

2017



LOCAL FOOD VALUE CHAIN APPRENTICESHIP - Program Guide

This guide to plan and implement a local food value chain apprenticeship program is based on lessons learned over three summers of the Center for Environmental Farming Systems' *North Carolina Growing Together Summer Local Food Value Chain Apprenticeship*.



NC GROWING TOGETHER

Connecting Local Foods
to Mainstream Markets

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Purpose



The Local Food Value Chain Apprenticeship engages students in hands-on training and experiences related to local food systems and value chains through an 8-week summer apprenticeship with businesses, non-profit organizations, government agencies, and others that are leaders in this work.

The Apprenticeship began as part of the North Carolina Growing Together project (NCGT), a USDA-funded initiative to strengthen the economic viability and resiliency of small/mid-scale farms and rural communities by building value chain links to “mainstream” markets—the retail grocery and food service markets through which the majority of food is sold. Value chains differ from the broader term supply chains in that they assume more collaborative, interdependent, and risk-sharing relationships between partners.

An important part of building a food value chain is understanding and removing barriers that may prevent small/mid-scale farms and other food businesses from accessing large-scale markets. In addition to building grower capacity and networking growers and buyers, providing other types of outreach and support for those in the middle of the value chain— aggregators, processors, and distributors of all sizes—is equally as important.

The Local Food Value Chain Apprenticeship (LFVC Apprenticeship) is both a way to educate and engage the next generation of food entrepreneurs and policy makers, and a strategy to support the success of value chain intermediaries. This guide summarizes our planning and execution of the apprenticeship program between 2015 and 2018. We hope it will be useful to university programs or other organizations seeking to educate and build stronger ties between local and regional food businesses and supporting organizations such as land grant universities.

Key Participants and Funding

The LFVC Apprenticeship connects three sets of participants – a university partner, mentor organizations, and student apprentices. Under the umbrella of the apprenticeship, organizations and apprentices positioned along the value chain, across the state, and in different food sectors, are given opportunities for collaboration and cross-pollination of ideas.

The University Partner



All mentors and apprentices meet at North Carolina State University for an orientation session a few days before the apprenticeship officially begins, then again on the last day of the apprenticeship. These events serve as valuable networking opportunities for all, and potential mentor organizations as well as university administrators are invited to attend.

A multi-year USDA grant provided financial support for the apprenticeship program, funding a Program Coordinator, apprentice stipends, and travel funds. The apprenticeship is housed within the Department of Horticultural Science at North Carolina State University, and is included under the set of programs administered by the Center for Environmental Farming Systems (CEFS). CEFS was awarded the USDA grant for the NC Growing Together initiative, and the apprenticeship program is one component.

CEFS staff recruit mentor organizations, write apprenticeship descriptions, hire apprentices as temporary university employees, arrange group site visits for apprentices during the summer, manage orientation and closing meetings for all mentors and apprentices, make site visits to each apprenticeship location during the summer, and craft “apprentice profiles” for program marketing and outreach.

For the LFVC Apprenticeship these tasks are split among three staff: The Project Manager for the entire USDA-funded initiative, who has oversight over the summer program

and is the main contact to recruit mentor organizations each year; a part-time Program Assistant who manages multiple administrative tasks (see Duties of the Program Assistant, below) and an Apprenticeship Documentarian who visits each of the sites during the summer to interview mentors and apprentices, using these for feedback on the program and for the creation of apprentice profiles.



2017 Apprentice Kristen Wagner talks with her mentor Susan West, of the non-profit NC Catch. Kristen spent the summer talking with fishermen and seafood market owners, and creating marketing materials to build consumer and chef demand for locally sourced NC seafood.

The Program Assistant is essential to executing the apprenticeship effectively. The Program Assistant begins recruiting students in November/December, circulating a flyer (see page 15) a link to the application on the university employment website, and a link to an apprenticeship webpage with information about the program and the apprenticeship sites and mentors. Applications are received until mid-February, with interviews and then selection occurring by March 15. Apprentices begin in early June and work for a period of 8 weeks.

The LFVC Apprenticeship Program Assistant works 5-10 hours per week from November through February, 20-25 hours per week from March to May (depending on the number of mentor organizations and apprentices; 20 hours is based on 16 mentor organizations and apprentices), and 30 hours per week from May through one week after the end of the Apprenticeship. The Program Assistant could also act as the Documentarian, and thus work full-time between May and mid-August.

For the LFVC Apprenticeship Program, the Program Assistant managed three group gatherings during the summer, handling the logistics and arranging travel reimbursements. The Apprenticeship did not include summer site visits in Year 1, but we have found these to be one of the most important aspects of the program—both for student experiential learning, and to build stronger ties between the Center for Environmental Farming Systems, NC State University, and mentoring organizations.

Duties of the LFVC Apprenticeship Program Assistant:

- Assisting the Project Manager with the design of a mentor application, and receipt of responses
- Creating and set-up of the university-level application and hiring paperwork
- Creating and carrying out an advertisement plan
- Overseeing the hiring process for apprentices
- Planning, communications and set-up for an orientation meeting with mentors and apprentices
- Overseeing time reporting and travel reimbursements
- Conducting mid-summer site visits and interviewing/checking in with mentors and apprentices in person, and by phone and email (this could also be assigned to an Apprenticeship Documentarian)
- Writing engaging descriptions of the apprentices, mentors, and their work for program outreach and marketing (this could also be assigned to an Apprenticeship Documentarian)
- Organizing networking opportunities and/or site visits between apprentices and other experts in the local food system, or between mentor sites
- Planning, communications and set-up for a closing meeting with mentors and apprentices (and other guests)



2016 Apprentice Claire Mclendon (center) works with her mentors at Working Landscapes in Warrenton, NC. During her tenure Claire worked to streamline logistics at this non-profit, which chops and bags cabbage and collards from local farmers for sale to food service.

Mentors

Mentoring organizations for the LFVC Apprenticeship have included national and regional produce wholesalers, a regional grocery store chain, several non-profit and LLC food hubs (including one focused solely on pastured meat aggregation), small-scale social enterprises that process produce for sale to local schools, a community commercial kitchen, agricultural advocacy and training organizations, incubator farms including a Southeast Asian refugee incubator, marketing organizations for local seafood and other locally-grown products, a Small Business Technology Development Center office, and the office of a Council of Government.

Mentor organizations originated as partners in the USDA-funded initiative, and through involvement in the apprenticeship have become stronger partners, signing on to other projects and initiatives by providing advice, contacts, and letters of support, and by participating as active collaborators.

Not surprisingly, some organizations, in particular private businesses, are not always eager to host a student apprentice given the perceived time commitment. Several things make the LFVC Apprenticeship attractive to businesses and other organizations:

- We provide support to the mentor to craft a specific project that the student will focus upon, and establish strong expectations, including a final project presentation;
- The apprenticeship is a paid position through the university, thus the student is considered a university employee;
- We recruit from around the country and seek students with skills specified by the mentoring organization;
- We vet the candidates, who are then interviewed by their prospective mentor and made offers based on mentor selection and candidate agreement;
- Mentors are not compelled to select a candidate if there are no suitable candidates;
- Mentors are from across the supply chain and of various scale, and the opportunities provided by the program (orientation and closing meetings as well as summer site-visits) are seen as valuable opportunities to network with other businesses and organizations.

For the LFVC Apprenticeship, the USDA project NC Growing Together has 20+ partnering organizations, and these are solicited first to be mentors. Having an apprenticeship program has been a mechanism for strengthening ties with these organizations .





2016 Apprentices visiting Transplanting Traditions Community Farm in Hillsborough, NC. Transplanting Traditions served as a tour site for 2016, and in 2017 hosted a Burmese-speaking apprentice to work with refugee farmers.

Apprentices

Apprentices are recruited from universities and colleges (including community colleges) in North Carolina, and selected colleges (land grant and others) across the U.S. that have food systems-related programs. We will accept undergraduate, graduate, and professional students, and recent (within 1 year) graduates.

The undergraduate majors have been wide-ranging, but students have typically had some food system coursework. The program has received few applications from the agricultural sciences (e.g., horticulture, soil science). Majors of prior LFVC apprentices include: marketing, finance, public health, sustainability, environmental studies, nutrition, public policy, and agribusiness. All have expressed an interest in local and regional food systems and nearly all have had volunteer or other experience working in a food-related organization (e.g., volunteering at a farmers market or community garden). Interestingly, about 75% of the applicants and 90% of the selected apprentices have been women.

2015



2016



2017



Apprentices and mentors in 2015, 2016 and 2017

Housing and Transportation



Wages and Living Expenses

- Apprentices are hired as temporary employees through the university hiring process.
- The LFVC apprenticeship receives applications from across the country. The program does not include housing, or directly assist with finding housing, though mentors have been helpful in this regard.
- Apprentices have been paid a wage rate of \$12/hour, 40 hours per week, for 8 weeks.

Housing

- It is the responsibility of the apprentices to arrange their own housing during the apprenticeship.
- Mentor organizations who are familiar with the area can provide suggestions on housing.
- Past apprentices have subleased apartments, rented a room from someone who works at the mentor organization, stayed at a 4-H camp (a youth organization), or commuted from home if they lived close enough to the mentor site. During four years of the program we have never had a student drop out because they were unable to find housing (or for any other reason other than one instance of a student accepting a job—in that case we were able to find a replacement).

Transportation and Travel Reimbursements

- For the LFVC Apprenticeship, we have reimbursed travel for apprentices to attend mid-summer gatherings and the orientation and final presentation events.
- Travel reimbursements are not made for day-to-day activities related to an apprentice's normal work day (i.e. extended commutes from home to the work site).
- When soliciting mentors we ask that they specify expected travel requirements (for example, if apprentices are expected to travel to farm sites), and specify whether or not and how students will be reimbursed if expected to travel in their own car.
- If travel funds are available from the university or other managing organization, offering to subsidize student travel can help recruit private businesses or other organizations that are attractive mentor sites.

Apprenticeship Timeline

OCTOBER

Submitted mentor applications are reviewed and job descriptions created.

SEPTEMBER

Applications are distributed to potential mentors.

DECEMBER - JANUARY

Continue advertising and collecting applications. Choose dates for Orientation and Final Presentation meetings and communicate those to mentors. Begin selection of sites for apprentice learning/networking meetings (2-4 sites).

NOVEMBER

Begin advertisement of Apprenticeship to various universities, organizations, and listservs.

APRIL

Hiring paperwork is completed by the end of April.

FEBRUARY-MARCH

Close applications in mid-February. Have an internal committee review and rank applications. Forward 3-5 candidates to each mentor. Mentors arrange and hold telephone or in-person interviews. Candidates are notified of selection by mid-March.

JUNE

In early June, the apprentices officially begin work at the mentor sites. In the third and fourth weeks of the apprenticeship, the Program Assistant or Apprentice Documentarian visits each site and/or speaks by telephone with all apprentices and mentors.

MAY

Approximately one week before the apprenticeship begins, hold an orientation for all apprentices and mentors. Mentors give 5-10 minute presentations on their organizations and an overview of the specific planned work of their apprentice.

JULY

On the last day of the apprenticeship, apprentices, mentors, and other invited guests attend the closing meeting where apprentices make their final presentations.

Application, Selection and Hiring

Mentor Application

The university partner should distribute the mentor application (See Appendix 1) to collaborating organizations that are interested in a summer intern.

The mentor descriptions should include pertinent information such as a description of projects; preferred skills and experiences; and anticipated learning experiences or skills the apprentice should gain during the apprenticeship. LFVC Apprenticeship mentors should also be given a calendar with dates for the orientation and closing meetings, as they are required to attend these (See Appendix 2).



The 2017 Apprentices tour the Piedmont Food and Agriculture Processing Center in Hillsborough, North Carolina.

Apprentice Application and Advertisement

Because the LFVC Apprentices are hired as university employees, potential apprentices apply via the university job site, and the positions are circulated through typical online employment channels (e.g., Indeed, internships.com).

Attracting a large and competitive group of applicants provides the best chance for mentors to find a suitable apprentice.

Along with the application, students submit their resume, cover letter, and one letter of reference.



The 2017 Apprentice Cohort tours Ran-Lew Dairy, a 75-head dairy farm with on-farm cream-top milk production.

The position posting includes all job descriptions of the participating mentor organizations, and applicants submit a ranking of their top five preferred mentors.

Students often search for summer internships and jobs during winter breaks. Therefore, it is suggested that advertising for the apprenticeship begin before the Thanksgiving break. Emails about the apprenticeship can also be sent to various universities and their appropriate departments.

Other suggestions on places to advertise the apprenticeship include:

- ◇ Other university job boards
- ◇ Internship/job websites
- ◇ Mentor organization website
- ◇ University internship fairs
- ◇ University clubs
- ◇ Sustainable agriculture/local food listservs
- ◇ Flyers around universities



Apprentices at work: Laura Lindlin at Eastern Carolina Organics (2016, far left) and Casey Auch at Feast Down East (2017, far right). Both organizations are considered “food hubs,” aggregating and distributing produce from small and mid-scale local farmers into larger markets including retail grocery and food service. 2017 Apprentice Katelyn Bailey (center) worked at the Small Business Technology & Development Center located at the University of North Carolina-Pembroke. She wrote a business plan for Connie and Millard Locklear to transition part of their farm into organic production.

DO YOU WANT TO BE A PART OF THE LOCAL FOODS REVOLUTION?



Apply to be a Local Food Supply Chain Apprentice!

Now in its third year, North Carolina Growing Together's (NCGT) Local Food Supply Chain Apprenticeship is accepting applicants for the Summer of 2017. Gain experience related to local food systems and supply chains while working with the organizations that are making this happen in North Carolina.

Through a paid, eight-week, summer program, apprentices will have the opportunity to work with one of the following: **Lowes Foods** (Winston-Salem), **Pate Dawson-Southern Foods** (Goldsboro), **Freshpoint Inc.** (Raleigh-Durham), **Seal the Seasons Inc.** (Hillsborough), **Piedmont Food and Agricultural Processing Center** (Hillsborough), **Working Landscapes** (Warrenton), **Feast Down East** (Burgaw), **TRACTOR** (Burnsville),

North Carolina Catch (Coastal NC), **Richmond County Cooperative Extension** (Rockingham), **Piedmont Triad Regional Council** (Kernersville), **Onslow County Market and Incubator Farm Program** (Jacksonville), **Polk County Agricultural Economic Development Office** (Columbus), and the **UNC-Pembroke and Fayetteville State University Small Business Technology Development Centers** (one position in the Fayetteville and Pembroke area)



For more information about the apprenticeship and application, please visit:
<https://www.ncgrowingtogether.org/summer-apprenticeship/>

This project is supported by the Agriculture and Food Research Initiative competitive grant no. 2013-68004-20363 of the USDA National Institute of Food and Agriculture.



Questions?

NC Growing Together Apprenticeship Program Manager:

Eliot Lee
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Flyers advertising the apprenticeship are posted across local university campuses and distributed to the career offices and relevant departments at universities across the U.S. that have a history of food systems and food supply chain work.

Since applications are open for almost three months (ideally mid-November to February), students who applied early in the process may find other internship or job opportunities before the apprentice selection process is complete. In order to retain highly qualified applicants, it is important that the university partner maintain communication with applicants.

An email is sent to applicants after they submit their application letting them know it was received. The email reminds the student of the apprenticeship timeline and when the selection process will take place. The Program Assistant responds promptly to any student queries, as this encourages commitment to the apprenticeship until the selection process is complete.

Immediately after the application deadline, the Program Assistant emails all applicants about the apprentice selection process and its timeline. This will give applicants clear expectations for the next steps.

Apprentice Selection

- ◇ When the application period has closed, the NCGT Project Manager, LFVC Program Assistant, and ideally a former apprentice review the applicant pool (See Appendix 3 for the scoring rubric used). In our selection process, we begin by splitting applicants into three groups:
 1. Group A – best applicants who meet the overall apprenticeship criteria.
 2. Group B – applicants who come up short of Group A but show promise as a secondary choice
 3. Group C – applicants who don't fit the criteria of the apprenticeship
- Applicants are then matched to the sites they ranked, with these matches based on the quality of the applicant and fit for the mentor site, and the applicants ranking of their preferred sites.
- Mentors are sent information for 3-5 applicants, and given approximately 2 weeks to make contact, conduct interviews, and make a selection. Note that we do not share in what order the mentors were ranked by applicants. In other words, mentors don't know who in their candidate pool ranked them as their top pick. The person in the mentor organization who will be working most directly with the apprentice should interview and select the apprentice. This should not be deferred to the HR department or others in the organization.
- ◇ Prior to sending the applicants to mentors, the Program Assistant contacts the candidates to inform them which mentor organizations may be calling them to conduct an interview. This also serves as a final check to confirm that applicants have not found other positions for the summer.
- ◇ The most highly competitive applicants may be selected for interviews by multiple mentors. Our practice has been to match the most qualified applicants with their top picks using an iterative process. If applicants are selected by multiple

mentors, the applicant selects which mentor he or she wants to work with. The other mentors then pick their second candidate. The process continues in this way if the situation occurs again. The Program Assistant facilitates this process, with no direct contact at this point between the mentors and applicants.

- If a mentor cannot find a promising candidate from the group forwarded to them, the university partner can send the additional contact information of other applicants from group A or B.
 - A qualified candidate may not have ranked a particular mentor organization within their top 5. However, if the candidate was not chosen by his or her top picks, he or she may be a viable candidate for another mentor. Our practice has been to ask for the candidate's permission to confirm whether he or she would like to be interviewed by another mentor.
- ◇ When each mentor has an apprentice, an acceptance letter is sent to the successful applicants while a separate email is sent to applicants who were not selected.

Hiring Process

We follow NC State University hiring procedures when bringing on new apprentices. This includes a background check and submission of a variety of paperwork.

The deadline for apprentices to submit their hiring paperwork is set at least a month before the apprenticeship start date. This allows sufficient time for the University to process the paperwork and to resolve any unforeseen issues.



From Orientation to Final Meeting



2016 Apprentice Sandy Ramsey traveled across the state to interview local farmers that were delivering to her mentor organization, Lowes Foods, a regional grocery store chain with its home office located in Winston-Salem, North Carolina.

Orientation

The apprenticeship orientation typically occurs a week before the start of the apprenticeship (for example, on a Friday before a Monday start date). The orientation is mandatory for incoming apprentices and mentors, because apprentices are considered temporary university employees and it is critical to provide necessary information to apprentices and mentors alike. During the orientation, mentors give presentations about their organizations and an overview of the role and specific work and projects that the apprentice will be involved in. (See the sample orientation meeting agenda in Appendix 4)

Holding the orientation before the apprenticeship starts is a good way for the apprentices and their mentors to meet before their first day. This is also a valued opportunity for networking between mentor organizations. If a mentor organization is planning for their apprentice to conduct a survey or set of formal interviews with growers or others, we suggest that the mentor work with university staff to define the project and create, at a minimum, the draft survey and interview protocols. Based on an 8-week time period, we have found that apprentices do not have time to design a survey, field that survey, and then analyze the results.

Mid-Summer Evaluation

Mid-summer visits to the various mentoring organizations are conducted to address any problems that come up midway through the apprenticeship, to demonstrate to the mentor organizations that the university partner is there to provide assistance and support, and as a means to gather interview materials and photos for program outreach. Though traveling to some mentor organization locations may take significant time, the benefits these meetings produce are important. As noted earlier, an Apprenticeship Documentarian or the Program Assistant conduct this work.

These visits are conducted during weeks three and four of the apprenticeship. We suggest separate meetings with the apprentice and mentor to gather frank input.





Networking Opportunities for Apprentices

Apprentices may interact with one another through the apprenticeship, but for a majority of the apprentices, they will be working independently from each other. In our case, apprentices are typically located across the state, with eight hours driving time separating those at either end of the state.

The university partner can provide opportunities for more interaction between apprentices by organizing site tours on the weekend. These tours can include farmers' market visits, community farm tours, and facility tours.



Ben Herndon (left) and Rhyne Cureton (right) both apprenticed in 2017 for regional produce wholesale/distributor Foster-Caviness. At his exit interview Rhyne noted how eye-opening the experience was, especially since he is considering possibly owning his own distribution company in the future.

Perhaps most rewarding for both apprentices and mentors is for one apprentice to host others for a tour of their mentor's facility. In these cases, we encourage the mentors from other organizations to join their apprentices. In 2017, two regional produce wholesaler mentor sites and their apprentices hosted visits from other mentors and apprentices. Other site visits have included tours of a commercial community kitchen and small processor mentor sites, the NC State University Agroecology Farm, a refugee incubator farm, a large-scale pickle processing plant, and an on-farm value-added dairy processing operation. Apprentices have noted that these opportunities to connect with other apprentices have been one of the highlights of their summer experience.

Events hosted by NC State University or other partner organizations have also provided opportunities for more apprentice interactions. For example, many LFVC apprentices have volunteered together at CEFS' annual Farm to Fork Picnic fundraiser.

Final Presentation

The purpose of the final presentation is to showcase the apprentices' hard work and build continued support for the apprenticeship program. Presentations are given during the closing meeting on the official final day of the apprenticeship. Along with the participating mentors and apprentices, other partners and interested organizations are invited to attend. Apprentices follow a template to frame their presentation and present on their tasks, their accomplishments, and future plans.

Individual presentations are followed by a brief question-and-answer time. However, this sometimes fails to encourage productive discussion. Instead, grouping several apprentice presentations together by a similar work/theme and allowing a moderator, in our case the Manager for the overall NCGT program, to facilitate discussions based on that work/theme has produced better conversations among the audience and the apprentices. (See Appendix 5 for a sample final presentation meeting agenda). After the final presentations are given, approximate 15-minute exit interviews are conducted with each apprentice.



2016 apprentice Sarah Miller worked with FreshPoint, a regional produce aggregation/distribution facility associated with Sysco, to identify smaller-scale growers who could become local suppliers.

What Past NCGT Apprentices Say About their Experience:



“The skill set that I learned, working in a challenging time frame – we had two months to get something done - and the work experience was invaluable for me. I also had the opportunity to participate in programs that were not otherwise meant for students (like high-level meetings). The apprenticeship opened a lot of opportunities and I have a wonderful family now, it’s called CEFS.”

– *Enoch Sarku, 2016 LVFC Apprentice with A&T Cooperative Extension (Masters student in Agribusiness and Food Industry Management).*

“I took away that our food system – both conventional and alternative - is so complex, and that it’s really good work and really engaging work. Even in local food some people want to farm more than make spreadsheets and vice versa... there’s a diverse ecosystem even in the local food movement, and we all have a role to play”

– *Claire McLendon, 2016 LVFC Apprentice at Farmer Foodshare and Working Landscapes (now manager of the Durham Farmers Market).*



“I think it was a vital stepping stone to where I am now. Having that understanding of the local food supply chain in North Carolina, and where we have now put down roots. I’m friends with my previous mentors and I look to them for advice and support. I enjoy following CEFS and the workshops and being part of that very integrated network. It feels nice to be a part of the community.”

– *Eva Moss, 2015 LFVC Apprentice at Firsthand Foods (now principal farmer at Heartstrong Farm in Staley, NC).*

“In terms of what path I’m on, I think it confirmed that this is what I believe in and want to be doing. It helped me make connections that could make that a reality ...to be involved in the way that I want to be involved.”

– *Laura Mindlin, 2016 LFVC Apprentice at Eastern Carolina Organics (now Edible Campus Coordinator at UNC Chapel-Hill).*



What Past NCGT Apprentices Say About their Experience:



“I think that particularly all the farm tours I went on as the Lowes Foods apprentice showed me the reality of food distribution, and the level of compliance each step of the supply chain must maintain to keep food safe. This equates to purchasing policies, especially in schools, that can be frustratingly rigid. I’d say my apprenticeship experience gave me the perspective not to be frustrated by this, but rather to focus on being a proactive communicator and a resourceful problem solver to address these barriers.”

– Gigi Lytton, 2015 LFVC Apprentice at Working Landscapes (now Foodcorps Service member in Warren County, NC).

“I really got to network and branch out to meet different people ... so my apprenticeship helped me develop communication skills I never thought I would develop. I was talking to all kinds of people – younger and older and from different backgrounds.”

– Shirlee Evans, 2015 LFVC Apprentice with Cumberland County Cooperative Extension (now Operational Management Trainee at Perdue Foods).



“I had never written a business plan or analyzed financial statements before. Being able to transfer classroom knowledge to field experience was so cool. I applied my education to a real-life job!”

– Kaitlyn Bailey, 2017 LFVC Apprentice at the Small Business Technology Development Center (now a Junior at NC State University)



“I would say that if you want to do more that learn about the food system and become passionate about the food system--do this apprenticeship.”

– Kristen Wagner, 2017 LFVC Apprentice with NC Catch (now a junior at UNC-Chapel Hill)



Appendices

Appendix 1 - Mentor Application

Mentors were solicited via personal communications with the NC Growing Together project manager. Once a mentor had expressed a strong interest in hosting an apprentice, they were given a Google drive link submit answers to the following questions.

These answers were then used to draft apprenticeship descriptions that were listed on the apprenticeship website and in the job application listed at the NC State University website.

Mentor name and title:

Description of the organization (50 words):

Please give a brief description of the project that the intern will be working on and what you hope to be accomplished by the end of the eight week program (200 words):

Are there any skills or experiences that you would prefer that the individual have prior to working with your organization?

What learning experiences or skills do you anticipate the individual gaining during his or her time with your organization?

Will the intern need to travel?

If yes, can you estimate the average travel the intern will be doing per week?

Do you have any concerns with hosting an intern? What are they?

Other comments or concerns:

Appendix 2: Sample Apprenticeship Calendar

Application Due Date: Sunday, February 5th

Mentor Interviews of Applicants: February 13 - February 24

- NCGT will do a preliminary screening of the applicants who listed your organization among their top five locations, and then forward these candidates to each mentor. Mentors set up their own interviews (phone or in person).
- Additional details on the interview process will be given at a later date.

Acceptance Letters Mailed Out: Monday, March 6th

Apprentice Hiring Paperwork Due Date (NC State): Monday, May 15

Apprentice Orientation: Friday, May 26

- The Orientation is mandatory for both apprentices and mentors.
- The main purpose of the orientation is to give mentors and apprentices from all the organizations the opportunity to meet and to be apprised of important administrative procedures.
- Mentor organizations will give a presentation (5-7 minutes) to provide a brief overview of the organization, and the major responsibilities of and learning opportunities for the apprentice.
- Other Orientation activities include an introduction and overview of CEFS and NCGT; An overview of administrative procedures, and group photos. Light breakfast and lunch are Provided
- Held at the Hunt Library at NC State from around 9am - 1:30pm

Volunteer Opportunity at Farm2Fork: Sunday, June 4

- Apprentices have the opportunity to volunteer at CEFS signature annual event, become more familiar with its mission and values, and meet food business owners and local food advocates

Official Start Date: Monday, June 5

- Apprentices begin apprenticeship at the mentor site

Site-to-Site Tour: Wednesday, June 14

- Site-to-site tours are opportunities for apprentices to visit other mentor organizations and familiarize themselves with other important players in the local food system
- Piedmont Food and Ag Processing Center, Seal the Seasons, and Freshpoint

Site-to-Site Tour: Saturday, June 17

- Transplanting Traditions Community Farm

Site-to-Site Tour: Friday, July 14

- Foster-Caviness, and Ran-Lew Dairy Farm

Optional Tour: Thursday, July 20

- Mount Olive Pickle Factory Tour

Final Presentations: Friday, July 28

- The Final Presentation is mandatory for both apprentices and mentors.
- Apprentices will give final presentations summarizing the work and projects that they have been involved in that summer. This is a great event for the apprentices and their direct mentors, as well as others from current or potential mentor organizations.
- Held at the Hunt Library at NC State from 10am - 4pm

Appendix 3 – Apprentice Selection Rubric

2016 Apprenticeship Selection Rubric

	1 (Low)	2 (Basic)	3 (Adequate)	4 (Good)	5 (Excellent)
Experience 1 What level of experience does the candidate exhibit in the fields of Sustainable ag and food systems? How rich are their experiences? Does the candidate indicate any experiences with public service or working in lower-income communities or need?	The candidate has no experience in these fields.	The candidate has some indirect experience (read articles, taken a class).	The candidate has some indirect experience and limited direct (hands-on) experience.	The candidate has both a high level of indirect experience as well as some direct experience.	The candidate has a high level of both indirect and direct experience.
Experience 2 What level of experience does the candidate exhibit in the fields and skill sets that mentors are seeking? How rich are their experiences?	The candidate has no experience in these fields.	The candidate has some indirect experience (read articles, taken a class).	The candidate has some indirect experience and limited direct (hands-on) experience.	The candidate has both a high level of indirect experience as well as some direct experience.	The candidate has a high level of both indirect and direct experience.
Motivation/Commitment What level of passion to participate in the internship does this candidate express? Is there evidence of commitment to the goals of the program and NCGT?	Little or no evidence of motivation or commitment	Motivation not clearly expressed; thin evidence of commitment	Some expression of motivation; basic evidence of commitment to some of the goals	Motivation clearly expressed; evidence of commitment to most/all of the goals	Strong motivation clearly expressed; demonstrated pattern of interest in and enthusiasm for the goals
Personal History Does this candidate have a powerful personal history? Or have they sought out unique educational or academic experiences that would make them an amazing intern?	Little or no evidence of personal history or impactful experiences.	Indicates personal history or experiences with no elaboration.	Indicates interesting personal history or experiences with some elaboration.	Expresses personal, academic or educational experiences and elaborates on how they have impacted the candidate.	Clearly expresses powerful personal, academic, or educational experiences; indicates ability to draw from these in current situations.
Potential to Contribute What is the potential for the candidate to contribute as indicated by their knowledge, leadership ability, and communication skills? Does this candidate exhibit confidence and maturity?	No experience in a leadership role; poor communication skills; incomplete answers that do not address the questions.	Basic leadership experience; basic communication skills; perfunctory answers with no elaboration.	Some leadership experience; some evidence of maturity and confidence; basic understanding of the current complexities of health, food, and education.	Ability to lead or inspire; strong indication of maturity and confidence; good understanding of the context in which the internship operates.	Significant leadership experience; significant evidence of maturity and confidence; ability to express complex ideas easily.
Potential to Benefit How much will the candidate benefit from being an intern? Will they continue to stay involved in these fields after their term of service?	No indication that this candidate will stay involved.	Very limited indication of continued work in these fields.	Some indication of enthusiasm for continued work in these fields; expressed desire to grow through internship experience.	Strong indication of continued work; compelling evidence of potential growth/transformation through internship program	Compatible long-range goals; strong indication of continued work; specific plans cited for leveraging local food systems experiences.

The basic idea is to rate each intern in each of the 5 different categories. Combine score for categories (30 max) and record this number on the spreadsheet next to their name.

Appendix 4: Orientation Meeting Schedule

9:00-9:30 am	Apprentice Arrival Light breakfast: coffee, tea, scones NCGT Posters on display Process I-9 forms	<i>Eliot Lee, Apprentices</i> <i>Angela Oldham, HR Specialist</i>
9:30 – 10:00 am	Welcome Quick intro (Apprentices will briefly introduce themselves) Brief Overview of CEFS, NCGT, and the Apprenticeship Program (30 min)	<i>Eliot, Apprentices</i> <i>Rebecca Dunning, Project Director of NCGT</i>
10:00 – 10:50 am	Overview of Site Work by Mentors 5 minute presentation by each mentor giving an introduction and description of the work the intern will be doing (50 min)	<i>Mentors (order):</i> Freshpoint Seal the Seasons Piedmont Food and Ag Processing Center Working Landscapes Feast Down East TRACTOR NC Catch
10:50 – 11:05 am	Break (15 min)	
11:05 – 11:55 am	Continuation of Overview of Site Work by Mentors (50 min)	Lowes Piedmont Triad Regional Council Onslow County Farm Incubator Foster-Caviness Transplanting Traditions Polk County Ag. Econ. Development Office Small Business and Tech. Development Center
11:55 – 12:20 pm	Overview of Timesheet and Travel Reimbursements (25 min)	<i>Amber Polk, CEFS Business Manager</i>
12:20 – 1:00 pm	Lunch Group and individual pictures. <u>Mentors can leave after</u>	
1:00 – 3:00pm	Apprenticeship Admin Orientation Amber goes over CEFS employee handbook and other admin items.	<i>Amber</i> <i>Eliot</i>

5 - Sample Closing Meeting Schedule

10:00 – 10:10 am	Introduction	Rebecca Dunning
10:10 – 11:10 am	Apprentice Presentations Working Landscapes NC Catch Freshpoint PFAP Seal the Seasons	<i>1 hour</i> Alex Borst Kristen Wagner Maria Vollmer Taylor Hayes Ali Huber & Claire McLendon
11:10 – 11:30 am	Break	<i>20 min</i>
11:30 – 12:30 pm	Apprentice Presentations TRACTOR Onslow County Incubator Farm Piedmont Triad Regional Council Lowes Foods Transplanting Traditions	<i>1 hour</i> Shannon Herlihy & Molly Riddle Chase McCurry Chanel Nestor Erin Welty April Oo
12:30 – 1:20 pm	Lunch	<i>50 min</i>
1:20 – 2:00 pm	Apprentice Presentations Foster-Caviness Polk County Ag. Development Ctr. Feast Down East SBTDC	<i>40 min</i> Rhyne Cureton and Ben Herndon <i>Kate Ford</i> <i>Casey Auch</i> <i>Katelyn Bailey</i>
2:00 pm	Closing	Rebecca Dunning & Eliot Lee

This guide was prepared by the following **incredibly talented** NCGT Value Chain Apprenticeship Program Assistants, who worked under the light-handed direction of Dr. Rebecca Dunning: Graham Givens ('14, now an executive at FoodBuy), Eliot Lee ('15 & '16, finishing his first year as an MBA student at NCSU), Elva Bennett ('17, beginning her Masters at Columbia in the fall).

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