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: **Department of Natural Resources Management: Environmental Geology and Forestry Programs**

Main Contact: Joshua L. Sloan, Ph.D., NRM Dept. Chair   **Email:** _jlsloan@nmhu.edu_   *Phone:* _812-746-2669_

Strategic Goals for 2020 Planning for FY19-FY21	Unit Goals	Unit Actions/Strategies	Measurable Outcome(s)	Person(s) Responsible	Indicators and Time Frame for Assessment	Date(s) for Review
1.Highlands University will achieve academic excellence, academic integration and student success.	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)* a. Hire 3 tenure-track Assistant/Associate Professors of Forestry whose area of expertise builds the teaching and research capacity of the	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.	1. a. All NRM faculty vacancies filled by the start of the fall 2017 semester.	1. a. Conley.	1. a. Searches complete and faculty hired by May 2017.	1. a. May 2017.

	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 hire 1 half-time paleomagnetic rock magnetic analyst/instructor.	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.	b. One new geology faculty hired by beginning of fall 2017; one new halftime paleomagnetic rock magnetic analyst/instructor hired by beginning of Fall 2017; one new geology faculty hired beginning of fall 2018 semester.	b. Petronis.	b. Searches complete and faculty hired by May 2017.	b. May 2017.
	2. Maintain high level of student satisfaction (≥90%) per year.	2. Gather student satisfaction data (implement new survey or utilize an existing NMHU survey, i.e. National Survey of Student Engagement).	2. Obtainment of ≥90% student satisfaction on survey results.	2. Faculty and Chair.	2. Annually.	2. FDW 2017.
	3. Broaden participation in NMHU Geographic Information Systems courses and programs.	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 once every other year; provide a "How to Teach with GIS" workshop each semester.	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.	3. Zebrowski.	3. Program review completed by May 2018 and GIS curriculum development assessed annually.	3. FDW 2017.
	4. Resurrect the Forestry Advisory Board.	4. Touch base with 2013 Forestry Advisory Board members; maintain or reform membership as appropriate; schedule 1	4. Forestry Advisory Board members (contact info, credentials) will be posted on webpage. AB	4. Forstry Program Coordinator.	4. May 2017.	4. FDW 2017.

		meeting per semester with AB; consider AB advice, input to strengthen undergraduate and graduate programs.	will provide year-end report of status of Forestry B.S. Program.			
	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).	5. Host 1-3 socials throughout the year that include regional agency representatives; make concerted effort to visit, coordinate field trips, and implement other projects with these agencies.	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.	5a. Zebrowski (RMNWR Liaison).	5a. Ongoing.	5a. FDW 2017.FD
			5b. Hosting of 1-3 social events each year.	5b. Department faculty.	5b. Annually.	5b. FDW 2017.
	6. Offer all major courses on a regular basis to ensure timely progress of Environmental Geology B.S. and Forestry B.S. students.	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.	6. The Fall & Spring schedules reflect the Environmental Geology and Forestry major requirements as well as a selection of electives that satisfy students' program of study needs.	6. Chair, with support from Program Coordinators	6. Every semester.	6. FDW 2017.

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1a. Achieved. 1b. Ongoing.	1a. May 2017. 1b. N/A.	1a. N/A. 1b. The Environmental Geology Program should be prioritized during the next Strategic Planning cycle for permanent staffing positions. Develop a Strategic Enrollment Management Plan for Environmental Geology to grow enrollment and justify hiring.	1a. N/A. 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. It has been the	1a. N/A. 1b. Yes.

			position of the administration that current enrollment levels do not warrant additional Geology faculty, pointing to a need to address enrollment concerns before hiring can proceed.	
2. Ongoing.	2. N/A.	2. NRM programs have abundant anecdotal data that students are highly satisfied with their studies. NRM faculty need to develop program specific student satisfaction surveys and build survey distribution into end-of-semester activities.	2. Designing and standardizing the distribution, collection, and maintenance of student satisfaction surveys and data.	2. No.
3. Ongoing.	3. N/A.	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). The GIS lab upgrade will be underway shortly funded by a grant from LANL.	3. Yes.
4. Achieved.	4. January 2018	4. N/A.	4. N/A.	4. N/A.
5. Ongoing.	5. N/A.	5. Schedule NRM "open house" days during AY 18-19.	5. Faculty schedule limitations.	5. No.
6. Ongoing.	6. N/A.	6. Although Forestry has improved its advising and scheduling and now offers all required classes on a regular schedule, Environmental Geology requires additional faculty to achieve this which, in turn, requires improved Strategic Enrollment Management efforts to populate courses and justify the faculty hire(s) necessary to support offering all required GEOL courses on a regular basis.	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
2.Highlands University will achieve strategic enrollment management.	1. Grow total number NRM undergraduate major to 115 (10% annual growth) by fall 2019.	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).	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.	1. All faculty responsible for recruitment and retention activities; Program Coordinators responsible for tracking and reporting numbers.	1. Completed tri-fold brochures by early Fall 2017; regular participation in on- and off-campus recruitment events (annually).	1. FDW 2017.
	2. Achieve 10% Native American undergraduate and graduate enrollment in NRM disciplines by fall 2019.	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.	2. Enroll ≥10 Native American undergraduate students and ≥ 1 NRM Native American graduate students by fall 2019.	2. All faculty responsible for recruitment and retention activities; Program Coordinators will be responsible for tracking and reporting numbers; annually.	2. Regular participation in on and off-campus recruitment events (annually).	2. FDW 2017.
	3. Offer a professional master's degree program (e.g.. Master's in Environmental Management).	3. Develop a proposal for submission and review by the NMHU Academic Affairs Committee.	3. Offering of program and acceptance of students in AY 2017-18.	3. Forestry Program Coordinator.	3. Proposal prepared and submitted to Academic Affairs Committee by Spring 2017; implementation of program by Fall 2017.	3. FDW 2017.

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. Ongoing.	1. N/A.	1. Participation/rotation of all Natural Resources Management faculty in recruitment and outreach events. Improvement of NMHU website. Broad distribution of NRM program promotional materials to high schools and community colleges. Coordination with the Office of Strategic Enrollment Management should be improved.	1, 2. NRM programs have no faculty travel budgets for recruitment and/or program promotion. Outreach to high school or community colleges took place only when these cohorts visited NMHU's campus.	1, 2. Yes for recruitment travel and program promotion.
2. Ongoing.	2. N/A.	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 AY 2018-19 to discuss and strategize ways to outreach to Native American communities. Coordination with the Office of Strategic Enrollment Management should be improved.		
3. Ongoing.	3. N/A.	3. Present degree proposal for a non-thesis Professional M.A. of Natural Resources Administration (prepared by Dr. James Biggs during Spring 2017) to NRM faculty and School of Business for review/comments/approval in anticipation of presentation to the Academic Affairs Committee during the 2018-2019 AY.	3. Release time will be required for faculty to prepare the necessary FOR courses for online delivery prior to the new degree being offered.	3. No.

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
3. *Highlands University will achieve a vibrant campus life.*	1. Increase student participation in the NMHU forestry, geology, and geospatial leadership clubs by 20% by fall 2018.	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.	1. All actions/strategies executed; student participation in the NMHU forestry, geology, and geospatial leadership clubs increased 20% by fall 2018.	1. Club advisors; annually.	1. Annually.	1. FDW 2017.
	2. Include a student-built campus garden in NMHU grounds.	2. Develop a proposal for a campus garden; go through approval process.	2. The completion and maintenance of a campus garden.	2. Department faculty volunteer(s)	2. May 2018.	2. FDW 2017.

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. Ongoing	1. N/A.	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).	1. Making routine the collection and tracking of student data.	1. No.
2. Ongoing.	2. N/A.	2. NRM faculty should reexamine SG 3.2.	2. Time, feasibility, funding.	2. No.

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
4. Highlands University will be a community partner.	This University Strategic Goal was not included specifically in the 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 T. 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).				

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
		NRM faculty develop ways to strengthen existing partnerships and grow new ones.		

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
5. Highlands University will achieve technological advancement and innovation.	1. Ensure NRM Department faculty has integrated the use of relevant technologies into each course by the beginning of the Fall 2018 semester.	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.	1. Based on the assessment; new technologies (e.g.. 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.	1. Chair and faculty.	1. August 2018.	1. FDW 2018.
	2. Integrate geographic information systems across the curriculum.	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.	2. Each NRM discipline has at least 2 courses that include a lesson on GIS applications.	2. Zebrowski and faculty.	2. Annually.	2. FDW 2017.
	3. Develop 1-2 upper-division online offerings.	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.	3. 1-2 online courses are launched by fall 2017; additional online courses continually developed.	3. Interested faculty.	3. Annually.	3. FDW 2017.

Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. Ongoing	1. N/A.	1. An NRM department meeting and/or retreat should be dedicated to SG 5.1 and a discussion of overall curriculum revision. In practice, appropriate and current technology has been adopted and an R class has been taught, but a systematic approach to this has not been adopted.	1. Faculty workloads are too heavy and scheduling logistics are too difficult to easily arrange meetings to develop such an approach at the department level, so this has been left to individual faculty so far.	1. No.
2. Ongoing.	2. Ongoing; Mr. Zebrowski regularly contributes GIS workshops to NMHU faculty during FDW and at other events, as well as talks and tutorials upon request.	2. Building some of the described GIS action items into Mr. Zebrowski's department responsibilities, with course/credit release from instruction.	2. The entirety of the GIS instruction rests on one individual (Mr. Zebrowski). An additional faculty member with GIS expertise will be necessary to expand the GIS program in the future.	2. Yes.
3. Ongoing.	3. N/A.	3. Identify the possible online courses most likely to attract students from community colleges with which NRM has articulation agreements and prioritize these for development into online offerings.	3. Development of online courses takes a tremendous investment of time on the part of instructors, and faculty do not view the stipends NMHU offers for online course development as sufficient compensation for their time and efforts.	3. 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
6. Highlands University will achieve enhanced communication and efficiency.	1. Improve management of electronic administrative communications in the department.	1. Implement the use of a Department SharePoint site for managing department administrative records and coordinating department-wide or team projects.	1. All department projects that require input or review from multiple faculty members are posted into SharePoint.	1. Chair and faculty.	1. Annually.	1. FDW 2017.
	2. Improve the efficiency of student course-related correspondence.	2a. Require regular use of NMHU email by all students and faculty.	2a. All students maintain email mailboxes and timely responses with faculty members.	2. Chair and faculty.	2. Annually.	2. FDW 2017.
		2b. Implement the use of Desire2Learn (D2L) for many student-faculty NRM course-related correspondence. Utilize D2L for assignment, grading, and content capabilities.	2b. Many NRM courses utilize D2L.			
	3. Increase reputation of Natural Resources Management programs (Geology and Forestry).	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.	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.	3. Chair and faculty.	3. Annually.	3. FDW 2017.

			3c. Posting and maintenance of number of posters and papers presented, books completed, and grant projects funded by NRM faculty members.		
Action Status w/Description (Achieved, Ongoing, Stop)	**Completion Date(s)**	**Recommendation(s)**	**Challenge(s)**		**Budget Consideration (Yes / No)**
1. Achieved.

2. Achieved.

3. Ongoing. | 1. September 2017.

2. Fall 2017.

3. N/A. | 1. N/A.

2. N/A.

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. | 1. N/A.

2. N/A.

3. Making routine the collection and dissemination of student success data. | | 1. No.

2. No.

3. No. |