

**Rubenstein School of  
Environment and Natural Resources  
State of the School  
August 26, 2015**





# THE RUBENSTEIN SCHOOL

OF ENVIRONMENT AND NATURAL RESOURCES

- Welcome new faculty and staff
- Strategic Plan Goals and Accomplishments
  - Current School Stats and indicators of excellence
  - Emerging Vision and Identity



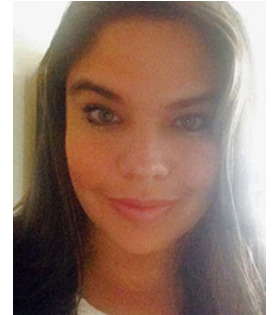
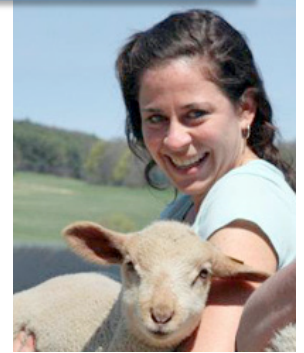


# THE RUBENSTEIN SCHOOL

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## New Staff

- April Berteau
- Jackie Bruning
- Heather Bullett
- Margaret Burke
- Taylor Engel
- Claudia Fisher
- Emil Tsao





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### **New Faculty:**



**Brendan Fisher**, Associate Professor-ENVS Cluster Hire, with a focus on issues of global resource equity, joins us from the Gund Institute.



**Rachelle Gould**, Assistant Professor-ENVS Cluster Hire, with a focus on environmental health and well-being and environmental education, joins us from Stanford University.



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**Trish O'Kane**, Lecturer in sustainability education, environmental communication, and social justice, will focus on urban ecology and ornithology, joins us from UW Madison.



**Bindu Panikkar**, Assistant Professor, Arctic Institute of North America at the University of Calgary in Alberta, will focus on environmental policy and women's health, environmental justice and equity.



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- **Eric Roy**, Assistant Professor ENSC, ecological design specialist, will join us from the Institute for Environment and Society at Brown University. Will focus on movement of phosphorus and nitrogen in environmental and human systems.



- **Kris Stepenuck**, Assistant Extension professor, Lake Champlain Sea Grant Extension Specialist, from WI DNR where she coordinated the volunteer stream monitoring program for 14 yrs, will focus on Lake Champlain outreach and education.



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## New Post Docs and Staff at Gund



- Diego Herrera Garcia



- Leif Richardson



- Laura Sonter



- Basil Waugh



- Julianna White



- Insu Koh



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## Environmental Program Leadership



David Massell, Interim Director



Amy Seidl, Interim Associate Director





**THE RUBENSTEIN SCHOOL**  
OF ENVIRONMENT AND NATURAL RESOURCES

**Our Current Vision  
And  
2015 Accomplishments**



# UVM Strategic Plan Highlights

2013-2016

- **Access: Affordability, financial access and academic support**
  - Moderate tuition growth, increase scholarships, experiential learning, career readiness
- **Academic Excellence**
  - Nurture a climate of excellence in all that we do
  - Increase international student enrollment and diversity
  - Increase 4 yr graduate rates to 70% and first year retention to 90%
  - Enhance advising and outcomes to increase retention
  - Enhance research and scholarly productivity
- **New Investments in facilities and infrastructure**
  - STEM Complex, Dorms, Billings Library, Alumni House
  - Marketing and Branding
- **Commit to Efficiency and Effectiveness**
  - Implement new IBB budget model (Incentive-Based Budgeting)
  - Comprehensive campaign



# THE RUBENSTEIN SCHOOL

## OF ENVIRONMENT AND NATURAL RESOURCES

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.*





# 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
  - SAF Re-accreditation process initiated
- Graduate program enhancements
  - Curriculum review and cohort model
  - New professional MS in Leadership for Sustainability
- Recruit and retain a diverse, high-quality, civically engaged student body
  - Perennial Internship Program Expansion
- Advance professional education and training
  - Ecodesign Collaboratory
- Evolve teaching capacity and skills
  - Peer mentoring, high impact practices, teaching evaluation
  - Advisor and mentorship training
  - On-line advising survey and instructional assessment
- Create cohesive-service learning framework
  - Lay foundations for experiential learning (HIPs) assessment



# Advance Integrated Research

- Identify and coordinate integrated research
  - McIntire-Stennis Forestry Research Program Model
  - Sea Grant Institute Proposal
- 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
- Expand and enhance distinction of doctoral program
  - Doctoral student cohort model, living wage support
  - E4A partnership and MSLS Implementation
- Improve research facilities and administration
  - BSC Grants Processes Review
  - IBB preparation and BSC re-organization
- Expand undergraduate research opportunities
  - NSF REU award



# Partner With Stakeholders

- Formalize and coordinate internship and career track opportunities
  - ANR community based learning coordinator
- Engage professional staff in delivery of field based curriculum
  - Jericho, Rubenstein Lab, NR 6 and 207 and EcoDesign
- Enhance and coordinate school's communication efforts
  - Increase % FTE for IT and for Communications Specialist
- Fully incorporate co-curricular engagement into student experience
  - Curricular redesign to ensure  $\geq 2$  HIPS embedded in curriculum
- Enhance and coordinate internal community governance
  - Rebooted the Student Advisory board
  - GSA seminars, mentoring program, faculty breakfasts



# Top 2015 Strategic Accomplishments

- Continued to refine the school's vision
- Hired new faculty, establishing the EP Cluster, Hire new EP director, Faculty salary equity reviews
  - Cluster Hire in Sustainability Studies: Global Resource Equity
  - Lake Champlain Sea Grant/Extension
  - Ecological Design (ENSC)
- Launched MSLS and Accelerated Core Curriculum Review
- Focused on Increasing BSC Efficiency and Faculty Satisfaction
- Enhanced experiential learning and partnerships
- Advanced Mount Mansfield Science Station Discussion (NSF planning grant)
- Initiated discussions to establish an external relations programs
- Enhanced advising, mentoring programs





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# Current School Stats



# Incoming Undergraduates 2016

In State Tuition= \$31,000   Out of State Tuition= \$53,864

<b>UVM</b>	<b>RSENR</b>
Total of 2435 students	147 students (6%)
491 from Vermont (20%)	15 from Vermont (10%)
572 Transfer Students	20 Transfer Students (including 3 GGP)
40 states, 18 countries	22 states, 2 countries (Canada, China)
11.5% ALANA	10% ALANA
207 (9%) Honors College	17 (12%) Honors College
13.7% Yield	24.4% Yield



# RSENR Enrollment

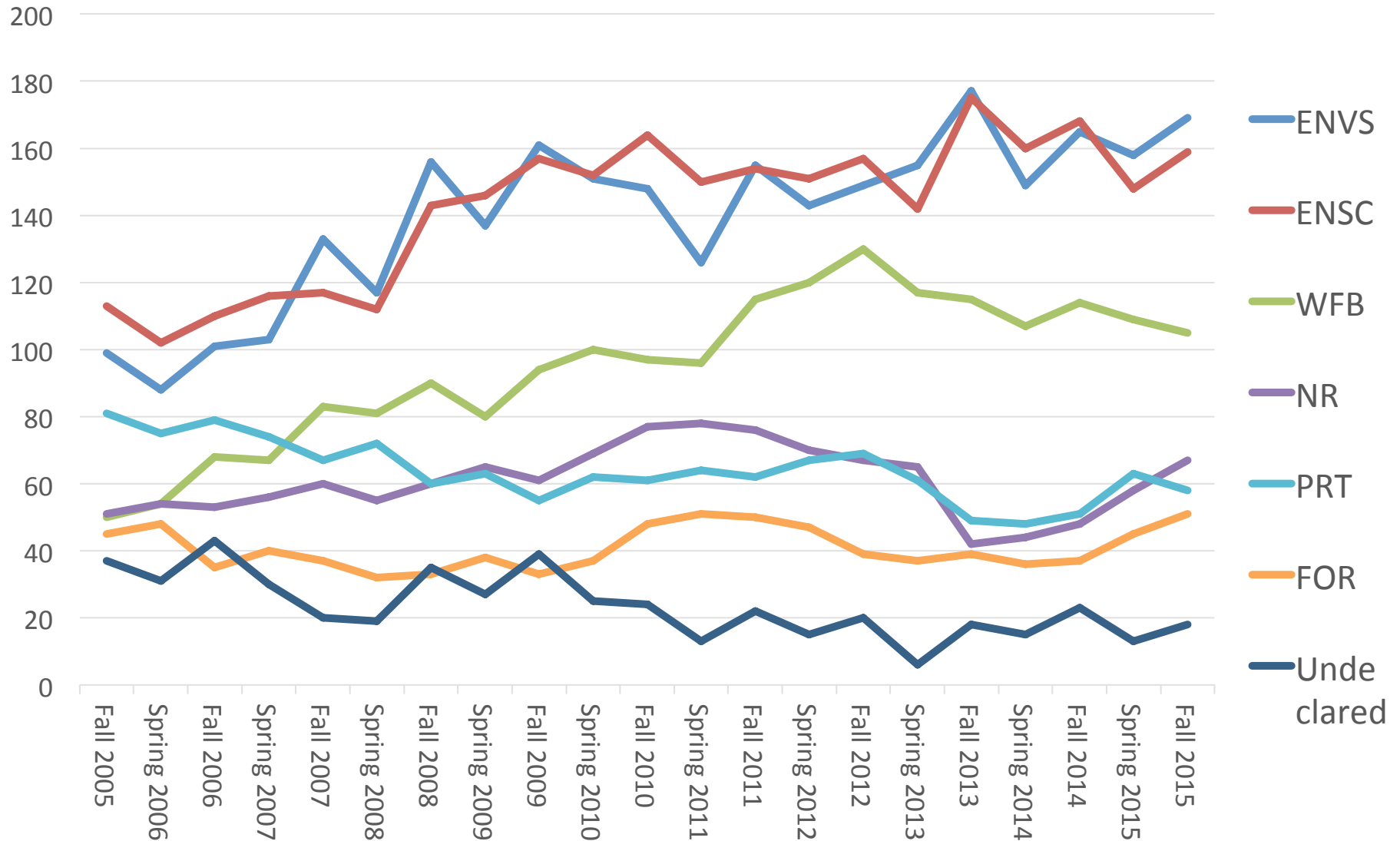
	<b>TOTAL 2015</b>	<b>FTFY 2015</b>	<b>TOTAL 2016</b>	<b>FTFY 2016</b>
<b>ENVS</b>	166	38	169	37
<b>ENSC</b>	172	53	159	53
<b>WFB</b>	117	22	105	19
<b>NR</b>	35	3	67	6
<b>PRT</b>	47	5	58	5
<b>FOR</b>	38	7	51	14
<b>Undecl</b>	25	19	18	13
<b>TOTAL</b>	610	147	615*	147

*\* Major numbers include second majors (8-24-15)*



# Enrollments by Major

## 2005-2015





# ALANA Students by Program (%)

	2010	2011	2012	2013	2014
ENSC	7	5	7	14	10
ENVS	9	14	14	8	10
FOR	10	8	13	15	16
NR	10	13	7	12	27
PRT	8	9	8	4	4
WFB	10	10	8	9	9
UNDCL	13	5	15	11	9
<b>ALL</b>	<b>9</b>	<b>9</b>	<b>11</b>	<b>10</b>	<b>10</b>



# Enrollments in Honors College 2010-2014

	2010	2011	2012	2013	2014
RSENR	13	11	13	11	13
UVM	158	178	167	204	187
%	8.2	6.2	7.8	5.4	7

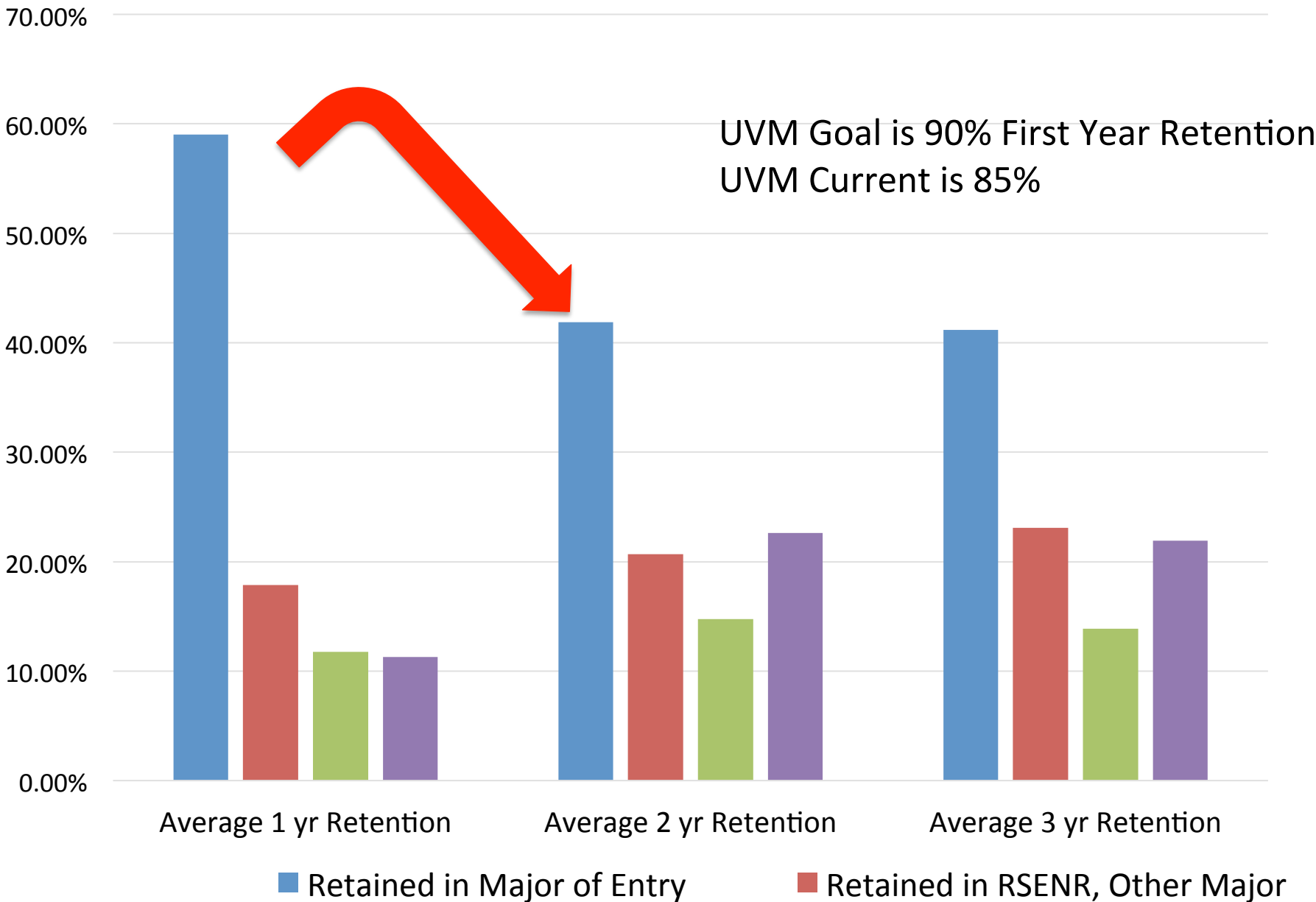
59.9% RSENR students are women  
69.3% UVM students are women



# RSENR Graduation Rates (%)

Cohort		4-Yr	5-Yr	6 Yr
Fall 2009	All FTFY	66.5	75.1	76.8
	All Pell	60.5	71.4	73.6
	<b>All RSENR</b>	<b>73.9</b>	<b>79.7</b>	<b>80.4</b>
	<b>RSENR Pell</b>	<b>62.5</b>	<b>71.9</b>	<b>75</b>
Fall 2010	All FTFY	62.1	72.6	
	All Pell	56.5	67.3	
	<b>All RSENR</b>	<b>71.3</b>	<b>77.2</b>	
	<b>RSENR Pell</b>	<b>61.5</b>	<b>65.4</b>	
Fall 2011	All FTFY	62.4		
	All Pell	58.8		
	<b>All RSENR</b>	<b>74.0</b>		
	<b>RSENR Pell</b>	<b>84.0</b>		

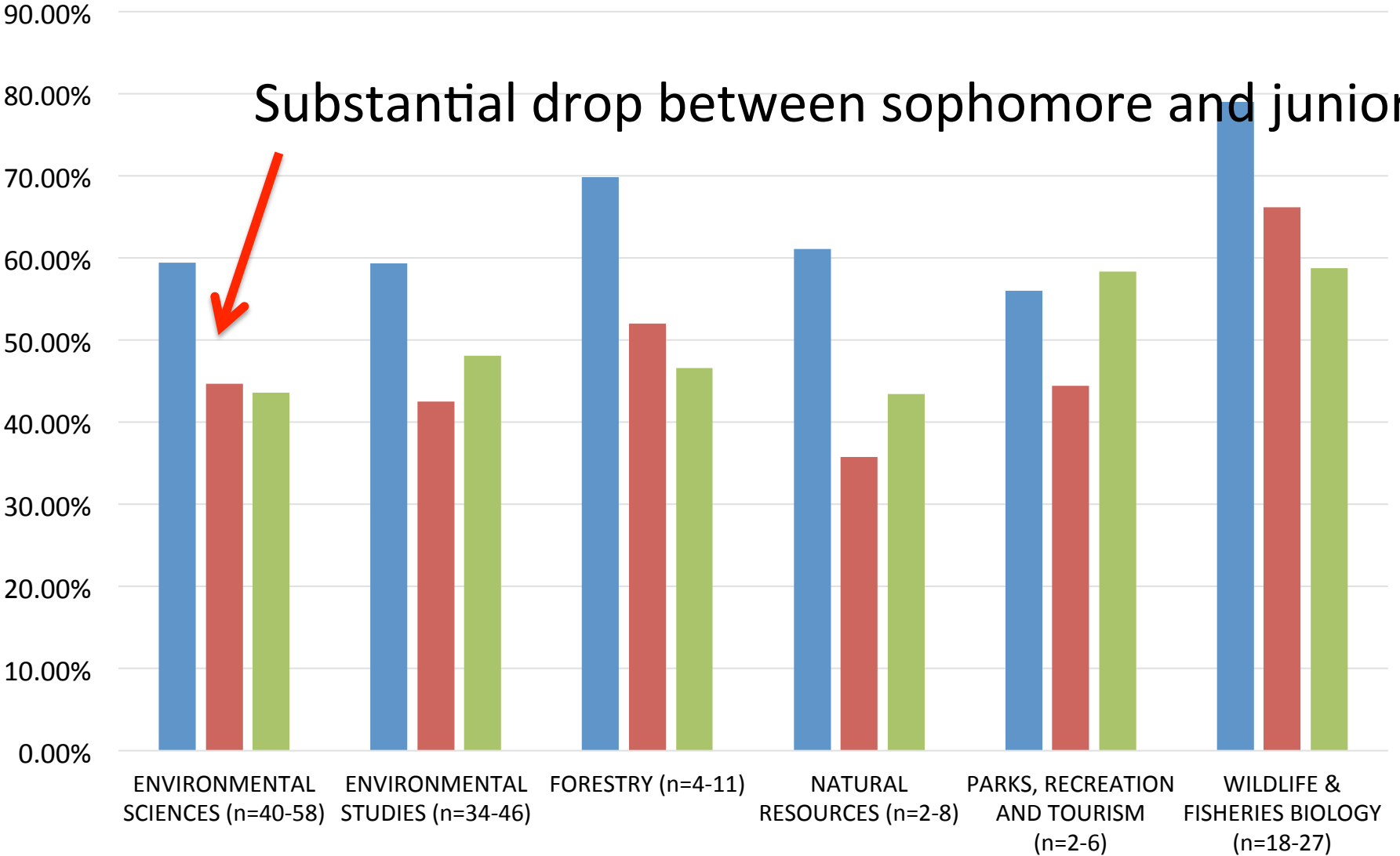
# Average Retention Rates for Cohorts Entering 2009-2013





# Retention Rates by Major 2009-2013

Substantial drop between sophomore and junior

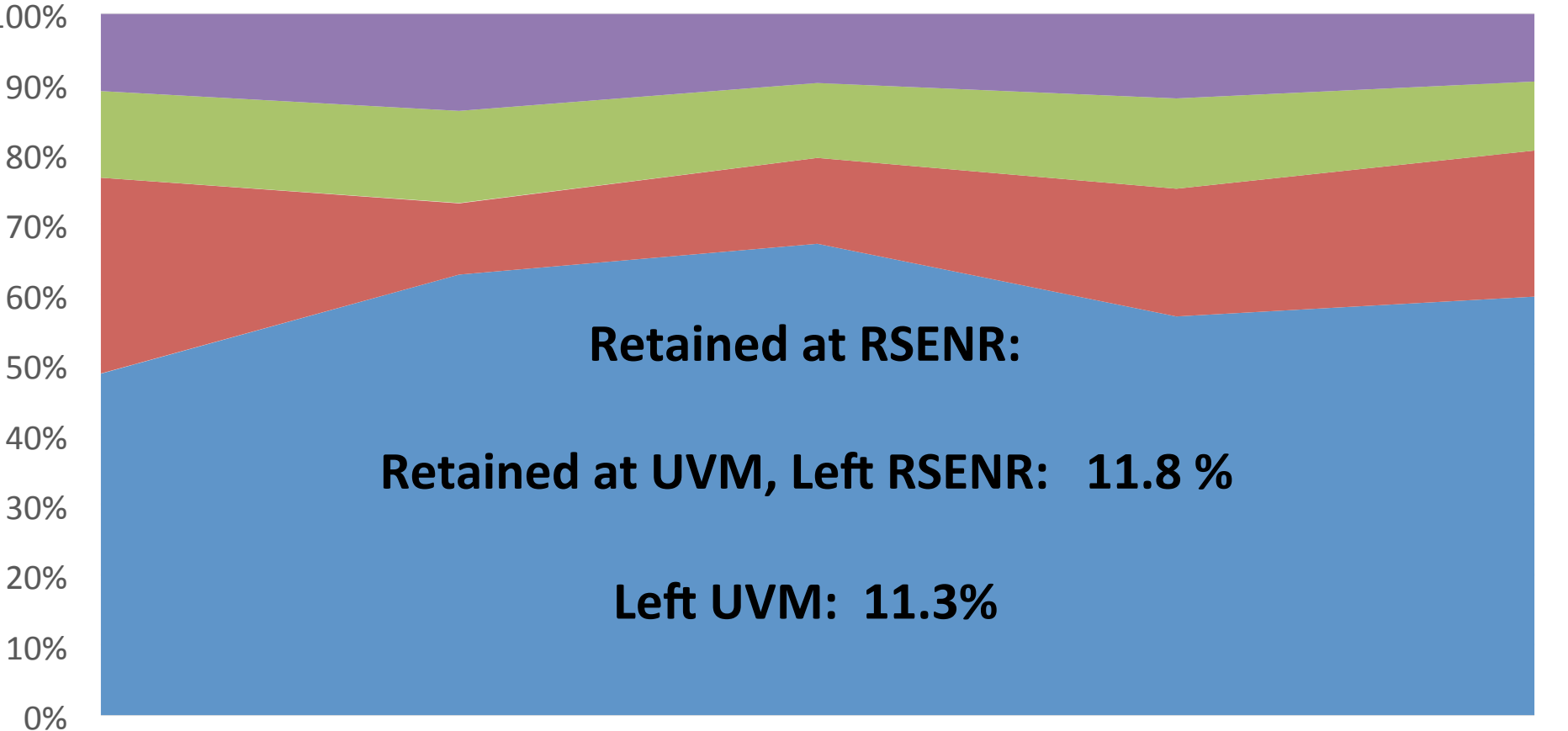


■ Avg 1-yr Retention Rate

■ Avg 2-yr Retention Rate

■ Avg 3-yr Retention Rate

# First Year Retention 2009-2013



**Retained at RSEN:**

**Retained at UVM, Left RSEN: 11.8 %**

**Left UVM: 11.3%**

- Retained in Major of Entry
- Retained in RSEN, Other Major
- Retained at UVM, Left RSEN
- Left UVM



# RSENR Community-Based Learning

- 25 of 80 SL Courses or >30% of Campus Offerings
  - 900 Students
  - 100 community Partners
    - 3,000 credit hours
    - 10,000 hours of service

## **Agency of Natural Resources:**

- 12 ANR staff mentored 10 course projects
- 700 hours of engagement Spring 2015
  - 7 Perennial Summer Interns



## 2015-16 Undergraduate Scholarships

- 15 RSENR students receiving \$48,085
- 10 USDA Multicultural Scholars receiving \$92,250
- Travel study scholarships from All Cycle Waste Management (\$5,000)
- Internship funding from Svitek Fund (\$5,000/yr)



# RSENR Work Force Description

	2014	2015	2016
TT Faculty	26	24	26
Research Faculty	11	12	11
Lecturers	6	9	13
Post Docs	---	4	6
Admin Staff	---	37	42
Total		88	98



# RSENR Faculty

<b>Faculty Group</b>	<b>2015</b>	<b>2016</b>
Full Professor	13	10
Associate Professor	9	12
Assistant Professor	2	4
<b>Tenure track subtotal</b>	<b>24</b>	<b>26</b>
Research Professor	1	1
Research Associate Professor	4	4
Research Assistant Professor	5	4
Research Associate	2	2
<b>Research subtotal</b>	<b>12</b>	<b>11</b>
Extension Assistant Professor	2	2
<b>Extension subtotal</b>	<b>2</b>	<b>2</b>
<b>Lecturer subtotal</b>	<b>9</b>	<b>13</b>
<b>Total</b>	<b>47</b>	<b>52</b>



## 2015-16 RSENR Graduate Students

Incoming MS= 29 PhD =13

Total Residential Masters: 40

Total MSLS Masters: 12

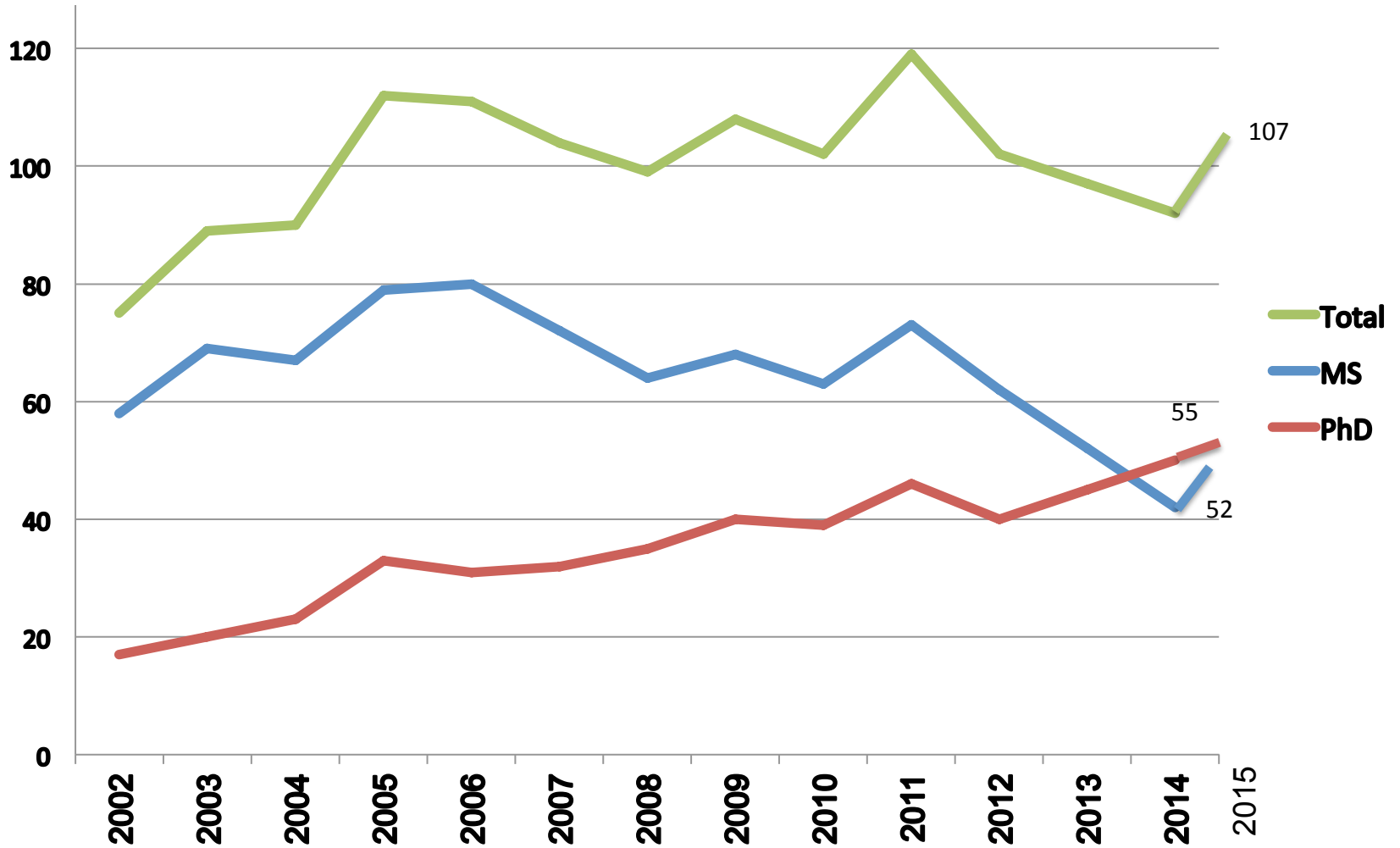
Total PhD: 55

Combined: 107

Total International/non-continental US students = 9  
Brazil, Canada, China, Mongolia, Ukraine, Puerto Rico



# RSENR Graduate Student Enrollment







# RSENR Internships

## Academic Year 2015

- 73 credit-bearing internships
  - 196 credit hours
  - 9,800 service hours
- ENVS 191/291 students completed 54 internships
- PRT students completed 25 internships

## Perennial

- 24 sites and 4<sup>th</sup> year



# Scholarly Metrics

	Ave # SCH	AVE #Journal Articles	Ave # Presenta- tions	Ave # Grad Students	Ave # Active Grants
Lecturers	537	.2	1.8	.7	.3
Tenure Tract	287	1.4	5.2	3.3	2.1
Research/ Extension	93	2.0	4.0	1.8	4.0
TOTAL	290	1.3	4.3	2.4	2.2



# RSENR Research Productivity \$\$\$

	Directs	F&A	Total	#
2012	5,230,644	688,483	5,919,127	54
2013	2,614,237	388,475	3,012,712	36
2014	1,659,221	306,174	2,965,395	36
2015*	2,998,124	421,054	3,419,178	41
Total	13,502,226	1,814,186	15,316,412	

\*Through April 2015

Total number of PI's with grant activity = 28  
Annual Average per Active PI = \$141,634



# Relative Research Productivity by College

## 2009-2013

### Amount of Sponsored Dollars per GF-FTE-F

College	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Total
Rubenstein School	284,403	207,848	91,176	218,418	102,160	\$904,005
Education and Social Services	107,367	116,827	115,914	167,623	124,982	\$632,712
Agriculture and Life Sciences	157,050	177,474	105,269	59,401	58,923	\$558,118
Engineering and Mathematical Sciences	84,533	98,782	58,303	95,145	118,306	\$455,068
Arts and Sciences	24040	27295	31529	19,692	25,234	\$127,791
Nursing and Health Sciences	8,524	19,939	25,527	4,083	13,927	\$72,000
Business Administration	3,593	3,585	741		700	\$8,618



# 2014-2016 RSENR Budget

	FY14	FY15	FY16
<u>General Fund Budget</u>			
Salary/Benefits	\$5,353,243	\$5,421,264	\$6,601,697
Operating	\$531,143	\$378,052	\$815,517
Total General Fund Budget	<b>\$5,884,386</b>	<b>\$5,799,316</b>	<b>\$7,417,214</b>
General Fund Central Services Expense	na	na	<b>\$7,504,568</b> <i>*estimate</i>
McIntire Stennis General Fund Budget	<b>\$412,658</b>	<b>\$423,148</b>	<b>\$431,481</b>
I/E Activities	<b>\$349,314</b>	<b>\$395,424</b>	<b>\$423,178</b>
Gifts/Endow (beg net asset balance)	<b>\$1,847,501</b>	<b>\$2,036,272</b>	<b>\$2,500,000</b> <i>*estimate</i>
Grant Awards	<b>\$2,965,398</b> <i>(36 awards)</i>	<b>\$3,700,000</b> <i>(48 awards)*</i>	<b>\$3,000,000</b> <i>*estimate</i>
McIntire Stennis Federal Appropriation	<b>\$518,929</b>	<b>\$505,347</b>	<b>\$505,347</b> <i>*estimate</i>
<b>TOTAL RSENR BUDGET</b>	<b>\$11,978,186</b>	<b>\$12,859,507</b>	<b>\$21,781,788</b>
<i>% GROWTH</i>		<i>7%</i>	<i>69%</i>



# 2015 Development

## Annual Campaign

2400 Letters            720 (8)

1500 Emails            600 (4)

## Major Gifts

Goal \$2,900,000 / YTD \$1,103,722

Visits Goal 40 / Actual 42

Proposals Goal 8 /Actual 4

2016 Goal \$2,200,000



**THE RUBENSTEIN SCHOOL**  
OF ENVIRONMENT AND NATURAL RESOURCES

# Emerging Vision and Identity



# THE RUBENSTEIN SCHOOL OF ENVIRONMENT AND NATURAL RESOURCES

## VISION:

We aspire to be in the top  
three schools  
of the environment by  
2020







# THE RUBENSTEIN SCHOOL

OF ENVIRONMENT AND NATURAL RESOURCES

**What about RSENr do you value most and wish to carry forward?**

***Ours is a changing world. In this changing world, what are issues for RSENr to address?***

**How will we know that RSENr is a great school of the environment?**





## Strategic Growth Areas for Rubenstein School:

1. Renewable energy policy and planning
2. Global environmental equity and sustainability
3. Environmental health and human well-being focused on freshwater
4. Global Conservation Science



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OF ENVIRONMENT AND NATURAL RESOURCES

# 2016 Top Plans for the Year



# RSENR Faculty Recruitment Plan 2016

## Approved Tenure Track Faculty and Lecturers

1. Associate or Full Professor: Environmental Studies (ENVS/Director)\*
2. Associate or Full Professor: Environment and Health (ENSC/Troy)
3. Assistant Professor: Global Conservation Science (WFB/ Morrissey)\*
4. Environmental Studies Lecturer (New)



# New for 2016

- Associate Dean for Research and Graduate Programs/ External Relations
- Receptionist and Student Services Support
- International Exchange Programs (Boku)
- Instructional Support/Distance Learning
- Mount Mansfield Science Center
- Aiken Net Zero for all academic buildings
- Ecomachine goes live
- Curricular review and 5 yr instructional plan
- Faculty and Grad Mentoring Program



# Marketing and External Communications

1. 160/90 to be retained for campus marketing work;
2. RSENR will retain them to assist with our market analysis;
3. Signature blocks for faculty and staff:



**Nancy E. Mathews, Ph.D.**

Dean and Professor  
University of Vermont

<http://www.uvm.edu/rsenr/>

802-656-1353

Executive Assistant [April.Berteau@uvm.edu](mailto:April.Berteau@uvm.edu)

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