

DEPARTMENT OF RANGE, WILDLIFE, AND FISHERIES MANAGEMENT

STRATEGIC PLAN

MISSION STATEMENT

The Department of Range, Wildlife, and Fisheries Management is committed to providing the highest standards of excellence in learning, research, and engagement on all aspects of regional, state, and global natural resource management and environmental sciences.

VISION STATEMENT

The Department of Range, Wildlife, and Fisheries Management will be perceived by the public as being, the center of excellence for leadership, discovery, and delivery of disciplinary and multidisciplinary knowledge on all current and emerging aspects of the regional, state, and global natural resource management and environmental sciences.

The Department of Range, Wildlife, and Fisheries Management shall:

- be recognized as one of the top departments in natural resource management and environmental sciences in the United States, attracting the best students, faculty, and staff,
- prepare society-ready graduates with the ability to think creatively and analytically,
- be involved in basic and applied disciplinary and multidisciplinary discovery of knowledge with active participation of graduate and undergraduate students,
- be engaged in local, regional, and state social and economic development and growth.

The Department of Range, Wildlife, and Fisheries Management is committed to the values of:

- mutual respect;
- cooperation and communication;
- creativity and innovation;
- community service and leadership;
- academic and intellectual freedom;
- pursuit of excellence;
- public accountability; and
- diversity.

GOALS, BENCHMARKS, and OBJECTIVES (including Strategies and Assessments)

Goal 1. People First: Recruit and retain an excellent and diverse faculty, staff, and student body and maintain a quality work environment.

Benchmarks:

- Mean SAT score that exceeds the University average.
- Enrollment of 200 undergraduates.
- Mean GRE score that exceeds the University average.
- Enrollment of 53 graduate students.
- Undergraduate retention rate of 80%.
- Undergraduate graduation rate of 60%.
- Graduate retention rate of 90%.
- Graduate graduation rate of 90%.
- 3 endowed professorships.
- Number of tenure track faculty positions commensurate with growth in student numbers.
- Scholarship endowments of \$1 M and increased scholarship levels.
- Endowment of \$2.0 M.

Objectives:

Objective 1.1: Recruit and retain a larger, more academically prepared, and diverse student body.

Strategies:

- Increase recruiting efforts that target science and advanced placement classes at selected High Schools to enhance diversity and academic standards of undergraduate applicants.
- Increase ability to offer scholarships to incoming students with high academic potential.
- Periodically review and update all curricula to reflect societies' needs and the job market.
- Increase broad based recruiting efforts through CASNR.
- Enhance personal advising by faculty members.
- Encourage student involvement in student club activities.
- Target student employment opportunities at our majors.
- Increase recruiting efforts that target science and advanced placement classes at selected Community Colleges to enhance diversity and academic standards of transfer undergraduate students.
- Increase ability to offer scholarships to currently enrolled undergraduate students who have demonstrated high academic achievement.
- Expand Departmental research programs to provide additional funded research opportunities.
- Increase the number and stipend levels of graduate fellowships.

Objective 1.2: Recruit and retain excellent and diverse faculty and staff.

Strategies:

- Recruit nationally and internationally for faculty vacancies.
- Recruit, hire, and retain nationally and internationally recognized faculty members.
- Improve salary structure to recruit and retain exceptional faculty and staff personnel.

Objective 1.3: Provide professional development opportunities for faculty and staff.

Strategies:

- Coordinate with and support CASNR development efforts with specific respect to targeting funding sources to support endowed professorships.
- Encourage all faculty and staff to participate in Service Plus, ATLC, and other University sponsored training programs.
- Encourage faculty participation in various development leave programs.
- Encourage faculty participation in local, state, national, and international professional societies.

Objective 1.4: Increase external funding and establish more scholarships and fellowships.

Strategies:

- Increase endowments by systematic reinvestment of a least 20% of annual earnings.
- Encourage establishment of new endowments.
- Encourage increases of current endowments from current donors and former scholarship recipients.
- Coordinate with and support CASNR development efforts with specific respect to targeting funding sources to support increased endowment levels.

Goal 2. Excellence in Education: Attain national recognition as one of the premier natural resource management departments in the nation for undergraduate, graduate, and professional education.

Benchmarks:

- Increase undergraduate student involvement in internships.
- 35% of undergraduate students on scholarship.
- Increased offerings of Honors courses.

- Greater participation in exchange programs with international institutions.
- Introductory courses in environmental issues for non-department majors to fulfill general education requirements.
- An undergraduate research initiative.
- Offer 5 undergraduate courses with web assisted learning.
- 25% of graduating seniors with a GPA qualifying for graduate school admission.
- 90% of graduating seniors employed within six months of graduation.
- Mean GRE score that exceeds the University average.
- Enrollment of 53 graduate students.
- Increased level of graduate student stipends.
- 90% of graduating students employed within six months of graduation.
- Characterization of employer/employment.

Objectives:

Objective 2.1: Provide integrated undergraduate curricula to prepare graduates with analytical skills and ability to think creatively and analytically in providing leadership to solve disciplinary and multidisciplinary problems.

Strategies:

- Increase coordination efforts with providers of existing internship opportunities.
- Specifically pursue new opportunities for undergraduate internship programs with private and governmental entities.
- Increase efforts encouraging currently enrolled undergraduate students to participate in internship programs.
- Increase recruiting efforts that target science and advanced placement classes at selected High Schools and selected community colleges academic standards of entering undergraduate students.

- Increase opportunities and ability to offer scholarships to continuing undergraduate students who have demonstrated high academic achievement by increasing endowment balances.
- Encourage faculty to invest time and effort in the development of Honors courses by an appropriate reward and recognition structure.
- Expand faculty numbers to facilitate our ability to offer additional courses while continuing to serve the requirements of current curricula programs.
- Publicize existing cooperative exchange agreements to increase faculty and student awareness of opportunities.
- Develop additional cooperative exchange agreements as the opportunities present themselves.
- Recruit, hire, and support additional faculty to undertake additional workload.
- Obtain appropriate multimedia technology to enhance educational experiences in newly developed and existing courses.
- Appropriately reward faculty involved in development of courses for non-departmental majors.

Objective 2.2: Increase involvement of undergraduates in research.

Strategies:

- Increase opportunities for undergraduates to be actively involved in on going research programs to stimulate interest.
- Encourage and support participation of undergraduates at professional meetings and in such programs as Women's Studies Research Days, Sigma Xi Student Research presentations, and etc.

Objective 2.3: Recruit and retain a larger, more academically prepared, and diverse graduate student body.

Strategies:

- Increase funding levels of graduate assistantships to improve competitiveness.

- Increase recruiting efforts that target selected undergraduate and graduate programs to enhance diversity and academic standards of graduate student applicants.
- Increase ability to offer additional graduate assistantships based on endowment income.
- Periodically review and update all graduate curricula to reflect societies' needs and the job market.
- Increase reputation by increasing research productivity.

Objective 2.4: Provide educational access to campus and off-campus students using appropriate educational delivery systems.

Strategies:

- Obtain appropriate multimedia technology to enhance educational experiences in existing and newly developed courses.
- Recruit and hire a web master to facilitate implementation and maintenance of web based technologies.

Objective 2.5: Provide specialized educational access for individuals interested in refining their skills through professional development and continuing education.

Strategies:

- Recruit, hire, and support additional faculty to undertake additional workload.
- Obtain appropriate technology to enhance educational experiences in newly developed short courses and workshops.
- Identify specific needs for new conferences, workshops, and professional development short courses.

Goal 3. Advance Research: Attain national recognition as one of the premier departments of natural resources for research programs in the nation.

Benchmarks:

- Interdisciplinary research teams in selected areas of research priorities.
- \$1.275 M research funding.
- Number of tenure track faculty positions commensurate with growth in graduate student numbers and research programs.

Objectives:

Objective 3.1: Enhance opportunities for research collaboration.

Strategies:

- Evaluate and pursue opportunities for collaborative outreach program development.
- Identify unique niches for joint appointments that will enhance programs of both entities in West Texas region, nationally, and internationally.

Objective 3.2: Expand research programs to include managers and users of natural resources and environmental amenities.

Strategy:

- Increase direct involvement of agency personnel in research programs.

Objective 3.3: Promote and support multidisciplinary and inter-institutional research.

Strategies:

- Evaluate and pursue opportunities for collaborative research program development.

- Identify unique niches for joint appointments that will enhance programs of both entities in the West Texas region, nationally, and internationally.
- Strengthen ties with other departments to form appropriate research teams.
- Strengthen relationships with other institutions to form appropriate research teams.
- Pursue and evaluate opportunities for appropriate joint appointments to facilitate cooperative research efforts.

Objective 3.4: Identify and build research programs on current and emerging topics.

Strategies:

- Meet annually with Departmental Advisory Board to obtain input with respect to research program needs.
- Meet biannually with NRCS and TPWD agency personnel to obtain input with respect to research program needs.

Objective 3.5: Expand external research funding.

Strategies:

- Encourage every faculty member to pursue additional external funding.
- Develop flexible strategies to balance workloads in a manner that will recognize differences in ability to secure funding and availability of funding opportunities.
- Recruit, hire, and support additional faculty to initiate new research programs.
- Appropriately reward faculty involved in expanding funded research programs.

Goal 4. Sustain Partnerships: Sustain strategic partnerships and alliances that enhance the quality of education, research, and the community.

Benchmarks:

- Greater participation in exchange programs with national and international institutions.

- Partnerships with community colleges and other post-secondary institutions.
- Joint appointments between the Department and the Texas Agricultural Experiment Station.
- Joint appointments between the Department and the Texas Cooperative Extension Service.
- Joint appointments with other universities.

Objectives:

Objective 4.1: Strengthen partnerships and collaborations with federal, state, and local government agencies, non-governmental organizations, industry, and trade associations to identify and meet community needs.

Strategies:

- Evaluate and pursue opportunities for collaborative research program development.
- Identify unique niches for joint appointments that will enhance programs of both entities in the West Texas region, statewide, nationally, and internationally.
- Strengthen relationships with other institutions to form appropriate research teams.
- Pursue and evaluate opportunities for appropriate joint appointments to facilitate cooperative research efforts.

Objective 4.2: Encourage outreach to rural and urban communities and clients for sustainable development and growth.

Strategy:

- Seek University level commitment to enhanced support of outreach activities.

Objective 4.3: Identify and build programs contributing to local and regional sustainable economic, social, and community development.

Strategies:

- Develop new working relationships with community agencies to identify needs.
- Identify mechanisms to fund community support and development activities.
- Prepare employment ready graduates for positions in natural resource management.

Objective 4.4: Establish educational partnerships with community colleges.

Strategy:

- Develop specific agreements with key community colleges to enhance transition of their students into our programs.

Assessment:

- Number of partnerships with community colleges and other post-secondary institutions.

Objective 4.5: Establish cooperative relationships with targeted schools for student recruitment and engagement.

Strategies:

- Develop specific agreements with key community colleges to enhance transition of their students into our programs.
- Publicize existing cooperative exchange agreements to increase faculty and student awareness of opportunities.
- Develop additional cooperative exchange agreements as the opportunities present themselves.

Goal 5. Tradition and Pride: Establish a national image for the Department of Range, Wildlife, and Fisheries.

Benchmarks:

- Promotional campaigns that highlight Department achievement and outstanding people.

- Number and quality of publications generated.
- Employment profile of graduates.
- \$1.275 M external research funding.

Objectives:

Objective 5.1: Provide citizen understanding of natural resources and environmental topics to enhance public perception of the Department.

Strategies:

- Expand relationship with TTU News and Publications and with local news media to promote Departmental programs and activities.
- Expand and improve Departmental web page.

Objective 5.2: Strengthen the pride and prestige associated with all academic programs and activities.

Strategies:

- Identify and recognize outstanding alumni accomplishments.
- Identify and recognize outstanding student accomplishments.
- Identify and recognize outstanding faculty accomplishments

[NOTE: To successfully implement this vision, the University and College must increase organizational flexibility and provide increased support to the Department to: (1) increase the number of tenure-track faculty by 3 (from 14 to 17); (2) achieve parity in salaries for faculty and staff as benchmarked against appropriate studies; (3) construct, renovate, and modernize space to improve teaching and research environment; (4) increase Departmental operating budgets; (5) increase level of graduate student stipends; (5) increase flexibility with respect to faculty responsibilities and workload calculation.]