force	Modernization blueprint	Mapping Q2 2026; Implementation 2027–2029	4
CEU workflow improvements	ICCA Staff, IT, ICCA Executive Committee/Board	Streamlined approvals + improved board visibility	2027	4
Board-facing dashboards	ICCA Staff, IT	Reporting dashboards pilot	Q4 2026	4
Collaboration & resource hub (intranet)	ICCA Staff, IT	Shared templates, messaging, documents	2028	3, 4

Governance, Policies & Board Relations

***Strategic alignment*: Enhance board experience, consistency, enhance service**

Tactic	Roles & Responsibilities	Deliverables	Timeline	Goals Integrated?
Support ongoing implementation of new Administrator Contract	ICCA Staff, Board Administrators	Clarifications, training refreshers	Q1–Q4 2026	3
Update Board Orientation Manual	ICCA Staff	Updated 2026 edition	Q1 2026	3
Board Onboarding Cycle (orientation + expectations + tools)	ICCA Staff	Training (video + slides)	Q2 2026	3
Board Budget & Finance Orientation	ICCA Staff + Finance/Accounting Department	Budget training webinar + FY guidance	Q2 2026	3
Annual board training cycle	ICCA Staff	Governance + CEU + marketing sessions	Launch 2027	3
Launch annual ICCA staff satisfaction survey for boards	ICCA Staff	Survey	Q1 2026	3
Annual board activity reports	ICCA Local/Regional/Country Boards	1-3 page summary report	Q4 2026	3

Local Board Capacity & Administrative Support

***Strategic alignment*: Improve efficiency, clarity &empowerment for local boards**

Tactic	Roles & Responsibilities	Deliverables	Timeline	Goals Integrated?
Reinforce new admin contract	ICCA Staff	Training & ongoing Q&A	2026	3
Board website improvement toolkit	ICCA Staff, Marketing	Templates, checklists	Q3 2026	1, 3
Define local board marketing responsibilities	ICCA Staff	Expectations document	Q4 2026	1, 3
Expand board access to tools/data	ICCA Staff + IT	Updated dashboards, reports	Q4 2026	4
Annual board training cycle	ICCA Staff	Governance, CEU, marketing	Launch 2027	3

Global Expansion

***Strategic alignment*: Expand global footprint; multilingual support; int'l marketing**

Tactic	Roles & Responsibilities	Deliverables	Timeline	Goals Integrated?
Expand ICCA Program to new regions	ICCA Staff, Brazil Board, International Partners	Market analysis + pilot plan	Q1–Q3 2027	—
Spanish-language expansion (Mexico + new regions)	ICCA Staff, Assessments, Mexico Board	Updated modules	2026–2028	—
Portuguese-language support for Brazil	ICCA Staff, Assessments, Brazil Board	Translations, outreach materials	Begin Q2 2026	1
International marketing kits (Spanish + Portuguese)	HQ Marketing, ICCA Staff	Multilingual toolkits	Q3–Q4 2027	1
Strengthen international partnerships	ICCA Staff, Regional Boards	Annual goals + agreements	Starting 2026	3

Operational Timeline for 2026

Q1 (Jan–Mar 2026)

- Update Board Orientation Manual
- Application Task Force → recommendation development
- Value proposition drafting begins
- Eligibility/application clarity work begins
- Prep for new online application infrastructure
- Local Board Collaboration Calendar established
- Marketing Plan developed

Q2 (Apr–Jun 2026)

- Marketing Plan finalized
- Application Task Force recommendations presented to ICCA Board (March → early Q2)
- Value proposition finalized; rollout prep
- Board Budget & Finance Orientation with Accounting
- Updated board onboarding cycle (orientation + expectations)
- Begin build of online CCA application system

Operational Timeline for 2026

Q3 (Jul–Sep 2026)

- Online application system development continues
- Candidate Journey materials produced
- Website/toolkit materials for boards
- Dashboard pilot testing

Q4 (Oct–Dec 2026)

- Launch of new online CCA Application System
- Dashboard pilot delivered to boards
- Marketing plan draft complete
- Needs Assessment cycle update
- Annual board reports submitted to ICCA Staff and Executive Committee

Metrics for 2026

- **Marketing plan developed** and **tactics have commenced**
  - A widely adopted **value proposition** across HQ and all boards
  - Specific tactics deployed collaboratively w/ local boards
- A **board-approved, modernized eligibility & application framework**
  - A fully functional **online CCA application system**
- Updated **board onboarding**, including FY27 budget training
- **Established baseline** to evaluate board satisfaction of ICCA staff performance
  - Stronger, more consistent channels of collaboration between HQ and boards
  - Improved **dashboard access and administrative tools** for all boards
- Spanish **and** Portuguese language materials & corresponding tactics deployed
- **Progress updates** throughout the year