

**UVM Institute for Environment**  
**Proposed Resourcing and Governance Plan**  
**June 22, 2015**

## Executive Summary

Environmental issues will define this century. The University of Vermont is responding by launching a new *Institute for Environment*\* that capitalizes on UVM's longstanding scholarship and leadership in this area. This report builds on previous work to scope and design the institute; here, we evaluate the proposed budget, provide a funding plan, identify potential funding sources, and propose an effective governance structure.

The committee reaffirmed that the mission of the institute is compelling and appropriate for UVM. To achieve this mission the institute needs to focus on a strategic set of global challenges. The Director should lead the process of identifying these challenges, but we recommend that the institute launch with a promising set of candidates. Three themes in particular – water, energy, and food – are promising and strategic as initial challenges for the institute to focus on.

We support Provost Rosowsky's intention to grow this institute from the Gund Institute for Ecological Economics. Building on this foundation, the committee evaluated the budget proposed by the 2014 design committee and identified the additional academic elements that are essential for launch. We allocated funding to these items first, and ramped up funding levels on all elements over a five-year launch interval.

The result is a staged, five-year budget for the institute. The budget in the first year is \$1.3 million, ramping steadily to the \$2.5 million target by year five. Each year's budget was mapped into three categories of funding: Existing (current support to the Gund Institute), New External (support from private sources or grants), and New UVM (funding from the university itself). In total, this five-year launch plan requires \$3.8 million in new external support and \$2.2 million in new investments from UVM. This budget is intended as an approximate and high-level blueprint; flexibility will be necessary over time.

The institute will be led by a Director, who should report to the Provost with additional reporting to the Dean of his/her home unit on campus. We recommend that the Rubenstein School continue to host the administrative and financial functions as a service to the University. The institute should benefit from the input of two advisory boards: an *Internal Advisory Board* will comprise 4-6 UVM leaders and an *External Advisory Board* will comprise 9-12 academic, non-academic, and philanthropic leaders. We recommend an internal evaluation at two years after launch and a formal external evaluation five years after launch.

We see five important next steps to move the new institute toward a formal launch. They are: formalize an external fundraising plan, solidify internal financial commitments, establish an institute name, recruit a Director, and determine a strategic time to announce the launch.

---

\* Final name to be determined.

## 1. Introduction

Environmental issues will define this century. Satisfying human needs without destroying the natural systems that provide for many of them is the defining challenge of our generation – one facing leaders in Vermont, across the United States, and worldwide. These issues are complex and span disciplines. Addressing them will therefore require tighter interdisciplinary collaboration within universities, as well as stronger partnerships between scholars and leaders in government, business, education, and civil society.

The University of Vermont is responding to this grand challenge by launching a new ***Institute for Environment***<sup>†</sup> that capitalizes on UVM’s longstanding scholarship and leadership in this area. The mission of the institute is “to mobilize scholars and leaders to understand and solve the world’s critical environmental problems.” To fulfill this mission, the institute will catalyze transdisciplinary research, nurture a community of scholars, and connect research outcomes to local and global decision-makers. It will provide opportunities for emerging leaders, and will use Vermont’s unique natural and social setting as a laboratory to test ideas of global significance.

The vision for a campus-wide institute has been developed via the work of three committees. First, the “Envisioning Environment” committee proposed an institute as part of their 2013 report, commissioned by UVM President Sullivan (Appendix A). Provost Rosowsky then charged a second committee with designing the institute, and their 2014 report proposes a mission, strategy, and operating plan (Appendix B). The current committee, also charged by Provost Rosowsky, had three additional tasks (Appendix C). First, evaluate the proposed budget and provide a funding plan for a staged launch over multiple years. Second, identify appropriate potential funding sources for the multi-year launch plan and beyond. Third, propose an effective governance structure to ensure that the institute fulfills its mission. The third task was not in the original charge, but was suggested by the committee following their first meeting and was subsequently approved by the Provost. The people involved in our committee and a summary of our work is in Appendix D.

## 2. Value proposition for UVM

The committee reaffirmed that the mission of the institute is compelling and appropriate for UVM. Specifically, we see the promise of creating incentives for scholars to collaborate on new interdisciplinary research with real-world impacts. Such an institute can enhance the careers of faculty and students alike. More generally, it can strengthen UVM’s reputation and create a “buzz” that attracts outstanding faculty, excellent graduate students, external partners, and funders. With so much related talent across campus, an institute can catalyze new

---

<sup>†</sup> Final name to be determined.

areas of research at UVM that might not otherwise happen, or happen as well. It is through these activities, and not by becoming a degree-granting unit, that the institute can add most value to the existing work of academic units across campus.

We agree with the 2014 report that to accomplish this most effectively, the institute needs to identify and focus on a strategic set of global challenges for UVM to address. These challenges will serve as the focal points for the institute's work, and will help produce significant contributions toward global issues that are also important in our region. We see particular promise in connecting these challenges to the new set of Sustainable Development Goals, which the United Nations will launch in 2015 ([link](#)). These goals provide a framework to connect the institute's work to a global agenda that will organize and motivate substantial investments over the next decade.

The Director should lead the process of identifying these challenges, with engagement from the institute's External and Internal Advisory Boards (see below). We also expect challenges to evolve and rotate over time so that the institute can be responsive to emerging trends and engage different sectors of the university. However, we recommend that the institute launch with a set of three promising challenges already identified, and an initial investment focus on one or two of them. This will enable the institute to build concrete work quickly, while retaining flexibility for the Director as global issues and UVM dynamics evolve.

Our committee agrees that three themes in particular – water, energy, and food – are promising and strategic as initial challenges for the institute. Global health is another promising theme, but will require more engagement with UVM's health and medical community before starting. If, as expected, the new institute grows from a foundation already built at the Gund Institute, then Ecological Economics should remain an enduring area of focus as well, to continue the strong reputation and leadership in that area.

### **3. Resourcing the institute**

#### *3.1 Phasing and budget*

The previous design committee recommended an annual budget of \$2.5 million. Without a baseline endowment from philanthropic sources, this proposed budget is not currently achievable, thus precluding the immediate launch of the institute as proposed. One of our key tasks was therefore to determine which elements of the institute were deemed essential for launch, which existing elements could be leveraged for ongoing support, and which elements could be added incrementally and augmented over time.

Provost Rosowsky intends to grow this institute from the foundation established at the Gund Institute for Ecological Economics. We support this intention. The committee was charged to develop a resourcing plan presaged on the assumption

that, although the new institute's programmatic activities would be campus-wide, it would be administered by the Rubenstein School of Environment and Natural Resources (Rubenstein School) on behalf of the University. The Dean of the Rubenstein School and the Director of the Gund Institute generously agreed that the new institute could leverage current investments and administrative resources of both entities. Importantly, in so doing, the Gund Institute's strong brand in ecological economics would be preserved as a key theme in the new institute. This arrangement is particularly beneficial because it allows limited additional funds to be expended on the academic activities of faculty and students, rather than establishing new administrative infrastructure.

Building on this strong administrative base, the committee identified the academic elements essential for launch. We agreed that these include faculty support (new research faculty on campus, on-campus sabbaticals, course buy-outs, general faculty support); graduate students (competitive stipends, general support); and substantial seed grants. These elements have the most promise to catalyze new collaborative research, leverage existing activities at UVM, build momentum around collaborative scholarship, and to generate proposals for new and larger grant funding that are not possible without this type of collaboration.

By allocating funds to these items first, and by ramping up funding levels on all elements over time, we arrived at a staged, five-year budget for the institute (Table 1). The budget in the first year is \$1.3 million, ramping steadily to the \$2.5 million target by year five. Five years is an appropriate timeline for a staged launch, given the institute's multifaceted design and the time lags involved in recruiting students, starting new collaborative research, securing external funding, etc. This budget is intended as an approximate and high-level blueprint; flexibility will be necessary over time, given operational decisions, uncertainties in fundraising, and UVM's new budget model.

### *3.2 Proposed funding sources*

The committee then focused on how to meet these budget goals. Tables 2 and 3 summarize our work in doing so, mapping each year's budget into three categories of funding: Existing, New External, and New UVM.

"Existing" funds are those mentioned above for the current Gund Institute and the Rubenstein School, which can be leveraged to support much of the leadership and administrative costs. These funds range between \$610,000 and \$780,000 over the five initial years. For Year 1 (Table 2) we subdivide this "Existing" category to show the contributions from gift income, Rubenstein School investment, and F&A return. "New External" represents additional fundraising from private sources and grants to support the institute. "New UVM" represents additional investments needed from the University itself. We allocated funds among these categories based on assessments of which elements would most (and least) interest external donors, and which would be most appropriate for internal funding.

In Year 1, we estimate a budgetary gap of approximately \$440,000 after accounting for existing funding as described above (Table 2). We allocated this budget gap between New External (\$152,000) and New UVM (\$289,000). As the institute grows over subsequent years, the New External category increases rapidly as a share of needed new support (Table 3). For clarity, we do not continue to break out the “Existing” category into its three components in Table 3.

In total, this five-year launch plan requires, \$3.8 million in new gifts or grants and \$2.2 million in new investments from UVM (summing across the annual totals of these two categories in Tables 2 and 3). Given the funding leveraged, the scope of the activities envisioned, and funding for similar institutes at other universities, the committee feels these are appropriate targets.

At the end of the five-year launch phase, the institute will have an ongoing budget similar to that in year five. We propose a formal external evaluation at this point (see section 4.5 for details on evaluation after two and five years). If the institute is meeting its core goals, we propose that UVM then establish a core annual budget line to sustain it over time.

### *3.3 Specifics for each funding category*

For Existing funds, several important points underpin our budget estimates. First, as mentioned above, we assume that the new institute would grow from the current Gund Institute, and therefore inherit its current levels of annual support from the Rubenstein School and external gifts. Second, the Rubenstein School’s current support for the Director’s salary includes time for teaching, research, and service within the School. Third, while not included in our proposed budget, the Rubenstein School will support business operations for the institute at current levels. However, as the number of grants increases, the School will need increased support to supply the business functions of the institute. A mechanism to address this will need to be determined in the first one to two years.

To augment these existing funds, our plan requires additional funds in both the New External and New UVM categories (Tables 2 and 3). For New External, potential sources include private donors (individuals, corporations and foundations) interested in aspects of the environment, as well as grant-based resources (NSF, USDA, USAID, EPA, etc.). We anticipate that the institute will be positioned as one of several key fundraising foci of the UVM Foundation, and in particular will be recognized as an institutional priority in the upcoming comprehensive campaign. We also expect the institute to strengthen UVM’s ability to compete for center-based grants to support sustained activities in areas of environment and sustainability.

For New UVM funds, options include (i) central support from the Provost’s office, including both one-time funds for the 5-year launch and continuing support thereafter; (ii) return from Facility and Administration funds on grants submitted under the auspices of the institute; (iii) some other mechanism by which

participating units on campus contribute annually to the institute for providing shared opportunities and resources.

## **4. Governance**

### *4.1 Leadership*

The institute will be led by a Director, appointed by the Provost. The Director should have an outstanding international reputation for scholarship, as well as the needed skills and vision to lead the institute.

We recommend that the Director report to the Provost, with a dotted line to the Rubenstein School Dean for administrative coordination (Figure 1). The Director will also have a reporting relationship to the Dean of their home unit on campus.

### *4.2 Administrative and financial function*

As the institute broadens to a campus-wide resource, we recommend that the Rubenstein School continue to host the administrative and financial functions as a service to the University. This represents a significant investment in core staff and business functions. Over time these investments should be leveraged with other colleges at the university so that the financial burden is shared equitably.

Given the Gund Institute's historic roots in the Rubenstein School and this continued hosting role, other aspects of governance will need to be in place to ensure the institute remains truly a campus-wide entity, both in reality and perception.

### *4.3 Advisory Boards*

We recommend that the institute benefit from the input of two advisory boards. Both of these boards will advise the Director. The Director will develop the terms of reference for both boards, with input from the Provost.

An *Internal Advisory Board* will comprise 4-6 UVM leaders invested in helping the institute succeed. Among them will be Deans whose faculty is actively involved in institute work, so that membership of the committee shifts and grows along with the faculty engaged. The role of this committee is to help the Director build and maintain campus-wide engagement, and to provide strategic advice on program design, hires, etc. It should meet twice a year, once in summer to overlap with the External Advisory Board. The Provost will appoint advisory board members based on the recommendation of the Director.

An *External Advisory Board* will comprise 9-12 academic, non-academic, and philanthropic leaders with a global focus. Their role is to provide guidance to the Director on research themes and programming, as well as assistance with fundraising and networking. It should meet twice a year, once remotely (by video conference), and once in person (likely in the summer, and partially overlapping



with Internal Advisory Board meeting). Appointments to the External Advisory Board will be made by the Provost based on recommendations from the Director and the CEO of the UVM Foundation, with input from the Internal Advisory Board.

#### *4.4 Faculty involvement*

The institute is intended to be a resource for faculty interested in connecting interdisciplinary scholarship to environmental problems and solutions. As such, its efforts and initiatives will be open to all on campus. The Director may establish a formal affiliation (e.g., Faculty Fellows) for faculty committed to long-term and meaningful engagement and who are experts on the core themes identified. This affiliation will carry some responsibilities and commitments (e.g., participating in events, reviewing fellowship applications), as well as some benefits (e.g., access to faculty support funds, role in institute governance). The Director will determine an appropriate and fair way for faculty to be involved in governing and shaping the institute.

#### *4.5 Evaluation*

With the intended investment in this institute, it will be important to evaluate performance to ensure it is fulfilling its mission.

Upon launch, the Director, the Provost, and the Internal Advisory Board will establish performance metrics with which to guide and evaluate the success of the institute, based on the strategy laid out in the 2014 design document.

Two years after launch, the Provost's office will lead an initial and internal evaluation assessing progress against performance metrics. This will ensure that the institute is fulfilling its campus-wide mission, is resourced appropriately, and is working toward achieving desired outcomes. It allows for course correction on governance, budget, and reporting.

Five years after launch (and repeated every five years thereafter), the Provost's office will organize a formal external evaluation. A committee of 3-5 external experts will evaluate: progress against strategic goals; internal function (leadership, governance, campus representation); budget efficiency.

### **5. Next steps**

The committee sees five important next steps.

First, formalize an external fundraising plan. Based on the preliminary budgets developed here, specific targets and timelines should be developed for external fundraising with foundations, individuals, and grants. This includes solidifying the institute's role and level of priority within the current comprehensive campaign. This process involves the President, the Provost, the CEO of the UVM Foundation, and the institute Director if already appointed.



Second, solidify internal funding commitments. Our report has recommended overall levels of “New UVM” funds, beyond those already committed to the Gund Institute from the Rubenstein School. Our committee stopped short of proposing specific mechanisms for sourcing these internal funds, because of the uncertainty surrounding IBB. We have listed a few options in section 3.3 above, but the ultimate decision rests with the Provost.

Third, determine an appropriate and distinctive title for the institute. “Institute for the Environment” is descriptive but hardly distinguishing from the numerous other such institutes. This being outside the scope of this committee, we left the question of the name for further discussion, but we did agree on the following principles:

- The name should avoid the term “environment”, because it (1) does not distinguish the institute from others, (2) may connect the institute too much with one unit on campus (the Rubenstein School), and (3) may alienate others.
- The process to select the name should involve external communications consultants and focus groups to ensure it is distinctive, interesting, and connotes the ideas we intend.

Fourth, recruit a leader of the institute and, once the internal governance and operations have been solidified, assemble the Internal and External Advisory Boards.

Fifth, determine the timing of the institute launch. It would be strategic to coordinate the launch with some other major event or announcement. One option is the public launch of the UVM Comprehensive Campaign; another is an announcement of a major gift to support the institute’s work.

## **6. Conclusion**

In general, the committee sees in this institute an unusual and timely opportunity to catalyze new collaborative research at UVM, connect it to real-world problems and external partners, and raise the profile and reputation of the university. We see challenges in launching such a major, cross-campus entity during a time of budget transition and uncertainty, but this also presents an opportunity to demonstrate how interdisciplinary initiatives can work under IBB. More broadly, the need for such an institute is clear, the timing relative to UVM’s comprehensive campaign is auspicious, and the potential to improve the strength and impact of UVM’s environment-related work is compelling.

**Table 1.** Proposed annual budget for a five-year staged launch.

	STAGED BUDGET FOR FIRST FIVE YEARS					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	Notes
<b>Faculty and Student Support</b>	<b>628,000</b>	<b>1,005,000</b>	<b>1,230,000</b>	<b>1,338,000</b>	<b>1,613,000</b>	<b>At full funding</b>
Faculty Grants	200,000	300,000	400,000	400,000	500,000	New collaborations among UVM scholars
Student Support Fund	30,000	40,000	40,000	50,000	50,000	Professional skills, travel, research costs
Faculty Support Fund	50,000	50,000	50,000	50,000	50,000	Travel, research assistance, research costs
PhD Students	70,000	140,000	245,000	245,000	245,000	1-2 new PhD slots per year, 4 years of support
Post-Docs	74,000	150,000	150,000	150,000	295,000	2 new post-docs per year, 2 years of support
Research Faculty	144,000	265,000	265,000	353,000	353,000	4 new RF that focus on priority research topics.
Visiting scholar support	-		20,000	30,000	60,000	Sabbaticals, under-represented fellowships
Course buy-outs	60,000	60,000	60,000	60,000	60,000	Buys out 10 typical courses per year.
<b>Core Team</b>	<b>432,000</b>	<b>442,000</b>	<b>494,000</b>	<b>548,000</b>	<b>560,000</b>	
Director	212,000	217,000	220,000	225,000	230,000	Salary and fringe (43%) 2% increase per year
Associate Director	85,000	87,000	89,000	90,000	92,000	Salary and fringe (43%) 2% increase per year
Communications lead	85,000	87,000	89,000	90,000	92,000	Salary and fringe (43%) 2% increase per year
Policy lead			44,000	90,000	92,000	Salary and fringe (43%) 2% increase per year
Assistant	50,000	51,000	52,000	53,000	54,000	Salary and fringe (43%) 2% increase per year
<b>Activities</b>	<b>165,000</b>	<b>175,000</b>	<b>260,000</b>	<b>300,000</b>	<b>355,000</b>	
Joint Ventures Fund	-		15,000	15,000	20,000	To engage outside partners
Communication Activities	10,000	15,000	15,000	15,000	20,000	Web design, publications, videos etc.
Grant Writing Funds	25,000	30,000	45,000	55,000	75,000	To engage grant writers or facilitators
Writer in Residence	-	-	30,000	45,000	60,000	Bring professional communicator to campus
Speaker Series	-		10,000	15,000	20,000	Bring exciting outside speakers to UVM
Symposium	-	-	10,000	15,000	20,000	To launch initiatives, position UVM as convener
Discretionary - travel etc	15,000	15,000	20,000	25,000	25,000	Small events, build community, fix problems
Space	90,000	90,000	90,000	90,000	90,000	Per Rubenstein School BSC
Operating Expenses	25,000	25,000	25,000	25,000	25,000	
<b>TOTAL</b>	<b>1,225,000</b>	<b>1,622,000</b>	<b>1,984,000</b>	<b>2,186,000</b>	<b>2,528,000</b>	

**Table 2.** Proposed Year 1 of five-year budget plan, with recommended sources of funds and detail on existing funds.

	YEAR 1						
	Budget	Existing Total	Existing RSENr	Existing Gifts	Existing F&A	New External	New UVM
<b>Faculty and Student Support</b>	<b>628,000</b>	<b>242,000</b>	<b>166,500</b>	<b>65,000</b>	<b>10,500</b>	<b>140,000</b>	<b>246,000</b>
Faculty Grants	200,000	25,000	22,500		2,500	44,000	131,000
Student Support Fund	30,000	30,000		30,000		-	-
Faculty Support Fund	50,000	8,000			8,000	42,000	-
PhD Students	70,000	35,000		35,000		35,000	-
Post-Docs	74,000	-	-	-	-	19,000	55,000
Research Faculty	144,000	144,000	144,000				
Visiting scholar support	-	-	-	-	-	-	-
Course buy-outs	60,000	-	-	-	-	-	60,000
<b>Core Team</b>	<b>432,000</b>	<b>416,000</b>	<b>201,000</b>	<b>208,000</b>	<b>7,000</b>	<b>-</b>	<b>16,000</b>
Director	212,000	212,000	89,000	123,000		-	-
Associate Director	85,000	72,000	65,000		7,000	-	13,000
Communications lead	85,000	85,000		85,000		-	-
Policy lead	-	-	-	-	-	-	-
Assistant	50,000	47,000	47,000			-	3,000
<b>Activities</b>	<b>165,000</b>	<b>126,000</b>	<b>93,000</b>	<b>30,000</b>	<b>3,000</b>	<b>12,000</b>	<b>27,000</b>
Joint Ventures Fund	-	-	-	-	-	-	-
Communication Activities	10,000	10,000		10,000		-	-
Grant Writing Funds	25,000	-	-	-	-	6,000	19,000
Writer in Residence	-	-	-	-	-	-	-
Speaker Series	-	-	-	-	-	-	-
Symposium	-	-	-	-	-	-	-
Discretionary - travel etc	15,000	10,000		10,000		4,000	1,000
Space	90,000	90,000	90,000			-	-
Operating Expenses	25,000	16,000	3,000	10,000	3,000	2,000	7,000
<b>TOTAL</b>	<b>1,225,000</b>	<b>784,000</b>	<b>460,500</b>	<b>303,000</b>	<b>20,500</b>	<b>152,000</b>	<b>289,000</b>

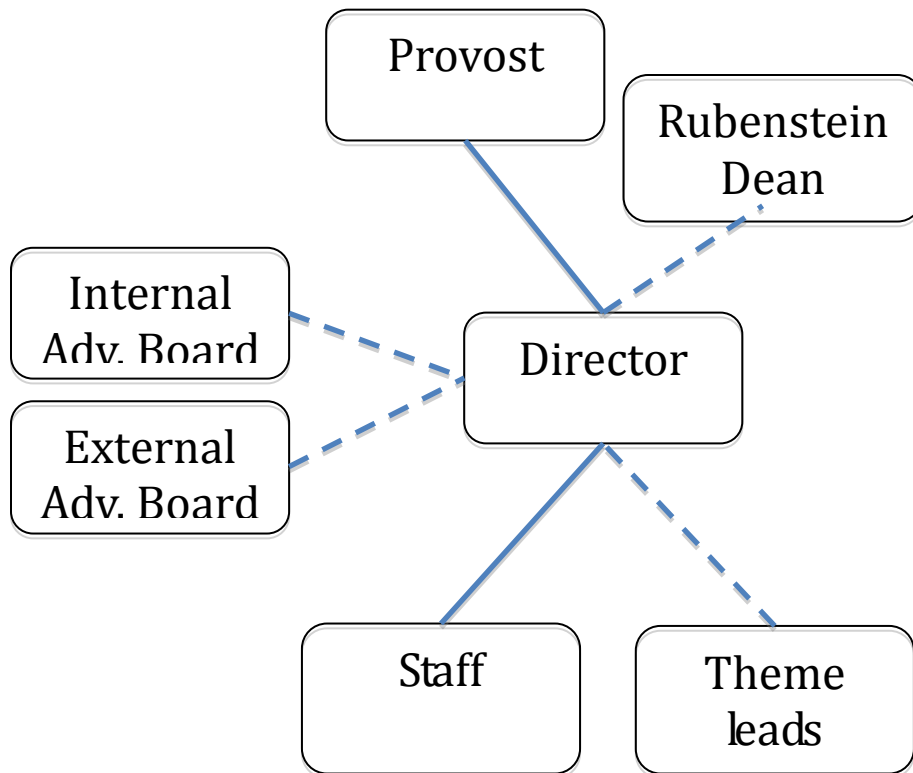
**Table 3.** Proposed Years 2-5 of five-year budget plan, with recommended sources of funds.

	YEAR 2				YEAR 3			
	Budget	Existing	New External	New UVM	Budget	Existing	New External	New UVM
<b>Faculty and Student Support</b>	<b>1,005,000</b>	<b>242,000</b>	<b>325,000</b>	<b>438,000</b>	<b>1,230,000</b>	<b>157,000</b>	<b>666,000</b>	<b>407,000</b>
Faculty Grants	300,000	25,000	69,000	206,000	400,000	25,000	188,000	187,000
Student Support Fund	40,000	30,000	10,000	-	40,000	30,000	10,000	-
Faculty Support Fund	50,000	8,000	42,000	-	50,000	8,000	42,000	-
PhD Students	140,000	35,000	105,000	-	245,000	-	245,000	-
Post-Docs	150,000	-	38,000	112,000	150,000	-	75,000	75,000
Research Faculty	265,000	144,000	61,000	60,000	265,000	94,000	86,000	85,000
Visiting scholar support	-	-	-	-	20,000	-	20,000	-
Course buy-outs	60,000	-	-	60,000	60,000	-	-	60,000
<b>Core Team</b>	<b>442,000</b>	<b>423,000</b>	<b>2,000</b>	<b>17,000</b>	<b>494,000</b>	<b>343,600</b>	<b>111,000</b>	<b>39,000</b>
Director	217,000	217,000	-	-	220,000	220,000	-	-
Associate Director	87,000	72,800	-	14,000	89,000	74,400	-	14,000
Communications lead	87,000	85,000	2,000	-	89,000	-	89,000	-
Policy lead	-	-	-	-	44,000	-	22,000	22,000
Assistant	51,000	48,200	-	3,000	52,000	49,200	-	3,000
<b>Activities</b>	<b>175,000</b>	<b>126,000</b>	<b>20,000</b>	<b>29,000</b>	<b>260,000</b>	<b>116,000</b>	<b>99,000</b>	<b>45,000</b>
Joint Ventures Fund	-	-	-	-	15,000	-	15,000	-
Communication Activities	15,000	10,000	5,000	-	15,000	-	15,000	-
Grant Writing Funds	30,000	-	8,000	22,000	45,000	-	11,000	34,000
Writer in Residence	-	-	-	-	30,000	-	30,000	-
Speaker Series	-	-	-	-	10,000	-	10,000	-
Symposium	-	-	-	-	10,000	-	10,000	-
Discretionary	15,000	10,000	4,000	1,000	20,000	10,000	8,000	2,000
Space	90,000	90,000	-	-	90,000	90,000	-	-
Operating Expenses	25,000	16,000	3,000	6,000	25,000	16,000	-	9,000
<b>TOTAL</b>	<b>1,622,000</b>	<b>791,000</b>	<b>347,000</b>	<b>484,000</b>	<b>1,984,000</b>	<b>616,600</b>	<b>876,000</b>	<b>491,000</b>

Table 3 continued

	YEAR 4				YEAR 5			
	Budget	Existing	New External	New UVM	Budget	Existing	New External	New UVM
<b>Faculty and Student Support</b>	<b>1,338,000</b>	<b>157,000</b>	<b>824,000</b>	<b>357,000</b>	<b>1,613,000</b>	<b>157,000</b>	<b>1,022,000</b>	<b>434,000</b>
Faculty Grants	400,000	25,000	282,000	93,000	500,000	25,000	375,000	100,000
Student Support Fund	50,000	30,000	20,000	-	50,000	30,000	20,000	-
Faculty Support Fund	50,000	8,000	42,000	-	50,000	8,000	42,000	-
PhD Students	245,000	-	245,000	-	245,000	-	245,000	-
Post-Docs	150,000	-	75,000	75,000	295,000	-	150,000	145,000
Research Faculty	353,000	94,000	130,000	129,000	353,000	94,000	130,000	129,000
Visiting scholar support	30,000	-	30,000	-	60,000	-	60,000	-
Course buy-outs	60,000	-	-	60,000	60,000	-	-	60,000
<b>Core Team</b>	<b>548,000</b>	<b>351,000</b>	<b>135,000</b>	<b>62,000</b>	<b>560,000</b>	<b>359,000</b>	<b>184,000</b>	<b>17,000</b>
Director	225,000	225,000	-	-	230,000	230,000	-	-
Associate Director	90,000	76,000	-	14,000	92,000	78,000	-	14,000
Communications lead	90,000	-	90,000	-	92,000	-	92,000	-
Policy lead	90,000	-	45,000	45,000	92,000	-	92,000	-
Assistant	53,000	50,000	-	3,000	54,000	51,000	-	3,000
<b>Activities</b>	<b>300,000</b>	<b>116,000</b>	<b>131,000</b>	<b>53,000</b>	<b>355,000</b>	<b>116,000</b>	<b>190,000</b>	<b>49,000</b>
Joint Ventures Fund	15,000	-	15,000	-	20,000	-	20,000	-
Communication Activities	15,000	-	15,000	-	20,000	-	20,000	-
Grant Writing Funds	55,000	-	14,000	41,000	75,000	-	35,000	40,000
Writer in Residence	45,000	-	45,000	-	60,000	-	60,000	-
Speaker Series	15,000	-	15,000	-	20,000	-	20,000	-
Symposium	15,000	-	15,000	-	20,000	-	20,000	-
Discretionary - travel etc	25,000	10,000	12,000	3,000	25,000	10,000	15,000	-
Space	90,000	90,000	-	-	90,000	90,000	-	-
Operating Expenses	25,000	16,000	-	9,000	25,000	16,000	-	9,000
<b>TOTAL</b>	<b>2,186,000</b>	<b>624,000</b>	<b>1,090,000</b>	<b>472,000</b>	<b>2,528,000</b>	<b>632,000</b>	<b>1,396,000</b>	<b>500,000</b>

**Figure 1:** Simple organizational chart for the institute. Solid lines represent formal reporting relationships, while dotted lines represent advisory or collaborative relationships.



## Appendix A. Executive summary from 2013 “Envisioning Environment” report

The Envisioning Environment Work Group was charged by President Sullivan and Provost Jane Knodell in October 2012, to develop an inventory and recommendations regarding environmental research, education, and outreach at University of Vermont. We gathered broad campus input from environmentally-related units; participant summaries are inventoried on the provost’s web site. The committee interviewed UVM deans and experts at other institutions with a strong environmental focus; we also gathered public input via web portal and faculty survey. Our report is set in the context of the significant “grand challenges” shaping the future at global, national, and state levels as well as in higher education. The committee chose to redefine its task with a broad focus on “environment, sustainability, and health (as it pertains to environment)” (ESH) to indicate the importance of a systems approach to addressing long-term planetary and human well-being. Detailed findings are reported according to the charge: research, graduate education, undergraduate education, and outreach.

**Areas of prominence.** One of UVM’s core missions is to foster the development of knowledge across all fields of study. ESH research is exemplary in its interdisciplinary approach to building fundamental understanding and addressing challenging issues. The committee identified a number of areas of strength and potential investment for UVM. Current strengths include: (1) fundamental science related to the natural environment; (2) sustaining landscapes and watersheds; (3) promoting regional food systems; (4) environment and society (e.g. economies, cultures, and governance); and (5) environmental health. Emerging areas of demand include: (6) sustainable business and entrepreneurship and (7) ecological and environmental design. A high priority theme is global change (including climate) and the pressing need for effective science, policy, management and communication.

**Supporting elements.** The committee noted a number of unique features that characterize and support all aspects of UVM’s ESH programs. These include: (1) Vermont as a small but well connected state, with a vibrant entrepreneurial spirit; (2) our location in an ecologically complex setting, adjacent to a very large freshwater lake and between two mountain ranges with a strong sense of place attractive to faculty and students; (3) a number of well established professional schools, some very highly ranked, with strong existing or potential ESH programs; (4) a small enough campus community to be well connected internally and to participate effectively in productive relationships locally and regionally.

**Major Recommendations.** The committee identified five “big ideas” to guide long-term strategic planning. These are: (1) Develop an ESH Institute that fosters collaboration among ESH researchers, provides fellowships to ESH scholars, and creates an umbrella for interdisciplinary ESH graduate advising. (2) Assign responsibility within the Office of the Provost to lead, coordinate, and manage ESH activities in research, education, and outreach at UVM. (3) Streamline ESH graduate



and undergraduate programs to identify curriculum synergies and redundancies, orienting UVM education to the global “grand challenges.” (4) Expand graduate support for ESH to recruit the most talented graduate students with competitive funding packages in ESH. (5) Create an “Environmental Commons” -- a physical and web gateway for undergraduate activity in ESH to coordinate advising, research, and internships.

**Immediate Action Steps.** To build momentum, the committee recommends five steps that can be implemented promptly. (1) Enroll UVM in Sustainability Tracking and Assessment Rating System (STARS) to participate in this nationally recognized campus rating system for monitoring our campus sustainability initiatives. (2) Appoint faculty leadership to follow up on Work Group recommendations to continue forward momentum. (3) Develop sustainability general education learning outcomes through the Faculty Senate. (4) Create a high profile ESH publicity and marketing print and web vehicle that clearly describes ESH undergraduate choices. (5) Convert the Work Group inventory to an accessible master list for internal reference and public review.

## Appendix B. Executive summary from 2014 “UVM Institute for Environment” report

Environmental issues will define this century. Satisfying human needs without destroying the natural systems that provide for many of them is the defining challenge of our generation – one facing leaders in Vermont, across the United States, and worldwide. These issues are complex and span disciplines. Addressing them will therefore require tighter interdisciplinary collaboration within universities, as well as stronger partnerships between scholars and leaders in government, business, education, and civil society.

This document outlines The University of Vermont’s response to this grand challenge: a new ***Institute for Environment*** that capitalizes on UVM’s longstanding scholarship and leadership in this area. Here we focus on designing a strong and appropriate institute; several implementation issues and decisions remain for the next phase of development.

**Mission:** “To mobilize scholars and leaders to understand and solve the world’s critical environmental problems.” To fulfill this mission, the institute will catalyze transdisciplinary research, nurture a community of scholars, and connect research outcomes to local and global decision-makers. It will provide opportunities for emerging leaders, and will use Vermont’s unique natural and social setting as a laboratory to test ideas of global significance.

**Strategy:** The institute’s strategy consists of three major elements:

- ***Catalyze transdisciplinary research.*** The institute will provide seed grants to encourage new collaborations, support PhD and post-doctoral fellows, and help faculty identify funding opportunities and prepare proposals. These activities will make UVM a more collaborative and rewarding place to pursue environmental scholarship. The broader collaborations that result will attract better graduate students, create opportunities for young faculty, increase publications, and strengthen external recognition for faculty and UVM.
- ***Connect UVM with the state, national and global communities.*** The institute will help connect UVM scholars to colleagues worldwide through symposia, visiting scholars, and sabbaticals. It will strengthen connections with the practitioner community, including governmental agencies, industry, development groups, and civil society. And it will communicate with the public to bring greater attention to the scholarly findings and problem-solving efforts at UVM.
- ***Solve critical environmental problems.*** The institute’s most fundamental role will be to identify an evolving set of environmental challenges that are strategic for UVM to address. These challenges will serve as the focal points for the institute’s work, including all of the activities described under *Catalyze* and *Connect* above. Most environmental challenges have vexed society for generations. They will

likely not be solved by the work of this (or any) institute alone, but solving them must be the ultimate goal of the institute's work.

**Role at UVM:** The institute is intended to ***add value*** for faculty and students interested in connecting interdisciplinary scholarship to environmental solutions. It will focus on several strategic themes and ***incentivize collaboration*** among scholars – at UVM and beyond – with interest and energy to participate.

**Leadership:** The institute will be a campus-wide resource, open to participation of faculty and students from all units. It will therefore report to the ***Provost's office***. We propose a ***core team of five people*** (Director, Deputy Director, Communications and Policy Leads, and Administrative Assistant), as well as a ***Board of Advisors***.

**Budget:** The Institute for Environment is a new entity with ambitious goals. We propose an annual budget of ***\$2.5 million*** to ensure success and impact. A clear lesson from similar institutes is that they are only effective when adequately funded.

Our generation has an opportunity to ***create a future*** that is ecologically sustainable, socially equitable, and economically viable. Our vision for the Institute for Environment at UVM is to contribute significantly to creating that future. In so doing, it will help ***redefine the university's role*** in society, as an active partner in understanding and solving environmental problems.

## **Appendix C. Letter from Provost with charge to the committee**

### MEMORANDUM

TO: Committee

FROM: David V. Rosowsky, Provost and Senior Vice President

DATE: January 28, 2015

SUBJ: Task Committee on Resourcing the Institute for Environment

I have spoken with each of you about serving on a task committee to consider resource needs and resourcing models for a possible Institute for Environment, as envisioned by the Institute for Environment (I4E) task committee last fall. A link to the I4E task committee's report (posted on the Provost's webpage) was included in my update memo to the broader UVM Academic Community in December.

I write now to formally appoint you to this task committee, with my thanks for agreeing to serve, and to provide the committee with a formal charge.

In my December memo, I indicated a task committee would be established "to examine possible funding sources (both internal and external) and resourcing models." I am also asking this task committee to carefully review the recommendations and associated funding levels in the report developed last fall, and suggest whether any categories or funding levels might be able to be reduced, combined, eliminated, or sequenced over multiple years. Finally, I am asking this task committee to make recommendations about how limited internal resources might be able to leverage existing and future extramural funds (research grants or contracts; partnerships with the state, industry, or other institutions; and philanthropic support) in support of the proposed institute.

I am very pleased that Taylor Ricketts, co-chair of the task committee that prepared the report last fall, and Richard Galbraith have agreed to convene and co-chair this task committee on resourcing.

I would envision this task committee meeting several times over the coming months. I would like the committee's final report with recommendations by June 1, 2015.

Thank you.

[Names of committee members removed. They appear in Appendix D.]

## **Appendix D. Description of the committee's work**

### *D.1 Committee roster*

Richard Bundy, President and CEO, University of Vermont Foundation

Richard Galbraith, Vice President for Research, Co-Chair

Luis Garcia, Dean of the College of Engineering and Mathematical Sciences

Stuart Hart, Steven Grossman Chair in Sustainable Business

Nancy Mathews, Dean of the Rubenstein School of Environment and Natural Resources

Taylor Ricketts, Gund Professor and Professor of Natural Resources, Rubenstein School of the Environment and Natural Resources; Director, Gund Institute for Ecological Economics, Co- Chair

Donna Rizzo, Dorothean Chair and Professor of Engineering, College of Engineering and Mathematical Sciences

Tom Vogelmann, Dean of the College of Agriculture and Life Sciences

### *D.2 Timeline of committee's work*

#### Spring 2015

- February 16, 2015: Kick off meeting with Provost.
- March 30, 2015: Themes, staging the budget - what do we need to fund, at what amount, and when.
- April 27, 2015: Governance
- May 14, 2015: Finalize budget, suggest sources, and finalize internal advisory board.

#### Summer 2015

- June 4, 2015: Finalize report
- June 26, 2015: Final draft to Provost.

### *D.3 Decision-making approach*

The committee will base its decisions on consensus. We feel this is the most effective way to ensure that our work serves the best common interest of UVM;

builds community within the group; and provides for a higher level of support as the institute takes shape.

We define consensus as seeking unanimity on all decisions, and settling for overwhelming agreement once all efforts have been made to address concerns among the committee.

When consensus is not possible the committee will make decisions based on a super majority vote (75%) with views of dissenting members documented as part of the record.

On issues where neither consensus nor super majority voting succeeds, we will outline the issues and options, and the Provost will make a final decision.