

State of Nebraska
GOVERNOR'S COUNCIL FOR
INTERNATIONAL RELATIONS

STRATEGIC PLAN FOR INTERNATIONAL ENGAGEMENT



NEBRASKA

Good Life. Great Opportunity.

the Governor's Council for
INTERNATIONAL
RELATIONS



The Governor's Council for International Relations ("the Council") unites leaders from Nebraska's business, agriculture and education sectors to collaborate on opportunities for international trade expansion, foreign direct investment and the advancement of international partnerships.

The Council was launched in July, 2017, by Governor Pete Ricketts, the Nebraska Department of Agriculture (NDA) and the Nebraska Department of Economic Development (DED). It consists of members from 30 state agencies and organizations dedicated to the vision of growing Nebraska economically and globally.

THE COUNCIL’S PRIMARY DUTIES INCLUDE:

- Advising the Governor on Nebraska’s strategy for global engagement from a wide range of perspectives, while facilitating collaboration and promoting partnerships between Nebraska’s key public entities and promotional organizations.
- Assisting in the coordination of activities and the efficient use of resources to boost the success of Nebraska’s international engagement efforts and activities.

Governor’s Council for International Relations Member Organizations

Governor of Nebraska	NE Soybean Board (NSB)
NE Dept. of Economic Development (DED)	NE Corn Board & Nebraska Corn Growers Association (NCB; NCGA)
NE Dept. of Agriculture (NDA)	NE Wheat Board (NWB)
NE Dept. of Education (NDE)	NE Pork Producers Assoc. (NPPA)
University of NE Kearney (UNK)	NE Beef Council (NBC)
University of NE Lincoln (UNL)	NE Farm Bureau (NFB)
University of NE Medical Center (UNMC)/University of NE Omaha (UNO)	NE Dry Bean Commission (NDBC)
NE Tourism Commission (NTC)	NE Cattlemen’s Assoc. (NCA)
NE Diplomats	NE Ethanol Board (NEB)
NE Chamber of Commerce and Industry (NCCI)	Bio Nebraska
Greater Omaha Chamber (GOC)	Midwest International Trade Assoc. (MITA)
Lincoln Chamber of Commerce (LCC)	NE District Export Council (NDEC)
U.S. Commercial Service, Omaha (USCSO)	Nebraska Business Development Center (NBDC)
NE Secretary of State	NE Grain Sorghum Board (NGSB)



Gov. Pete Ricketts (left) and NDA Director Steve Wellman (right) meet with Ambassador Budi Bowoleksono of the Republic of Indonesia.

about this
REPORT



This report outlines the Council’s five-year priorities, strategies and recommendations for boosting Nebraska’s international engagement and achieving economic and social benefits in order to **grow Nebraska**.

THE BENEFITS OF INTERNATIONAL ENGAGEMENT

International engagement means promoting Nebraska on the global stage to improve the quality of life in communities at home. Trade and tourism, for example, are forms of international engagement that result in positive economic and social impacts.

This strategic plan covers international engagement as it pertains to the following key Council goals for the next five years:

- Growing Nebraska industries through global business, trade and investment;
- Increasing the state’s annual export productivity;
- Attracting foreign direct investment to Nebraska;
- Promoting Nebraska’s colleges and universities abroad;
- Boosting the state’s international tourism by promoting the Nebraska brand.

These goals are discussed in greater detail in the pages that follow.



Gov. Ricketts visits China’s Ministry of Agriculture in 2015.



Gov. Ricketts helps Greater Omaha Packing Co. load the first shipment of U.S. beef to China when the country re-opened its markets in 2017.



The trading floor at Japanese owned Gavilon in Omaha.

INTERNATIONAL ENGAGEMENT GOALS

Export: Growing Nebraska Industry on the International Stage

Export growth is a key indicator of economic health. It signals industry competitiveness, the output of jobs and factories, an inflow of funds to the economy and a robust workforce. Nebraska product exports topped \$8.28 billion in 2016, and the state's export productivity continues to be a source of economic strength. For example, in 2017, Nebraska was America's leading exporter of beef, third-largest exporter of corn, fourth-largest exporter of soybeans and fifth-largest exporter of pork. Working to continue to grow Nebraska exports presents a worthy goal for the future.

BEEF AND PORK EXPORTS ON THE RISE

The work of our farmers and ranchers continued to shine in 2017. Nebraska beef exports increased in 2017 by 12 percent to a total value of \$1.26 billion, making Nebraska the nation's largest beef exporting state for the second year in a row. Meanwhile, Nebraska pork exports rose by 20 percent, making it America's fifth-largest pork exporting state.

Bolstering the success of the state's biggest industry are efforts by local stakeholders to expand in international markets and promote the Nebraska brand.

Foreign Direct Investment (FDI): Growing Nebraska Communities

FDI refers to investments made by companies or individuals in one country into business interests in another country. FDI promotes positive economic impacts, creating jobs and enhancing local spending power. In Nebraska, companies with a parent outside the U.S. have invested over \$7.2 billion in the state over the past decade, employ-

ing over 59,000 Nebraskans as of 2018. The impact of FDI on individual communities creates positive economic opportunities.

FDI in Nebraska has been on the rise in recent years, attributable in part to international efforts led by the Governor's administration and the Council's partner agencies.

This has resulted in success stories such as Kawasaki's continued investments in the city of Lincoln and the recent expansion of bioscience giants Novozymes, Evonik and Veramaris in the city of Blair. With an accolade-winning business climate, Nebraska is poised to continue to attract FDI in coming years through targeted outreach.

Global Engagement at Nebraska's Institutions of Higher Education

Nebraska's institutions of higher education drive innovation through cutting-edge research, and play a key role in positioning the state as a leader in the global econ-

omy. They also attract talent to the state. As of fall, 2017, approximately 4,488 international students were enrolled at the University of Nebraska (NU), a 47% increase from

2010. Not only do international students expose their domestic peers to a range of global perspectives — preparing them for an increasingly interconnected world — but

according to NAFSA: the Association of International Educators, international students contribute an estimated \$170 million to the state economy annually, while supporting at least 1,780 jobs.

Global engagement at the college and university level is vital to the vision to grow Nebraska at home and around the world. The Council is committed to diligently supporting Nebraska's academic institutions as they work to increase their international student enrollment and global outreach. It will also explore new opportunities to strategically partner with institutions engaged in research and economic development, resulting in tremendous social and economic benefits for our state.

COMMUNITY SUCCESS STORY: KAWASAKI

Based in Japan, Kawasaki Motors Manufacturing Corp., USA has been investing in Nebraska since 1974, when it opened its first U.S. motorcycle production facility in the city of Lincoln. More than 40 years later, Kawasaki employs around 2,200 Nebraskans, and its investments in the Nebraska workforce continue, with major expansions occurring in 2017-2018.

Following a 2015 trade mission led by Governor Pete Ricketts, Kawasaki announced a new Aerospace Division in Lincoln — a \$12.5 million investment, and the company's first such production line in the U.S. Recently, the company announced a \$1.45 billion subway car contract with the New York City Transit Authority/Metropolitan Transportation Authority. The new operation is slated to create at least 95 new jobs in Lincoln, with production set to begin in 2021.

Kawasaki's decisions to grow its investments in Nebraska are a testament to the Nebraska workforce — but also the result of proactive efforts by the Governor and supporting agencies to foster strong ties between Nebraska and Japan.

International Tourism: Promoting Nebraska Around the World

Foreign and domestic travel and tourism generated over 47,000 jobs and \$705 million in tax revenues in Nebraska in 2016. Yet the merits of this key industry go far beyond its positive impact on in-state spending.

International tourism generates investment and business

development in target areas. Moreover, areas that can attract and accommodate international travel and tourism are more likely to see advances in international partnerships and foreign direct investment. Marquee destinations like the city of Omaha tend to attract national and global conferences, investor visits and inbound travel. Upon

arrival, visitors experience the amenities of Nebraska firsthand, while engaging in face-to-face conversations with local stakeholders. Bringing tourism to the state is an important part of growing Nebraska's global presence.

creating the current **STRATEGIC PLAN**



The Council unites leaders from a diverse group of Nebraska agencies and organizations, each with a unique set of priorities, assets, challenges and opportunities – but all with a shared vision to grow Nebraska at home and abroad. In creating the current strategic plan, the Council set out to determine objectives and strategies for the next five years that will help it achieve its agencies’ mutual goals while promoting the overall mission to grow Nebraska.

THE BENEFITS OF INTERNATIONAL ENGAGEMENT

The Council surveyed its partners from around the state to hear their perspectives on the international opportunities and challenges facing Nebraska. Our own Council members also provided input. After speaking with over 30 organizations, council members highlighted the following categories as key focus areas for the next five years (Table 1).

The Council also surveyed its partners about what they perceived to be Nebraska’s key strengths and assets in terms of promoting international engagement over the next five years. This resulted in an abundant list of personnel, resources and other assets that will assist the Council’s efforts moving forward. A full list of these assets is supplied in Appendix A.

With valuable feedback from its partner agencies, the Council set to work formulating the current strategic plan. After conducting a series of strategy sessions, the following six focus areas were selected as best practices for achieving the goals shown in Table 1:

1. Plan and execute a strategic five-year trade mission schedule.
2. Implement education/training opportunities to grow Nebraska exports.
3. Pursue FDI in strategically-identified focus countries.
4. Develop an engaged network of Nebraska goodwill ambassadors to promote the state overseas.
5. Collaborate with Nebraska’s institutions of higher education to forge partnerships and advance global engagement efforts.
6. Collaborate with the Nebraska Tourism Commission to promote the Nebraska brand.

The Council’s plans to address these six focus areas are discussed in the following sections.

Table 1 International Engagement: Focus Areas for the Future

1	Pursue opportunities to enhance Nebraska’s global visibility.
2	Enhance interagency collaboration to achieve mutual international goals.
3	Harness the state’s overseas assets to promote brand recognition.
4	Collaborate with Nebraska’s institutions of higher education to help advance their global engagement efforts.
5	Actively promote Nebraska industries and exports.
6	Attract international tourism through strategic marketing.



GOAL 1:

Plan and Execute a Strategic Five-Year Trade Mission Schedule

The Importance of Trade Missions

Governor-led trade missions are a cornerstone of Nebraska’s international engagement efforts. These high-visibility events serve to directly promote Nebraska’s industries and assets in the presence of key stakeholders, from political leaders to top business executives.

The trade and investment relationships forged during international visits can lead to new avenues of economic growth and expansion — including new trade agreements and FDI — which can enhance the vitality of Nebraska communities for years and decades to come.

The Value of Strategic Planning

International visits are most impactful when preceded by deliberate strategic planning and energetic promotion. This includes active outreach to engage target companies and industry leaders prior to the planned visit. In doing so, trade missions subsequently have the effect not just of introducing potential partners to Nebraska industries, but of commencing more advanced dialogue — or even finalizing agreements — with interested stakeholders.

Developing a Trade Mission Strategy

Given the importance of strategic planning to trade mission

success, the Council chose to focus on robust pre-trade mission planning and groundwork during the current five-year period. To do so, we propose first and foremost to establish a trade mission/reverse trade mission schedule. Our purposes are two-fold:

- A five-year schedule would provide the Council a solid framework for planning collaborations and efforts in upcoming countries or regions.
- The schedule would provide non-council stakeholders (e.g., the business community) a timely opportunity to conduct activities in select countries or regions in advance of a planned trade mission; for example, to attend trade shows abroad or host foreign delegations to Nebraska. This would help to “create a buzz” in target countries and improve future results.

The Council is currently in the process of formulating a proposed five-year trade mission schedule containing the countries listed in Table 2. (Note that the schedule would allow for item-specific trips as needed). These countries were selected based upon feedback from Council members, and represent probable high-opportunity areas for global business, trade and investment.



Chinese business delegation tours the University of Nebraska Medical Center in Omaha in 2018.

Table 2 Proposed Trade Mission Destinations, 2018-2022

Countries and Regions	Interested Stakeholders	Opportunities and Efforts
Japan	GOC*; NCCI; NDA; DED; NDBC; NFB; NWB; UNL	Japan is the third-largest economy in the world, and consistently ranks as one of the state's four largest export markets. Japan is a major export destination for agricultural products, and is one of the most important sources of FDI to Nebraska. NU has several long-term, active partnerships with Japanese universities, and continues to expand research engagement in key academic fields.
Mexico	NBDC; NCCI; NCB; NDA; NDBC; NEB; NFB; NWB; UNL	Mexico is consistently one of the top two export markets for Nebraska products. Mexico is an especially important market for agricultural products, specifically, grain. UNL has long-standing research partnerships in the country, specifically in agriculture and engineering. Mexico is also a major source of FDI in Nebraska.
Germany	GOC; DED; NDA; NDE; NFB; NTC	Germany is the fourth-largest economy in the world, and is a major source of investment in Nebraska and the rest of the U.S. Germany is also one of the state's largest export markets, and a major importer of agricultural products. Moreover, German tourists travel extensively in the U.S.
China	GOC; NCCI; NDA; DED; NDE; NEB; NFB; NSB; UNK; UNL; UNMC	China is now the world's second-largest economy. It is consistently one of the top four markets for Nebraska products, and a major market for Nebraska agricultural goods and manufactured goods. China also shows great potential as a source of inbound FDI. Chinese students are the largest contingent of foreign students on Nebraska university campuses. Nebraska universities are engaged in significant strategic academic and research activities with major Chinese partners, focused on agriculture, water, engineering, education and health care.
Korea	GOC; LCC; NDA; DED, NFB; NTC; NWB; UNK; UNL	Korea is one of Nebraska's five largest export markets. It is an extremely important market for agricultural products. Korea is also a growing source of FDI in the U.S. The University of Nebraska Innovation Campus has fostered several successful relationships with Korean companies.
Israel	NDA; DED	Nebraska has had great success exporting kosher beef to Israel. Israel is also at the cutting edge of technological development, especially in the areas of water conservation and general agricultural technology.

* Refer to page 3 for acronym explanations.

Southeast Asia: Australia, Indonesia, Vietnam	NCB; NDA; NSB; NWB; NTC; NDBC; NCB; NEB; UNK; UNL	As an advanced economy with significant agricultural production, Australia offers opportunities for Nebraska agricultural machinery manufacturers. With a large and growing population, Southeast Asia is an increasingly important market for Nebraska agriculture. University partnerships – particularly in agricultural research and development – as well as student exchanges in many of the region’s countries are likewise important.
Sub-Saharan Africa	NWB; UNK; UNL; UNMC	With a growing population and improving economy, many countries in Sub-Saharan Africa show promise as importers of Nebraska agricultural products. In the meantime, Africa has also proved an important market for agricultural machinery manufacturers. NU leads numerous efforts in Sub-Saharan Africa, from developing better agricultural techniques to improving health care.
South America: Argentina and Brazil	NDA; NDBC; NTC; UNL; UNMC	Brazil and Argentina are the largest and second largest economies in South America. Both countries offer opportunities for the export of livestock genetics to cattle operations; of farm machinery to local farms; of agricultural products to local markets; and for attracting students and promoting academic collaboration, as well as drawing tourism to the state. NU actively engages with research institutes throughout Brazil and Argentina; particularly, in agriculture, water and early childhood development.

The Council’s proposed trade mission schedule would be structured around two Governor-led trade missions per year, with pre-trip outreach and engagement efforts to begin no later than one year prior to each visit (though stakeholder agencies would be encouraged to commence outreach much earlier). During this period, the Council can assist as a resource and liaison for planning purposes.

By providing a clearer outline of the state’s priorities for the near future, council members and other stakeholders will be better able to tie into broader state efforts, thus allowing for more comprehensive and effective impacts.



Husker Harvest Days, the world’s largest totally irrigated working farm show.

Importantly, each trade mission will be accompanied by concerted follow-up efforts. Specifically, the Council will attempt to schedule a reverse trade mission to occur

approximately six months after each visit. This could entail hosting foreign delegations to events such as the College World Series or Husker Harvest Days.



GOAL 2:

Implement Education/Training Opportunities to Grow Nebraska Exports

Expanding the Nebraska Economy Through Export

The export of goods and services supports thousands of jobs and contributes billions annually to the Nebraska economy, sustaining communities and expanding local businesses. With over 96 percent of the world's purchasing power living outside of the United States, exporting can be a key driver of growth for Nebraska companies and industries.

Growing Nebraska's global goods and service exports is an important goal for the next five years, and one the Council feels can be best achieved by providing support to the state's largest exporting sector — small and medium-sized businesses.

Export Assistance

The relative complexity of the export process, particularly for businesses just entering the market, suggests that a number of Nebraska businesses otherwise poised to benefit from exporting may not be doing so due to a lack of knowledge and/or resources. This may be particularly true for small businesses: the Office of the United States Trade Representative reports that in 2013, nearly 82 percent of Nebraska's 1,565 exporting companies were small and medium-sized enterprises with fewer than 500 employees. For many companies of this size, the process of exporting may seem resource-prohibitive, complicated and out of reach.

A number of state and federal programs exist that can help business owners navigate the export process and defray a certain percentage of costs. However, information on such programs is spread across multiple websites and organizations, and the programs are potentially insufficiently promoted, as well as underutilized.

Creating an Export Resource Hub

To assist Nebraska's small- and medium-sized business throughout the export process, the Council proposes to collaborate with state agencies — particularly, DED and NBDC — to create and promote a web-based “one stop shop” for export-related programs and assistance.

Components of the Export Resource Center (ERC) could include, for example:

- Consolidated, easy-to-access information on state and federal export assistance programs, as well as simplified descriptions of such programs.
- An online educational and training curriculum, featuring commonly asked questions and important export-related topics; or, helpful videos and other resources sourced from export assistance agencies, e.g., the Small Business Administration (SBA).

- Periodic “success stories” or personal interviews with exporting small businesses, for the purpose of encouraging new participants.

A Focused Curriculum

An important element of the proposed ERC would include quarterly technical workshops corresponding with the Council's upcoming efforts in focus countries/regions. For example, in advance of a planned trade mission to Japan, ERC workshops would highlight Japan's market conditions, key business contacts, etc. Assuming businesses initiate activity in these markets, this would support the Council's pre-trade mission engagement efforts and increase chances for success.

Outreach and Promotion

To promote the ERC, the Council plans to collaborate with DED, NBDC, USCSO, SBA and other agencies to identify and engage with non-exporting small businesses, or individuals who currently export but could use additional guidance, resulting in referrals to the ERC.



GOAL 3:

Pursue FDI in Strategically Identified Focus Countries

FDI generates jobs and fosters economic expansion in communities across Nebraska. With FDI growing by more than 40 percent since 2010, U.S. foreign subsidiaries today employ nearly four percent of the state's private sector workforce. Currently, Japan, Canada, the U.K., France, Switzerland and Germany represent the state's largest sources of FDI, accounting for success stories such as:

- The recent expansion of Kawasaki's operations in Lincoln, including a first-ever Aerospace Division created for the manufacture of Boeing 777X aircraft and a \$1.45 billion contract to manufacture rail cars for the New York City Transit Authority.
- Multi-million-dollar investments in biotech by Novozymes, Evonik and Veramaris in the city of Blair — creating a name for eastern Nebraska as a hub for the biotech industry.
- The announcement by Agri-Plastics of its investment in a new \$4.5 million calf hutch production facility in Sidney.

These are just a few examples of Nebraska's numerous successes in terms of attracting FDI in recent years. They reflect several factors including a highly skilled workforce and welcoming communities. Relationship-building efforts on the part of the Governor's administration, DED and numerous other organizations have also been helpful in establishing a reputation for the state abroad. The Council aims to build on these previous successes to position Nebraska for continued success in attracting new investments.

A Focus on Industry Strengths

Increasing FDI in Nebraska will be an important focus of the Council for the next five years. To achieve this goal, we plan to target our FDI attraction efforts toward countries whose foreign investment profiles show a history of investing in industries that are, based on research, some of Nebraska's greatest areas of strength and opportunity.

SRI International's (2016) analysis and recommendations for the future Nebraska economy identified a number of industries as existing strengths and areas of opportunity for the state; of these, the Council selected the following as potential best candidates for its FDI attraction efforts: agribusiness and food

processing; biosciences; advanced manufacturing; renewable energy; consulting services; IT and data services; and transportation/logistics (see Table 3).

Using data obtained from the U.S. Commercial Service, the Council next identified countries that have been the top sources of greenfield investment into the U.S. within these strength and opportunity industries over the past five years. (See Appendix B for a full list). This list will help the Council and other stakeholders direct their FDI attraction efforts toward high-potential markets.

Equipped with this valuable data, the Council will work with its partner agencies to actively promote FDI through strategies such as:

- Frequently contacting target companies and industry stakeholders to engage in meaningful dialogue.
- Regularly tracking upcoming visits to the U.S. (e.g., trade show attendance) by stakeholders and investors from target countries and industries.

Table 3 Nebraska Strength and Opportunity Industries*

Agribusiness and Food Processing
Biosciences (agricultural and medical)
Advanced Manufacturing (precision metals; materials and chemicals; automotive and transportation equipment; machinery, equipment and appliances; electronics; manufacturing)
Renewable Energy (renewable energy production; environmental consulting)
Consulting Services (financial institutions; securities; insurance)
IT and Data Services
Transportation and Logistics

*SRI International, 2016



Lt. Gov. Mike Foley attends the Veramaris roof raising ceremony in Blair in 2018.

- Conducting governor-led trade missions or agency-led business trips in target countries.
- Seeking out and engaging foreign angel investors who may be interested in investing in early-stage Nebraska companies.
- Harnessing the proposed Top 100 Travelers Program (discussed in the next section) to conduct informal delegation visits or attend industry events.



GOAL 4:

Develop an Engaged Network of Goodwill Ambassadors to Promote Nebraska Internationally

Growing Nebraska's Global Visibility

Promoting Nebraska's global reputation as an attractive destination for business, trade and investment is fundamental to the grow Nebraska vision. With its highly skilled labor force, strong business climate and robust industries, Nebraska's goal is to make its strengths and assets known in a competitive international marketplace.

Discussions held by the Council have led to the idea of a new, innovative program that would better leverage an existing resource to promote Nebraska abroad.

Harnessing an Existing Asset

The Nebraska Diplomats is a nonprofit organization whose membership consists of more than 280 in-state business executives and community leaders. Its mission is to support DED by promoting out-of-state investment in Nebraska. Diplomats pledge to represent the state during their normal business dealings, and to gather valuable information regarding upcoming business relocations, expansions and new opportunities. They also agree to devote a portion of their own time and expense toward initiating contact with potential investors, hosting out-of-state visits and other special assignments.

As executives primarily from

for-profit organizations, many Diplomats travel abroad on a regular basis for purposes outside the purview of the program. Though Diplomats continue to advocate for the state of Nebraska during these trips overseas, the Council proposes to establish a more formal arrangement between itself and the Diplomats' most prolific international travelers, for the purposes of promoting international engagement.

The Top 100 Travelers Program

The "Top 100 Travelers Program" would see the Diplomats' most frequent overseas travelers recruited by the Council to act as international business ambassadors for the state of Nebraska.

Like its parent program, ambassadors in the Top 100 Program would be tasked with promoting the state and updating the Council on economic development and investment opportunities. Ambassadors could also be placed on special assignment. For example, they could be asked to attend a nearby trade show during an international trip; to lead an unofficial delegation to a target foreign company; or to participate in a promotional speaking engagement or conference. In other words, the Top 100 Program would take

advantage of ambassadors' proximity to overseas markets, leveraging an available resource to promote Nebraska abroad.

In administering the program, the Council would periodically survey its volunteer ambassadors for upcoming international trips. Prior to each visit, ambassadors could be equipped with a personalized letter of introduction from the Nebraska governor, as well as various promotional materials, including pamphlets, small items embossed with the Nebraska logo, etc. As a program incentive, the state's most active ambassadors could be honored by the Governor at the Nebraska Diplomats Banquet each year.

Other Uses for the Travelers Program

Notably, the Council sees the potential to eventually modify or expand the proposed program to include non-Diplomats living or doing business overseas — including international alumni from Nebraska's institutions of higher education. These possibilities will be discussed as plans for the proposed program are finalized.



Gov. Ricketts at a signing ceremony between Chinese company Zhong Liang Tian Run Trading, Inc. and Nebraska-based Preferred Popcorn in 2016.



Gov. Ricketts helps cut the ribbon at Morio Denki a Japanese company invested in Lincoln in 2016.



GOAL 5:

Collaborate with Nebraska’s Institutions of Higher Education to Forge Partnerships and Advance Global Engagement Efforts

NU and other institutions of higher education are vital partners in the Council’s mission to expand Nebraska’s global engagement. To this end, the state’s academic institutions have a long history of global engagement efforts incorporating defined goals and measurable outcomes. These include robust research collaborations, teaching partnerships, student and faculty exchanges and on-campus internationalization efforts.

For example, NU has supported long-term strategic research efforts to spur innovation in academic fields that are central to the Nebraska economy. These include agriculture; water and food processing; construction and engineering; transportation and logistics; education; hospitality management and sustainability; and healthcare, to name a few. International research collaborations in these areas have produced tangible outcomes to better our world and the human condition; to drive innovation; and to foster economic growth for Nebraska. NU’s expertise and worldwide reputation also attract thousands of talented international students and visiting scholars to the state, promoting the visibility of

Nebraska and its industries around the world.

The Council’s plans for the current five-year period involve acting as a resource for colleges and universities statewide in their efforts to:

- Expand international research partnerships that lead to economic opportunity;
- Boost international student enrollment between now and 2022;
- Increase global competency for greater employability of Nebraska graduates;
- Expand and utilize connections with alumni living abroad.

We propose the following key strategies to assist in these efforts during the current reporting period:

Leverage Overseas Academic Partnerships to Advance Nebraska’s Economic Development

NU has cultivated partnerships with Japanese institutions for over two decades. For example, in 2017, representatives from UNK attended the Governor’s Japan trade mission, meeting with leaders from Toyo

University; this led to a student-faculty exchange agreement between the two institutions that will foster closer ties and collaborations between Nebraska and Japan. Similarly, UNL benefited from this trade mission by forging new connections with leaders from Kewpie, a Japanese food manufacturer. A promising research partnership between UNL and Kewpie, utilizing the facilities at Nebraska Innovation Campus, has since developed.

Just as importantly, the aforementioned trade mission saw collaboration between DED and NU to strengthen engagement between Nebraska and Japan. It is anticipated that similar trade missions and other complementary activities could be pursued in the future, benefiting Nebraska’s academic institutions. The Council will work with Nebraska’s colleges and universities to continue to open doors for collaboration between the state and its global partners, ultimately advancing economic growth.



Gov. Ricketts and representatives from Nebraska and Shaanxi break ground on the Nebraska (Yangling) Agricultural Sci-Tech Park in 2016.

Build International Awareness of Nebraska as a Prime Destination for Learning and Career Pursuits

The Council will explore ways to collaborate with NU to engage alumni living and working abroad, encouraging them to promote the state and its academic institutions. NU’s work in China, Japan, Indonesia, Brazil and other key countries will guide the Council’s strategic efforts. Through coordinated efforts with global engagement leaders on Nebraska

campuses, we envision that university representatives traveling overseas may participate in this effort. We foresee a possibility to create such a program as an extension of the proposed Top 100 Travelers Program, discussed in the previous section.

Assist in the Development of Multinational Partnerships

NU’s Academic and Research Working Group cites over a dozen countries and regions in which NU

has identified specific opportunities for multinational partnerships. The Council proposes to partner with and assist Nebraska’s institutions of higher education as they pursue international projects and relationships that will ultimately benefit the people of Nebraska.

GOAL 6:

Collaborate with the Nebraska Tourism Commission to Promote the Nebraska Brand

The Impact of Tourism on Global Engagement

International tourism is valuable to Nebraska not only for its direct economic impact in the form of in-state spending, but also because of its tendency to promote economic growth.

According to the World Travel and Tourism Council, areas that invest in destination marketing often experience a resulting upsurge in local investment and business development; moreover, travel and tourism tend to generate international investment, with business and trade relationships benefiting from face-to-face meetings.

To use a local example, Omaha was recently selected to host the 2018 Midwest U.S.-Japan

Conference; as a result, over 500 dignitaries and executives from around the globe will experience Nebraska firsthand and network with local stakeholders. This privilege in many ways can be attributed to Omaha's staunch international reputation as a first-class business destination and marquee Midwestern city.

A Challenge and an Opportunity

Given overall downward trends in international tourism, increasing Nebraska's levels of international tourism poses a challenge. Yet, given the potential benefits, it presents an even greater opportunity.

The Council plans to aid the Nebraska Tourism Commission (NTC) as it formulates and executes an international tourism marketing

program over the next 3-5 years. This could include, for example, assisting the agency in engaging with inbound tour operators and travel media to promote the state. A previous such instance has already occurred, when NTC accompanied the Governor and Council delegation members on a trade mission to Japan in 2017. Other strategies could similarly leverage the Council's overseas contacts and efforts; for example, the Council could assist NTC in the promotion of Nebraska tourism by speaking or distributing materials at international conferences and exhibitions. Once formed, the Top 100 Travelers Program could also potentially be leveraged for tourism-related purposes.

Mutual Collaboration

The Council intends to harness its assets and expertise to support and advise NTC, as requested, in its international tourism efforts over the next five years. Consults or partnerships could include, for example, helping NTC prepare for international conferences.



Gov. Ricketts visits Novozymes during the company's expansion celebration in Blair in 2017.

CONCLUSION



As the Council progresses in its efforts to grow Nebraska, its final goal will be to ensure that the strategies outlined in the current report continue to align with the needs of the state, the strengths of our industries and a focused vision for the future.

The Council plans to meet annually to discuss the successes, strategies and next steps associated with the current strategic plan, and to adjust its goals accordingly. Periodic updates will be released through the Governor's Office.

More information about the Governor's Council for International Relations, or the current strategic plan, can be obtained by contacting the Nebraska Department of Economic Development.

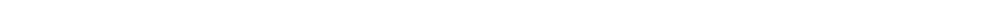


Gov. Pete Ricketts speaking with Canadian Minister of Finance Bill Morneau in 2017.



Gov. Toshizo Ido of Hyogo Prefecture signs a Memorandum of Understanding with Gov. Ricketts in 2018.

APPENDIX





Gov. Ricketts speaks at the 2017 Midwest U.S.-Japan Association Conference in Tokyo.



NDA Director Steve Wellman (right) is pictured with Gov. Pete Ricketts and DED Director Dave Rippe receiving the 2016 and 2017 Governor's Cups from Site Selection Magazine. Nebraska received the Cups two years in a row for having the most capital investment projects per capita in the nation.

Appendix A: Asset Map for Nebraska's Global Engagement

Asset	Organization(s)
Members are highly experienced in export and import trade, and can provide advice on best practices, etc., in a variety of sectors.	District Export Council, State Chamber
Has a large membership list, influential members and a network of connections with local businesses, which can be used to propagate information and make connections.	BioNebraska, Beef Council, Corn Board, District Export Council, Diplomats Greater Omaha Chamber of Commerce, Lincoln Economic Development Partnership, State Chamber
Contacts and news sources from national and international sources to distribute information to local community.	Corn Board, District Export Council, MITA, State Chamber
State or federal funding to assist businesses with international growth	District Export Council, DED
Support for local business growth that can assist investing businesses (e.g., workforce development, talent attraction, etc.)	DED, Greater Omaha Chamber of Commerce, Lincoln Partnership for Economic Development, State Chamber
Dedicated team of recruiters directed to identify potential investors and work to draw them to the state.	DED, Greater Omaha Chamber of Commerce, Lincoln Partnership for Economic Development
Specialized educational or informational events for local business community to provide information on international opportunities.	Greater Omaha Chamber of Commerce, MITA
Governor-led trade missions	DED, NDA
Organization-led trade missions focused on export promotion or FDI attraction	Commercial Service, DED, Greater Omaha Chamber of Commerce, NDA
Berkshire Hathaway Shareholders Meeting (opportunity to host guests)	DED, Greater Omaha Chamber of Commerce
College World Series (opportunity to host guests)	Greater Omaha Chamber of Commerce
Dedicated branding and marketing efforts	DED, Ethanol Board, Greater Omaha Chamber of Commerce, Lincoln Partnership for Economic Development, NDA, Tourism Commission, UNK, UNL, UNMC, UNO
Overseas offices	DED, UNMC
Consultants who provide one-on-one analysis, advice and assistance to growing and exporting businesses	DED, NBDC, Commercial Service
Customized market research reports	NBDC, Commercial Service
White paper archives prepared for countries and industries	NBDC, Commercial Service
University network of professors and students	UNK, UNL, UNMC, UNO
Strong connection to U.S. Embassy network and other federal agencies	Commercial Service
Over 50,000 students, including nearly 4,500 from a variety of countries around the world	UNK, UNL, UNMC, UNO
Large alumni networks around the world	UNK, UNL, UNMC, UNO
Clayton Yeutter Institute for International Trade and Finance	UNL

Water for Food Institute/National Drought Mitigation Center	UNL/IANR
Demonstration farm in Yangling, China to promote business development and export promotion	DED, NDA, UNL, UNMC
Global Center for Health Security to enhance NU's health security and biodefense capabilities in clinical care, education, training, clinical research and basic research in infectious disease	UNL, UNMC, UNO
Interprofessional Experiential Center for Enduring Learning uses a wide range of simulations and visualization technologies to promote experiential learning	UNMC
Joint MBA degree in Italy	UNK
Double degree program in food science & technology in China	UNL
Engineering program	UNL
Asia Pacific Rim Development Program	UNMC
Fred and Pamela Buffet Cancer Center	UNMC
UneMed Technology Transfer and Commercialization	UNMC
University of Nebraska Innovation Campus	UNL
Business Innovation Programs to connect foreign investors with local startups and incentivize work with the university system	DED
Midwest U.S.-Japan Association membership to be used as a platform to promote Nebraska in Japan	DED
Grantee of Foreign Trade Zone #59	Lincoln Partnership for Economic Development
Have hired a consultant to lead technology startup recruitment in Australia	Lincoln Partnership for Economic Development
Strong presence at BioWorld Congress, which attracts industry attendees from around the world.	BioNebraska
Nebraska is a leader in the field of agricultural biotechnology thanks to native inputs and ethanol industry	BioNebraska, Ethanol Board, NDA
Nebraska is a leader in animal health	BioNebraska, UNL
Nebraska is a leader in food sciences and food processing	BioNebraska, UNL, NDA
Financial support for state branding or marketing efforts	Diplomats, Beef Council, Corn Board, Tourism Commission, Wheat Board
Promote sales of products through national organization	Beef Council, Corn Board, Dry Bean Commission, Ethanol Board, Pork Producers, Soybean Board, Wheat Board
Promote Nebraska products at trade fairs	Commercial Service, DED, Dried Bean Commission, Greater Omaha Chamber of Commerce, Lincoln Partnership for Economic Development, NDA, Tourism, Wheat Board

Technical assistance to sellers and buyers	DED, NDA, Pork Producers, Soybean Board, Wheat Board
Visa sponsorship for visiting teachers	Department of Education
High school students statewide	Department of Education
Connection to local civic organizations for hosting visiting dignitaries	Secretary of State
Connection to honorary Consul Generals and diplomatic presence of foreign countries	Secretary of State
Official government representation	DED, NDA, Secretary of State

Appendix B: Largest Sources of Inbound Greenfield Foreign Direct Investment in the United States During the Past Five years

Industry	Country	Total Capital Expenditures (USD Millions)	Jobs created
Agribusiness and Food Processing	Canada	\$3,239	6,524
	Germany	\$2,866	7,131
	Switzerland	\$2,640	6,466
	UK	\$2,124	4,763
	Japan	\$1,723	5,939
Biosciences	Germany	\$9,011	18,563
	Japan	\$4,988	4,837
	France	\$4,658	4,029
	China	\$3,632	1,662
	UK	\$3,384	10,358
Advanced Manufacturing	Japan	\$15,484	32,157
	Germany	\$10,226	24,677
	China	\$5,736	5,216
	France	\$5,166	5,053
	Italy	\$3,916	6,292

Renewable Energy	Israel	\$406	108
	Germany	\$300	107
	UK	\$289	346
	Japan	\$225	57
	Czech Republic	\$208	53
Consulting Services	UK	\$193	3,124
	Switzerland	\$169	1,676
	Bermuda	\$75	747
	Japan	\$30	312
	Canada	\$29	316
IT and Data Services	India	\$1,488	12,668
	Ireland	\$291	2,651
	UK	\$269	2,237
	Germany	\$141	631
	China	\$104	593
Transportation and Logistics	Germany	\$2,899	8,686
	UK	\$1,481	3,895
	Canada	\$561	2,121
	Japan	\$1,275	4,228
	Switzerland	\$284	680



Japanese business delegation tours Werner Enterprises in Omaha in 2018.



In Lincoln, Kawasaki unveils the company's first aerostructures production line in the U.S. in 2017.



Business Networking Reception in Seoul, South Korea in 2018.



The Spring 2018 Academic Fellows from the Young Southeast Asian Leaders Initiative at UNO visit the White House.



In 2018, Sunseo Omega, Inc., a South Korean Company based out of the Nebraska Innovation Campus in Lincoln, accepts a grant.



Worldlawn cuts the ribbon to celebrate the opening of a new facility in Beatrice in 2017.

