

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***

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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
<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)</i></p> <p>a. Hire 3 tenure-track Assistant/Associate Professors of Forestry whose area of expertise builds the teaching and research capacity of the Forestry Program.</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>1.</p> <p>a. All NRM faculty vacancies filled by the start of the fall 2017 semester.</p>	<p>1.</p> <p>a. Conley.</p>	<p>1.</p> <p>a. Searches complete and faculty hired by May 2017.</p>	<p>1.</p> <p>a. May 2017.</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 hire 1 half-time paleomagnetic rock magnetic analyst/instructor.</p> <p>2. Maintain high level of student satisfaction ($\geq 90\%$) 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>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>2. Gather student satisfaction data (implement new survey or utilize an existing NMHU survey, i.e. National Survey of Student Engagement).</p> <p>3. 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.</p> <p>4. FOR Discipline meets regularly with AB.</p>	<p>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.</p> <p>2. Obtainment of $\geq 90\%$ student satisfaction on survey results.</p> <p>3. Each NMHU Discipline has at least two courses that include a lesson on GIS applications to that course's topic.</p> <p>4. Forestry AB will be posted on webpage.</p>	<p>b. Petronis.</p> <p>2. Faculty and Chair.</p> <p>3. Zebrowski.</p> <p>4. Forestry Program Coordinator.</p>	<p>b. Searches complete and faculty hired by May 2017.</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>b. May 2017.</p> <p>2. Annually FDW.</p> <p>3. Annually FDW.</p> <p>4. Annually FDW.</p>
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	<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>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.</p> <p>6. Maintain Program of Study plans for all Env. 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.</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 satisfy students' program of study needs.</p>	<p>5a. Zebrowski (RMNWR Liaison).</p> <p>5b. Department faculty.</p> <p>6. Chair, with support from Program Coordinators</p>	<p>5a. Ongoing.</p> <p>5b. Annually.</p> <p>6. Every semester.</p>	<p>5a. FDW.</p> <p>5b. FDW.</p> <p>6. FDW.</p>
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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. Ongoing.	1b. N/A.	1b. The Environmental Geology Program requests prioritization during the next Strategic Planning cycle for permanent (tenure-track) 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.

<p>2. Ongoing.</p>	<p>2. N/A.</p>	<p>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.</p>	<p>2. Developing survey; collecting, and maintaining student satisfaction surveys and data.</p>	<p>2. No.</p>
<p>3. Ongoing.</p>	<p>3. N/A.</p>	<p>3. Building the described GIS action items into Mr. Zebrowski's department responsibilities, with course/credit release from instruction.</p>	<p>3. Offering the suite of GIS courses requires additional staffing and other budgetary resources (upgrades in hardware and software and extended computer laboratory supplies).</p>	<p>3. Yes.</p>
<p>4. Achieved.</p>	<p>4. January 2018</p>	<p>4. Status unknown.</p>	<p>4. Status unknown.</p>	<p>4. N/A.</p>
<p>5. Ongoing.</p>	<p>5. N/A.</p>	<p>5. Schedule NRM "open house" days AY20-21.</p>	<p>5. Faculty schedule limitations and COVID19 activity restrictions.</p>	<p>5. No.</p>
<p>6. Ongoing.</p>	<p>6. N/A.</p>	<p>6. The FOR Discipline is fully staffed; the FOR Discipline has been offering all required classes on a regular basis for 4+ years. The GEOL Discipline remains short-staffed and can only offer upper-division requirements on an every-other-year rotation.</p>	<p>6. University marketing for GEOL academic programming (Env. Science, Geology, Water Resources, and Geographic Information Systems). University inclusion of the NRM Department, particularly Environmental Geology faculty, in Freshman Orientations, HU Scholars Dinner, NMHU Transfer Fair, Learning Communities, and other extension events, all of which take additional faculty staffing and resources.</p>	<p>6. Yes.</p>

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<p>2. Highlands University will achieve strategic enrollment management.</p>	<p>1. Grow total 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 M.S. degree (e.g., Master’s in Env. 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 (UNM 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 American undergraduate students and ≥ 1 NRM Native American graduate student by fall 2019.</p> <p>3. Offering of program and acceptance of students in AY 201718.</p>	<p>1. All faculty responsible for recruitment and retention activities; PCs 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 PC.</p>	<p>1. Completed trifold 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 AAC by Spring 2017; implementation of program by Fall 2017.</p>	<p>1. Annually FDW.</p> <p>2. Annually FDW.</p> <p>3. Annually FDW.</p>
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<p>1. Tri-fold brochure development was achieved. One or more NRM faculty members participated in recruitment/outreach events; achieved.</p> <p>2. Recruitment of Native American students specifically was not achieved.</p> <p>3. Development of a professional master's degree program (non-thesis, no writing requirement) was not achieved.</p>	<p>1. Brochures completed in Fall 2016 (Lindline); recruitment event participation took place throughout AY 2019-20 and is ongoing in Summer 2020.</p> <p>2. N/A.</p> <p>3. N/A.</p>	<p>1. Participation/rotation of all NRM faculty in recruitment and outreach events. Improvement of NMHU website. Broad distribution of NRM program promotional materials to high schools and community colleges. Improved coordination with the Office of Strategic Enrollment Management.</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 AY 2020-21 to discuss and strategize ways to outreach to Native American communities.</p> <p>3. Sharing of information/proposal developed by FOR Discipline faculty (0.25 release) to all Natural Science M.S. units (Biology, Forestry, and Geology). Gather feedback to determine how to best meet student interest, respond to marketing need, maximize faculty skills, and determining path forward.</p>	<p>1, 2. NRM programs have no faculty travel budgets for recruitment and/or program promotion. Only FOR Discipline provided with faculty release for program outreach. GEOL Discipline remains stretched for time and resources for recruitment.</p> <p>3. Status of Forestry degree proposal unknown.</p>	<p>1, 2. No for brochure; Yes for recruitment travel and program promotion.</p> <p>3. No.</p>

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<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 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. Increased student participation in the NMHU forestry, geology, and geospatial leadership clubs 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. Annually FDW.</p> <p>2. Annually FDW.</p>
Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)		Challenge(s)	Budget Consideration (Yes / No)	
<p>1. Ongoing. NRM reps present at numerous recruitment events; hosted 1 social Fall 2019.</p> <p>2. Not achieved.</p>	<p>1. N/A.</p> <p>2. N/A.</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. and consider other ways in which FOR-GEOL disciplines can support campus vibrancy.</p>		<p>1. Making routine the collection and tracking of student data. These clubs rely first and foremost on student enthusiasm for extracurricular activities, which seems to be generally lacking at present.</p> <p>2. Time, feasibility, funding, student enthusiasm.</p>	<p>1. No.</p> <p>2. No.</p>	

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<p>4. Highlands University will be a community partner.</p>	<p>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, Upper Pecos Watershed Association, 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).</p>					
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<p>Ongoing. GEOL faculty connected with and secured student internships with HPWA, UPWA, and RMNWR for water resources science study.</p>	<p>January 2020.</p>	<p>NRM faculty work with partners to align student skills with partner missions and place as many students as possible in agency internships.</p>	<p>Development of remote work experiences during Spring-Summer 2020 global pandemic.</p>	<p>No.</p>		

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<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>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>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.</p>	<p>1. Chair and faculty.</p>	<p>1. August 2018.</p>	<p>1. FDW.</p>
	<p>2. Integrate geographic information systems across the curriculum.</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>2. Each NRM discipline has at least 2 courses that include a lesson on GIS applications.</p>	<p>2. Zebrowski and faculty.</p>	<p>2. Annually.</p>	<p>2. FDW.</p>
	<p>3. Develop 1-2 upper-division online offerings.</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>3. 1-2 online courses are launched by fall 2017; additional online courses continually developed.</p>	<p>3. Interested faculty.</p>	<p>3. Annually.</p>	<p>3. FDW.</p>

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. High attrition of Forestry faculty and high number of contingent faculty impeding progress.	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 majority (85%) of the GIS instruction rests within the GEOL Discipline, which is already understaffed and overstretched. Additional faculty hires with GIS expertise are necessary to support the GEOL GIS programming.	2. Yes.
3. Ongoing.	3. NRM-GEOL Discipline developed several fully on-line courses for launching AY2020-21 (GEOL 3010, GEOL 4/5120, GEOL 4950, and GEOL 6500).	3. Identify 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. Develop more lower-division on-line offerings to provide flexibility for learners to complete their core laboratory requirement and attract more students into NRM disciplines.	3. Development of online courses takes a tremendous investment of time. Provision of release time and more teaching development services.	3. Yes.

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<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 Brightspace (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 (number of 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 NRM student data on NMHU website; tracking of number of hits.</p> <p>3b. Posting and maintenance of NRM student data in HSCI hallways, student recruitment office, and student advising offices.</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>2. Annually FDW.</p> <p>3. Annually FDW.</p> <p>4. Annually FDW.</p>
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Action Status w/Description (Achieved, Ongoing, Stop)	Completion Date(s)	Recommendation(s)	Challenge(s)	Budget Consideration (Yes / No)
1. Achieved.	1. September 2017.	1. N/A.	1. N/A.	1. No.
2. Achieved.	2. Fall 2017.	2. N/A.	2. N/A.	2. No.
3. Ongoing.	3. NRM Department developed a FB page in Fall 2016.	3. NRM faculty designee should routinely (biannually) request data to better track and document student enrollment and graduation trends. Similarly, NRM Department should routinely provide information about student-Faculty successes to University Relations for posting. NRM Department assign a designee to manage NMHU NRM Department website.	3. Making routine the collection and dissemination of student-faculty success data (time, resources).	3. No.