

## NMHU Strategic Planning Template

**Mission** *New Mexico Highlands University is a public comprehensive university serving our local and global communities. Our mission is to provide opportunities for undergraduate and graduate students to attain an exceptional education by fostering creativity, critical thinking and research in the liberal arts, sciences, and professions within a diverse community.*

**Vision** *Our vision is to be a premier comprehensive university transforming lives and communities now and for generations to come.*

**Department/Program:** Natural Resources Management Department/Environmental Geology and Forestry Programs

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### *1. Highlands University will achieve academic excellence, academic integration, and student success.*

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#### **Unit Goals**

1. Provide high quality instruction, maintain a current curriculum, and cover a range of topical proficiencies in forestry and geology in accordance with the Society of American Foresters accreditation standards:  
ACCREDITATION STANDARD IV: FACULTY: Core Faculty. There shall be a minimum core of eight full-time equivalent (FTE) faculty members who are engaged and responsible for delivery of the professional curriculum within the degree program for which accreditation is sought and who report to the responsible academic head. (SAF Accreditation Handbook, p. 21)
  - a. Hire 3 tenure-track Assistant/Associate Professor of Forestry whose area of expertise builds the teaching-research capacity of the Forestry Program.
  - b. Hire 2 tenure-track Assistant/Associate Professors of Geology with specialization in (1) surficial processes/sedimentary geology and (2) GIS instruction and application and employ 1 half-time paleomagnetic-rock magnetic analyst/instructor.
2. Maintain high level of student satisfaction ( $\geq 90\%$ ) per year.
3. Broaden participation in NMHU Geographic Information Systems courses and programs.
4. Resurrect the Forestry Advisory Board.
5. Build and strengthen relationships with natural resources management agencies (i.e. U.S.F.S. Rocky Mountain Research Station, Rio Mora National Wildlife Refuge), industries (i.e. exploration and extraction companies), and laboratories (i.e. Sandia and Los Alamos National Laboratories).
6. Offer all major courses on a regular basis to ensure timely progress of Environmental Geology B.S. and Forestry B.S. students.

### **Unit Actions/Strategies**

1. Recruit, retain, and employ a team of faculty that reflects cultural, ethnic, and gender diversity, keeps the curriculum current and in concert with the program's educational goals and objectives, and provides effective academic advisement.
  - a. Reconstitute search committees for forestry faculty positions and execute searches.
  - b. Develop revised mission and vision for the Geology program that includes the rationale for growth into these subject areas; advocate for the vision and resources to NMHU administration; and perform search to fill these positions.
2. Gather student satisfaction data (implement new survey or utilize an existing NMHU survey, i.e. National Survey of Student Engagement).
3. Offer an additional section of the FOR 412/512 Introduction to Geographic Information Systems course; conduct a program review of the GIS Program; provide a brief GIS orientation to each department's faculty at their department meeting at least one every other year; provide a "How to Teach with GIS" workshop each semester.
4. Touch base with 2013 Forestry Advisory Board members; maintain or reform membership as appropriate; schedule 1 meeting per semester with AB; consider AB advice, input to strengthen undergraduate and graduate programs.
5. Host 1-3 socials throughout year that include regional agency representatives; make concerted effort to visit, coordinate field trips, and implement other projects with these agencies.
6. Maintain Program of Study plans for all Environmental Geology B.S. and Forestry B.S. students as electronic- and hard-copy files to assist in students' course selection and in faculty course scheduling.

### **Measurable Outcome(s)**

- 1a. All NRM faculty vacancies filled by the start of the fall 2017 semester.
- 1b. One new geology faculty hired by beginning of fall 2017; one new half-time paleomagnetic-rock magnetic analyst/instructor hired by beginning of fall 2017; one new geology faculty hired beginning of fall 2018 semester.
2. Obtainment of  $\geq 90\%$  student satisfaction on survey results.
3. The additional FOR 412/512 sections make every semester; program review completed; each NMHU discipline has at least two courses that include a lesson on GIS applications to that course's topic.

4. Forestry Advisory Board members (contact info, credentials) will be posted on webpage. AB will provide year-end report of status of Forestry B.S. Program.
  
- 5a. Maintenance of partnership with the Rio Mora National Wildlife Refuge. Establishment of  $\geq 2$  course-related field experiences and  $\geq 2$  student research projects per semester at the Rio Mora National Wildlife Refuge.
  - b. Hosting of 1-3 social events each year.
  
6. The Fall and Spring offerings reflect the Environmental Geology and Forestry major requirements as well as a selection of electives that satisfy students' program of study needs.

**Person(s) Responsible; Time Frame for Assessment**

- 1a. Conley; searches complete and faculty hired by May 2017.
- 1b. Petronis; searches complete and faculty hired by May 2018.
2. Department faculty and Chair; annually.
3. Zebrowski; program review completed by May 2018 and GIS curriculum development assessed annually.
4. Forestry Program Coordinator (with 0.25 release); annually.
5.
  - a. Zebrowski (RMNWR Liaison).
  - b. Department faculty volunteers; annually.
6. Chair, with support from Forestry Program Coordinator (0.25 release) and Geology Program Coordinator (0.25 release); annually.

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***2. Highlands will achieve strategic enrollment management.***

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**Unit Goals**

1. Grow total number NRM undergraduate major to 115 (10% annual growth) by fall 2019.
2. Achieve 10% Native American undergraduate and graduate enrollment in NRM disciplines by fall 2019.
3. Offer a professional master's degree program (i.e. Master's in Environmental Management).

### **Unit Actions/Strategies**

1. a. Develop new marketing materials and website contents; disseminate to regional high schools and community colleges.  
b. Participate in regional recruitment events (Taos, CNM, SFCC).
2. Develop recruiting materials tailored to Native American communities; visit each NM tribal natural resources and education staffs at least once every two years; coordinate recruitment with recruiting office, NMHU's Indigenous Knowledge Center Director, and Native American Student Liaison.
3. Develop a proposal for submission and review by the NMHU Academic Affairs Committee.

### **Measurable Outcome(s)**

1. NRM undergraduate majors at 115 by fall 2019. Baseline 2016: FOR 65 and GEOL 20; 2017: FOR 72 and GEOL 22; 2018: FOR 79 and GEOL 24; 2019: FOR 87 and GEOL 27. TOTAL NRM unit goal in student numbers = ~ 115 by 2019.
2. Enroll  $\geq 10$  Native American undergraduate students and  $\geq 1$  NRM Native American graduate students by fall 2019.
3. Offering of program and acceptance of students in AY 2017-18.

### **Person(s) Responsible; Time Frame for Assessment**

1. All faculty responsible for developing marketing materials and participating in recruitment events; Environmental Geology Program Coordinator (with 0.25 release) and Forestry Program Coordinator (with 0.25 release) will be responsible for tracking and reporting numbers; annually.
2. All faculty responsible for developing marketing materials and participating in recruitment events; Environmental Geology Program Coordinator (with 0.25 release) and Forestry Program Coordinator (with 0.25 release) will be responsible for tracking and reporting numbers; annually.
3. Forestry Program Coordinator (with 0.25 release); May 2017.

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### ***3. Highlands will achieve a vibrant campus life.***

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#### **Unit Goals**

1. Increase student participation in the NMHU forestry, geology, and geospatial leadership clubs by 20% by fall 2018.
2. Include a student-built campus garden in NMHU grounds.

#### **Unit Actions/Strategies**

1. Revise/develop club promotional materials and sales items; hold at least two club “tabling” events each semester (may include fundraising/merchandise sales) for each club; have a joint forestry/geology/geospatial leadership club social function in the first half of each semester.
2. Develop a proposal for a campus garden; go through approval process.

#### **Measurable Outcome(s)**

1. All actions/strategies executed; student participation in the NMHU forestry, geology, and geospatial leadership clubs by increased 20% by fall 2018.
2. The completion and maintenance of a campus garden.

#### **Person(s) Responsible; Time Frame for Assessment**

1. Club advisors; annually.
2. Department faculty volunteer(s); May 2018.

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#### ***4. Highlands will achieve technological advancement and innovation.***

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##### **Unit Goals**

1. Ensure NRM Department faculty has integrated the use of relevant technologies into each course by the beginning of the fall 2018 semester.
2. Integrate geographic information systems across the curriculum.
3. Develop 1-2 upper-division online offerings.

##### **Unit Actions/Strategies**

1. Assess and document each course's use of relevant technologies and identify gaps in the application of current technologies. Based on the assessment, discard the use of outdated technologies, obtain resources (where necessary) to obtain new technologies; implement appropriate technologies in courses; provide continuing education resources to NRM faculty to help them achieve and maintain proficiency in technological aspects of their disciplines.
2. Provide a brief GIS orientation to each department's faculty at their department meeting at least one every other year; provide a "How to Teach with GIS" workshop each semester.
3. Research what course(s) would do well in online delivery mode; faculty participates in instructional technology training (0.25 release; up to 2 FOR faculty per semester and 1 GEOL faculty member per semester) to develop course materials and deliver courses online.

##### **Measurable Outcome(s)**

1. Based on the assessment; new technologies (i.e. R: The R Project for Statistical Computing into 1-cr course module on statistics and 1-cr course module on graphing) are integrated into courses and outdated technologies discarded.
2. Each NRM discipline has at least 2 courses that include a lesson on GIS applications.
3. 1-2 online courses are launched by fall 2017; additional online courses continually developed.

##### **Person(s) Responsible; Time Frame for Assessment**

1. Chair and faculty; August 2018.
2. Zebrowski and faculty; annually.
3. Interested faculty; annually as on-line offerings develop.

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## ***5. Highlands will achieve enhanced communications and efficiency.***

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### **Unit Goals**

1. Improve management of electronic administrative communications in the department.
2. Improve the efficiency of student course-related correspondence.
3. Increase reputation of Natural Resources Management programs (Geology and Forestry).

### **Unit Actions/Strategies**

1. Implement the use of a Department SharePoint site for managing department administrative records and coordinating department-wide or team projects.
- 2a. Require regular use of NMHU email by all students and faculty.
- 2b. Implement the use of Desire2Learn (D2L) for many student-faculty NRM course-related correspondence. Utilize D2L for assignment, grading, and content capabilities.
3. Disseminate and collect student success data (no. graduates from NMHU OIER, job placement from NMHU Career Services First Destination Survey results); post data online and on campus.

### **Measurable Outcome(s)**

1. All department projects that require input or review from multiple faculty members are posted into SharePoint.
- 2a. All students maintain email mailboxes and timely responses with faculty members.
- 2b. Many NRM courses utilize D2L.
- 3a. Posting and maintenance of up-to-date NRM student data on NMHU website; tracking of number of hits.
- 3b. Posting and maintenance of up-to-date NRM student data in HSCI hallways, student recruitment office, and student advising offices.
- 3c. Posting and maintenance of number of posters and papers presented, books completed, and grant projects funded by NRM faculty members.

### **Person(s) Responsible; Time Frame for Assessment**

1. Chair and faculty; annually.
2. Chair and faculty; annually.
3. Chair and faculty; annually.