Leadership Philosophy:
1. Hire great people.
2. Empower them to succeed, and reward with praise, awards, and raises.
3. Take the job serious, but do not take yourself serious.
I had to think really hard about going through this 5-year review … I worry about the long term health effects of being a department head.

Which of these is not like the others???
Outline
FER Staff and Faculty
Academic Programs
Research
Extension
Diversity and Inclusion
Inter-College Activities
Opportunities and Challenges
Forest Succession is the change in species composition, structure, and function over time.

Clemens theorized succession is orderly and predictable, while Gleason theorized succession was stochastic.

FER’s faculty and staff succession is a little of both!!!
## FER staff retirements, resignations, and hires. \( n = 13 \)
(2014/15 through 2018/19)

<table>
<thead>
<tr>
<th>FER Position</th>
<th>Previous</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dept. Head Exec. Asst.</td>
<td></td>
<td>A. Giuli</td>
</tr>
<tr>
<td>Extension. Exec. Asst.</td>
<td>L. Judge</td>
<td>S. English</td>
</tr>
<tr>
<td>Business Manager</td>
<td>E. Broderick</td>
<td>M. Paul, G. Atukorala</td>
</tr>
<tr>
<td>HR</td>
<td>C. Thompson</td>
<td>S. Plummer-White</td>
</tr>
<tr>
<td>Undergraduate Coordinator</td>
<td>C. Stanley</td>
<td>K. Lunsford</td>
</tr>
<tr>
<td>ES Advisor</td>
<td>G. Wilson</td>
<td>L. Garey &amp; A. Hamilton</td>
</tr>
<tr>
<td>ES Instructor</td>
<td>K. Winsett</td>
<td>M. Lupek</td>
</tr>
<tr>
<td>ENVFY Director</td>
<td>- - -</td>
<td>S. Jeffries</td>
</tr>
<tr>
<td>ENVFY Advisors</td>
<td>- - -</td>
<td>N. Howe &amp; T. Harrison</td>
</tr>
<tr>
<td>Ex-officio ES Director</td>
<td>E. Champion</td>
<td>E. Champion</td>
</tr>
</tbody>
</table>
# FER faculty retirements, resignations, and hires 2014/15 through 2018/19

$n = 18$

<table>
<thead>
<tr>
<th>FER</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bronson</td>
<td>Forrester</td>
</tr>
<tr>
<td>Cheshire</td>
<td>Gray</td>
</tr>
<tr>
<td>Stape</td>
<td>Cook</td>
</tr>
<tr>
<td>Gardner</td>
<td>K. Pacifici</td>
</tr>
<tr>
<td>McHale</td>
<td>- -</td>
</tr>
<tr>
<td>Stomp</td>
<td>- -</td>
</tr>
<tr>
<td>Warren</td>
<td>- -</td>
</tr>
<tr>
<td>Sederoff</td>
<td>Wang</td>
</tr>
<tr>
<td>McKeand</td>
<td>Payn</td>
</tr>
<tr>
<td>Khorram</td>
<td>- -</td>
</tr>
<tr>
<td>Chiang</td>
<td>- -</td>
</tr>
<tr>
<td>Nielsen</td>
<td>- -</td>
</tr>
<tr>
<td>Jeuck</td>
<td>Parajuli</td>
</tr>
<tr>
<td>McCarter</td>
<td>Search in progress</td>
</tr>
<tr>
<td>Winner</td>
<td>Jeffries, Ardon, Leggett</td>
</tr>
<tr>
<td>Frampton</td>
<td>Search in progress</td>
</tr>
<tr>
<td>Goldfarb</td>
<td>??</td>
</tr>
<tr>
<td>Braham</td>
<td>??</td>
</tr>
</tbody>
</table>
Other FER faculty hires. $n = 9$
(2014/15 through 2018/19)

<table>
<thead>
<tr>
<th>FER Faculty</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>M. Katti</td>
<td>Public Science</td>
</tr>
<tr>
<td>K. Martin</td>
<td>CNR Cluster</td>
</tr>
<tr>
<td>C. Cooper</td>
<td>Public Science</td>
</tr>
<tr>
<td>R. Scheller</td>
<td>Global Food Security</td>
</tr>
<tr>
<td>J. Kern</td>
<td>Environmental Global Change</td>
</tr>
<tr>
<td>A. Ercumen</td>
<td>Global WaSH</td>
</tr>
<tr>
<td>M. Tulbure</td>
<td>CGA</td>
</tr>
<tr>
<td>M. Ardon</td>
<td>Wetland Ecology</td>
</tr>
<tr>
<td>Z. Leggett</td>
<td>Forest Soils &amp; Silviculture</td>
</tr>
</tbody>
</table>
In total, 40 retirement/hires in 1610 days, or approximately one retirement or hire every 40 days for +4 years.

We have done an excellent job hiring the very best.
Net change in FER T/TT faculty by rank from 2014/15 through 2018/19
Net change in FER women and men T/TT faculty from 2014/15 through 2018/19, by rank

The top candidates for 8 of the last 15 tenure track faculty hires were women.

Change is slow, but the we are positioned to have a diverse faculty!

Now, we need to ensure we retain and promote this talented cohort.
## Mentor Committees help junior faculty be successful

<table>
<thead>
<tr>
<th>Tenure track faculty</th>
<th>Mentor Chair</th>
<th>Mentor #2</th>
<th>Mentor #3</th>
<th>RPT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Forrester</td>
<td>Abt</td>
<td>Sills</td>
<td>Delborne</td>
<td>R 🎉</td>
</tr>
<tr>
<td>Gray</td>
<td>Meentemeyer</td>
<td>Scheller</td>
<td>King</td>
<td>R 🎉</td>
</tr>
<tr>
<td>Cook</td>
<td>Nichols</td>
<td>McKeand</td>
<td>Goldfarb</td>
<td>R 🎉</td>
</tr>
<tr>
<td>Pacifici</td>
<td>Moorman</td>
<td>Peterson</td>
<td>Whetten</td>
<td>R 🎉</td>
</tr>
<tr>
<td>Martin</td>
<td>Sills</td>
<td>Moorman</td>
<td>Emanuel</td>
<td>R 🎉</td>
</tr>
<tr>
<td>Ardon</td>
<td>King</td>
<td>Shear</td>
<td>Isik</td>
<td>R 🎉</td>
</tr>
<tr>
<td>Leggett</td>
<td>Goldfarb</td>
<td>Hess</td>
<td>Nelson</td>
<td>2020 R</td>
</tr>
<tr>
<td>Rivers</td>
<td>Goldfarb</td>
<td>Nelson</td>
<td>Hess</td>
<td>2020 PT</td>
</tr>
<tr>
<td>Katti</td>
<td>Peterson</td>
<td>Cubbage</td>
<td>Moorman</td>
<td>2020 T</td>
</tr>
<tr>
<td>Wang</td>
<td>Whetten</td>
<td>Isik</td>
<td>Hodge</td>
<td>2020 R</td>
</tr>
<tr>
<td>Parajiuli</td>
<td>Bardon</td>
<td>Moorman</td>
<td>Abt</td>
<td>2020 R</td>
</tr>
<tr>
<td>Kern</td>
<td>Scheller</td>
<td>Cubbage</td>
<td>King</td>
<td>2021 R</td>
</tr>
<tr>
<td>Payn</td>
<td>Hodge</td>
<td>Blank</td>
<td>Whetten</td>
<td>2021 R</td>
</tr>
<tr>
<td>Ercumen</td>
<td>Emanuel</td>
<td>Nichols</td>
<td>Isik</td>
<td>2021 R</td>
</tr>
<tr>
<td>Tulbure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Mentor Committees help junior faculty be successful

<table>
<thead>
<tr>
<th>Non-Tenure track faculty</th>
<th>Mentor Chair</th>
<th>Mentor #2</th>
<th>Mentor #3</th>
<th>RPT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jeffries</td>
<td>Hess</td>
<td>L. Pacifici</td>
<td>Blank</td>
<td>P</td>
</tr>
<tr>
<td>Jetton</td>
<td>Isik</td>
<td>Hodge</td>
<td>Whetten</td>
<td>P</td>
</tr>
<tr>
<td>Pacifici, L.</td>
<td>Moorman</td>
<td>Litzenberger</td>
<td>Goldfarb</td>
<td>P</td>
</tr>
<tr>
<td>Costanza</td>
<td>Moorman</td>
<td>Hess</td>
<td>Forrester</td>
<td></td>
</tr>
<tr>
<td>Acosta</td>
<td>Isik</td>
<td>Frampton</td>
<td>Whetten</td>
<td></td>
</tr>
<tr>
<td>Nepal</td>
<td>Cubbage</td>
<td>Abt</td>
<td>Megalos</td>
<td></td>
</tr>
</tbody>
</table>

A total of 20 mentoring committees for T/TT/NTT faculty.
Reward: One of my highest priorities is to promote FER staff and faculty
College Awards
**Pride of the Pack:** C. Epps*, L. Snider*, A. Giuli*, K. Lunsford*, S. Slover*

**College Award of Excellence:**
Liz Snider – (2017)*
Melanie Paul – University Award for Excellence (2017)*
Anna Giuli - Award for Excellence (2019 nominee)*
Erin Champion – Award for Excellence (2019 nominee)*

* I initiated and prepared nomination letter
Faculty Awards 2014/15 through 2018/19, = 16

NC State Awards
Nils Peterson - Univ. Faculty Scholars (2015)**
Lara Pacifici – Outstanding New Faculty Advisor (2016)*
Gary Hodge – Outstanding Global Engagement (2017)*
Larry Nielsen – Sustainability Award (2017)**
Larry Nielsen – Green Brick Award (2017)**
Erin Sills – Jackson Rigney Award (2017)*
Bob Abt – Carl Alwin Schenck Professorship (2017)**
Larry Nielsen – Distinguished Undergraduate Professor (2017)**
Ryan Emanuel – Univ. Faculty Scholars (2017)**
Ryan Emanuel - Green Brick Award (2018)**
Steph Jeffries – Outstanding Teaching Award (2018)**
Erin Sills – Outstanding Research Award**
Jason Delborne – Univ. Faculty Scholars (2019)*
Louie Rivers – Outstanding Engagement Award (2019)*

* I initiated and prepared nomination letter
** I prepared nomination letter
Faculty Awards 2014/15 through 2018/19, continued

UNC System Awards
Steve McKeand – Gov. Holshouser Award (2016)*
Ryan Emanuel - Gov. Holshouser (2019 nominee)*
NSF Faculty Workload and Rewards Plan (FWRP)

"Good news, the computer says you can handle 20% more work."
NSF Faculty Workload and Rewards Plan (FWRP)
FER Survey Results

1. The FER faculty felt there was poor transparency of: committee assignments, compensation for extra service and teaching workload.

2. Need to re-visit the number of faculty on each committee.

3. Need to better differentiate workload of committee member versus chair role, and committees that require greater effort.

4. Despite all these concerns, 85% of the FER felt the distribution of teaching and service workload was fair.
NSF Faculty Workload and Rewards Plan (FWRP)

I led a FER team (Bardon, Cubbage, Sills, Delborne, Leggett) to:

✓ Build a workload analytical tool
✓ Populate tool w/ faculty data
✓ Assess & correct inequities
- Develop action plan and implement processes 2019
- Prevent inequities from re-occurring
- Increase transparency
Academic Programs

- Accreditation and University Program Reviews
- Initiatives to Enhance Undergraduate Success
- New FER Programs: Environmental Science & Environmental First Year
- FER Undergraduate Program Quantity and Quality
- Graduate Programs
Accreditation and University Program Reviews

Spring 2015 (< six months after I arrived) we prepared the 10-year SAF accreditation self study and the site visit took place in late April 2015.

One program was reviewed for re-accreditation:
● B.S. in Forest Management

Two programs were reviewed for accreditation:
● B.S. in Natural Resources
● M.F. in Forestry

All three programs passed, some minor adjustments in curricula
University Program Review

Summer 2017, we prepared the 5-year University program self study report. Site visit took place in October 2017.

Three undergraduate programs were reviewed:
B.S. in Environmental Technology & Management
B.S. in Environmental Science
B.S. in Fish, Wildlife, and Conservation Biology

Forestry graduate program were reviewed:
• M.S. and Ph.D.

All programs passed. Strong recommendation that FER desperately needed more space, better space, and unified space.
The online graduate Environmental Assessment program was co-administered by Applied Ecology (CALS) and FER (CNR) until 2017, when FER assumed 100% responsibility for the program.

In 2018, Barry, Linda, Eliz, Anna and I prepared graduate self-study report for the 100% online graduate Environmental Assessment program. Site visit took place in October 2018.

EA program passed.
UNC System mandated all majors must not exceed 120 credit hours

<table>
<thead>
<tr>
<th>FER MAJOR</th>
<th>CURRENT CREDIT HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>FWCB – Fisheries Science</td>
<td>122</td>
</tr>
<tr>
<td>FWCB – Conservation Biology</td>
<td>123</td>
</tr>
<tr>
<td>FWCB – Wildlife Science</td>
<td>124</td>
</tr>
<tr>
<td>Environmental Science</td>
<td>120</td>
</tr>
<tr>
<td>Environmental Tech. &amp; Management</td>
<td>125</td>
</tr>
<tr>
<td>NR – Ecosystem Assessment</td>
<td>127</td>
</tr>
<tr>
<td>NR – Policy &amp; Administration</td>
<td>127</td>
</tr>
<tr>
<td>Forest Management</td>
<td>128</td>
</tr>
</tbody>
</table>

More curricula modifications
Initiatives to Enhance Undergraduate Success

Earnhardt Connect student program (Lunsford)

Professional development and mentoring of new advisors (Lunsford)

FER Newsletter (Champion)

ES Director (Hess)

Environmental Science program (moved to FER July 2016)

Environmental First Year (first cohort 2017)
Environmental First Year Program 2017, Dr. Steph Jeffries, Director; Nicole Howe, ENVFY advisor.

Summer 2017 Dr. Jeffries led (herded) a team of faculty from FER, SMT, MEAS and CSS and developed five case studies, three sections/week. Nicole Howe developed a companion “How to succeed” 1-credit hour portion of the course.

Successfully launched ENVFY course in fall 2017. FOM, NR, EMT, some ES and no FWCB.

Winter 2018 some programs dropped out and FWCB and all ES undergraduates included. Re did course to make a 2-credit hour and 1-credit hour courses to accommodate other programs…. Back thru UCCC.

Spring 2018 hired a second ENVFY advisor.

Fall 2018 successfully launched a new version of ENVFY 100 & 101, four sections, with 154 students.

FOM, NR, ETM, ES & FWCB, and SMT

More curricula changes
Environmental Science

FER faculty and staff teach four face-to-face ES sections & four online sections each year.

ES 100 face-to-face classes enrollment ranges from 142 to 422 students.

George is adding a discussion section in ES 100 for ES majors to build community.

ES 200 (Global Change) has moved away from the format of a parade of faculty to three sections (physical, biological and social science) each taught by a professor. Dr. King and Sills.

ES 300 (energy) taught by Dr. Kern is getting great reviews.
FER Undergraduate Program Enrollment

* fall 2019 data are projections based on recent trends

ES moves to FER
FER has almost doubled undergraduate student credit hours state dollars? ETF dollars?
According to the students, the FER faculty teaching ES 100 are doing a great job. (Drs. Jeffries, Legget, Ardón, Emanuel).

Dr. Martin has almost doubled the size of ES 150.

Quality instruction is occurring in all the other majors.
Quality of FER Undergraduate Students

Scholarships by FER Major

<table>
<thead>
<tr>
<th>Graduating Class</th>
<th>FER Major</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>4ES, 3FWCB</td>
</tr>
<tr>
<td>2019</td>
<td>1FOM, 1 ETM</td>
</tr>
<tr>
<td>2020</td>
<td>0</td>
</tr>
<tr>
<td>2021</td>
<td>1ES, 3FWCB</td>
</tr>
<tr>
<td>2022</td>
<td>3ES, 3 FWCB</td>
</tr>
</tbody>
</table>
Graduate Programs: Non-Thesis

![Graph showing the number of graduate students in various programs across different years. The graph includes bars for MEA, MF, MFW, MNR, and Total. The years shown are 13/14, 14/15, 15/16, 16/17, and 17/18. Notable changes are indicated by an arrow pointing to 15/16.]
FER Graduate Programs: MS and PhD

![Graph showing the number of graduate students in MS-FOR, DR-FER, MS-FW, DR-FW, MS-NR, and Total for each academic year from 2013/14 to 2017/18.](image-url)
Revised MS and PhD graduate student data that captures students seeking a degree outside FER, but supported by FER faculty. 17 PhD’s and 3 M.S.
Research: Total FER Contracts & Grants (excluding Coops)

![Bar chart showing total FER contracts and grants for different years, excluding Coops, with categories for FER, Extension, FWCB, and Biotech.]
FER has a HUGE Global Footprint
**Africa:** Ghana, Kenya, Mozambique, Rep. South Africa, Sierra Leone, Tanzania

**Asia:** China, Indonesia

**Central America:** Belize, El Salvador, Guatemala, Honduras, Mexico, Nicaragua

**North America:** US (many, many agencies and companies, Canada)

**South America:** Argentina, Brazil, Chile, Columbia, Peru, Uruguay, Venezuela

Synergy among Coops is at an all time high
Extension

New FER Extension Faculty and Staff
Rajan Parajuili, Assistant Professor
Shelly English, Executive Assistant
Lou Addor, Sentinel Landscape Partnership
Jennifer Fawcett, Extension Associate
Laurel Kays, Extension Assistant

FER Extension Programs:
Christmas trees
Community Forestry
Family Forestry
Professional Development
Woody Biomass
Youth Education
Diversity and Inclusion

Sponsored *Fair Play* gaming experience and discussion for CNR. *Fair Play* simulates implicit and unintentional bias of young students of color seeking a research experience at a “research” university.

Wrote the Doris Duke Conservation Scholars proposal that provides 3-4 undergraduate student stipends, professional development, and research and internship experience. Dr. Leggett is the Director.

Sponsored Building Future Faculty candidates in 2016 and 2019.

Co-leading with Drs. Leggett, Shear and Blank the preparation of a joint B.S. and M.F. collaboration between Tuskegee University and NC State University.

PI of a Women in Natural Resources proposal *(pending consideration by Dale Earnhardt Foundation)*.

Overseen steady progress toward increasing diversity in FER.
Change in diversity of undergraduate & graduate student populations

**Diagram 1:**
- % women
- % nonwhite

**Diagram 2:**
- % women
- % non-white

Year: 2014, 2015, 2016, 2017, 2018
Inter-College Activities I have led or Co-led

- 2017 & 2018 Ecology Graduate Recruiting Event (~70% yield, CNR, COS, CALS)
- 2019 Environmental Science & Ecology Graduate Student Recruiting Event, 18 students, 60% women, CNR, COS, CALS)
- Dec 2018, Environmental Science & Ecology Townhall meeting

- Served as Dept Head representative for CNR on Provost’s Department Head Council

- Jay Levine (Department Head MEAS) and I co-led the initial Natural Resource Library listening sessions

- Seven CFEP Cluster hires
Going Forward: Opportunities

1. Develop a sophomore-level “Entering Research” 1-credit course that introduces undergraduates to the science process.
2. Develop a Forest Ecology track. Goals: increase forestry undergraduate enrollment to 100 & increase undergraduate diversity.
3. Continue to ensure an equitable faculty workload.
4. Build a stronger culture in FER.
Going Forward: Challenges

1. FER’s financial resources have not kept up with the rapidly growing undergraduate ES and Environmental First Year program. A few % adjustments to historic base state funding (ledger 2) is inadequate.

2. I must orchestrate a delicate balance between meeting disciplinary and interdisciplinary program needs (teaching, service, etc.).

3. Loss of department faculty (including extension) positions in core disciplines makes it extremely challenging to meet teaching, advising, and extension needs.

4. The large number of new staff and faculty hired is unprecedented. We continue to invest in teaching evaluations, mentor committees, RPT, etc. to ensure we retain and promote FER faculty.
Challenges continued  5. Inadequate, unified space
“We cannot do everything at once, but we can do something at once.”
— Calvin Coolidge

We [FER] have done a lot in +4 years
Acknowledgements