**Mission:** To provide the services necessary to be successful in the areas of Teaching, Research and Extension/Outreach

Provide a forward thought process to enable the Newark Farm the ability to remain pertinent in the three mission areas

Institute a whole Farm ecosystem that all three areas listed above can benefit from, working together to remain successful as an Institution and for the greater good of the nearby community

**Services:** The Newark Farm provides many services applicable towards the three mission areas.

**Teaching:**
1. Diversified land base indicated by departmental curriculum
2. Facilities and animals for required curriculum
3. Equipment for hands on instruction
4. Instruction for classes provided by Professional and Salaried Staff
   - Limitations of services for teaching are labor, professional expertise and spatial needs

**Research:**
1. Typically all aspects and means to carry out on-farm projects in the form of land, equipment, labor, and technical guidance
2. Allocation of materials and equipment when needed and possible
   - Limitations are precision equipment (various generations thereof), irrigation, and spatial

**Extension/Outreach:**
1. Equipment, facilities and land base
2. Some professional expertise as it pertains to subject matter
   - Limitations include precision equipment for planting plots, irrigation, land base for long term projects, and continued labor for large scale/long term projects

**Budgetary Needs:**

1. The Farm's operating budget has varied year to year depending on emergency needs and possible equipment upgrades. This is different than the proposed system of a fixed annual budget that includes funding for emergencies and upgrades.
2. Many aspects seem to be a grey area as to the Farm's responsibility to budget for items and services; hopefully these
can become more clear. The College needs to develop a policy regarding what unfunded activities should be absorbed into the farm budget.

3. A cost center could be used to recoup expenses that do not fall within the defined farm budget.

**Staffing Plan:**

1. Consideration to Farm staffing will depend primarily upon the direction the College will take in the next 5 years
2. Wholesale changes could reflect the attitude and new path the College may take, and therefore a restructuring would be needed and maybe a shifting of positions towards other areas
3. Reduction in Farm staff via unfilled positions are having a detrimental effect on morale and productivity
4. Areas that Farm staff are relied on that may not fit squarely within a person’s job description or scope would need to be addressed

**Outsourcing/Collaboration:**

1. Areas for outsourcing and collaboration for the Farm are somewhat limited but possible
2. Outsourcing certain management aspects seem to be cost prohibitive but, if kept within the scope of our land base, could be acceptable
3. Outsourcing of specialized facets would be helpful when equipment and knowledge base is limited
4. Collaboration would be valuable with outside institutions and agencies to complete either common goals or accept specialized guidance
5. Utilization of other institutions in collaborative efforts would need to be reciprocal in nature or come at a cost

**Action Items/Foundational Steps:**

1. Departmental desires and plans evaluated to determine steps necessary for success
2. Farm model for future discussed and determined if possible within the scope of departmental needs
3. Steps initiated to start whole farm plan and meshing of departmental philosophies
4. Staffing changes or restructuring to carry out long term Farm plan