

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**

Main Contact: Jennifer Lindline, Ph.D.; NRM Department Chair **Email:** lindlinej@nmhu.edu **Phone:** (505) 426-2046

| Strategic Goals for 2020 Planning for FY18-FY21 | Unit Goals | Unit Actions/Strategies | Measurable Outcome(s) | Person(s) Responsible | Indicators and Time Frame for Assessment | Date(s) for Review |
|---|---|--|--|---|---|---|
| <p>1. Highlands University will achieve academic excellence, academic integration and student success.</p> | <p>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:</p> <p><i>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)</i></p> <p>a. Hire 3 tenure-track Assistant/Associate Professor of Forestry whose area of expertise builds the teaching-research capacity of the Forestry Program.</p> <p>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.</p> | <p>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.</p> <p>a. Reconstitute search committees for forestry faculty positions and execute searches.</p> <p>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.</p> | <p>1.</p> <p>a. All NRM faculty vacancies filled by the start of the fall 2017 semester.</p> <p>b. 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.</p> | <p>1.</p> <p>a. Conley.</p> <p>b. Petronis.</p> | <p>1.</p> <p>a. Searches complete and faculty hired by May 2017.</p> <p>b. Searches complete and faculty hired by May 2017.</p> | <p>1.</p> <p>a. May 2017.</p> <p>b. May 2017.</p> |

| | | | | | | |
|--|--|---|---|---|---|---|
| | <p>2. Maintain high level of student satisfaction (≥90%) per year.</p> <p>3. Broaden participation in NMHU Geographic Information Systems courses and programs.</p> <p>4. Resurrect the Forestry Advisory Board.</p> <p>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).</p> <p>6. Offer all major courses on a regular basis to ensure timely progress of Environmental Geology B.S. and Forestry B.S. students.</p> | <p>2. Gather student satisfaction data (implement new survey or utilize an existing NMHU survey, i.e. National Survey of Student Engagement).</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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</p> | <p>2. Obtainment of ≥90% student satisfaction on survey results.</p> <p>3. The additional FOR 4/512 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.</p> <p>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.</p> <p>5a. Maintenance of partnership with the Rio Mora National Wildlife Refuge. Establishment of ≥2 course-related field experiences and ≥2 student research projects per semester at the Rio Mora National Wildlife Refuge.</p> <p>5b. Hosting of 1-3 social events each year.</p> <p>6. The Fall & Spring schedules reflect the Environmental Geology and Forestry major requirements as well as a selection of electives that</p> | <p>2. Faculty and Chair.</p> <p>3. Zebrowski.</p> <p>4. Forstry Program Coordinator.</p> <p>5a. Zebrowski (RMNWR Liaison).</p> <p>5b. Department faculty.</p> <p>6. Chair, with support from Program Coordinators</p> | <p>2. Annually.</p> <p>3. Program review completed by May 2018 and GIS curriculum development assessed annually.</p> <p>4. May 2017.</p> <p>5a. Ongoing.</p> <p>5b. Annually.</p> <p>6. Every semester.</p> | <p>2. FDW 2017.</p> <p>3. FDW 2017.</p> <p>4. FDW 2017.</p> <p>5a. FDW 2017.FD</p> <p>5b. FDW 2017.</p> <p>6. FDW 2017.</p> |
|--|--|---|---|---|---|---|

| Action Status w/Description (Achieved, Ongoing, Stop) | Completion Date(s) | Recommendation(s) | Challenge(s) | Budget Consideration (Yes / No) |
|--|--------------------|---|---|------------------------------------|
| 1a. Achieved. | 1a. May 2017. | 1a. N/A. | 1a. N/A. | 1a. N/A. |
| 1b. Not achieved. | 1b. N/A. | 1b. The Environmental Geology Program be prioritized during the next Strategic Planning cycle for permanent staffing positions. | 1b. The Environmental Geology Program continues to be stretched in terms of regularly offering major course requirements, offering elective courses, and participating in outreach activities. | 1b. Yes. |
| 2. Ongoing. | 2. Ongoing. | 2. NRM programs have abundant anecdotal data that students are highly satisfied with their studies. NRM faculty needs to develop program specific student satisfaction surveys and build survey distribution into end-semester activities. | 2. Making routine the distribution, collection, and maintenance of student satisfaction data. | 2. No. |
| 3. Ongoing. | 3. Ongoing. | 3. Building the described GIS action items into Mr. Zebrowski's department responsibilities, with course/credit release from instruction. | 3. Offering the suite of GIS courses requires additional staffing and other budgetary resources (upgrades in hardware and software and extended computer laboratory supplies). These were requested, but not granted, during the AY2018 Strategic Budget process. | 3. Yes. |
| 4. Not implemented. | 4. N/A. | 4. Forestry faculty reexamine SG1.4. | 4. The Forestry Program did not have a Program Coordinator in place until February 27, 2017. | 4. No. |
| 5. Ongoing. | 5. Ongoing | 5. Connect with additional partners beyond RMNWR. | 5. None. | 5. No. |
| 6. Ongoing. | 6. Ongoing. | 6. The Forestry Discipline has had to cancel numerous undergraduate and graduate courses each term for under-enrollment. Forestry faculty must be more strategic in knowing where students are in their programs of study, what courses are needed each semester, and how to best utilize faculty teaching resources. | 6. The Environmental Geology Discipline does not have sufficient faculty resources to regularly offer major requirements. | 6. Yes. |

| Strategic Goals for 2020 Planning for FY18-FY21 | Unit Goals | Unit Actions/Strategies | Measurable Outcome(s) | Person(s) Responsible | Indicators and Time Frame for Assessment | Date(s) for Review |
|--|--|--|--|---|--|---|
| <p>2.Highlands University will achieve strategic enrollment management.</p> | <p>1. Grow <u>total</u> number NRM undergraduate major to 115 (10% annual growth) by fall 2019.</p> <p>2. Achieve 10% Native American undergraduate and graduate enrollment in NRM disciplines by fall 2019.</p> <p>3. Offer a professional master's degree program (i.e. Master's in Environmental Management).</p> | <p>1. a. Develop new marketing materials and website contents; disseminate to regional high schools and community colleges.</p> <p>b. Participate in regional recruitment events (Taos, CNM, SFCC).</p> <p>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.</p> <p>3. Develop a proposal for submission and review by the NMHU Academic Affairs Committee.</p> | <p>1. NRM undergrad 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.</p> <p>2. Enroll ≥10 Native Amer undergraduate students and ≥ 1 NRM Native American graduate students by fall 2019.</p> <p>3. Offering of program and acceptance of students in AY 2017-18.</p> | <p>1. All faculty responsible for recruitment and retention activities; Program Coordinators responsible for tracking and reporting numbers.</p> <p>2. All faculty responsible for recruitment and retention activities; Program Coordinators will be responsible for tracking and reporting numbers; annually.</p> <p>3. Forestry Program Coordinator.</p> | <p>1. Completed tri-fold brochures by early Fall 2017; regular participation in on- and off-campus recruitment events (annually).</p> <p>2. Regular participation in on- and off-campus recruitment events (annually).</p> <p>3. Proposal prepared and submitted to Academic Affairs Committee by Spring 2017; implementation of program by Fall 2017.</p> | <p>1. FDW 2017.</p> <p>2. FDW 2017.</p> <p>3. FDW 2017.</p> |
| <p>Action Status w/Description (Achieved, Ongoing, Stop)</p> | <p>Completion Date(s)</p> | <p>Recommendation(s)</p> | | <p>Challenge(s)</p> | <p>Budget Consideration (Yes / No)</p> | |
| <p>1. Tri-fold brochure development was achieved. One or more NRM faculty members participated in all AY2016-18 recruitment/outreach events; achieved.</p> | <p>1. Brochure was completed in Fall 2016; recruitment event participation took place throughout AY 2016-17 and is ongoing in Summer 2017.</p> | <p>1. Participation/rotation of <u>all</u> Natural Resources Management faculty in recruitment and outreach events.</p> | | <p>1, 2. The Env Geol and Forestry Disciplines' requests for travel monies in support of off-campus recruitment was denied. Outreach to high school or community colleges took place only when these cohorts visited NMHU's campus.</p> | <p>1, 2. No for brochure; Yes for recruitment travel.</p> | |

| | | | | |
|---|--------------------------|--|----------------|---------------|
| <p>2. Recruitment of Native American students specifically was not achieved.</p> | <p>2. Not completed.</p> | <p>2. NRM faculty should follow-through on SG 2.2 and increase recruitment and retention of Native American students. NRM faculty should meet with NMHU's Native American Recruitment and Orientation Director early in AY2017-18 to discuss and strategize ways to outreach to Native American communities.</p> | | |
| <p>3. Development of a professional master's degree program (non-thesis, no writing requirement) was not achieved.</p> | <p>3. Not completed.</p> | <p>3. The Forestry Discipline should reexamine the necessity and feasibility of SG 2.3.</p> | <p>3. N/A.</p> | <p>3. No.</p> |

| Strategic Goals for 2020 Planning for FY18-FY21 | Unit Goals | Unit Actions/Strategies | Measurable Outcome(s) | Person(s) Responsible | Indicators and Time Frame for Assessment | Date(s) for Review |
|---|---|---|---|---|--|---|
| <p>3. Highlands University will achieve a vibrant campus life.</p> | <p>1. Increase student participation in the NMHU forestry, geology, and geospatial leadership clubs by 20% by fall 2018.</p> <p>2. Include a student-built campus garden in NMHU grounds.</p> | <p>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.</p> <p>2. Develop a proposal for a campus garden; go through approval process.</p> | <p>1. All actions/strategies executed; student participation in the NMHU forestry, geology, and geospatial leadership clubs by increased 20% by fall 2018.</p> <p>2. The completion and maintenance of a campus garden.</p> | <p>1. Club advisors; annually.</p> <p>2. Department faculty volunteer(s).</p> | <p>1. Annually.</p> <p>2. May 2018.</p> | <p>1. FDW 2017.</p> <p>2. FDW 2017.</p> |
| Action Status w/Description (Achieved, Ongoing, Stop) | Completion Date(s) | Recommendation(s) | Challenge(s) | Budget Consideration (Yes / No) | | |
| <p>1. Partially achieved. NRM faculty and club leaders had a presence at ≥2 tabling events. NRM department had one social in Fall 2016.</p> <p>2. Not achieved.</p> | <p>1. Ongoing.</p> <p>2. Incomplete.</p> | <p>1. NRM clubs should consider developing promotion materials and sales items. Club advisors should routinely track student membership information (names, email, and other contact info).</p> <p>2. NRM faculty should reexamine SG 3.2.</p> | <p>1. Making routine the collection and tracking of student data.</p> <p>2. Time, feasibility.</p> | <p>1. No.</p> <p>2. No.</p> | | |

| Strategic Goals for 2020 Planning for FY18-FY21 | Unit Goals | Unit Actions/Strategies | Measurable Outcome(s) | Person(s) Responsible | Indicators and Time Frame for Assessment | Date(s) for Review |
|--|---|--|-----------------------|---------------------------------|--|--------------------|
| <p>4. Highlands University will be a community partner.</p> | <p>This University Strategic Goal was not included specifically in the 2016-17 NRM Department Strategic Plan. Note, though, that community partnership is a hallmark of the NRM Department. The NRM faculty is heavily involved with natural resources management agencies and organizations, such as the NM Forest and Watershed Restoration Institute, Las Vegas and Rio Mora National Wildlife Refuges, Hermit's Peak Watershed Alliance, New Mexico Environment Department, and the US Forest Service. Shared research projects, aligned goals, and formal partnerships provide opportunities for students to learn, intern, and in many cases achieve permanent employment with these groups. Two items not specified in the 2016-17 Strategic Plan – formalization of a Memorandum of Understanding between New Mexico Highlands University and New Mexico State University's John Harrington Forestry Research Center at Mora and a Memorandum of Agreement between the Department of Natural Resources Management and the NM Forest and Watershed Restoration Institute – were completed (March 2017 and June 2017, respectively).</p> | | | | | |
| Action Status w/Description (Achieved, Ongoing, Stop) | Completion Date(s) | Recommendation(s) | Challenge(s) | Budget Consideration (Yes / No) | | |
| | | <p>NRM faculty develop ways to strengthen existing partnerships and grow new ones.</p> | | | | |

This University Strategic Goal was not included specifically in the 2016-17 NRM Department Strategic Plan. Note, though, that community partnership is a hallmark of the NRM Department. The NRM faculty is heavily involved with natural resources management agencies and organizations, such as the NM Forest and Watershed Restoration Institute, Las Vegas and Rio Mora National Wildlife Refuges, Hermit's Peak Watershed Alliance, New Mexico Environment Department, and the US Forest Service. Shared research projects, aligned goals, and formal partnerships provide opportunities for students to learn, intern, and in many cases achieve permanent employment with these groups. Two items not specified in the 2016-17 Strategic Plan – formalization of a Memorandum of Understanding between New Mexico Highlands University and New Mexico State University's John Harrington Forestry Research Center at Mora and an Memorandum of Agreement between the Department of Natural Resources Management and the NM Forest and Watershed Restoration Institute were completed (March 2017 and June 2017, respectively).

| Strategic Goals for 2020 Planning for FY18-FY21 | Unit Goals | Unit Actions/Strategies | Measurable Outcome(s) | Person(s) Responsible | Indicators and Time Frame for Assessment | Date(s) for Review |
|--|---|---|--|---|--|---|
| <p>5. Highlands University will achieve technological advancement and innovation.</p> | <p>1. Ensure NRM Department faculty has integrated the use of relevant technologies into each course by the beginning of the fall 2018 semester.</p> <p>2. Integrate geographic information systems across the curriculum.</p> <p>3. Develop 1-2 upper-division online offerings.</p> | <p>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.</p> <p>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.</p> <p>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.</p> | <p>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.</p> <p>2. Each NRM discipline has at least 2 courses that include a lesson on GIS applications.</p> <p>3. 1-2 online courses are launched by fall 2017; additional online courses continually developed.</p> | <p>1. Chair and faculty.</p> <p>2. Zebrowski and faculty.</p> <p>3. Interested faculty.</p> | <p>1. August 2018.</p> <p>2. Annually.</p> <p>3. Annually.</p> | <p>1. FDW 2018.</p> <p>2. FDW 2017.</p> <p>3. FDW 2017.</p> |
| <p>Action Status w/Description (Achieved, Ongoing, Stop)</p> | <p>Completion Date(s)</p> | <p>Recommendation(s)</p> | <p>Challenge(s)</p> | <p>Budget Consideration (Yes / No)</p> | | |
| <p>1. Not achieved.</p> | <p>1. N/A.</p> | <p>1. An NRM department meeting and/or retreat be dedicated to SG 5.1.</p> | <p>1. Overturn of Forestry adjunct faculty mid-AY 2016-17 and high number of non-</p> | <p>1. No.</p> | | |

| | | | | |
|--|--|--|--|---------------------------------|
| <p>2. Ongoing.</p> <p>3. Achieved; ongoing.</p> | <p>2. Ongoing; Mr. Zebrowski annually contributes GIS workshops to the NMHU faculty during FDW, as well as talks and tutorials upon request.</p> <p>3. FOR and GEOL each offering one on-line course Fall 2017.</p> | <p>2. Building some of the described GIS action items into Mr. Zebrowski's department responsibilities, with course/credit release from instruction.</p> <p>3. More NRM faculty participate in online instructional opportunities offered by the NMHU Center for Teaching Excellence.</p> | <p>tenure/tenure-track faculty impeded this assessment.</p> <p>2. The entirety of the GIS instruction rests on one individual (Mr. Zebrowski). The Env Geology Program's request for an Assistant/Associate tenure-track position with speciality in GIS instruction and application was denied.</p> <p>3. Release time not available for faculty to participate in online instruction training opportunities.</p> | <p>2. Yes</p> <p>3. Yes.</p> |
|--|--|--|--|---------------------------------|

| Strategic Goals for 2020 Planning for FY18-FY21 | Unit Goals | Unit Actions/Strategies | Measurable Outcome(s) | Person(s) Responsible | Indicators and Time Frame for Assessment | Date(s) for Review |
|---|---|--|---|--|---|---|
| <p>6. Highlands University will achieve enhanced communication and efficiency.</p> | <p>1. Improve management of electronic administrative communications in the department.</p> <p>2. Improve the efficiency of student course-related correspondence.</p> <p>3. Increase reputation of Natural Resources Management programs (Geology and Forestry).</p> | <p>1. Implement the use of a Department SharePoint site for managing department administrative records and coordinating department-wide or team projects.</p> <p>2a. Require regular use of NMHU email by all students and faculty.</p> <p>2b. Implement the use of Desire2Learn (D2L) for many student-faculty NRM course-related correspondence. Utilize D2L for assignment, grading, and content capabilities.</p> <p>3. Collect and disseminate student success data (no. graduates from NMHU OIER, job placement from NMHU Career Services First Destination Survey results); post data online and on campus.</p> | <p>1. All department projects that require input or review from multiple faculty members are posted into SharePoint.</p> <p>2a. All students maintain email mailboxes and timely responses with faculty members.</p> <p>2b. Many NRM courses utilize D2L.</p> <p>3a. Posting and maintenance of up-to-date NRM student data on NMHU website; tracking of number of hits.</p> <p>3b. Posting and maintenance of up-to-date NRM student data in HSCI hallways, student recruitment office, and student advising offices.</p> <p>3c. Posting and maintenance of number of posters and papers presented, books completed, and grant projects funded by NRM faculty members.</p> | <p>1. Chair and faculty.</p> <p>2. Chair and faculty.</p> <p>3. Chair and faculty.</p> | <p>1. Annually.</p> <p>2. Annually.</p> <p>3. Annually.</p> | <p>1. FDW 2017.</p> <p>2. FDW 2017.</p> <p>3. FDW 2017.</p> |
| <p>Action Status w/Description (Achieved, Ongoing, Stop)</p> | <p>Completion Date(s)</p> | <p>Recommendation(s)</p> | <p>Challenge(s)</p> | <p>Budget Consideration (Yes / No)</p> | | |
| <p>1. Achieved; Zebrowski and Lindline setup and encouraged usage of NRM Sharepoint site by all faculty.</p> <p>2. Achieved and ongoing; NRM faculty maintain e-</p> | <p>1. September 2017.</p> <p>2. Ongoing.</p> | <p>1. N/A.</p> <p>2. N/A.</p> | <p>1. There were early challenges with faculty useage, but the ITS staff was helpful with ensuring department-wide access.</p> <p>2. N/A.</p> | <p>1. No.</p> <p>2. No.</p> | | |

| | | | | |
|---|--------------------|---|--|---------------|
| <p>correspondence with their students and advisees.</p> <p>3. Partially achieved; the NRM Department developed a Facebook Page and the Env Geology Program developed a website for showcasing program opportunities and student successes.</p> | <p>3. Ongoing.</p> | <p>3. Routinely requesting data to better track and document student enrollment and graduation trends. Routinely (monthly?) providing information about student successes to University Relations. Regularly (every semester) developing a poster that highlights NRM programs and posting in hallways.</p> | <p>3. Making routine the collection and dissemination of student success data.</p> | <p>3. No.</p> |
|---|--------------------|---|--|---------------|