

Supplemental Materials

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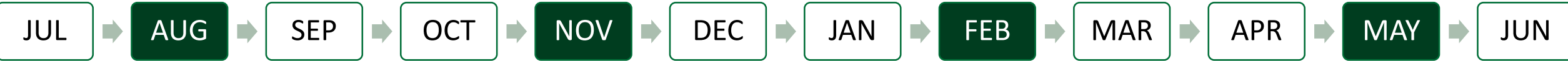
Vermont State Colleges System

Board of Trustees

May 10, 2021

For the benefit of Vermont



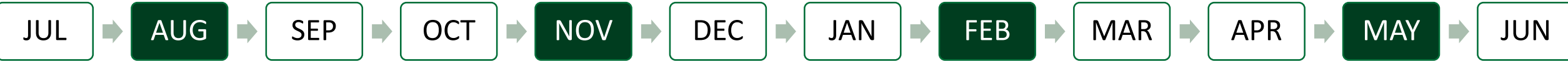


System-Wide Budgeting

- Clearest expression of Board of Trustee’s priorities & strategies
- Reinforces the strategic plan of the organization
- Balances needs of institutions with responsibilities of system
- Opportunity to meet fiduciary responsibilities



For the benefit of Vermont



Effective System-Wide Budgeting Process

- Drives alignment with Board of Trustee’s priorities and strategies
- Allocates resources effectively across system
- Includes meaningful opportunities for oversight
- Includes multi-year budgeting



For the benefit of Vermont

JUL

AUG

SEP

OCT

NOV

DEC

JAN

FEB

MAR

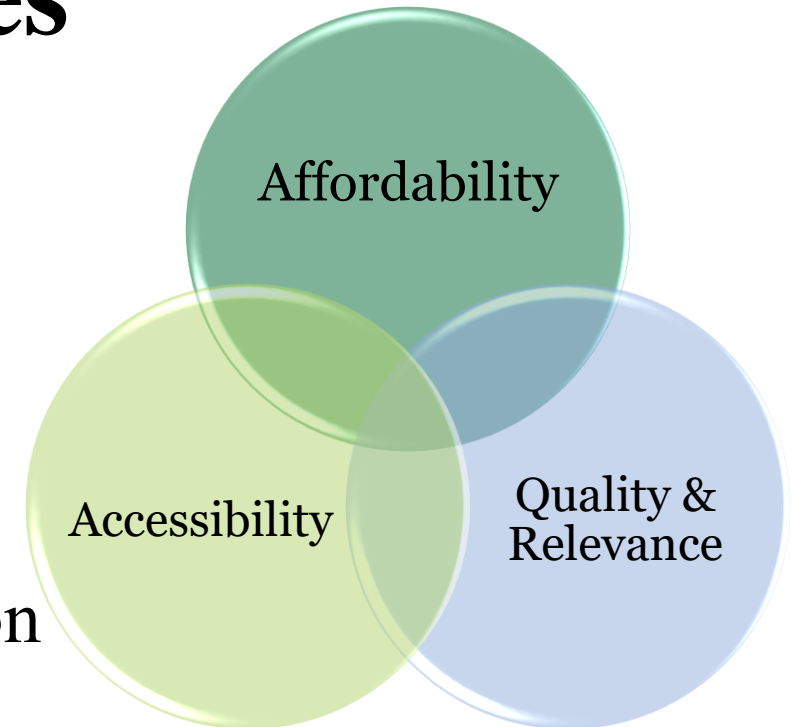
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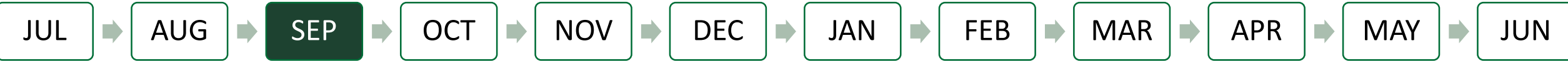
MAY

JUN

Strategic Priorities

- Reestablish key strategic priorities
- No more than 5 or 6 priorities
- Articulate the core mission
- Externally focused
- Independently worthy of Board of Trustee's attention

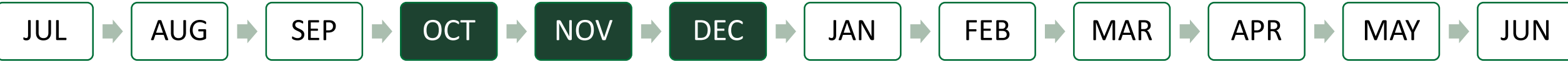




Budget Launch

- Establish key Board of Trustee’s initiatives
- Areas of investment
- Revenue and Expense targets
- Tuition, Fees, Room & Board Setting

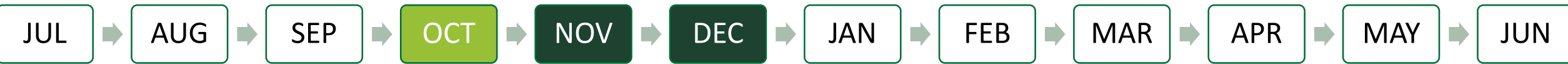




Institutional Budget Development

- Develop one year operational budget and multi-year budget variables
- Frequent review



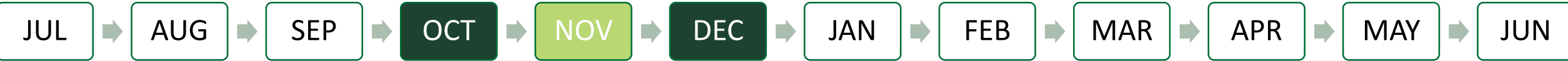


October Review

- Prior year results – financial statements and outside audit review
- General fund proposal
- Capital budget proposal



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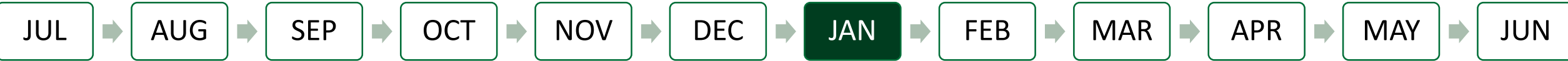


First Quarter Update

- First Quarter Results Reviewed
- Review progress against metrics



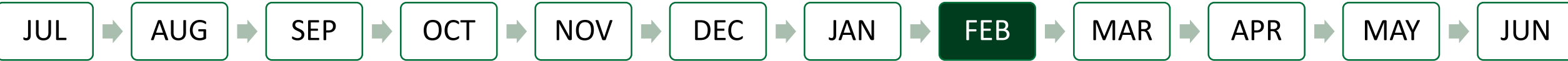
For the benefit of Vermont



First Pass Budgets

- Early January – submit to Chancellor’s Office
- Institutional budget review with Chancellor & CFO
- End of January – review with Finance & Facilities

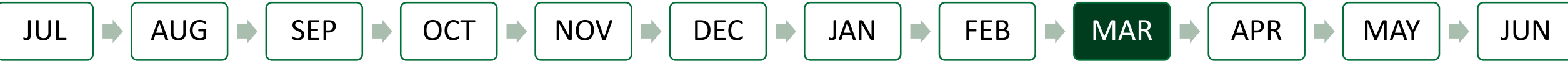




Second Quarter Update

- Institutional and System-Wide Budget refinement
- Second Quarter Financial Results
- Review progress against metrics

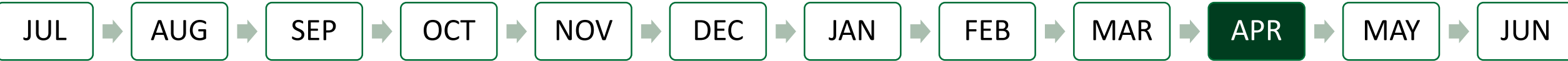




Second Pass Budgets

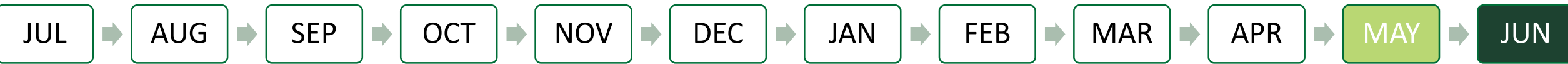
- Early March – submit to Chancellor’s Office
- Business Affairs Council Review and Refinement
- Institutional budget review with Chancellor & CFO
- End of March– review with Finance & Facilities





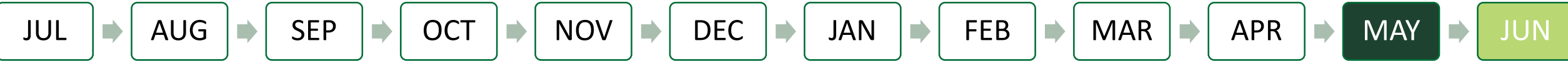
Third Quarter Update

- Institutional and System-Wide Budget refinement
- Third Quarter Financial Results
- Review progress against metrics



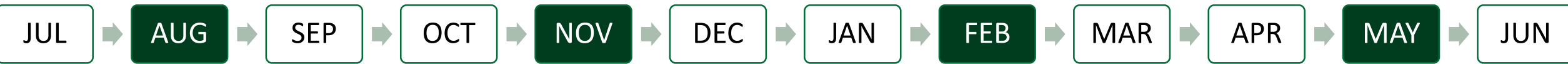
F&F: Budget Review & Approval

- Early May – budget proposals due from institutions to Chancellor
- Business Affairs Council Review
- Institutional Budget Presentation & Defense to Council of Presidents
- Legislative budget tracking and adjustments
- Late May – Finance & Facilities review and Approval of Budget



Full Board: Budget Review & Approval

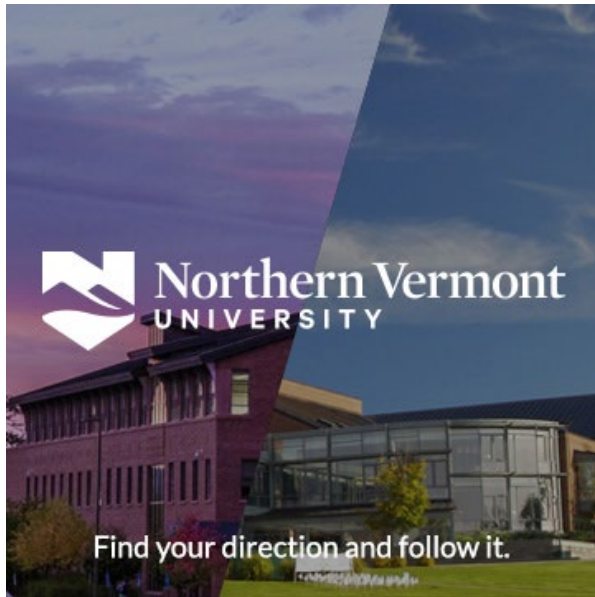
- Board approves budget
- Metric Dashboard established



Recap: System-Wide Budgeting

- Clearest expression of Board of Trustee’s priorities & strategies
- Reinforces the strategic plan of the organization
- Balances needs of institutions with responsibilities of system
- Opportunity to meet fiduciary responsibilities

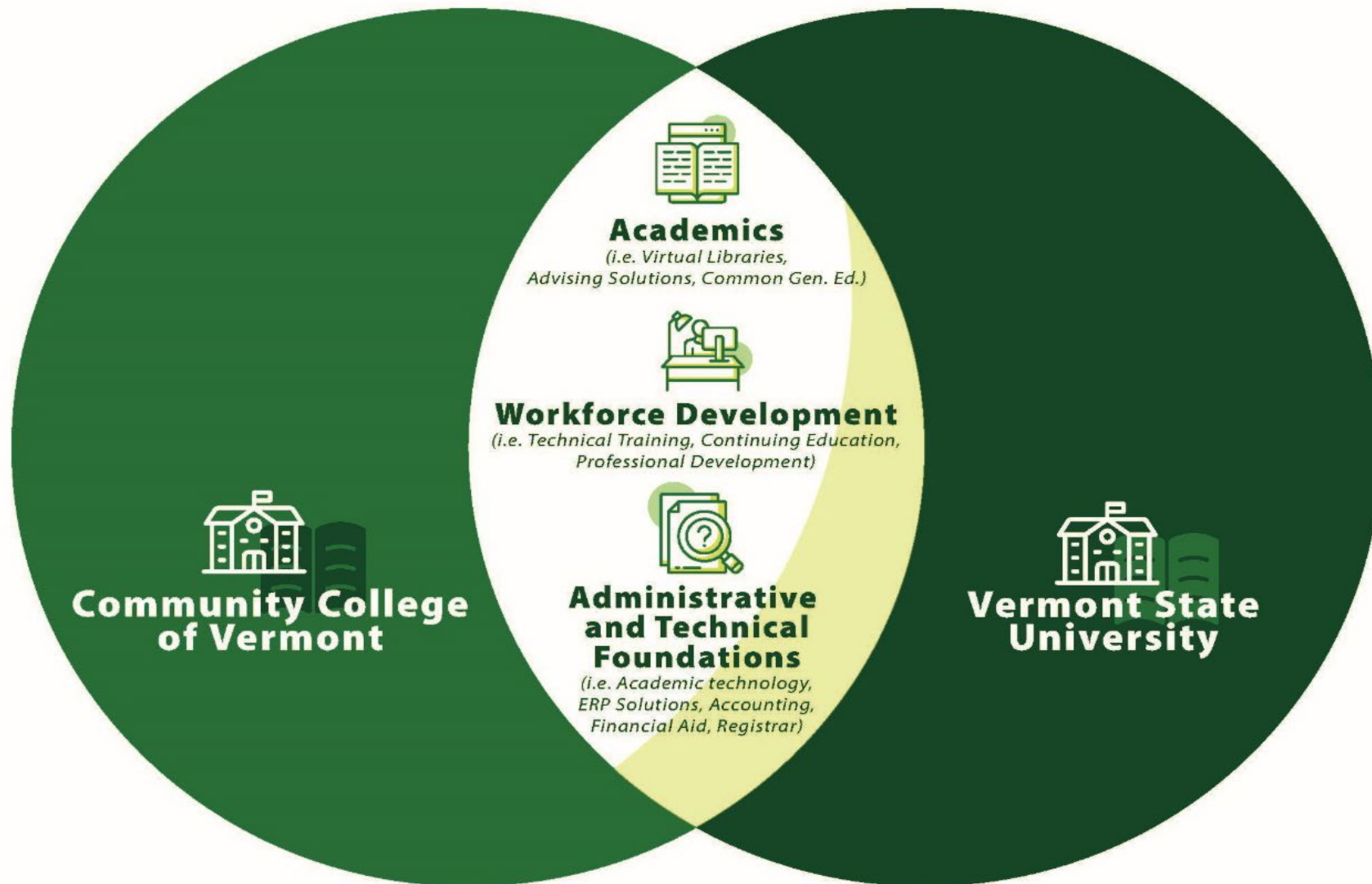




Transformation Update

Board of Trustees Meeting

May 10, 2021




**Community College
of Vermont**


**Vermont State
University**



Academics

*(i.e. Virtual Libraries,
Advising Solutions, Common Gen. Ed.)*



Workforce Development

*(i.e. Technical Training, Continuing Education,
Professional Development)*



**Administrative
and Technical
Foundations**

*(i.e. Academic technology,
ERP Solutions, Accounting,
Financial Aid, Registrar)*

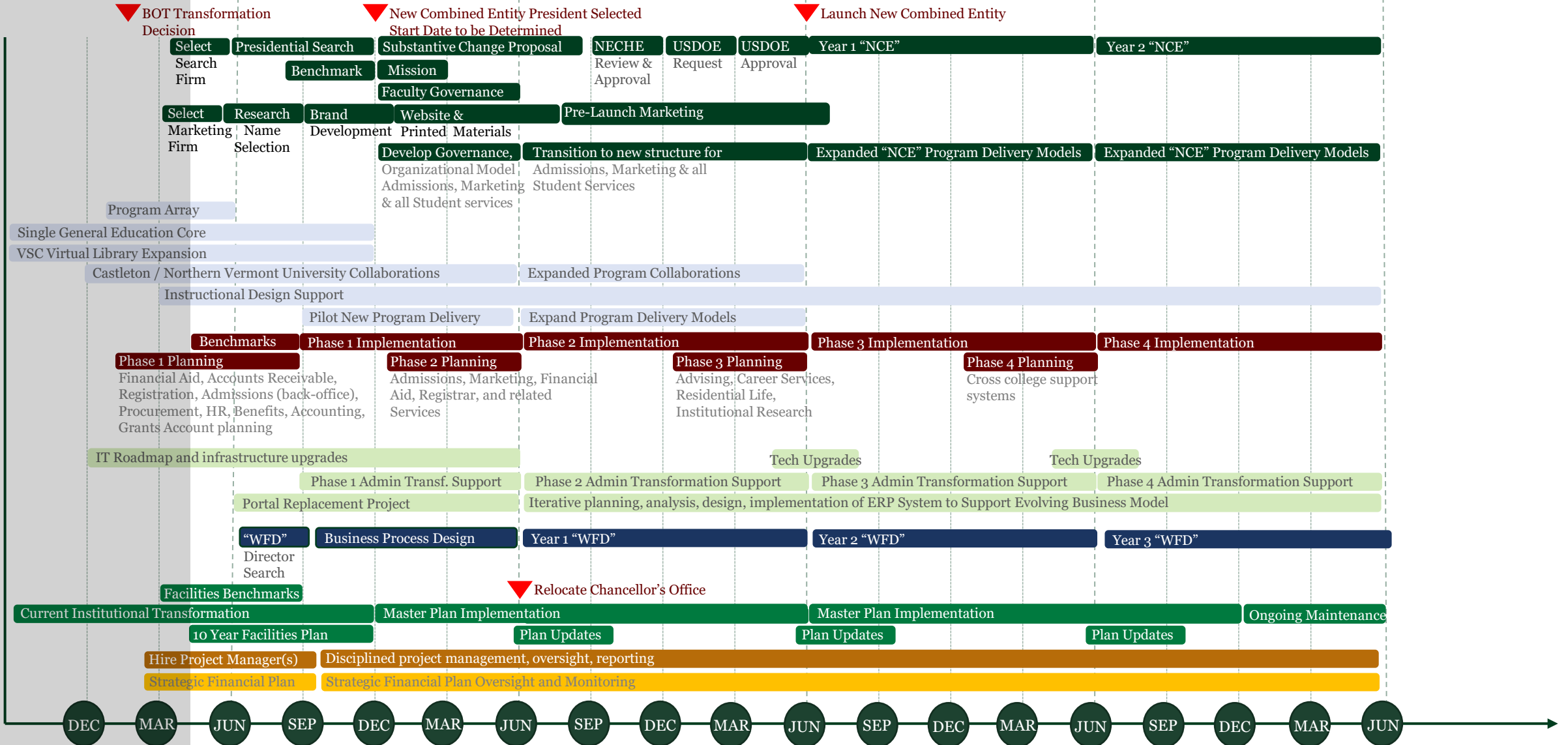
AY2020-21

AY2021-22

AY2022-23

AY2023-24

AY2024-25



Key	
"NCE"	Creation
Admin	Transformation
"WFD"	Creation
Project Mgmt	
Academic Transformation	
Technology Enhancements	
Facilities Transformation	
Financial Plan	
▼	Organizational Action

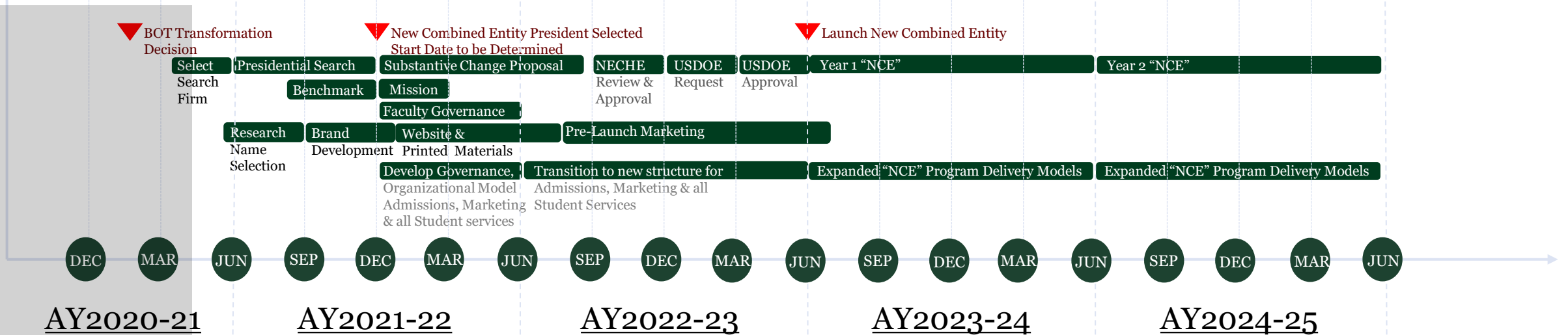
Progress: New Combined Entity

- Board decision February 22, 2021
- Assessed (and rejected) expedited timeline
- Met with US Department of Education
- Discussed need for advisory opinion with NECHE
- Issued Audience Research & Brand Strategy RFP
- Developing Quick Reference Guide (Admissions)
- Issued RFP for Executive Search Firm



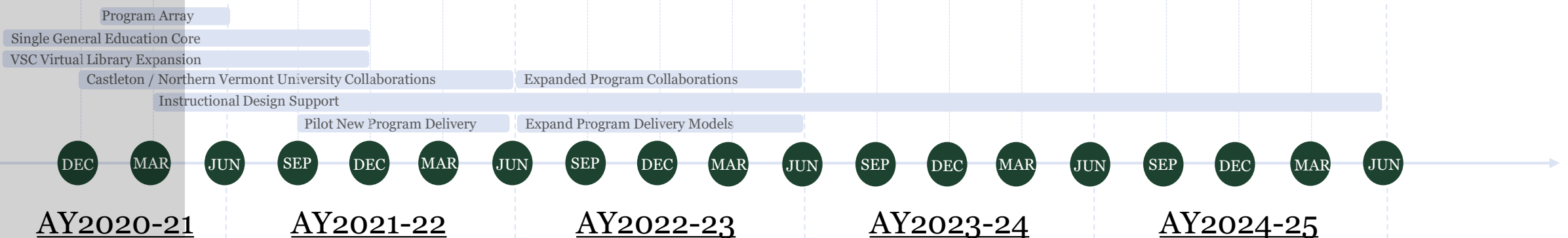
Next Up: New Combined Entity

- Select firm for Audience Research & Brand Strategy
- Conduct Audience Research & Stakeholder engagement regarding name
- Begin Marketing & Branding Work
- Select Executive Search Firm
- Establish Board Search Committee & launch national search
- Develop organizational structure for new combined entity



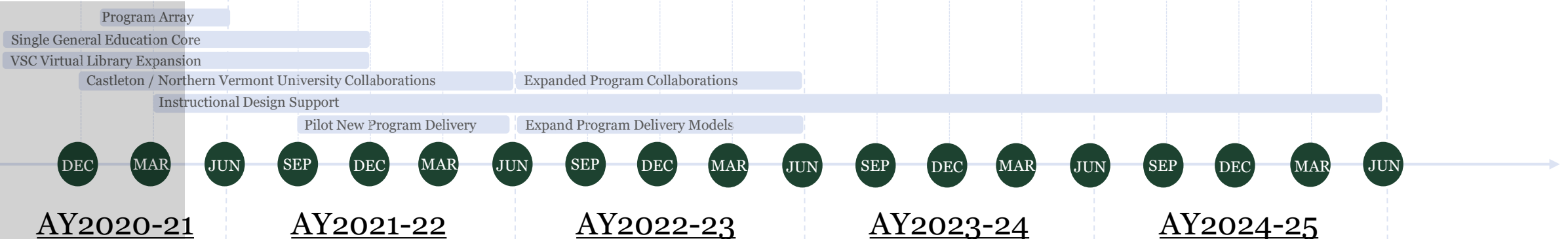
Progress: Academic Transformation

- rpk GROUP completed initial analysis on program array
- Meetings held with key institutional leaders including faculty
- Town Hall with faculty held on April 30
- Data shared with faculty
- Common General Education Core approved by all Faculty Assemblies
- VSCS Director of Libraries has been posted
- Preparing application for Davis Foundation grant



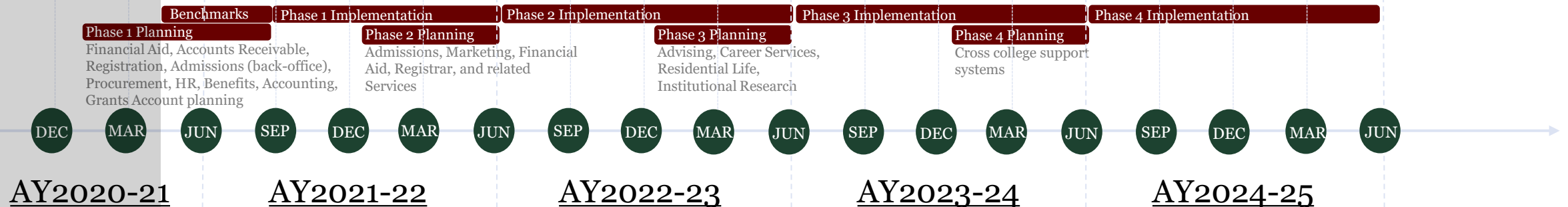
Next Up: Academic Transformation

- Review faculty input on analysis of program array
- rpk's report and recommendation to EPSL 5/24, for consideration by Board 6/16
- Faculty summer work on program array
- Hire VSCS Director of Libraries
- Begin Virtual Libraries design
- Initial implementation of General Education Core for incoming students in Fall 2021
- Provide professional development on instructional design



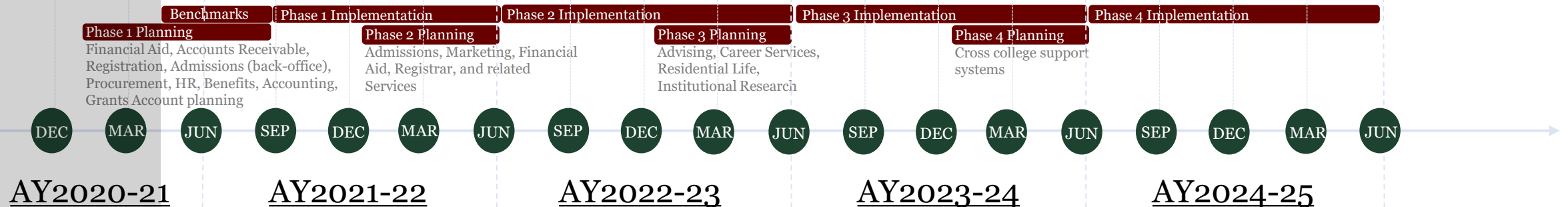
Progress: Administrative Consolidations

- Met with US Department of Education
- Established working groups:
 - Financial Aid, Accounts Receivable, Admissions, Registrar, Development/Alumni Relations, and Marketing
- Documenting current state at each institution
- Evaluating software options



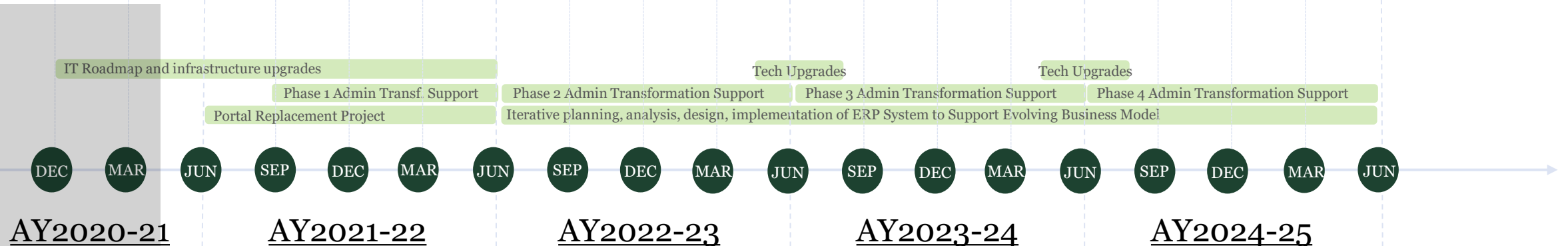
Next Up: Administrative Consolidations

- Complete current state documentation
- Establish system-wide services baseline
- Complete evaluation of current software
- Evaluate national best practices in core administrative areas
- Collaboratively develop consolidation plans and timeline



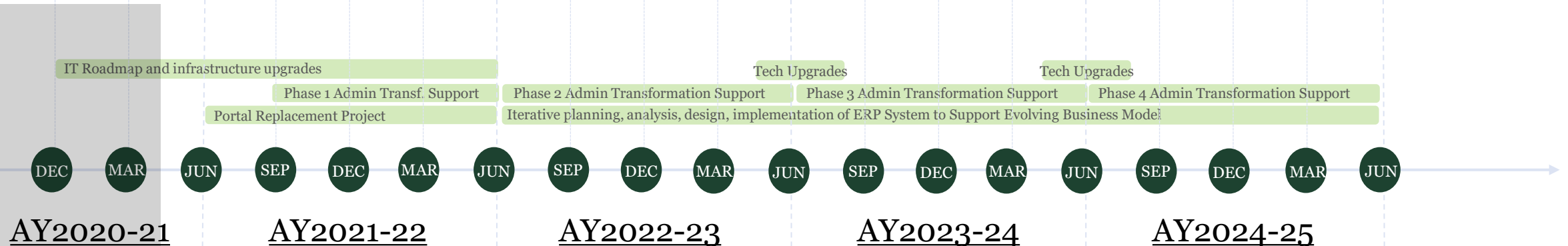
Progress: Information Technology

- Hired Chief Information Officer
- Met executive leadership at all colleges and system-wide listening tour
- Documenting current state
- Developing IT Roadmap for transformation and effective operation
- Identifying gaps in infrastructure and services
- Kicked-off system-wide Portal Project
- Creating a unified Help Desk
- Regular meetings with Ellucian regarding ERP gaps and options



Next Up: Information Technology

- Collaboratively develop effective organizational model
- Identify strategy and prioritize project roadmap to serve administrative consolidations and new combined entity
- Continue work on portal project
- Continue work on system-wide Help Desk
- Continue planning meetings with Ellucian in alignment with transformation timeline
- Identify and start priority projects based on gaps identified



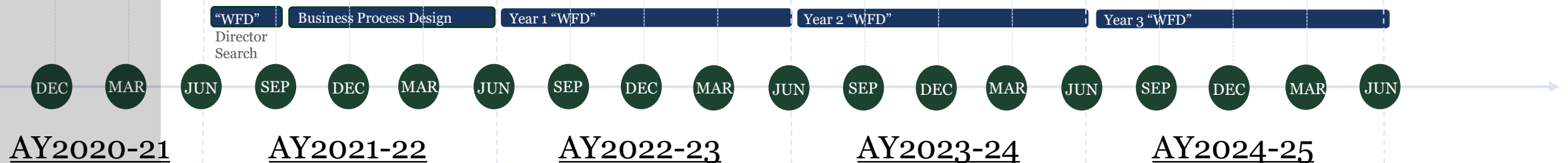
Progress: Workforce Development

- Met with House and Senate to discuss workforce initiatives
- Workforce 2.0 approved and preparing to launch
- Critical Occupations scholarships proposed



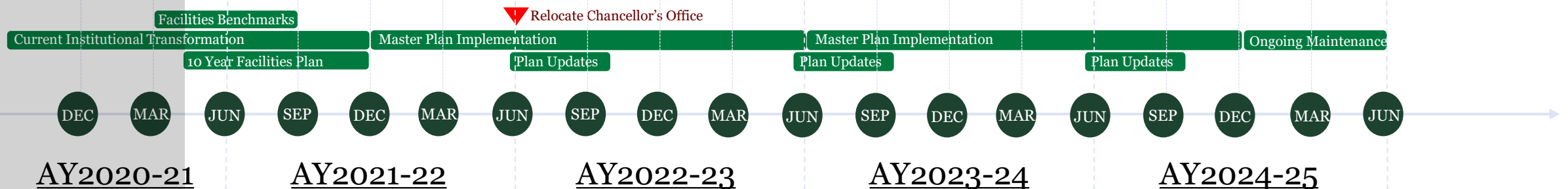
Next Up: Workforce Development

- Launch Workforce Initiative 2.0
- Market & Implement Critical Occupations Scholarships
- Meet with UVM's Office of Engagement
- Create search committee for Executive Director of Workforce Development
- Identify first Executive Director of Workforce Development for the Vermont State Colleges System



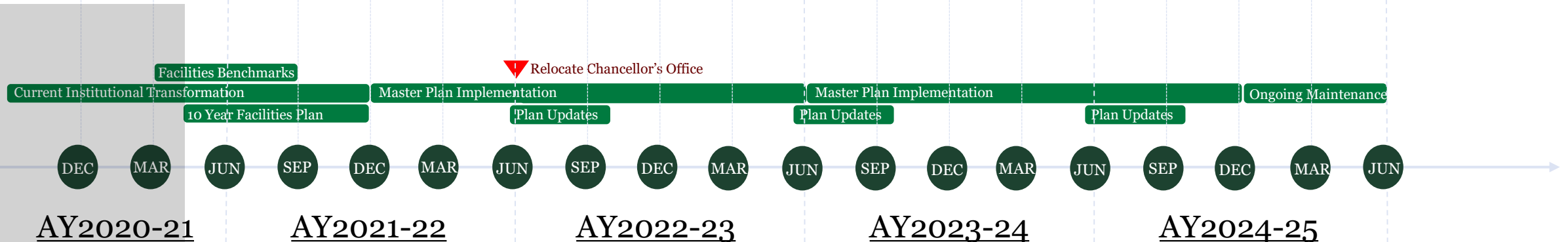
Progress: Facilities Transformation

- Met with Treasurer's Office regarding disposal of assets
- Met with Bond Bank regarding disposal of assets
- Worked with legislature to update statutory language to clarify that VSCS is required to consult with Treasurer's Office prior to disposal of assets
- Developing plan to use CRF funding to improve ventilation in core academic spaces
- Preliminary discussions regarding removal of the Chancellor's Office from 575 Sone Cutters Way



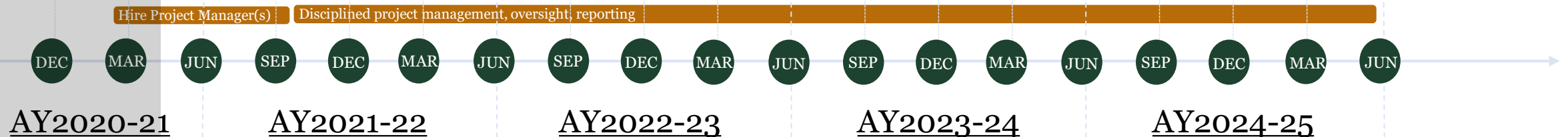
Next Up: Facilities Transformation

- Finalize capital spending review (2010-present)
- Review all current proposals with Treasurer's Office and Bond Bank
- Kick-off facilities master planning activities
- Continue planning and preparation for relocation of Chancellor's Office
- Issue RFP for duct work cleaning and system-wide ventilation assessment
- Complete duct work cleaning and assessment
- Finalize plans for remaining CRF monies



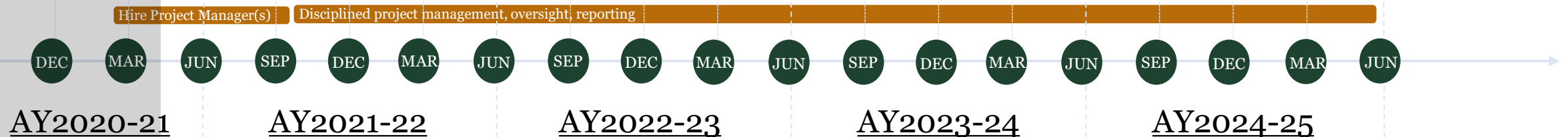
Progress: Project Management

- Deploy Internal Communications Strategy
- Professional development in Project Management provided to senior leadership teams
- Issued RFP for project management services
- Launched job search for Director of Transformation Projects
 - Formed search committee comprised of all four institutions
 - Reviewed 75+ applications
 - Conducted 9 screening interviews and three final interviews with candidate presentations
 - Hired top candidate – start date is June 1, 2021



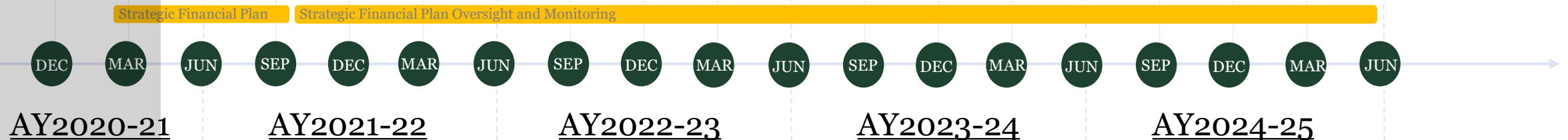
Next Up: Project Management

- Hire additional project management staff
- Establish Project Management Office
- Defining project portfolio
- Develop project charters
- Engage stakeholders
- Update risk management plan
- Review and update VSC Board policies



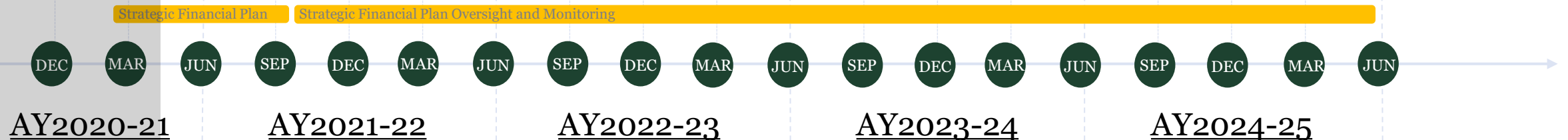
Progress: Strategic Financial Plan

- Working with legislature & governor to obtain funding for:
 - Increase to base
 - FY2022 Bridge
 - Transformation
 - Critical Occupations Scholarships
- Completing FY2022 Budget
- Preparing to launch planning effort:
 - Defining financial objectives and goals (beyond sustainability)
 - Gathering data



Next Up: Strategic Financial Plan

- Launch planning of Strategic Financial Plan in June
- Complete plan in preparation for September Board of Trustees Meeting



<u>JAN-JUN '21</u>	<u>JUL-DEC '21</u>	<u>JAN-JUN '22</u>	<u>JUL- DEC '22</u>	<u>JAN-JUN '23</u>	<u>JUN '23-JUL '24</u>	<u>JUN '24-JUL '25</u>
February '21 Approve Transformation Project Plan	August '21 Establish Name of NCE	March '22 Approve NCE Mission	August '22 NCE (NVU, CU, VTC jointly) submits substantive change proposal to NECHE	March '23 Approve program changes (requires NECHE approval)	September '23 Review "WFD" 1st Year progress	September '24 Review NCE 1 st Year Progress
March '21 Chancellor, CU, NVU, and VTC request Advisory Opinion from NECHE	September '21 Approve facilities transformation benchmarks	Review "WFD" business plan	September '22 Review administrative transformation 1st Year Progress	NCE requests Title IV Organizational Change	Review administrative transformation 2nd Year Progress	Review "WFD" 2 nd Year Progress
May '21 Receipt of NECHE Advisory Opinion	Approve administrative transformation benchmarks	June '22 Approve NCE Governance Model	Review facilities transformation 1st Year Progress	June '23 Receipt of USDOE Title IV Organizational Change	Review facilities transformation 2nd Year Progress	Review administrative transformation 3 rd Year Progress
June '21 Approve Academic Program Framework	Name "WFD" Executive Director	Approve system budget for FY23 (final year prior to NCE launch)	December '22 Receipt of NECHE Substantive change proposal approval	Approve system budget for FY24 (first year of "VSU")	June '24 Approve administrative transformation plan phase 4	Review facilities transformation 3 rd Year Progress
Establish NCE President & "WFD" Executive Director Search Committees	December '21 Name NCE President (start date TBD)	Approve administrative transformation plan phase 2		Approve administrative transformation plan phase 3	Approve administrative transformation plan phase 4	June '25 Approve system budget for FY26
Approve system budget for FY22	Approve mission and financial benchmarks of "WFD"	Approve facilities transformation Plan			Approve system budget for FY25	

- Updated
- New
- Accomplished
- Eliminated

Communication Update

- Bi-weekly transformation updates
- Regular updates posted to transformation website
<https://www.vsc.edu/transformation/>
- Ongoing open comment form for feedback on Transformation page
- Weekly meetings
 - Presidents (COP) & Chancellor
 - Business Affairs Council (BAC) & CFO/COO
 - COP, BAC and Chancellor's Sr. Leadership
 - Cross-institution working groups
- Monthly meetings with VSCS Union Leadership

**Agriculture & Food System
Education Transformation Project at
the VT Tech Randolph Campus**

Presentation to VSC Board of Trustees

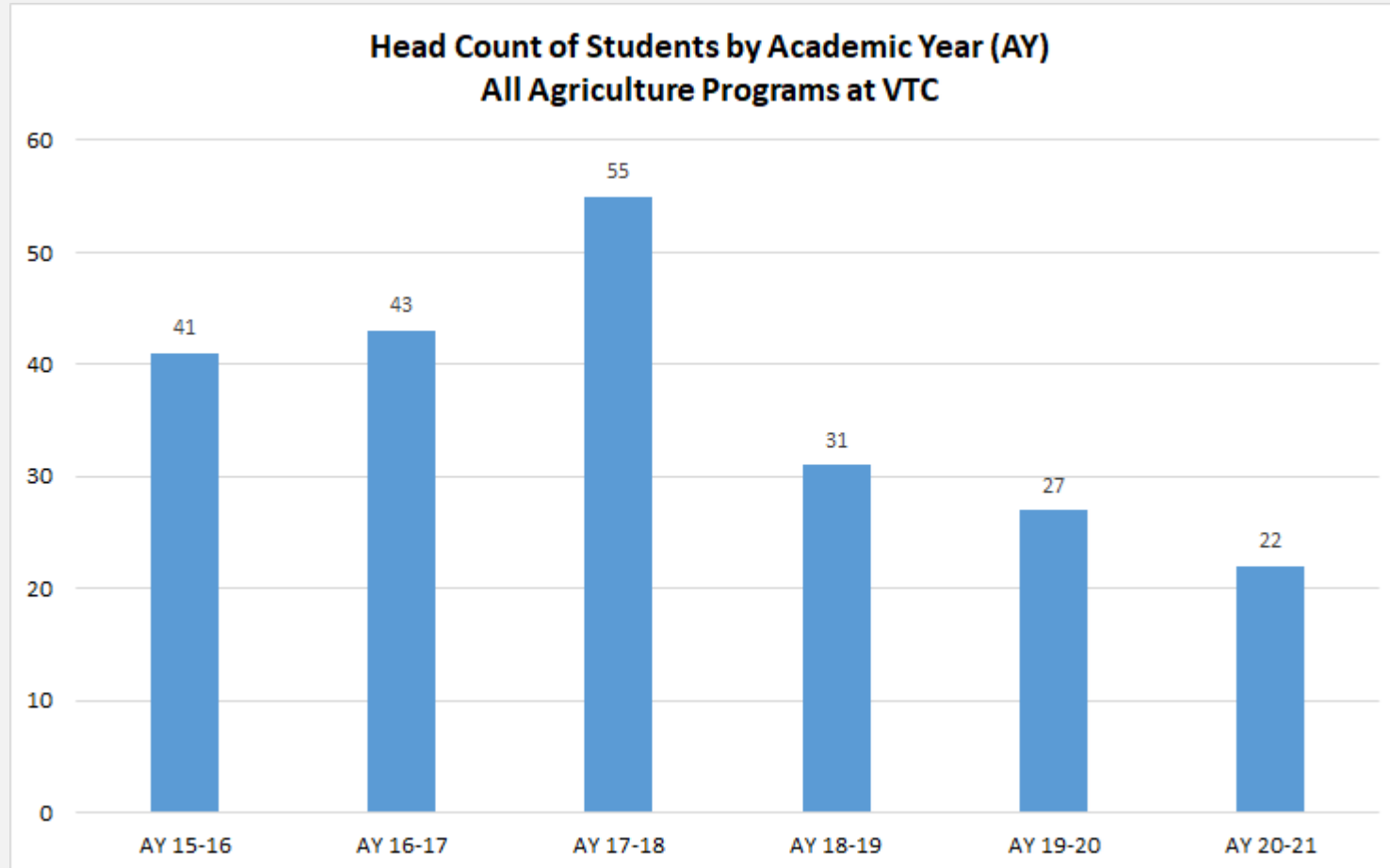
5.10.2021

Presentation

1. Context: Why Did We Do This?
 - Assessment of Current State ... finances, enrollment, etc.
2. Process to Date - who was involved; deep dive analysis
3. Final recommendations
4. Interim Steps
5. Your Questions

Why are we doing this?

Declining Head Count Enrollment



Task At Hand

In Two Charts

FISCAL YEAR 2020 (AY 19-20)	AG	NURSING	PILOT TECH	ELEC TECH
FPE Enrollment	27	386	46	45
% Total Student Body	2%	27%	3%	3%
Administrators	3	6	1	2
Operational Cost (Net of Fees)	\$346,346	\$1,393,547	\$114,562	\$28,214
Cost Per Student	\$12,828	\$3,607	\$2,470	\$621

VTC Farm Finances

FISCAL YEAR	2016	2017	2018	2019	2020	5YR AVG
TOTAL REVENUE	\$448,093	\$398,604	\$369,804	\$354,012	\$370,909	\$388,284
TOTAL EXPENSES	(\$733,354)	(\$594,820)	(\$602,228)	(\$714,530)	(\$575,456)	(\$644,078)
LOSS	(\$285,261)	(\$196,217)	(\$232,424)	(\$360,518)	(\$204,547)	(\$255,793)

A wide range of jobs exist in the farm and food sector

VERMONT
TECH



farm to plate
STRENGTHENING VERMONT'S FOOD SYSTEM

**CAREER PROFILES
AND PATHWAYS**

Vermont Sustainable Jobs Fund



**EXPLORING FOOD
SYSTEM CAREERS**

The People & The Process

Stakeholder Engagement



- 40+ subject matter experts gathered with VTC faculty and staff, to identify the strengths of this long standing program and to identify a path forward that is responsive to the needs of future producers, food system businesses and regional consumers.
- 11 listening sessions with alums, community members, former and current faculty and staff, and industry experts in beef, goats, dairy heifer grazing and value added businesses.
- 191 survey responses collected from alumni, community members and food system stakeholders.
- This combined expertise was both a guide and a check on our work and the recommendations developed by the 4 Teams over the past 10 months.

Process Leadership



Process Leadership Team – met weekly since May 2020

- President Pat Moulton
- Louise Calderwood (co-chair), Echo Hill Farm Maple Products
- Regina Beidler (co-chair), Organic Valley
- Ellen Kahler, Vermont Sustainable Jobs Fund / VT Farm to Plate

Steering Committee -- met monthly since June 2020

- Marc Mihaly, retired, VT Law School (established the Center for Ag & Food Systems at VLS)
- Philip Ackerman Leist, formerly of Green Mountain College and Sterling College
- Jed Davis, Cabot Cooperative Creamery, Sustainability Director
- Dan Tobin, assistant professor -- UVM CDAE
- Kate Finley Woodruff, UVM - Associate Dean of UVM CALS
- Laura Ginsburg, VT Agency of Agriculture, Section Chief, Ag Development Division
- Meg Nelson - VTC alum, Nelson Farms and Shadagee Farm (dairy) [alum]
- Steve Schubart - VTC alum, Grass Cattle Co. (grass-fed beef) [alum]
- Molly Willard -- representing VTC faculty/staff
- OBSERVER: Erica Campbell – serving in a personal capacity

1 Committee + 4 Teams

Survey & Input Committee:

- Erica Campbell – Chair
- Diane Bothfeld, Dairy Section Chief, VAAFM
- Meredith Niles, UVM
- Amanda Chaulk, VT Tech
- Jenn Colby, formerly of UVM Extension

Program Models Development Team: Met 7 times

- Philip Ackerman Leist – Chair
- Dan Gingue, Dehm Associates
- Dan Tobin, UVM CDAE
- Sherry Lussier, former CTE Director
- Grace Oedel, Executive Director, NOFA-VT
- Kate Duesterberg, Cedar Circle Farm
- Chuck Ross, former Secretary Agency of Ag, former director UVM Extension
- Sarah Danly, VT Farm to Plate (VSJF)
- Molly Willard, VT Tech

Teams, cont.



Culture & Curriculum Team:

- Marc Mihaly -- Chair
- Emily Wright, dairy nutritionist, alum
- Dr. Kim Crowe, VT Tech
- Emma Marvin, Butternut Mountain Farm
- Katie Ballard, Miner Institute
- Vern Grubinger, UVM Extension
- Steve Schubart, Grass Cattle Co, alum
- Laura Ginsburg, VAAF

Dairy Sub-Committee of Culture & Curriculum Team:

- Laura Ginsburg – Chair
- Steph Nault, VT Tech
- Chelsea Sprague, Sprague Farms
- Henry Pearl, Hillview Farm, VT Tech alum, 2+2 program
- Ryan Andrus, Bridgman Goat Farm
- Brent Beidler, former organic dairy farmer, VT Tech adjunct prof
- Linda Dimmick, Neighborly Farms
- Jamie St. Pierre, Pleasant Valley Farms
- Meg Nelson, Nelson Farms and Shadagee Farm, alum

Each met 6 times

Teams, cont.



Business Case Team: Met 25 times

- Jed Davis – Chair
- Andy Wood, VEDA/VACC loan officer, alum
- Holly Fowler, Northbound Ventures
- Marty Strange, retired, Randolph resident
- Dan Gingue, Dehm Associates
- Jenn Colby, formerly of UVM Extension
- Steph Nault, VT Tech
- Lit Tyler, VT Tech
- Greg Hughes, VT Tech

Communications & Outreach Team: Met 9 times

- Kate Finley Woodruff – Chair
- Megan Smith, former Commissioner, VT Department of Travel & Tourism
- Mary White, VT Farm Bureau
- Amanda Chaulk, VT Tech (Marketing & Communications)
- Jessica Van Deren, VT Tech (Admissions)

Our Recommendations
from the Deep Dive Analysis to
Create a Path Forward

Program Re-Brand: Create a Center for Agriculture and Food Entrepreneurship

within the School of Agriculture, Plant & Animal Sciences

**Agriculture and Food Entrepreneurship
Associates Degree**

(+ keep Diversified Ag BS and 2+2 Program)

**Professional & Continuing
Education Training in Agricultural
& Food Entrepreneurship**

(Branded integration within CEWD)

**Strong Advising
for Internships,
Apprenticeships
& Careers**

College Farm

(Retooled based on core curriculum offerings)

**Allied Services Curriculum
Opportunities**

Diesel Tech, Forestry, RE/Green Energy, Elec Eng Tech, Mfg Eng Tech, Entrepreneurship, HVAC, Arch Eng Tech, Computer Software Eng, Electromech Eng, Software Dev, Web Dev, Construction Mgmt

Strengthen What's Working

VERMONT
TECH

The strong existing curriculum will largely be maintained, including the 2+2 program.



Degree Re-Brand: Agriculture and Food Entrepreneurship, A.A.S.

with concentrations in Dairy and Animal Science or Food Entrepreneurship

- Lead with one Associates Degree with core coursework; BS still available
 - With 2 possible concentrations to start
- Ability to expand program by adding concentrations in additional areas in the future
- Introductory courses, workshops, short courses, etc. could be bundled and added to the curriculum
- Opportunity to incorporate credential courses to train and certify students with specific industry skills



Proposed Curriculum For Agriculture & Food Entrepreneurship Associate Degree (60 Credits Total)



VTC General Education Requirements (20 credits)

- English 001 (3 cr)
- Technical Communication (3 cr)
- Natural and Physical Science (4 cr)
- Information Technology (1 cr)
- Arts, Humanities or Social Sciences (6 cr) (must take specific courses below)
- Math (3 cr)

+

Agriculture & Food Entrepreneurship Associate Degree (23 credits)

- Introduction to Agriculture Economics & Policy (3 cr) - fulfills Gen Ed requirement
- Business Skills for the Food System (3 cr)
- Emerging Issues in Food and Agriculture (4 cr) - fulfills Gen Ed requirement
- Environmental Issues (3 cr)
- Internship (9 cr over 2 semesters)
- Career Preparation Capstone (1 cr)

+ choose 1 of 2 Concentrations

Dairy & Animal Science Concentration

*(**choose at least 17 credits below)*

- Agronomy & Soils
- Animal Management, Behavior & Welfare
- Soil Science, Health & Nutrient Management
- Livestock Nutrition
- Livestock Reproduction
- Production, Management & Marketing
- Advanced Mechanical Systems
- Use of ARCGIS
- Livestock Systems and Buildings
- Forage Crop Production & Management
- Additional Dairy Management courses (electives)
- Up to THREE 1cr Credential Courses

Food Entrepreneurship Concentration

(choose at least 17 credits below)

- Introduction to Specialty Foods
- Soil Science, Health & Nutrient Management
- Mechanical Aspects of Food Systems
- Entrepreneurship Skills in Food Systems
- Production, Management & Marketing
- Fruit & Vegetable Production Mgmt and Marketing Specialty Foods
- Advanced Mechanical Systems
- Diversified Ag courses (maple, dairy, goats, etc.)
- Additional Business related courses (electives)
- Up to THREE 1cr Credential courses

*Credential courses could include certifications such as tractor safety, HAACP, Pesticide Applicators, etc.

** Requirements for VTFARMS 2+2 scholarship would be determined as part of the Dairy and Animal Science Concentration

Expanded Offerings

Increase the number and variety of short courses, certificates, summer program and J Term offerings with the opportunity to use more online and hybrid learning delivery.



Focus on Hands-on Experience at VTC Farm in Year 1 and Off-Site Internship in Year 2

VTC is known for applied, hands-on educational experiences. By focusing the **first year** on learning basic farm and food production skills at the **VTC Farm** and through field trips and guest speakers, students will be provided with a strong foundation for an agriculture and food education.

An introductory internship in the fall semester of **year two**, followed by an advanced **off-site internship** with more responsibility within the same placement will provide an opportunity for students to not only understand multiple aspects of the business, but also focus on a project with a valuable outcome to the mentor.



**YEAR ONE
ON THE FARM.**

THE PROMISE...

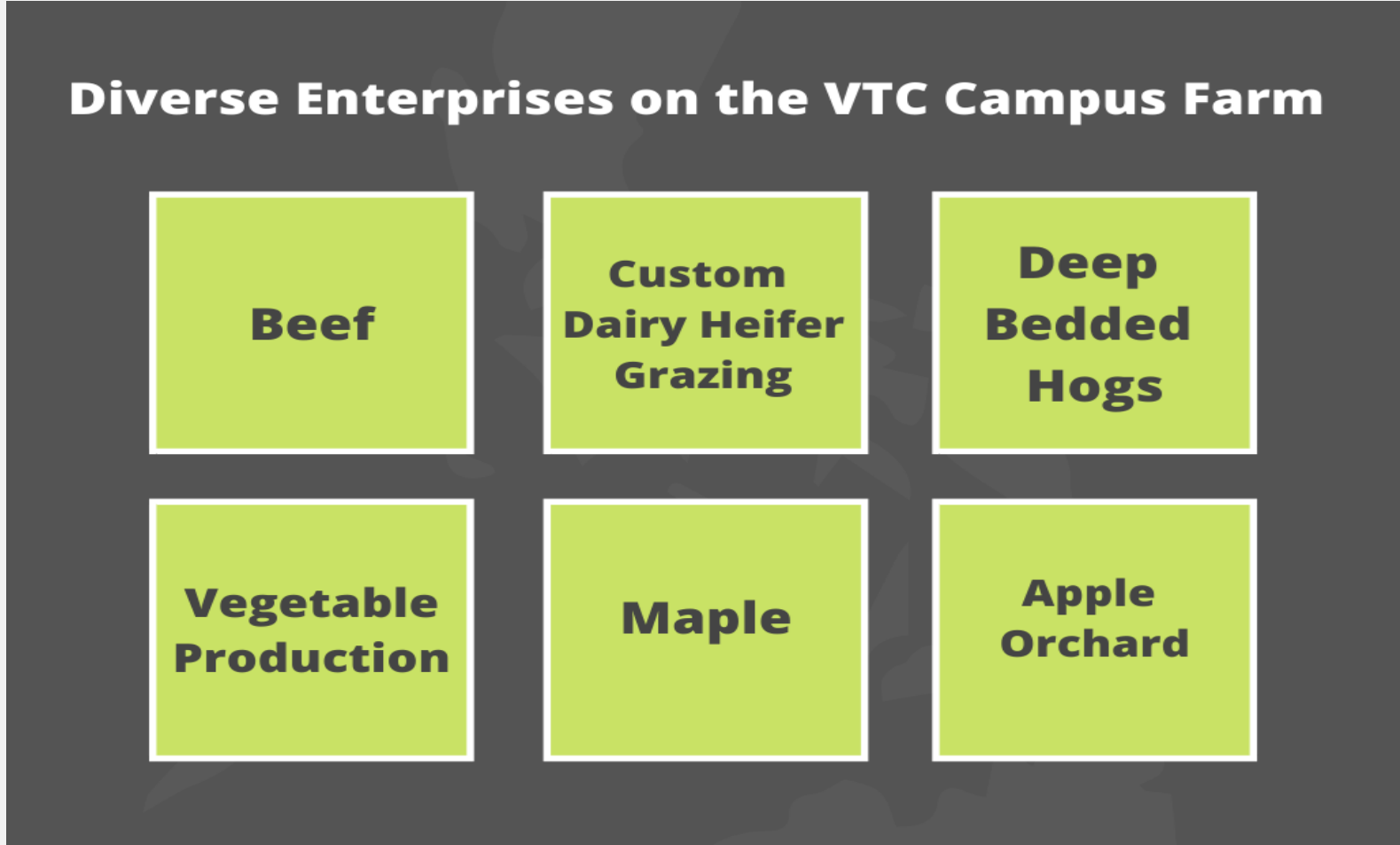
- Students are prepared with the skills, knowledge and experience to begin work in the field of food and agriculture upon graduation.

THE RESULT...

- Associate's Degree with a concentration
- Hands-on applied learning
- Internship credits for "on the job" experience
- Possible credential courses that provide specific training and certification

VERMONT TECH

Expand Diversity of Experiences on the VTC Farm



**Program Re-Branding Needed +
Expansion of Marketing Approaches to
Significantly Increase Enrollment**



**Vermont
Tech's
CAFE**
Center for Agriculture
and Food
Entrepreneurship



Program Financial & Enterprise Analysis
Additional Challenges
Interim Steps

Multiple Scenarios Explored: Enrollment and Financial Realities

ESTIMATED "STEADY STATE" ANNUAL REVENUE & EXPENSE FY2021 DOLLARS						
	SCENARIO #1		SCENARIO #2	SCENARIO #3	SCENARIO #4	
	Status Quo		No Enterprises No Center	Rev. Enterprises No Center	Rev. Enterprises With Center	
REVENUE	\$729,746	\$2,061,926	\$617,911	\$1,149,557	\$1,709,811	
EXPENSE	\$887,247	\$1,185,015	\$355,121	\$660,665	\$982,650	
INST. O/H TARGET MARGIN = 74%	-18%	74%	74%	74%	74%	
NET REVENUE (EXPENSE) WITH INST. O/H	(\$814,064)	\$0	\$0	\$0	\$0	
Enrollment Status	CURRENT	BREAKEVEN	BREAKEVEN	BREAKEVEN	BREAKEVEN	
Enrollment Headcount	22	135	44	77	125	

Stand Up 6 New Enterprises

VTC Summary
INCOME STATEMENT

	Feeder Beef	Dairy Heifers	Feeder Pigs	Potatoes	Maple	Orchard	Overhd
NET INCOME	\$ 9,633	\$ 15,115	\$ (3,640)	\$ 1,291	\$ 8,470	\$ 980	
LABOR TOTAL	\$ 9,802	\$ 29,361	\$ 10,684	\$ 2,658	\$ 7,865	\$ -	\$58,042
NET AFTER LABOR	\$ (169)	\$ (14,246)	\$ (14,324)	\$ (1,367)	\$ 605	\$ 980	\$(86,564)

Academics/Students first, with Enterprises in support

Summary of Capital Needs

Deferred Exterior	Deferred Interior	New Enterprises	Total
\$198,426	\$69,500	\$109,521	\$377,447

Income estimate	
Dairy herd sale	\$65,000
Norwich proceeds	\$100,000
Total income	\$165,000
Buildings, grazing, equipment	\$377,447
Net Capital Needs	\$212,447

Capital Expenditures & Immediate Funding Needs

- Short Term Contractors to Assist with the Start of the Transition -- 4 short term, PT contractors = \$75k
- Reboot from Current Program to CAFÉ Model = \$750k over 3 years
- Capital Expenditures for the Campus Farm = \$213.5k
- Other Upgrades to Existing Farm Facilities = \$25k

Additional Challenges To Address

**Teach out of the current program
and majors**



**Special funds needed to transform
existing program and launch CAFE, set
up internship sites, increase marketing
and recruitment on path to 'steady
state' (w/ many go/no go gates)**



Interim Steps to Steady State

For the next year, short-term, PT contractors for additional capacity to:

- Sign up farms and food businesses for the 4 semesters of off-campus internship learning
- Seek out additional employer partners to build CEWD offerings to meet workforce needs
 - Set up the meat cutting “lab” and program (assuming funding)
- Assist Molly Willard with additional short course development and offerings
- Assist Dr. Crowe by providing feedback as she reworks the curriculum and moves it through the internal VTC Process
- Assist Steph Nault in moving forward with changes at the VTC Farm and with new ag enterprises
- Help fundraise for the desired “steady state” (fill short-term gaps)
- Assist with increasing enrollment and overall program re-branding / marketing

What are your questions?