# THANK YOU REV2026 SPONSORS

# GREENWAY INSTITUTE

ENGINEERED TO WORK

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PRESIDENT AND CO-FOUNDER

REV 2026

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# Why a new model?

## A broken business model

Skyrocketing costs. Colleges going out of business.

## A broken educational model

Ineffective pedagogy, outdated curriculum, not ready for AI.

## Education in a bubble

Four cloistered years, not a transition to the real world.

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# Through a workforce lens

## Employer dissatisfaction

*“We just tell them to forget what they learned in school.”*

## Sustainability missing

An afterthought, treated as a vertical.

## Vermont’s workforce challenge

Workforce and demographic pressures.

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# Design principles

## 1 Focus on what matters, strip away the rest

Deep experiential learning — real work, for real people, in the real world — paired with intentional, supportive mentorship.

## 2 Make work integral to the learning journey

77% of recent graduates say they learned more in 6 months of work than in 4 years of college. This is a missed opportunity.

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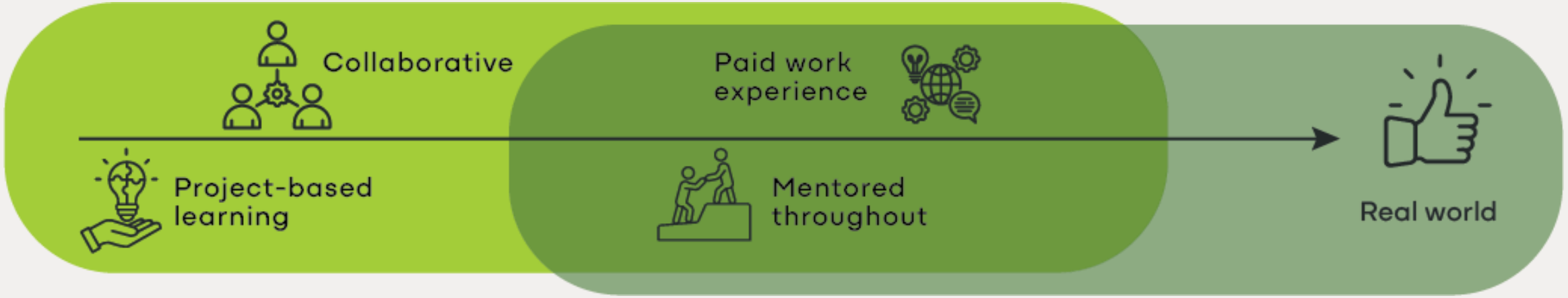
# The Greenway Model




Deeply experiential and strongly supportive

A gradual, intentional transition into work — not four cloistered years

Tighter feedback between employer needs and education

Radically lower cost to students, a sustainable model for the institution

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# Current Status

MVPs built and validated with student and employer feedback

Secured control of our first campus site

Actively fundraising, $4.5M of corporate, government, and individual support to date

Target: open in 2027

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# Thank you

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REV 2026

# Workforce from WAP Prospective

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## Results of paying good wages in WAP (crew workers)
## Lessons learned from opening a Wx Training Center



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# Weatherization Training Center

## Lessons Learned:

**Vermont's Weatherization Training Center:**

- Funded by DOE E and I Grant. Opened in 2025 (Barre, VT)

**What we have learned so far……..**

- Hands on, in-person training is most effective for us (Wx workers).
- Good, specific curriculum to your program or subject matter is important (national curriculum often not idea)
- Training needs to be **required** in order to get good attendance (most cases)
- Training needs to be paid for by employer or "someone" other than attendee. People aren't going to flock to attend on their own time and dime.

**What we knew and which has been reinforced……**

- Good training is needed to do the work effectively, and the work needs to be done effectively to get the ACTUAL results we all set out to attain.



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# Minimum Wage results:

- OEO created a minimum and prevailing wage in 2023 that increased crew wages by $5 an hour approx.
- Why?  Some were paying poorly, high vacancies, poor recruitment, high turnover, low retention, **poor production**
- Results?  Next slide

| | Data on 1-4 Unit WAP in Vermont (effects of minimum wage for crew) | | | | | |
|---|---|---|---|---|---|---|
| | **Program Year** | **total units** | **1-4 units** | **5 plus units** | **# of crew workers** | **1-4 unit spending** |
| pre min. wage | PY22 | 1,033 | 672 | 361 | 60 | 12,894,047.00 |
| 1st year of minimum wage | PY23 | 1,139 | 824 | 315 | 74 | 16,225,548.00 |
| | PY24 | 1,211 | 894 | 317 | 79 | 19,340,427.00 |
| | PY25 | 1,310 | 956 | 354 | 77 | 20,017,668.00 |
| | PY26 | 1,203 | 874 | 329 | 77 | 20,389,606.03 |

| | **increases after 4 years: (PY22 vs. PY26)** | **units Wx'd** | **1-4 unit homes Wx'd** | **Program Expenditures** | **# of crew workers** | |
|---|---|---|---|---|---|---|
| | amount: | 170 | 202 | 7,495,559.03 | 17 | |
| | percentage increase: | 16% | 30% | 58% | 28% | |

The results speak for themselves



VERMONT

# Thank You

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WEATHERIZATION WORKS!



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AN ACT PERSPECTIVE

# Developing the workforce for decarbonization

**Barry Reaves | ACT**

Renewable energy and thermal-sector electrification

**Training is essential.**
**A viable career takes more.**

Connect education, employer demand, worker opportunity, business capacity, and public investment.

THE VERMONT LENS

# The gaps extend beyond training

Three connected questions about workers, employers, and the work ahead.

01 / WORKER OPPORTUNITY

## Can people participate?

Housing and rural travel
Child care and paid training

DO BETTER

**Plan supports and schedules around real lives.**

02 / EMPLOYER CAPACITY

## Can employers develop workers?

Mentoring and supervision
Cash flow and project access

DO BETTER

**Pair hiring assistance with support for small contractors.**

03 / DEPENDABLE WORK

## Can jobs become lasting careers?

Funded work and hiring timelines
Steady work and career growth

DO BETTER

**Connect project demand to hiring and skill development.**

**Public investment should connect all three.**

FROM ACCESS TO ADVANCEMENT

# Build careers, not just course completions

Expand access, develop current workers, and follow through after hiring.

01

## Enter

Reach young people, career changers, and underrepresented workers.

→

02

## Learn and earn

Connect education and apprenticeships to paid work and employer needs.

→

03

## Stay

Promote retention with fair wages, safe work, supervision, and worker supports.

→

04

## Advance

Make pathways to new skills, higher pay, and leadership roles visible.

**CURRENT WORKERS**

Offer paid skills training in electrification, controls, and building performance.

**Track jobs, wages, retention at 6 and 12 months, advancement, and work quality.**

POLICY AND PRACTICE

# Make coordination useful

Connect public investment to workers, employers, and real projects.

## Employers

### Make demand real.

Share skill needs and hiring timelines.
Provide paid learning and mentors.
Make career progression visible.

## States and public partners

### Fund the full pathway.

Align projects, training, and support.
Address housing, travel, and child care.
Strengthen contractor readiness.

## Education, workforce, and community partners

### Follow through on transitions.

Connect existing programs to jobs.
Follow referrals through to hiring.
Support retention and advancement.

**NEW ENGLAND** Share information on demand, specialized instructors, and effective practices.

**VERMONT** Build on existing organizations and locally led partnerships.

**People need viable careers. Employers need the capacity to support them.**

YOUR PERSPECTIVE

# Questions & discussion

**What would make the biggest difference for your workers or business?**

## Barry Reaves | ACT

Thank you.

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