State of the School 2014-2015

- Rubenstein School Identity
- UVM University-Wide Strategic Plan
- RSENR Strategic Plan and Indicators of Success
- 2013-2014 Data Summary
- Overview of additional areas of focus for the upcoming year
We are Rubenstein!
We are Rubenstein!
Welcome New Faculty

- **Brendan Fisher** is joining us from WWF-US in his new position as a Research Associate Professor of “Economics, Behavior, and Sustainability”

- **Jennie C. Stephens**, Blittersdorf Professor of Sustainability Science and Policy, from Clark University in Worcester, Massachusetts where she is currently an associate professor of environmental science and policy.

- **Anthony W. (Tony) D’Amato** will join us in January from University of Minnesota where he is currently an associate professor of silviculture and applied forest ecology
Welcome Affiliate Faculty

Brian Lee, CEMS Assistant Professor
Welcome New Staff and Post Docs

- Jackie Bruning, BSC
- Heather Bullett, BSC
- Jaclyn Devino, Assistant to Director of Gund
- Jill Cunningham, Administrative Assistant
- Emily Nodine, Research Specialist (Stockwell)
- Dong Joo Joung, Research Specialist (Stockwell)
- Garrett Meigs, Postdoctoral Associate (Keeton)
- Nathan Reigner Postdoctoral Associate (Manning)
- Fei Shen, Postdoctoral Associate (Farley)
- Ivor Soloviy, Fulbright Scholar from Ukraine (Keeton)
- Laura Sonter (Ricketts)
We are Rubenstein!

Our mission is to understand, nurture, and enrich the interdependence of people with healthy ecological systems.

We seek to create a community that encourages an engaged, culturally diverse, and challenging learning environment that applies foundational knowledge from diverse fields, critical thinking, and integrative analyses to design a more sustainable society.

*We embrace core values of innovation, critical thinking, integrative learning, community engagement, and cultural awareness in all that we do.*
University Strategic Plan Highlights
President Sullivan October 2013

• **Access:** Affordability, financial access and academic support
  – Moderate tuition growth, increase scholarships, career readiness

• **Academic Excellence**
  – Increase international enrollment to 7%
  – Increase 4 yr graduate rates to 70% and first year retention to 90%
  – Enhance advising and outcomes
  – Increase research and scholarly productivity
  – Optimize use of web-based program delivery

• **New Investments in facilities and infrastructure**
  – STEM Complex

• **Commit to Efficiency and Effectiveness**
  – Implement new IBB budget model (Incentive-Based Budgeting)
  – Consider a three semester curriculum
  – Leveraging among schools and colleges
  – Comprehensive campaign
RSENR Strategic Priorities
January 2014

• Deliver distinctive educational programs in environment and natural resources to prepare the next generations of leaders capable of working in complex and rapidly changing socio-ecological systems.

• Advance integrated research to address environmental and natural resources challenges faced by regional, national and global communities through leveraging our university capacity, state and regional resources, and strategic partnerships.

• Partner with stakeholders across our full mission of teaching, research and outreach to co-create knowledge and mobilize solutions for the challenges of today and tomorrow.
Deliver Distinctive Programs

• Revise and implement an undergraduate program enhancements
  – Undergrad interdisciplinary core curriculum revision
• Graduate program enhancements
  – Curriculum advancement and cohort model
  – New professional MS in Leadership for Sustainability
• Recruit and retain a diverse, high-quality, civically engaged student body
  – Pre-college summer program
  – Advisor and mentorship training- on-line survey
• Advance professional education and training
  – Ecodesign Collaboratory
• Evolve teaching capacity and skills
  – Peer mentoring, high impact practices, teaching evaluations
Advance Integrated Research

• Identify and coordinate integrated research
  – McIntire-Stennis Forestry Research Program
  – UVM Extension in Forestry, Sea Grant

• Enhance cross-cutting research initiatives
  – Joint hire with College of Engineering and Mathematical Sci.
  – Sustainable economic development
  – Geospatial analysis partnerships

• Advance new, innovative, leading-edge strategic research
  – Seed grants for new integrative research

• Expand and enhance distinction of doctoral program
  – Doctoral student cohort model, living wage support

• Improve research facilities and administration

• Expand undergraduate research opportunities
  – NSF REU award
Partner with Stakeholders

• Create cohesive-service learning framework
  – ANR community based learning coordinator
• Formalize and coordinate internship and career track opportunities
  – LANDS program expansion to fall semester
• Engage professional staff in delivery of curriculum and hands-on learning
  – Jericho, Rubenstein Lab, NR 6 and 207 and EcoDesign
• Enhance and coordinate school’s communication efforts
  – Web site redesign and updates to research page
• Fully incorporate co-curricular engagement into student experience
  – Community work days, VPIRG
• Enhance and coordinate internal community governance
  – Rebooted the Student Advisory board
  – GSA seminars, mentoring program, faculty breakfasts
Major Plans Underway

- Revise Diversity
- Student Retention
- Student advising
- Outreach
- Facilities Management
- Faculty and Staff Hiring
- Capital plan and development goals
# RSENR Faculty Head Count 2014-15

<table>
<thead>
<tr>
<th>Core Faculty Group</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full Professor</td>
<td>13</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>8</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>2</td>
</tr>
<tr>
<td><strong>Tenure track subtotal</strong></td>
<td><strong>23</strong></td>
</tr>
<tr>
<td>Research Professor</td>
<td>1</td>
</tr>
<tr>
<td>Research Associate Professor</td>
<td>3</td>
</tr>
<tr>
<td>Research Assistant Professor</td>
<td>5</td>
</tr>
<tr>
<td>Research Associate</td>
<td>2</td>
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<tr>
<td><strong>Research subtotal</strong></td>
<td><strong>11</strong></td>
</tr>
<tr>
<td>Extension Assistant Professor</td>
<td>2</td>
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<tr>
<td><strong>Extension subtotal</strong></td>
<td><strong>2</strong></td>
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<tr>
<td>Senior Lecturer</td>
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<tr>
<td>Lecturer</td>
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<tr>
<td><strong>Lecturer subtotal</strong></td>
<td><strong>9</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>45</strong></td>
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RSENRR Workforce Description

<table>
<thead>
<tr>
<th>Current Composition of RSENRR's Workforce</th>
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</thead>
<tbody>
<tr>
<td>Tenure/Tenure Track Faculty</td>
</tr>
<tr>
<td>Research Faculty; Non-Tenure Faculty</td>
</tr>
<tr>
<td>Lecturers (FT)</td>
</tr>
<tr>
<td>Administrative &amp; Research Staff</td>
</tr>
<tr>
<td>Post Docs</td>
</tr>
<tr>
<td><strong>TOTAL employees</strong></td>
</tr>
</tbody>
</table>

Of these 86 employees, 4 employees (4.7%) represent communities of color.

Note: 11.8% of UVM workforce is ALANA

Source: RSENRR records
<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<tbody>
<tr>
<td><strong>UVM Faculty Tenure Track</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>White</td>
<td>502</td>
<td>499</td>
<td>484</td>
<td>492</td>
<td>492</td>
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<tr>
<td>ALANA</td>
<td>82</td>
<td>86</td>
<td>90</td>
<td>87</td>
<td>88</td>
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<tr>
<td><strong>UVM Faculty Non-Tenure</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>406</td>
<td>408</td>
<td>503</td>
<td>508</td>
<td>508</td>
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<tr>
<td>ALANA</td>
<td>43</td>
<td>45</td>
<td>59</td>
<td>60</td>
<td>58</td>
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<tr>
<td><strong>UVM Staff</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>White</td>
<td>1952</td>
<td>1922</td>
<td>1887</td>
<td>1853</td>
<td>1881</td>
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<tr>
<td>ALANA</td>
<td>189</td>
<td>213</td>
<td>223</td>
<td>231</td>
<td>238</td>
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<tr>
<td><strong>% ALANA of ALL UVM employees</strong></td>
<td>9.98%</td>
<td>10.84%</td>
<td>11.50%</td>
<td>11.70%</td>
<td>11.76%</td>
</tr>
</tbody>
</table>

Source: UVM Institutional Research
# 2014 UVM and RSENR Incoming Undergraduates

<table>
<thead>
<tr>
<th>UVM</th>
<th>RSENR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total of 2454 students</td>
<td>161 students (6.5%)</td>
</tr>
<tr>
<td>546 from Vermont (22%)</td>
<td>21 from Vermont (13%)</td>
</tr>
<tr>
<td>441 Transfer Students</td>
<td>12 Transfer Students</td>
</tr>
<tr>
<td>39 states, 22 countries</td>
<td>20 states, 2 countries</td>
</tr>
<tr>
<td>13% ALANA</td>
<td>10% ALANA</td>
</tr>
<tr>
<td>197 (8%) Honors College</td>
<td>16 (10%) Honors College</td>
</tr>
<tr>
<td>13% Yield</td>
<td>26% Yield</td>
</tr>
</tbody>
</table>
## RSENRR Enrollment
(August 12, 2014)

<table>
<thead>
<tr>
<th>Course</th>
<th>Total Enrollment</th>
<th>First-Time First-Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>ENSC</td>
<td>172</td>
<td>53</td>
</tr>
<tr>
<td>ENVS</td>
<td>166</td>
<td>38</td>
</tr>
<tr>
<td>WFB</td>
<td>117</td>
<td>22</td>
</tr>
<tr>
<td>PRT</td>
<td>47</td>
<td>5</td>
</tr>
<tr>
<td>NR</td>
<td>45</td>
<td>3</td>
</tr>
<tr>
<td>FOR</td>
<td>38</td>
<td>7</td>
</tr>
<tr>
<td>Undeclared</td>
<td>25</td>
<td>19</td>
</tr>
<tr>
<td><strong>RSENRR TOTAL</strong></td>
<td><strong>610</strong></td>
<td><strong>147</strong></td>
</tr>
</tbody>
</table>

Source: UVM Institutional Research
Distribution of RSENRR Majors
## RSENKR: Fall 2013 Enrollment by Major, Gender, & Ethnicity

<table>
<thead>
<tr>
<th>MAJR</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
<th>White</th>
<th>ALANA</th>
<th>Multiracial</th>
<th>Race/Ethn Unknown</th>
<th>Intl</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undeclared</td>
<td>18</td>
<td>11</td>
<td>7</td>
<td>16</td>
<td>1</td>
<td>1</td>
<td>.</td>
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</tr>
<tr>
<td>ENSC</td>
<td>175</td>
<td>77</td>
<td>98</td>
<td>147</td>
<td>16</td>
<td>8</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>ENVS</td>
<td>177</td>
<td>67</td>
<td>110</td>
<td>155</td>
<td>15</td>
<td>.</td>
<td>6</td>
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<tr>
<td>FOR</td>
<td>39</td>
<td>27</td>
<td>12</td>
<td>32</td>
<td>2</td>
<td>4</td>
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<tr>
<td>NR</td>
<td>42</td>
<td>23</td>
<td>19</td>
<td>34</td>
<td>3</td>
<td>2</td>
<td>3</td>
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<tr>
<td>PRT</td>
<td>49</td>
<td>30</td>
<td>19</td>
<td>40</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td>.</td>
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<tr>
<td>WFB</td>
<td>115</td>
<td>48</td>
<td>67</td>
<td>97</td>
<td>7</td>
<td>3</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>RSENKR</td>
<td>615</td>
<td>283</td>
<td>332</td>
<td>521</td>
<td>45</td>
<td>19</td>
<td>27</td>
<td>3</td>
</tr>
</tbody>
</table>

Source: UVM Institutional Research
2006-2012 Retention Rates in RSENKR

2006-2012 Retention Rates in RSENKR

86.0% 89.9% 88.6% 89.0% 86.1% 90.1% 87.9%
71.3% 76.8% 79.1% 80.5% 75.9% 80.9%

**RSENKR 4 yr Graduation Rate was 73.4% in 2013
Overall Rate at UVM is 66.3%**

Source: UVM Institutional Research
Scholarships

• 23 RSENR students receiving ~$40,000 in 2013-14
  – Another $83,000 in reserves to be awarded
• Additional $60,000 committed in future years
• 11 USDA Multicultural Scholars with over $100,000 funding for 2014-15
• Travel study scholarships from All Cycle Waste Management ($5,000)
• Internship funding from Svitek Fund ($5,000/yr)
Advising Survey: Preliminary Observations

- 74% somewhat or strongly agree “advisor is available for appointments.”

- 71% somewhat or strongly agree “advisor responds to phone calls or emails.”

- 70% have met with advisor 1-4 times in Spring 2014

- 44% agree or strongly agree that advisor is knowledgeable about course requirements in major
2014-15: 90 Graduate Students

- Incoming Students
  - 10 M.S. (12 in 2013)  10 Ph.D. (11 in 2013)
- Returning Students
  - 35 M.S.  35 Ph.D.
- Funding
  - 36 RAs totaling ~$738,376 in external funding
  - 28 TAs totaling ~$230,000
- 9 mo. RA Rates
  - UVM< RSENR MS 26,000 Ph.D. 27,000
RSENR Research Awards

• Grants in 2014: $2.97 million ($3 M in 2013)
  – $220,000 per GF FTE Faculty in FY12
  – In FY14, routed over 85 proposals with SPA, awarded 36 new, managed ~150 current awards

Grant Awards per GF FTE Faculty, FY12
RSENTR Five Year Research Trends

RSENTR Sponsored Project - FY10 - FY14
$ Value of Awards

- FY10 - 53 Awards (Avg = $96k)
- FY11 - 44 Awards (Avg = $52k)
- FY12 - 54 Awards (Avg = $109k)
- FY13 - 36 Awards (Avg = $84k)
- FY14 - 36 Awards (Avg = $82k)
2013-2014 Partnerships

• Service-Learning
  – RSENR/ENVS offered 30 SL courses (40% of campus offerings)
  – Over 900 students working with over 75 community partners (3,000+ credit hours)
  – Over 10,000 service hours provided to community partners
2013-2014 Partnerships

• Internships
  – Last year, our Office of Experiential Learning tracked 75 formal, for-credit internships, working a total of at least 7,500 hours (146 credit hours)
  – ENVS had another 49 internships for senior capstone or 191/291 credit (20 in RSENR)
  – PRT students completed another 25+ internships for credit
  – Another 34 work-study positions in RSENR
2013-2014 Partnerships

• Perennial Internship Program
  – 3rd summer of the program - started with 3 internships the first year, 24 this year!
  – Partners include: Agency of Natural Resources, DEC & F&W, Green Mountain Power, Intervale Conservation Nursery, Northern Forest Canoe Trail, and many more.

• LANDS – 7th Year Summer program: 8 interns, 6 community partners

• New 2014-5 Semester program: 15 students, 7 projects, 3 community partners
2015 New Hires

• New faculty hires planned
  – Environmental Studies (Saleem line)
  – Environmental Sciences (McInnis line)
  – 2 Lecturers for the new MS in Leadership for Sustainability

• 2016 Faculty Hires
  – 3 planned
  – Additional positions pending pending retirement
RSENR FY14 Budget Resources
(Total = $14,352,987)
FY13 = $11,946,399
FY12 = $13,908,404

- General Fund, $5,716,349 (40%)
- Grants, $2,965,395 (21%)
- Gifts, $4,297,278 (30%)
- McIntire Stennis Federal, $518,929 (4%)
- McIntire Stennis Gen Fund, $412,658 (3%)
- Research Incentive, $160,591 (1%)
- I/E, $281,787 (2%)

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Focal Areas for This Year: Students

Academic Excellence for Undergraduates
• Retention – sophomore to junior year
• Core Curriculum revitalization
• Programmatic learning outcomes
• Best practices for experiential learning and community-based learning
• Professional development and advising
• Global focus and cultural awareness

Academic Excellence for Graduate Students
• Enhancing graduate course offerings
• Support for research
• Professional development
• Networking and connections with state, federal, nonprofit and business sectors
Focal Areas for This Year: Staff and Faculty

Infrastructure and Planning
• Ensure successful start to new professional MS in Leadership for Sustainability
• Enhance focus on attracting outstanding faculty for open lines
• Leadership and alignment with Institute on the Environment
• Implementation of the strategic plan and refinement of indicators
• Work load review for staff and faculty; staff work plans

IBB Transition and Change Management
• Business office workload adjustments and temporary reorganization
• RSENR Transition team forming, lead by Jason Stockwell, advised by Breck Bowden
  • Advise Business Services
  • Develop incentive program for integrative research, educational innovations, community based learning

Research Enterprise
• Increase success in federal grants; VT EPSCoR focus
• Assess current research infrastructure and ensure faculty are well supported
Focal Areas for This Year:
Board of Advisors, External Relations and Development

Board of Advisors
• Ensure alignment with campus and RSENR strategic plan
• Ensure board stays informed and engaged
• Advance opportunities for board members to engage with faculty, staff and students

External Relations
• Assess need for expansion and enhanced focus
• Creation of a shortened strategic plan to share with external constituents
• Assess market impact, marketing plan, branding
• Web presence

Development
• Target $2.7 million
• Ensure close alignment with UVM Foundation/RSENR Officer
Tomorrow’s Retreat Agenda

• Business Services Updates and Processes
• Incentive Based Budgeting
• Core Curriculum Revisions and Work Group Charges
• Faculty Hiring Plan 2014-2016
Thanks to All for Your Patience and Support as I continue to On-board!
We are Rubenstein!