• Thank you, Welcome and Congratulations
• Strategic Plan Goals and Accomplishments
  • Current School Stats and indicators of excellence
• 2017 Goals and plans
What Does the World Need With Just Another Rubenstein School Grad?
Leadership Team

Allan Strong, Associate Dean for Academic Programs and Faculty Development

Kimberly Wallin, Associate Dean for Research and Graduate Programs

Marie Vea-Fagnant, Assistant Dean for Student Services

Rose Feenan, Assistant Dean for Business Services
Dean’s Office Team

April Berteau, Assistant to the Dean

Camille Campanile, Assistant to the Associate Deans

Casey O’Reilly, Receptionist and Assistant to Student Services
Program Directors

Clare Ginger, Natural Resources

Bill Keeton/Tony D’Amato, Forestry

Matt Kolan, MSLS

Walt Kuentzel, Parks, Rec, Tourism

Dave Massell/Nate Sanders, ENVS

Jed Murdoch, Wildlife and Fisheries

Jen Pontius, Environmental Sciences
Environmental Program
Leadership Fall 2016

David Massell, Professor, Department of History, Interim Director

Amy Seidl, Senior Lecturer, Interim Associate Director
New Staff

Camille Campanile

Nora Shahoud

Debbie McAdoo

Cathy Trivieres

Casey O’Reilly

Nitin Singh (Post Doc)

Jeannine Valcour
New Faculty

**Aimée Classen**, Associate Professor, Environmental Sciences, Global Conservation Sciences

**Mindy Morales**, Assistant Professor, Environmental Sciences, Limnology

**Nate Sanders**, Professor & Director, Environmental Program, Global Conservation Sciences
- Zac Ispa-Landa: CUPS Outstanding New Service-Learning Faculty Award
- Adrian Ivakhiv: Lattie Coor Fellowship on UVM and the Environmental Humanities
- Matt Kolan: Kroepsch-Maurice Excellence in Teaching Award
- Ellen Marsden: Best paper in ichthyology 2014 (*Copeia*)
- Jed Murdoch: Distinguished Scientist award, recognized by the Mongolian Government for contributions to the conservation of nature
- Trish O’Kane: Chosen to present the 30th Annual Rimes Lecture
- Walt Poleman, Amy Seidl: Marcia Caldwell Award
- Taylor Ricketts: Top 1% Highly Cited Researcher
- Eric Roy: First place prize, 2015 Visualizing Nutrients Challenge
- Kris Stepenuck: David N. Redell Award, Lifetime Achievement in Citizen-based Monitoring
• **Emilie Riddle**: Supportive Academic Faculty/Staff Member Award

• **Anna Smiles-Becker**: UVM Our Common Ground Award

• **Marie Vea-Fagnant**: Jackie Gribbons Award for Practica Supervision Excellence from the UVM Higher Education and Student Affairs Program.
Vermont Campus Compact Engaged Partnership Award: The Vermont Agency of Natural Resources and the Rubenstein School of Environment and Natural Resources partnership.

Vermont Campus Compact Engaged Student Award: RSEN RWildlife and Fisheries Biology Major, Caitlin Drasher for her ongoing work with the Vermont Department of Fish and Wildlife.

CUPS Outstanding New Service-Learning Faculty Award: Zac Ispa-Landa

CUPS Outstanding Service-Learning Award for Students: Marcella Dent & Alexandra Millar
Endowed Professorships

Steven F. Rubenstein
Professor
2016-2019

Blittersdorf Professor of Sustainability Science and Policy
1. “Access to Success”: Promoting affordability, financial access, and academic support
2. Promoting a culture of advancing excellence and cultivating talent
3. Identifying necessary investments to ensure a bright future
4. Instilling an institutional commitment to efficiency and effectiveness
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._
1. 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.

2. 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.

3. 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.
Top 2017 Strategic Accomplishments

- IBB successfully launched
- Cluster Hire launched – Global Environmental Equity
- Associate Dean for Research and Graduate Programs
- Educational Innovations Coordinator
- Receptionist and Student Services Support
- MSLS Successfully Launched
- Mt Mansfield Science and Stewardship Center
- Aiken Net Zero and Rub Lab Energy Upgrades
Top 2017 Strategic Accomplishments

- Curricular review and 5 yr. instructional plan
- Core Curriculum assessment program
- Faculty Mentoring Program and On-boarding
- Academic Program Review Self Study
- SAF Forestry Program Accreditation Self Study
- Perennial Program Expansion
- Move Mountains Campaign Success
### Incoming Undergraduates 2017

In State Cost = $31,960; Out of State Cost = $55,442

<table>
<thead>
<tr>
<th>UVM</th>
<th>RSENR</th>
</tr>
</thead>
<tbody>
<tr>
<td>3014 New Students</td>
<td>195 New Students (6.5%)</td>
</tr>
<tr>
<td>2540 FTFY students</td>
<td>175 FTFY students</td>
</tr>
<tr>
<td>474 Transfer students</td>
<td>20 Transfer students (including 3 GGP)</td>
</tr>
<tr>
<td>527 from Vermont (21%)</td>
<td>21 from Vermont (12%)</td>
</tr>
<tr>
<td>41 states plus Washington D.C., VI, and PR</td>
<td>19 states, plus Washington D.C., 2 countries (China and Sri Lanka)</td>
</tr>
<tr>
<td>11% ALANA</td>
<td>7% ALANA</td>
</tr>
<tr>
<td>61% Women</td>
<td>60% Women</td>
</tr>
<tr>
<td>266 (10%) Honors College</td>
<td>14 (8%) Honors College</td>
</tr>
<tr>
<td>16.5% Yield</td>
<td>25.9% Yield Highest among academic</td>
</tr>
<tr>
<td>Department</td>
<td>Fall 2015</td>
</tr>
<tr>
<td>------------</td>
<td>-----------</td>
</tr>
<tr>
<td>ENSC</td>
<td>159</td>
</tr>
<tr>
<td>ENVS</td>
<td>169</td>
</tr>
<tr>
<td>WFB</td>
<td>105</td>
</tr>
<tr>
<td>NR</td>
<td>67</td>
</tr>
<tr>
<td>PRT</td>
<td>58</td>
</tr>
<tr>
<td>FOR</td>
<td>51</td>
</tr>
<tr>
<td>UNDECL</td>
<td>18</td>
</tr>
<tr>
<td>TOTAL</td>
<td>615</td>
</tr>
</tbody>
</table>

Source: Unofficial enrollment data, Banner SIS
<table>
<thead>
<tr>
<th>Cohort*</th>
<th>All FTFY</th>
<th>4-yr</th>
<th>5-yr</th>
<th>6-yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2010</td>
<td>62.1%</td>
<td></td>
<td>72.6%</td>
<td>74.2%</td>
</tr>
<tr>
<td>All Pell Recipients</td>
<td>56.5%</td>
<td></td>
<td>67.3%</td>
<td>68.6%</td>
</tr>
<tr>
<td><strong>All RSEN</strong>R</td>
<td>71.3%</td>
<td><strong>77.2%</strong></td>
<td></td>
<td><strong>77.9%</strong></td>
</tr>
<tr>
<td>RSEN<strong>R</strong> Pell</td>
<td>61.5%</td>
<td></td>
<td>65.4%</td>
<td>65.4%</td>
</tr>
<tr>
<td>Fall 2011</td>
<td>62.4%</td>
<td></td>
<td>72.9%</td>
<td></td>
</tr>
<tr>
<td>All Pell Recipients</td>
<td>58.8%</td>
<td></td>
<td>67.7%</td>
<td></td>
</tr>
<tr>
<td><strong>All RSEN</strong>R</td>
<td>74.0%</td>
<td><strong>83.2%</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RSEN<strong>R</strong> Pell</td>
<td>84.0%</td>
<td></td>
<td>84.0%</td>
<td></td>
</tr>
<tr>
<td>Fall 2012</td>
<td>64.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Pell Recipients</td>
<td>58.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>All RSEN</strong>R</td>
<td>68.2%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RSEN<strong>R</strong> Pell</td>
<td>57.1%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
First and Second Year Retention Rates (%)

Retention Averages by Unit 2010-2014

<table>
<thead>
<tr>
<th>Unit</th>
<th>Year 1</th>
<th>Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>CALS</td>
<td>87.1%</td>
<td>79.9%</td>
</tr>
<tr>
<td>CAS</td>
<td>85.0%</td>
<td>73.10%</td>
</tr>
<tr>
<td>GSB</td>
<td>84.5%</td>
<td>75.40%</td>
</tr>
<tr>
<td>CESS</td>
<td>88.4%</td>
<td>77.80%</td>
</tr>
<tr>
<td>CEMS</td>
<td>84.3%</td>
<td>79.90%</td>
</tr>
<tr>
<td>RSENR</td>
<td>87.3%</td>
<td>78.50%</td>
</tr>
<tr>
<td>CNHS</td>
<td>88.60%</td>
<td>84.20%</td>
</tr>
<tr>
<td>UVM</td>
<td>85.70%</td>
<td>76.10%</td>
</tr>
</tbody>
</table>
RSENR Graduate Student Enrollment 2001-2016

Graph showing the enrollment trend from 2001 to 2016 for MS, PhD, and Total students.
2016-17 RSENR Graduate Students

Incoming MS=6 MSLS=16 PhD =13

Total Residential Masters: 30
Total MSLS Masters: 29
Total PhD: 61
TOTAL: 120

9 International/non-continental US students from Brazil, Canada, China, Mongolia, Ukraine, Puerto Rico
## 2017 RSENR Work Force Description

<table>
<thead>
<tr>
<th>Category</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>TT Faculty*</td>
<td>26</td>
<td>24</td>
<td>24</td>
<td>27</td>
</tr>
<tr>
<td>Research Faculty</td>
<td>11</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Extension Faculty</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Lecturers</td>
<td>6</td>
<td>9</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Post Docs</td>
<td>--</td>
<td>4</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Admin/Research Staff</td>
<td>--</td>
<td>37</td>
<td>42</td>
<td>41</td>
</tr>
<tr>
<td>Total</td>
<td>89</td>
<td>96</td>
<td>98</td>
<td></td>
</tr>
</tbody>
</table>

*includes Morales-Williams, Sanders, Classen, Strong, Mathews
## 2016 Scholarly Metrics

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturers</td>
<td>556</td>
<td>0.1</td>
<td>2.5</td>
<td>1.1</td>
<td>0.9</td>
</tr>
<tr>
<td>Tenure Tract</td>
<td>215</td>
<td>3.0</td>
<td>7.8</td>
<td>4.0</td>
<td>5.4</td>
</tr>
<tr>
<td>Research/Extension</td>
<td>116</td>
<td>1.9</td>
<td>11.2</td>
<td>1.3</td>
<td>5.0</td>
</tr>
<tr>
<td>Overall average</td>
<td>290</td>
<td>2.0</td>
<td>7.5</td>
<td>2.5</td>
<td>4.6</td>
</tr>
</tbody>
</table>
RSENRR Research Productivity $$$
2012-2016

<table>
<thead>
<tr>
<th></th>
<th>Directs</th>
<th>F&amp;A</th>
<th>Total</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>$5,230,644</td>
<td>$688,483</td>
<td>$5,919,127</td>
<td>54</td>
</tr>
<tr>
<td>2013</td>
<td>$2,614,237</td>
<td>$388,475</td>
<td>$3,012,712</td>
<td>36</td>
</tr>
<tr>
<td>2014</td>
<td>$1,659,221</td>
<td>$306,174</td>
<td>$2,965,395</td>
<td>36</td>
</tr>
<tr>
<td>2015</td>
<td>$3,653,533</td>
<td>$530,937</td>
<td>$4,184,470</td>
<td>49</td>
</tr>
<tr>
<td>2016</td>
<td>$3,824,208</td>
<td>$538,764</td>
<td>$4,362,972</td>
<td>41</td>
</tr>
<tr>
<td>Total</td>
<td>$16,981,843</td>
<td>$2,452,833</td>
<td>$20,444,676</td>
<td></td>
</tr>
</tbody>
</table>

FY16 Total number of PI’s with grant activity = 17
Annual Average per Active PI = $256,645
• 26 RSENR courses out of 99 UVM-wide in 2016
• 823 students enrolled
• 103 projects with 77 Community partners
• ~2500 credit hours
• ~7620 hours of service in NR206
• 22 ANR staff members mentored students on 20 SL projects
• 60 internships for credit; 136 credit hrs
• 7000+ service hours
• ENVS 191/291 and ENVS 202 students completed 71 internships
• PRT students completed 20 internships
• 20 Work-Study positions in RSENR
• $87,643 = total funds awarded to students for internships
• 124 community partners
RSENR Perennial Internships
Academic Year 2015-16

- 5th year for Perennial Internship Program
- 30 sites Summer 2016
- 8 with VT Agency of Natural Resources
- Community Partners
  - ArtsRiot
  - Green Mountain Power
  - Bear Creek Environmental
  - Hurricane Island
  - Spatial Analysis Lab
  - The Nature Conservancy
  - US Fish and Wildlife Service
  - US Forest Service
  - VHB
  - Vermont Monitoring Cooperative
  - Stoweflake
2016-17 Undergraduate Scholarships and Internships

• 17 RSENR students receiving $34,178 in scholarships
• 6 USDA Multicultural Scholars receiving $47,250
• Travel study scholarships from All Cycle Waste Management ($5,000)
• $87,643 was the amount awarded for internships between Fall 2015-Summer 2016
FY17 SOURCES OF REVENUE - RSENR

- $0
  State Appropriations
  0%

- $3,920,000
  Grant Awards
  20%

- $1,875,091
  Subvention
  10%

- $85,000
  Other Income
  0%

- $466,859
  F&A

- $384,765
  Summer Tuition
  2%

- $101,600
  Non-Degree Tuition
  1%

- $350,000
  Grad Tuition
  1%

- $12,005,400
  UG Tuition
  63%

- $1,875,091
  Subvention
  10%

- $85,000
  Other Income
  0%

- $466,859
  F&A

- $384,765
  Summer Tuition
  2%

- $101,600
  Non-Degree Tuition
  1%

- $350,000
  Grad Tuition
  2%
Annual Campaign
• 6000 Letters (November & April) w/follow up emails
• Phonathon (student callers) call RSENR non-donors
• Results: $6,120 from 76 donors

Major Gifts (new commitments)
• Goal $2,000,000
• Visits Goal: 35/ Actual 57
• Proposals Goal: 8 /Actual 9
• Results: $703,196
• Receipts: $1,892,136

2017 Goal $2,000,000

Campaign results
• $7,701,874 toward $20,000,000 goal
• June 30, 2019 = end of Campaign
2017

A Look Ahead
Strategic Growth Areas

1. Renewable energy policy and planning
2. Global environmental equity and sustainability
3. Environmental health and human well-being
4. Global Conservation Science
5. Freshwater science and policy
New Faculty Starting in 2017

Aimee Classen – ENSC- January 2017
Nate Sanders- ENVS- January 2017
Mindy Morales Williams- ENSC-June 2017

Tentative New Recruitment in 2017

Lecturer in Wildlife Ecology
Emerging Priorities 2017

- Academic Program Review
- SAF Accreditation visit
- Strategic Plan – Refresh and hone
- Strategic conversation about social science lab
- Aiken Net Zero next steps
- Assessment plan for all academic programs
- Graduate program transition and growth
Institute for Environment

Mission: To mobilize scholars and leaders to understand and solve the world’s critical environmental problems.
Mansfield Science and Stewardship Center

A Unique Opportunity to Heighten UVM’s Excellence as a Public Research University
We aspire to be in the top three schools of the environment by 2020
Academic Niche — What is our unique academic niche among schools of environment and natural resources?

What uniquely defines the school now and what will uniquely define us in the future?

Academic Configuration — Is our current academic programmatic structure contemporary?

Does our current mix of academic programs position the school to meet the complex environmental challenges of the future? Does our non-departmentalized structure continue to meet our needs?

Ranking — How do we rank relative to our competitors?

Who are our peers or competitors at the undergraduate level? The graduate level?

What is our competitive advantage?

Capacity — How well do the current numbers of instructional faculty and staff meet the school’s needs?

Administrative Support — How well does the current administrative structure serve the school?