

The How

The Why

The Why will determine how the farm runs

- Farm with educational focus vs. profit focus
- Paid student workers vs. unpaid vocational program
 - Vocational can operate machinery
- If education is the primary goal, interdepartmental opportunities can be sought out more easily (less pressure)

The farm/institution relationship

The Why

How the farm fits into the institutions *mission* will determine how the farm fits into the institution itself

The farm/institution relationship

Lease model: farm is separate entity that leases land

vs.

Department: farm is fully a part of the institution

For either choice:

Why is this the best model for the mission?

Think of *everything*:

- Is the farm manager a teacher?
- Are they a school employee?
- How is the farm funded for normal operations?
- If fundraising needs to be done, who does it?
- Where do farm profits go?
- Does the cafeteria pay for the produce?
- Is there a plan in place for assets if the farm is leased?
- Anything you can think of that affects how the farm and institution relate...

Put it on Paper

The Personnel Problem

Why do institutions struggle to find workers?

Relationships with Administration

- Go back to **The Why**
 - If there is an agreed upon **Why**, the admins have more “buy in”
- Do as much as possible to involve them; they should at least know **The Why**
- The more involved they are, the more they can be a part of the transition process when/if the farm manager moves on
 - This is good for the institution

Turnover

- Institutional farms have a unique situation where the manager can change from year to year
- This is extremely challenging for any organization
- Keep **The Why** prominent, it should outlast the farm manager

Turnover

- Make yourself replaceable
 - Don't build the farm around *you*
 - You should be managing a running farm, the farm should not depend on you (look at other management jobs)
 - Systems, check lists, procedures: have everything written down

Funding

- Getting support for the farm: **Internal support**
 - Working with cafeterias
 - Cross departmental education
 - If the school is struggling financially, can the farm support itself?
 - Do what you can with what you have (think of **The Why**)

Funding

- Getting support for the farm: **Community Support**
 - It is essential to be able to communicate **The Why**
 - People care more about the mission than the infrastructure
 - Definition of success:
 - Donors are more likely to give to a successful farm