



## AVIC MEMBER WORKFORCE EDUCATION 2025

The 11 private higher education institutions<sup>1</sup> in Vermont educate over 13,400 students annually. Eighty-four percent (84%), on average, come from out-of-state and bring a much-needed influx of young people to the state. Vermont's higher education community has a brain gain with 2,628 more first-year students coming rather than leaving our state.<sup>2</sup>

Higher education is not only a key reason people choose to move to Vermont but offers a means of encouraging graduates to live and work in Vermont. From 2023-2025, a total of 154 private college graduates participated in the state's Green Mountain Job & Retention Program and received \$5,000 to offset the cost of a degree by staying at least two years to work for a Vermont employer.<sup>3</sup>

In addition to preparing students for current occupations, higher education trains students for jobs that do not yet exist by teaching critical thinking and problem solving, among many other necessary ingredients for career success. The following offers a sampling of ways that some private higher education institutions contribute to Vermont's workforce.

### Bennington College

Bennington College requires that each of its more than 700 undergraduate students complete an internship each year as a part of its educational program. While these internships take place all over the world, many students choose internships in Vermont. Since the 2023 Field Work Term and through the upcoming Winter 2026 period (January 5–February 13), **260 students** have completed or registered high-impact internships in Vermont. This represents a combined total of 52,000 hours of experiential learning in the state.

During this period, **41 Vermont-based employers** hosted students for Field Work Term internships. The most frequently selected sites included Green Writers Press (20 students), Southwest Vermont Medical Center (3), the Village School of North Bennington (3), and the Bennington Museum (4). Other notable Vermont host organizations included Goldstone Architecture, the Center for Restorative Justice of Bennington County, the Brattleboro Museum & Art Center, and the Park-McCullough Historic Governor's Mansion.

### Center for Cartoon Studies

The Center for Cartoon Studies' (CCS) programs include a one-and two-year certificate program, a two-year in-person Master of Fine Arts degree, and workshops both onsite and online.

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<sup>1</sup> Bennington College, Center for Cartoon Studies, Champlain College, Landmark College, Middlebury College, Norwich University, Saint Michael's College, SIT, Sterling College, VCFA, and Vermont Law & Graduate School

<sup>2</sup> From Integrated Postsecondary Education Data System (IPEDS) 2022

<sup>3</sup> Office of Engagement University of Vermont (as of November 2025 and prior to December 2025 deadline).

CCS hosted the International Graphic Medicine Conference and the International Comics Arts Conference, and alumni have launched conventions and events across the country, including the annual Nonfiction Comics Festival held in Burlington in November, now in its fourth year.

Internships are required in the two-year certificate and MFA programs. They are often conducted at Vermont libraries & schools through a teaching-focused practicum, with publishers or nonprofits in a design, editorial, communications, or marketing capacity, or, in some cases, as a volunteer role. Industry Day, professional practices, and weekly visiting artist talks provide additional insight into the industry and represent the varying paths to publishing and distributing work.

CCS faculty and students also conduct writing and drawing training workshops for kids, adults, and educators on our campus and state-wide at libraries, schools, and organizations. The CCS community message [job board](#) provides Vermont businesses and organizations with an opportunity to hire and collaborate with students and graduates.

CCS has partnered with organizations to create educational outreach comics and has partnered with the VA Medical Center, Vermont Humanities, Good Neighbor Clinic, and others. CCS recently produced a 32-page comic, [Freedom and Unity](#), a guide to governance in Vermont. With over 50,000 copies published, the guide is widely distributed to schools and libraries and used in Vermont curricula. CCS graphic guides are produced in collaboration with organizations and stakeholders and cover topics such as [Mental Health](#), [Literacy](#), and Democracy.

## Champlain College

Champlain College prepares students to excel through radically pragmatic, career-focused education aligned with workforce needs across Vermont. Champlain serves as a critical talent pipeline for Vermont's economy with more than 100 Vermont employers visiting campus annually to educate and recruit students.

- **Net importer of talent:** 23% of incoming students are from Vermont; 39% of graduates stay in Vermont for their first job

### The Leahy Center for Digital Forensics & Cybersecurity

The Leahy Center engages **100+ students per semester** in internships and paid employment, providing hands-on experience with Vermont businesses, nonprofits, and government agencies. In partnership with NuHarbor Security, Champlain launched **Vermont CyberStart**, a dual enrollment program offering high school students a pathway to college credit and cybersecurity careers.

### Champlain College Online (CCO)

CCO serves roughly **2,000 students** through approximately 100 online programs in high-demand fields. Through its **truED workforce program**, CCO partners with leading Vermont businesses—including Burton (data analytics and project management training) and NuHarbor (curriculum development for business, IT, and human resource programs)—to upskill employees and drive organizational growth.

- CCO offers **healthcare administration programs** at every degree level—undergraduate and graduate-level certificates, bachelor's, and master's degrees, including an MBA specialized in healthcare administration. Champlain's online healthcare programs equip

Vermont students with the skills needed to increase efficiencies, foster collaboration, and make measurable improvements to patient access and quality of care in a variety of healthcare settings. With 11 truED alliances in place at Vermont's top healthcare organizations, Champlain provides students with the technical knowledge and interdisciplinary strategies needed to confront today's pressing healthcare challenges.

- CCO's **TAP program** is designed to attract, support, and develop the most effective teachers in the state of Vermont. Targeting individuals with a bachelor's degree, TAP is an 8-month full-time non-degree certificate program, including coursework and student teaching with a mentor teacher. TAP prepares candidates to become licensed directly through the Vermont Agency of Education. Since its inception in 2002, the program has grown to support future teachers and administrators throughout the state of Vermont. Currently, over **600 TAP graduates are educating our Vermont students**.

## Landmark College

Landmark College works with students and employers alike to build and broaden pathways to career success for the neurodivergent learners who call Landmark home. This means ensuring each student, many of whom may not have held a job before, receives the appropriate level of scaffolding and support as they build workforce readiness skills. This starts with assigning each student a career counselor from day one, in addition to their academic advisor.

While some students are quickly ready for internships or on-or-off campus jobs, others benefit from our unique Employment Readiness Experience (ERE) program, which pairs an on-campus job experience with classroom work focusing on communication, professional skills, and career exploration. In addition to partnering with area employers to place students for internships and careers, Landmark also provides training on neuroinclusivity to area employers to help them boost accessibility, retention, and productivity. These efforts come together every semester at our Neuroinclusive Career Fair, in which employers receive a training session in best practices around neurodiversity, before the doors open for traditional student-employer networking.

Local employers engaged with Landmark include the Brattleboro Museum and Art Center, Chroma Technology, Vermont Genetics Network, C&S Wholesale Grocers, VT Established Programs to Stimulate Competitive Research (EPSCoR), and The Greenwood School.

## Middlebury College

A critical goal of Middlebury's Vermont initiative is to foster internship and career opportunities in every sector for Middlebury College students and new graduates, thereby encouraging and facilitating Middlebury talent to remain in Vermont during summers, after graduation, and beyond. Middlebury funds **approximately 150 internships annually** in Vermont, with students receiving \$5,000 grants.

Middlebury's Experiential Learning Centers—the Center for Careers and Internships, the Center for Community Engagement, and the Innovation Hub—play an especially significant role in this work with curricular and co-curricular initiatives. The MiddWorks for Vermont Internship Program has partnered with statewide organizations, including the Vermont Futures Project, Seven Days, Green Mountain Care Board, Vermont Arts Council, Middlebury Regional Emergency Response, and Addison County Relocation Network.

Middlebury's **Vermont Innovation Summer Internship Program** connects students to Vermont-based innovation organizations and alumni to provide opportunities for reflection so that students can take full advantage of the resources Vermont has to offer. Partners have included Generator, Hula, and the Vermont Center for Emerging Technologies.

## Norwich University

**At least one hundred seventy-one (171) Vermont students** are enrolled in relevant workforce development programs at Norwich University that either fill a current shortfall -- such as nursing (89 of 194), cybersecurity (19 of 118 total) and criminal justice (25 of 245 total) -- or will contribute to the development of critical infrastructure in the state, such as engineering (21 of 293 total) and architecture (17 of 73 total).

Norwich's nursing program offers new simulation laboratories and technological applications in electronic health records, handheld personal digital assistants, and innovative applications, making Norwich University classrooms top-flight learning laboratories. Clinical affiliations with academic medical centers, such as Dartmouth-Hitchcock and the University of Vermont Medical Center, community hospitals and clinical sites lets students put lessons into practice. On average, approximately 70 percent of Norwich University nursing graduates take their licensing exam in Vermont.

Through the Center for Career Readiness, Norwich significantly expanded its workforce development initiatives. In 2025, **110 students completed internships in Vermont**, with established pipelines to a variety of Vermont employers across a wide range of industries through both academic departments and the Center. Approximately 60-70 percent of employers who recruit on campus are Vermont employers or have offices in the state

A partnership between Norwich University and the Vermont Granite Museum's Stone Arts School in Barre merges historical and digital practices in art, fine craft, and industry to create a dialogue between traditionalists and experimental innovators. An internship or apprenticeship and a capstone project are core to the program. Students earn a Bachelor of Science Degree in Design.

Norwich also contributes to Vermont and the nation's workforce through grants it has received. For example, the Norwich Cyber Leader Development Program expanded from 24 members in the 2022-2023 academic year to 36 members in 2023-2024, and then 50 members in the 2024-2025 and current 2025-2026 academic years. The program provides comprehensive experiential learning opportunities, including research presentations and conference visits with trained faculty in cyber-related content, summer internship opportunities with federal agencies, access to critical workforce certifications, networking with field experts, and technical training supporting competition involvement and TableTop Exercises.

The National Science Foundation (NSF) funded Norwich's Scholarship-Science, Technology, Engineering & Math (S-STEM) program to advance STEM workforce development through targeted scholarships and curriculum enhancement. The program launched a Data Science course in spring 2024 with an enrollment of 10 students, and since 2022 has provided scholarships to 21 distinct students, with 11 graduates already entering the workforce. A second NSF S-STEM award continues this momentum, with 9 students receiving scholarships this year. Norwich has also received a \$2,000,000 award from NSF for an engineering S-STEM program, starting in 2025.

## Saint Michael's College

Saint Michael's College combines a strong focus on workforce development in Vermont with its liberal arts tradition. The College prepares graduates to communicate effectively, think

critically, solve problems, lead, collaborate, and adapt to technology—skills that drive professional success.

Saint Michael’s College connects students to Vermont employers through **internships, research, volunteer work, community partnerships, and experiential learning**. The **Boucher Career Education Center** and its new **Boucher Intern Program** strengthen these efforts by providing financial support to interns working in Vermont businesses—helping students gain experience, build networks, and develop skills while encouraging them to remain in the state.

**The Leahy Institute for the Environment** focuses on careers in environmental science and education, creating a pipeline of skilled workforce to address one of the greatest challenges in our future. In partnerships with area schools and environmental organizations, the Leahy Institute educates our students and Vermont youth in securing healthy food systems and a healthy environment for our state.

With support from the **National Science Foundation’s EPIIC grant**, Saint Michael’s is building a **talent pipeline infrastructure** to link Vermont businesses with skilled graduates. Coursework, such as new bio-tech offerings, has been adapted to align with employer needs, and this model will expand to other industries.

Saint Michael’s College continues to **innovate its academic programs**, launching initiatives like the **Emergency Medical Services minor**, which provides clinical and decision-making experience for future healthcare professionals. This hands-on training connects students directly with community service and prepares them for advanced study or immediate employment.

## **School for International Training (SIT)**

In January 2022, SIT and its parent organization, World Learning, launched the New Vermonter Education Program (NVEP) in close collaboration with a national refugee resettlement agency and the Brattleboro Development Credit Corporation, the local economic development organization. Through NVEP, SIT provides critical English language classes and cultural orientation programming to recently resettled refugees across southern Vermont. Its tailored curriculum, “Teaching Skills that Matter,” ensures that refugees have important language skills and competencies to succeed in the local workforce and in daily life. Programs that SIT and its partners run have successfully integrated English language competencies with essential workplace skills, including financial and digital literacy. Today, more than 500 refugees from across the world have been resettled in southern Vermont. As of this year, refugees have been hired by more than 61 different employers and work in a variety of sectors, including healthcare, manufacturing, education, construction, hospitality, and retail. They are making more than \$4 million in annual taxable wages, which contribute to the local economy.

## **Sterling College**

Sterling College is one of 10 work study colleges in the country. Its education model centers on experiential learning focused on workforce readiness and the development of skills and competencies valuable to students and employers after graduation. All students are required to gain work experience on campus.

Sterling’s Continuing Education (CE) programs offer workshops, courses, and certifications for residential and non-residential adult students of all ages that support Vermont’s renewed movement in **sustainable agriculture and food production**. An Artisan Bread Baking course builds on the baking of the Elmore Mountain Bakery and the New American Stone Mills, two local Northeast Kingdom enterprises at the forefront of a national artisan bread and heritage

grain revival. Other certificate programs include Artisan Cheese Making and Movement Building for Social Change.

### **Vermont College of Fine Arts (VCFA)**

VCFA's core mission is to educate artists, which directly supports the growing need for creative professionals in the Vermont and broader national economy. Graduates are editors, agents, producers, directors, award-winning artists, educators, performers and more. The critical thinking, problem solving, and communication skills gained in VCFA's graduate programs are highly valued across many industries.

### **Vermont Law and Graduate School (VLGS)**

As many of the state's legal and policy professionals reach retirement age, VLGS graduates are actively helping strengthen Vermont's workforce.

Typically, about 10 percent of VLGS students are from Vermont, but many end up staying in the state, building careers and communities here. On average, 25 percent of the school's juris doctor (JD) graduates take their first-time bar exam in Vermont. Of the school's approximately 9,400 alumni, more than 1,500 currently reside in Vermont.

While many VLGS graduates earn a JD, over 250 Vermont residents also earned a master's degree from the school. VLGS alumni living and working in Vermont are employed in a broad range of occupations and organizations, from law firms and nonprofits to a particularly large presence in state government: 184 graduates.

As one of the nation's leading environmental law and policy schools, VLGS students are driving environmental change across the state through hands-on advocacy and innovative projects with local communities and organizations. From working on cases to protect public lands to designing clean energy solutions, students are shaping policy and advancing sustainability to help ensure Vermont remains a leader in environmental stewardship.

VLGS is home to nine legal clinics—focusing on needs ranging from Vermont veterans assistance to small business support. Last year alone, 121 student clinicians, plus seasoned faculty mentors and talented staff, delivered over 37,000 pro bono hours to Vermont and Vermonters.

Additionally, through a partnership between VLGS's Center for Justice Reform and Vermont's Department for Children (DCF) and Families – Family Services Division, DCF staffers have learned how to further incorporate restorative justice principles in their work by enrolling in the school's three-course, nine-credit Graduate Certificate in Restorative Justice.