



Duke Campus Farm: Five Year Strategic Plan

Our Mission, Our Vision, Our Plan

2014 - 2019





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Process facilitation of strategic planning for the Duke Campus Farm was provided by consultants Kathryn P. Miller and Eric H. Miller.

Executive Summary

A Strategic Plan for the Duke Campus Farm



Executive Summary: *A Strategic Plan For The Duke Campus Farm*

Executive Summary

A Strategic Plan for the Duke Campus Farm

On a Saturday in March of this year more than 70 Duke students showed up for a workday at the Duke Campus Farm (DCF). The turnout was consistent with a three-year trend: ever-greater numbers of Duke students arriving at DCF eager to learn and ready to work.

It is significant and remarkable that a previously insignificant and unremarkable one-acre tract in Duke Forest—seven miles from our main campus, served by neither campus shuttle nor city bus, supplied by no snack or beverage vendor, offering no climate control, no comfortable seating and no services save a cold water spigot and a single-seat outhouse—that this previously unused bit of land has so quickly become a cherished *place* in the intellectual, communal and spiritual lives of a growing number of Duke students and alumni.

Significant, yes—but not a surprise. Nor simply a novel and up-trending expression of our students' current interests.



When asked what the farm means to them, initial student answers are diverse—pastoral refuge, living laboratory, artistic sandbox, pressure valve, social space, tribal badge. Some see it as a soil-and-toil antidote to their necessarily rationalized, digitized, and urbanized campus lives.

But once they've given their top-of-mind answer, almost all students tell us that they consider the relationships they establish with and through the farm—the lessons they learn from it and the care they offer back to it—to be as *essential* to securing their future, and the future of generations that will follow them, as any degree, academic program, student activity or service opportunity offered at Duke.

These students are part of the first generation whose lives are being directly and unavoidably impacted by global climate change and its accompanying environmental degradation and resource exhaustion.

Executive Summary: *A Strategic Plan For The Duke Campus Farm*

This generation understands more clearly than any generation before that their values, actions and outlooks will have an outsized impact on the future of our planet. They understand that many of the challenges to be solved must begin with transforming the prevailing food system.

Thus when prospective students inquire whether Duke has a campus farm, they are not simply checking on the availability of heirloom tomatoes. They are taking the measure of Duke's intention to play a material role in creating positive change. They want to know how Duke positions itself within a broader food system—how we grow, harvest, distribute, prepare and eat food—and who plays what role in this process. They want to know how their time at Duke might contribute to building viable alternatives to the current system.

A visit to the farm invariably prompts questions and starts conversations about sustainability, about land and resources, about food systems and their human and environmental costs. This is why Duke students see DCF as literal grounds for hope. Yet they know they'll need more than hope and organic produce to be effective as the next generation of leaders, and some students worry out loud that the university's academic programs and policy perspectives have not caught up with their own urgent need to seek solutions.

We see DCF as a cornerstone in Duke University's response to this clear and earnest invitation from students to help them, and the rest of us, become more knowledgeable and engaged around all aspects of sustainable food production, and more aware of who or what gains or loses as food moves from farm to fork.

By doing so, we prepare Duke students to help effect positive changes in our food system as leaders and engaged citizens of the world.

Which makes our mission clear and simple: We inspire and empower the Duke community to catalyze food system change.

DCF MISSION:
We inspire and empower the Duke community to catalyze food system change.

Executive Summary: A Strategic Plan For The Duke Campus Farm

The Duke University strategic plan calls for the application of “knowledge in the service of society” as a natural extension of education and inquiry, what President Brodhead calls “learning to make a difference.” We believe the DCF mission, and our engagement with real-world issues, aligns well with this goal.

This plan presents our mission and why it matters, and outlines our vision, organizational values and five strategic imperatives that define how we will pursue this mission over the next five years and beyond:

1. **Educate:** *develop strong interdisciplinary partnerships with Duke faculty, schools and institutes to increase food literacy among students;*
2. **Engage:** *create rich, hands-on opportunities for students and the community to sustainably grow and eat healthy food and to reflect on, and tackle, food system issues;*
3. **Empower:** *facilitate and amplify critical knowledge, conversations and actions that will inform food system change;*
4. **Energize:** *connect local individuals, groups and communities around our shared food and sustainability goals;*

5. **Enable:** *provide a “living lab” for experiential teaching and relevant academic, agricultural and policy research.*

It was equally important to address our most pressing operational needs as part of this five-year plan. We have identified six operational goals critical to building a firm foundation for sustained growth and the effective pursuit of our mission.

1. **Build Stronger Academic Alliances**
2. **Support Core Program Excellence**
3. **Optimize Food Production and Operations**
4. **Develop An Exceptional Team**
5. **Diversify And Solidify Our Funding Base**
6. **Define Our Relationship To The Duke Community & Region**

Each goal is presented in this plan with a list of supporting action items and tactics for implementation.

We invite you to peruse our full plan and learn more about our mission to catalyze food system change through education. Of course, we also invite you to visit the Duke Campus Farm and get involved.



Introduction

Introduction: Organizational Summary

Introduction

Organizational Summary

The inspiration for the DCF was a 2010 class assignment to assess the feasibility of a sustainable Duke campus farm.

Long after the class had ended, students' interest continued to build. A handful of persistent, hard-working students soon partnered with individual faculty and administrators to turn their theoretical project into a campus reality. The new campus farm quickly gained visibility, symbolic significance, and manifold value for students, faculty, staff and administrators.

Today, DCF is a vibrant working farm offering programs, services, events and activities that educate, connect, engage and inspire our community about sustainable food systems, environmental stewardship and access to good food for all.

Our staff and volunteers share a commitment to demonstrate and teach a "farm to fork" connection by growing food for the Duke community, opening up the farm to students, faculty, staff and Duke's neighbors, and by offering experiential learning, classes, tours and workshops.



We partner with academic and administrative leaders and programs inside Duke University, and with organizations across the region and country, to elevate the importance of more sustainable food systems and local sustainable farming for healthier food.

Most of all, DCF provides a literal one-acre "field of inquiry" where students, faculty, staff and others may materially and intellectually engage in an active, tangible response to the need for food system change. This positions DCF to take a leading role as cultivator, amplifier, convener and facilitator of conversations and activism to address sustainability topics and food-related issues.

Producing food for the Duke community is also a core commitment. As we explore what new roles DCF can take in these larger conversations, we will work to ensure that every Duke student will graduate having eaten food grown by his or her peers at DCF.

Introduction: Organizational Summary



We will continue to enthusiastically encourage Duke professors to teach and break bread with their classes under our pavilion, and urge more and more students to experience a DCF workday, workshop or other on-site event. We will remain an open, welcoming, inclusive place where students, faculty, staff and members of the Duke and surrounding communities can learn hands-on about food and farming or join a lively discussion about food politics.

We will seek increased integration with academic departments, schools and institutes to make DCF a topic of, and starter of, conversations about the modern food system and its effects on people and the planet.

Less than four years after its inception, DCF employs a full-time farm manager, a full-time Farm Fellow (a recent Duke graduate), and several undergraduate and graduate student apprentices, and offers numerous events and education programs. In the next five years, we intend to become a cornerstone in Duke University's efforts to produce more food-literate leaders and citizens for the world.

Introduction: Organizational Summary

Current DCF Core Programs

Alternative Spring Break

One of the most popular DCF initiatives, this intensive 3-day program introduces Duke students to the processes and real-world politics behind “farm-to-fork.” Undergraduate and graduate students work on nearby farms, meet local food entrepreneurs and explore Durham’s network of community food organizations before preparing locally-grown dinners for expert guests conversationalists.

First-Year Orientation Programming

In August 2013, DCF began a partnership with Project BUILD, a service-centered pre-orientation program for incoming Duke first-years. Sixty-four students worked in 8-person teams while building relationships with one another and their new home. Ultimately, DCF would like to create its own food-centered pre-orientation program. DCF also plans to continue hosting an orientation Faculty Outing with Professor Charlotte Clark.

Demonstration Gardens

DCF increasingly dedicates perimeter space to curated mini-gardens that enhance the farm’s educational and aesthetic value. Since 2013, the Cackalacky Cash Crops heritage plot of cotton, tobacco, and peanuts has provided a historic context for modern food, labor, and justice issues as it honors to NC’s complex agricultural legacies. The heritage plot could serve as a model for similar programs across the country. DCF presented an academic paper and hosted a farm tour at the 2014 Sustainable Agriculture Education Association Conference—a national conference for college farms—on the valuable insights that land-based learning contributes to understanding our agricultural legacy. DCF perimeter plots also include an herb garden, native perennial pollinator garden, and a youth-focused “bowling bug” garden, and we look forward to developing others.

Educational Workshops

The farm has hosted a range of do-it-yourself and historical workshops. Early offerings included hands-on how-to lessons: preserving, fermenting, foraging, juicing, and more. In 2013, DCF expanded programming to include a heritage crop series that paired plantings with workshops featuring local experts, including a historian, textile artist, chemist, and crop geneticist. Additionally, DCF hopes to continue working with Duke corn biologist Mary Eubanks, who runs corn trials on site with her non-genetically modified organic corn seed.



Introduction: Organizational Summary

DCF, Dining and Sustainable Duke

DCF is managed by Sustainable Duke and partly funded by the Office of the Executive Vice President. Sustainable Duke is the office at Duke charged with reducing the environmental impact of the campus, strategic planning for sustainability, educating the campus community regarding Duke's impact on climate change, and developing programs to positively influence campus sustainability behaviors.

Duke Dining supports our program by purchasing produce for its dining halls. The Duke community may also purchase produce from DCF directly through our CSA (Community Supported Agriculture) programs.

June through September our produce is available at the Duke Farmers' Market. Students can enjoy our produce in campus dining halls, the Marketplace and the Penn Pavilion on West Campus, or find DCF food on the menus of local Durham restaurants such as Piedmont and Nosh.

The Duke Campus Farm hopes to feature its produce at special university events in the future, and plans to make broad connections across departments and events management to fulfill this goal.



Introduction: Planning Purpose and Horizon

Why A Strategic Plan Now?

The DCF board of advisors and staff chose to conduct a strategic planning process for several reasons:

- Accelerating student engagement and faculty interest as well as changes in key administrative and academic leadership roles at Duke University pointed to the need for a clear strategy ensuring the farm's long-term stability and relevance.
- The recruitment and hiring of a new DCF manager highlighted the need for a clearly defined mission, values and goals.
- Sustainable Duke staff, DCF staff and members of the farm's board of advisors (BOA) recognized the organization's capacity to contribute in larger ways toward positive change to the food system.



Planning Horizon

The planning horizon for this strategic plan is five years. The strategies and action items herein presented cover this time frame.

The first three years of this plan will be a period of foundation-building to make us ready for accelerated growth in years four and five, and beyond. However, DCF's strategy must be responsive to environmental and economic trends and remain aligned with the dynamic culture of a major university. As such, this will be a living plan, reviewed and modified as needed throughout this five-year period.

Introduction: Plan Development Methodology and Report Organization

Plan Development Methodology

This strategic plan was developed using a research-based and participatory process. We reviewed background literature, evaluated other campus farms, and conducted confidential interviews with current board members, current staff and key stakeholders.

Draft content for the strategic framework was crafted by the full advisory board and all staff during a day-and-a-half strategic planning session. This plan was then further built out by our consultant team and a full draft of the strategic plan was presented to the board and all staff for review and refinement. The finalized strategic plan is presented here.

Report Organization

The content is organized as follows:

A Statement of Purpose articulates board and staff members' stated understanding of why the DCF's mission and activities are important.

A Strategic Framework presents DCF's mission, organizational values, vision and strategic imperatives.

An Operational Plan presents six priority goals and corresponding action items needed to realize the strategic framework.



Statement of Purpose

Why It Matters



Our relationship to our food is in crisis.

Civilization as we know it began with agriculture, and it may well end with agriculture, too.

The modern food system feeds an enormous number of people with ruthless efficiency, but it does so at enormous cost—global environmental degradation, climate change and social and economic inequity.

Extreme weather across North America and the world, food riots in the global south, debates over genetically modified crops and 21st-century agriculture's dependence on non-renewable resources—these all warn us that the strength of our civilization rests upon an agricultural base itself wholly dependent upon a larger ecosystem now in precipitous decline—a decline in large part due to an agriculture that undermines the very ecologies on which it depends.

The prevailing food system has brought us seemingly permanent pandemics of chronic disease that undermine centuries of progress in medicine and public health. The predominant methods for growing food no longer promote, but hinder and indeed critically threaten human life.

The strength of our civilization rests upon an agricultural base itself wholly dependent upon a larger ecosystem now in precipitous decline ... our relationship with all things food is now so deeply troubled that we must save the food system to save ourselves.

Our relationship with all things food is now so deeply troubled that we must save the food system to save ourselves. This is no small task, and if we are to succeed, universities must take a leading role. For too long, the study of agriculture, and the food system more broadly, has been “siloeed” within land grant universities or agribusiness research facilities.

Duke, with its strengths in health, medicine, business, law and public policy, as well as in the liberal arts and sciences, is uniquely positioned to take on the interconnected challenges presented by the current food system.

DCF is a vital platform for informing, enlivening and grounding this work.

Statement of Purpose: *Why It Matters*
Our Purpose

It is for these reasons that DCF exists.

Leading colleges and universities such as Yale, Dartmouth and Cornell are not creating campus farms simply as extensions of academic programs, nor as student activities, nor to deliver a predictable supply of fresh produce to university dining tables, though these farms may in fact do all these things.

They are creating campus farms to signal their intention to play a material role in addressing the most important and urgent issue of our time: our relationship to each other and the planet that sustains us. Duke University's participation in the conversations regarding food systems and food policy will necessarily take many forms. But DCF offers an inimitable and interdisciplinary entry-point into these conversations.

Unlike an institute or a curriculum, unlike publications or lectures, a farm is of the earth itself: alive and fertile. It offers tangible evidence that a positive and restorative relationship to our environment is possible. Our campus farm visibly demonstrates that the particular system we embrace, and how we measure its success, matters.

DCF is representative of the larger ecosystem that supports us. It demonstrates our understanding that the relationships we establish within that ecosystem, the lessons we learn from it, and the care we offer back to it, will—as much as academic degrees, or professional achievements, research projects or career paths—fundamentally and materially determine the quality and richness of our lives and those of generations to follow.



Yale Sustainable Food Project, photo by Philipp Arndst '16

Strategic Framework

Our Mission, Vision, Imperatives and Values



OUR MISSION:

We inspire and empower the Duke community to catalyze food system change.

Openness: we are a welcoming, joyful and inclusive community resource.

Collaboration: we connect with our local community and neighbors to share our mission and values.

Integrity: we are honest, fair and transparent in all practices, operations and activities.

Leadership: we lead by example, and through strong partnerships with others.

Justice: we speak to and promote ecological sustainability and support the rights of all to healthy food.

Strategic Framework: Our Mission, Vision, Imperatives and Values

Our Strategic Imperatives:

How We Deliver On This Mission

1 Educate *develop strong interdisciplinary partnerships with Duke faculty, schools and institutes to increase food literacy among students;*

2 Engage *create rich, hands-on opportunities for students and the community to sustainably grow healthy food, to eat the same, and to reflect on, and address, food systems issues;*

3 Empower *facilitate and amplify critical knowledge, conversations and actions that will inform and effect food system change;*

4 Energize *connect individuals and groups on campus and in the community around our shared food and sustainability goals;*

5 Enable *provide a “living lab” for experiential teaching and relevant academic, agricultural and policy research.*

Our Vision

We envision that—

- As part of their education and campus life, every Duke student becomes “food-literate”; gaining a realistic understanding of the resources and energy required to grow, harvest, process, distribute and prepare food, and the benefits and costs created by various systems for doing so. This is accomplished through hands-on learning at DCF, through multi-faceted touch points in Duke’s academic curriculum and through DCF’s outreach to students and presence in daily campus life.
- All Duke students carry this knowledge and experience forward into their roles as citizens and food consumers. Some are inspired to directly drive food system change as leaders in public policy, business, law, agriculture and community life.
- DCF plays an integral role in university conversations about food, especially the need for, and cultivation of, a more just and sustainable food system, and informs these conversations with a deep understanding of how food impacts some of the key social, cultural, environmental and economic challenges of our time.



Strategic Framework: *Our Mission, Vision, Imperatives and Values*

Our Vision In Action

- Duke University provides its campus community with enriching hands-on opportunities to help grow or prepare food at the Duke Campus Farm.
- Every Duke student leaves the university with a basic understanding of the environmental and human costs and benefits of various means of food production.
- DCF offers and hosts credit bearing courses, and employs multi-disciplinary curricula and/or certificate programs to explore ideas and programs related to food systems and sustainable agriculture.
- DCF is a mission-critical and permanent program at Duke University; funded and supported by multiple administrative, academic, and philanthropic sources associated with Duke University.
- Duke University has metrics for sustainable food on campus and is meeting established goals and a timeline for increasing sustainable food.
- DCF is an integral part of a global university campus farm movement working to create a just and sustainable food system.
- DCF regularly engages and collaborates with its neighbors, including local farmers, Durham neighborhood and community gardens, and community food programs.



Operational Plan

Priority Goals and Actions



Operational Plan: *Priority Goals and Actions*

Our Operational Plan

DCF's focus for the next five years will be on building a strong organizational foundation that allows us to thrive, grow and pursue our mission for decades to come.

We have identified six priority goals that we believe are necessary for such a foundation and position the farm as a permanent and valued entity within Duke University.

During the first three years of this plan, our focus will be on food production, staff development, board participation and core program development. These initiatives will establish a firm platform for program growth and expansion during the final two years of the plan's scope.

The exact nature and timing of these future implementations will depend largely on what we learn and what we accomplish in the first three years. But they are likely to include significant service expansion, further enhanced curriculum and academic integration, and potentially, land expansion on our current site or to other sites within the campus.

Like any long-term plan must be, this is a dynamic blueprint designed to be flexible and responsive as DCF, Duke University and the world around us continue to evolve.



DCF Operational Goals:

1. Build Stronger Academic Alliances

- a. Facilitate new curriculum, research and programs
- b. Foster relevant academic thought leadership
- c. Cultivate interdisciplinary partnerships

2. Support Core Program Excellence

- a. Maintain hands-on agricultural and educational offerings
- b. Establish key metrics and reporting to enhance outcomes
- c. Continue to develop extended community opportunities
- d. Expand Sustainable Duke integration

3. Optimize Food Production and Operations

- a. Improve record keeping
- b. Increase operational efficiency
- c. Continue planning and monitor plan implementation

4. Develop an Exceptional Team

- a. Develop organizational structure and staff roles
- b. Define and expand Board of Advisors roles

5. Diversify and Solidify Funding Base

- a. Annually evaluate and manage financial resources
- b. Generate new funding and/or additional earned income

6. Define Our Relationship To The Duke Community & Region

- a. Enhance DCF image and value within the Duke community
- b. Increase student awareness of and engagement with DCF
- c. Build external community relationships



Implementation Plan: Goals and Priority Actions

GOAL 1: Build Stronger Academic Alliances

Action

1. Facilitate New Curriculum, Research and Programs

1.1 Initiate “face-to-face” outreach to key faculty leaders, particularly in the humanities and at the environmental, public policy and divinity schools, documenting the results of each outreach effort in an accessible place (e.g., on a shared document). Continue to cultivate and evolve key alliances as possible.

1.2 Proactively cultivate relevant curriculum development, build credit-bearing courses, potential certificate programs and academic majors, and be a persistent voice on campus for development of DCF independent study and specialized topics development.

1.3 Increase/enhance use of the working farm for academic research and student projects by initiating classroom visits to the farm, offering mentorships, conducting and sharing research, etc.

2. Foster Relevant Academic Thought Leadership

2.1 Implement an ongoing DCF positioning effort that clearly articulates the DCF mission, vision, values and goals to university leaders and faculty.

2.2 Develop credibility as trusted leaders and “thought conveners” in the sustainable food systems movement, and advance the notion of DCF staff as campus thought leaders in sustainable food education.

2.3 Build credibility by developing and implementing DCF-sponsored forums and events featuring local, regional, national and global speakers, and continue to create and curate relevant content and information for the DCF website and blog.

Implementation Plan: Goals and Priority Actions

GOAL 1: Build Stronger Academic Alliances

Action

3. Cultivate Interdisciplinary Partnerships

3.1 Strengthen the farm's capacity to become part of academic and campus life through interdisciplinary collaboration to create, increase and maintain campus touch points around healthy food and sustainability.

3.2 Increase broad faculty awareness of DCF and continue to expand interdisciplinary opportunities for academic connections via DCF staff giving guest lectures, attending numerous department meetings, and sharing information (via TEDx, case studies, blogs, etc.) that demonstrates past partnerships.

3.3 Maintain a list of faculty who have been involved with the farm or expressed interest in the farm and communicate relevant opportunities (research, field trips, curriculum etc.) at the farm to faculty prior to each semester and as appropriate.

GOAL 2: Support Core Program Excellence

Action	
1.	Maintain Hands-On Agricultural and Educational Offerings
1.1	Continue to develop, formalize and advertise volunteer (work day) opportunities, food-related campus events, on-site farm tours, programs and workshops for Duke students, identify how each of these are distinct, and develop new and additional program features and outreach strategies for each.
1.2	Create a prioritized list of potential partnerships with external community audiences (farmers, organizations, schools, leaders) who would be essential to the success of future DCF experiential-learning or community education offerings.
1.3	Continue offering fun, practical and educational workshops about sustainable agriculture and healthy food issues and topics that are open and relevant to both the Duke and surrounding communities.
2.	Establish Key Metrics and Reporting to Enhance Outcomes
2.1	Develop and implement program measurements that help DCF assess its programs and outcomes in relation to established metrics and to the DCF mission, and integrate measurement results into communications and presentations as needed to support partnerships and fundraising.
2.2	Include metrics related to DCF's on-the-ground sustainability practices in this process. Roll measurement results into communications and fundraising applications designed to support this program as it grows and evolves.
2.3	Explore developing a campus survey (or append to an annual survey already developed) to accurately assess levels of community awareness and perceptions of DCF and its mission to help evaluate the success of community programs and initiatives.

GOAL 2: Support Core Program Excellence

Action

2.4 Create a process to immediately assess individual program satisfaction. Create tools to conduct pre- and post-activity testing for students. Create a process to solicit faculty feedback on DCF support, site usefulness and program outcomes (surveys, interviews, etc.).

3. Develop Extended Community Opportunities

3.1 Continue to query local farmers and community leaders about information and support needs around sustainable agriculture, healthy food and environmental issues and topics, and publish findings for Duke faculty and students.

3.2 Explore establishing a regional community “digital clearinghouse” for gathering, curating and sharing information related to healthy food, sustainable farming and changing the food system. Invite diverse audiences to participate through submissions of articles, videos and other relevant content.

4. Expand Sustainable Duke Integration

4.1 Incorporate DCF metrics and goals into Sustainable Duke’s overall strategic and operating plans and clearly define and promote the role of DCF as part of the university’s sustainability strategy and actions.

4.2 Include DCF staff and/or BOA representation (as time allows) in the conceptual development of new sustainability outreach campaigns targeted to Duke students and communities.

GOAL 3: Optimize Food Production And Operations

Action	
1.	Improve Record Keeping
1.1	Establish consistent farm practices so that records are current and complete and institutional knowledge is not lost during staff and volunteer transitions.
1.2	Ensure an easy mechanism exists to regularly track and record volunteer/intern hours related to the farm, and that a basic accounting infrastructure is in place to manage the farm business (e.g., farm sales and costs).
1.3	Continue publishing the DCF annual report (digital format only).
1.4	Use available technologies to enhance data collection and reporting (e.g., AgSquared and a mobile application for volunteer sign in).
2.	Increase Operational Efficiency
2.1	Determine and establish the most advantageous crops and timing to optimize growing and harvesting seasons, align with farm staff vacation schedules, and meet customer needs.
2.2	Evaluate and streamline outlets for produce sales including Duke Dining, CSA, local restaurants and farmers' market.
2.3	Assess DCF's participation in current farmers' markets, and re-imagine ways to participate cost-effectively and establish baseline standards for continued participation.
2.4	Ascertain how to expand staff capacity to support increasing student engagement and programs while maintaining sufficient resources for operations and food production.

Implementation Plan: Goals and Priority Actions

GOAL 3: Optimize Farm Operations And Systems	
Action	
2.5	Develop mitigating strategies to sustain adequate food production and research-friendly land/soil conditions in response to climate change.
3.	Continue Planning and Monitor Plan Implementation
3.1	Create a mechanism for regular (quarterly?) Farm Manager reports to the BOA and Sustainable Duke on the plan implementation process.
3.2	Assign a strategic planning “task force” of farm staff and key stakeholders that meets twice a year to check DCF’s progress against this plan and assess the need for revisions. While continuity with the core planning team that created this plan’s content is desirable, new members should be invited to participate to avoid planning fatigue and encourage a diversity of perspectives.
3.3	Formally revisit the strategic priorities outlined herein at the beginning of Year Three to solidify ideas about DCF’s growth and expansion, and evolve continued capacity-building efforts.

Implementation Plan: Goals and Priority Actions

GOAL 4: Develop An Exceptional Team

Action	
1.	Develop Organizational Structure and Staff Roles
1.1	Create an organizational chart that identifies the responsibilities of current staff. Determine areas that require increased staffing, and prioritize funding for those roles. Use this chart to guide strategic staff recruiting as needed in the future.
1.2	Develop job descriptions for each DCF staff and make them readily available to all as requested (staff, board, students, faculty, etc.). Ensure that each description articulates the goal/objective of the position as it relates to DCF's organizational chart and strategy and update as necessary.
1.3	Develop job descriptions for interns (including goals, objectives and responsibilities) for these positions to assist with management.
1.4	Evaluate DCF employees annually against organizational goals and objectives associated with that staff position.
2.	Define and Expand Board of Advisor Roles
2.1	Strengthen the DCF Board of Advisors by clarifying roles and responsibilities. Increase board training and develop an "onboarding" process to enhance member understanding of DCF's history and mission.
2.2	Create an organizational chart that identifies the responsibilities of the individuals currently on the board, and roles that are currently unfilled. Use this chart to guide strategic recruiting for the board.
2.3	Create "elevator speech" materials that board members can use to introduce DCF and its mission to other stakeholders, Duke community and external audiences.

Implementation Plan: Goals and Priority Actions

GOAL 4: Develop An Exceptional Team

Action

2.4 Clearly articulate DCF's position on financial or in-kind contributions, expectations with regard to resource development, academic relations and outreach, and expectations with regard to time spent on DCF activities such as twice-a-year meetings.

2.5 Standardize the timing of Board of Advisor meetings. At present we recommend quarterly meetings.

GOAL 5: Diversify And Solidify Funding Base

Action	
1.	Annually Evaluate and Manage Financial Resources
1.1	Clarify approved budget and existing grant funding for each year, and set up a clear tracking system for grant and operational spending to be managed by DCF staff.
1.2	Develop an annual business plan that allocates budget for DCF's primary functions—student engagement, academic and research programs and support, food production, revenue generation (CSAs, farmer's markets, restaurant sales), fundraising, community outreach, etc.
1.3	Create an integrated financial plan that evaluates all of the components of DCF's operations and programs since its inception, and projects cash flow and cash needs for the next five years.
2.	Generate New Funding and/or Additional Earned Income
2.1	Measure and publish results to enhance fundraising and grant submission practices, and develop new ideas about non-production-based earned income.
2.2	Conduct a national scan of earned income and fundraising strategies used by other campus farms or similar organizations. Assess the benefits and drawbacks of such strategies, and implement the best ideas as time and resources allow.
2.3	Assess the revenue potential of non-DCF special events that could be hosted at the farm site. In addition to researching the cost implications of this idea, assess any restrictions that may exist regarding zoning, permitting, insurance, etc. If special events become an earned income strategy, incorporate them into DCFs financial plan and implement accordingly.
2.4	Assess the potential for value-added or specialty product sales (i.e. jam, heritage produce, etc.) as a revenue generator for the farm business.

GOAL 6: Define Relationship To The Duke Community And Surrounding Region

Action	
1.	Enhance DCF's Image and Value Within The Duke Community
1.1	Update existing communications channels with new mission statement and wording from strategic plan and continue to publish fresh, mission-relevant and useful content on the DCF website, the Sustainable Duke website and DCF social media sites..
1.2	Partner with Duke communications staff to create an electronic "storybook" about DCF that can be used to support communication, outreach, fundraising and partnership development efforts. Included in this "storybook" would be year-to-year photo documentation, the story of the farm, a history of activities and any media clippings. Post this storybook on the DCF site and multiple Duke University and social media sites to be accessible to the public.
1.3	Continue to cultivate, promote and reinforce the diverse, celebratory and inclusive environment at the farm. Demonstrate this by amplifying diverse and alternative viewpoints about food system change.
1.4	Partner with Duke communications staff to create DCF digital media kit (photos, basic information, logo). Maintain relationships with Duke communications staff and promote events, updates and opportunities at the farm. Create brief print materials to be used at in-person events with a goal of directing people to further electronic resources.
1.5	Regularly evaluate DCF communication strategies and tactics. Develop key messages targeted to the Duke community and external audiences.
1.6	Organize DCF's existing photo stock to determine which photographs have appropriate releases on record, and discard photographs that do not have appropriate release information. Create model and photo release forms that can be used routinely during photo/video shoots moving forward.

GOAL 6: Define Relationship To The Duke Community And Surrounding Region

Action

2. Increase Student Awareness of, and Engagement with, DCF Programs

2.1 Implement an ongoing DCF positioning effort targeted to Duke undergraduates and graduate students that articulates the DCF mission, vision, values and goals. Spread the word through campus initiatives targeted to students such as Sustainable Duke campaigns, "DCF Day" at Duke dining establishments, freshman orientation (PBuild and PFarm), feature articles published on the Duke University website and in student recruitment materials, etc. Proactively work to create cooperative campaigns and partnerships.

2.2 Identify DCF's most differentiating features (i.e. "what makes DCF unique?") and incorporate into all DCF message and communications.

3. Build External Community Relationships

3.1 Evaluate staff capacity when considering community outreach opportunities. Ensure that sufficient staff, board, intern and volunteer capacity exists to carry out new ideas, like events and outreach with a focus beyond the Duke community.

3.2 Brainstorm a list of potential DCF partnerships. For each potential partnership, identify the perceived mission connection, the goal of partnership, and the potential pathway to the group or organization. Prioritize this list to enable best use of staff time.

Capacity Assessment

The activities outlined in this plan will not require immediate additional financial investment in the DCF staff or DCF farm infrastructure, although specific equipment needs in year one include:

- Greenhouses
- Covered wash station
- Six-row seeder
- Walk-behind tractor

New staff, resources and other investments would be needed as DCF begins to expand its program offerings and increase visibility on campus. Potential site expansions to other campus locations especially would require additional, even potentially capital, investments.

Based on this need, it seems that preparation for highly expanded fundraising, possibly even a capital campaign, may need to begin in the third or fourth year of the strategic planning period.



Growth also will require technological investment (computers, etc.) and increased communication and outreach resources. At this time, no significant investments in these areas are required, but the DCF organizational budget should routinely consider these needs in the annual business planning process.



Today, half of our one-acre farm is intensely cultivated with fruits and vegetables, and cover crop. We currently have one greenhouse for seed propagation, one large hoop house to carry out winter growing, and four beehives.

The land where the Duke Campus Farm sits .was previously part of a 1600-acre corn, wheat and tobacco plantation dating back to 1862. Duke bought part of that land in 1996 to add to Duke Forest. It had been unused until the farm's arrival.

