

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

Proposals will be submitted by Region to the Washington Office. Previously approved projects (FY 2008-2010) may reapply as outlined in the Guidelines. Proposals shall be submitted to Hope Williams at hwillams@fs.fed.us by April 1, 2011.

SUBMITTING REGION/AREA	SUBMITTING DISTRICT/UNIT		
Region 03/Southwest	Coconino and Kaibab National Forests Northern Arizona University		
CONTACT RESPONSIBLE FOR THE PROPOSAL:			
Name: Dave Mertz, Kaibab National Forest	Office Phone: 928.635.8340		
Cell:	E-Mail: dmertz@fs.fed.us		
Name: Russ Copp, Coconino National Forest	Office Phone: 928.527.3556		
Cell:	E-Mail: rcopp@fs.fed.us		
Name: Andi Thode, Northern Arizona University	Office Phone: 928.523.5457		
Cell:	E-Mail: andi.thode@nau.edu		
Office Address: <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> Kaibab National Forest 800 South 6th Street Williams, AZ 86046 </td> <td style="width: 50%; vertical-align: top;"> Coconino National Forest 1824 S. Thompson St. Flagstaff, AZ 86001 </td> </tr> </table>		Kaibab National Forest 800 South 6th Street Williams, AZ 86046	Coconino National Forest 1824 S. Thompson St. Flagstaff, AZ 86001
Kaibab National Forest 800 South 6th Street Williams, AZ 86046	Coconino National Forest 1824 S. Thompson St. Flagstaff, AZ 86001		
Brief description of the proposal: <u>Summary</u> <p>The Southwest is an arid and semi-arid region with numerous national, state, and tribal forests and other wildland resources that are frequented by wildfires. Managing landscapes and fire requires training and preparing people that can make qualified and educated decisions about fuels management, prescribed fire, and wildland fire for protection and natural resource benefits. The population in this region is highly diverse as Hispanics, Native American tribes and other minorities constitute about 41% of the population of Arizona, Nevada and New Mexico. Thus, it is critical that our workforce reflects the diversity seen in the regional population. This is especially true in Arizona where about one-third of the land area belongs to Native American tribes. Additionally, the Southwestern Region has identified the need to provide additional recruitment and retention strategies for women in the fire and fuels programs. For these reasons, the goal of this project is to diversify the workforce by training underrepresented groups to participate in the prevention, suppression, and management of fire and fuels in the Southwest. Employment of such community members will increase their participation and involvement in state, promote regional and national economic development and assist with protection of the local environment.</p> <p>Development of diverse future fire professionals has been an important issue in USFS Region 3 Fire and Aviation Management (R3 F&AM) for many years now. A similar proposal was submitted for this call three years ago and was given high priority but not funded. Subsequent to the proposal submission in 2007, the cadre formed during proposal development (agency and academics) has continued working towards the development of future fire professionals. For example, USFS R3 F&AM felt the issue was important enough to fund a one-year position at Northern Arizona University (NAU) for fire program coordination and diversity recruitment. This position sits at NAU but works with higher education institutions around the Southwest to create better opportunities for diverse students to gain the experience, education and training needed to be well-developed fire professionals.</p> <p>An additional effort has also stemmed off this work as part of the Southwest Fire Science Consortium. This is a program funded by the Joint Fire Science Program (JFSP) to bring fire managers and researchers together to</p>			

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

decide on priority needs in the field of fire. This is a new piece for the JFSP and they funded pre-proposals to start these consortiums. The Southwest Fire Science Consortium was funded in the pre-proposal round and is awaiting a decision from JFSP to continue their work for the next two years (expected early April). The development of future fire professionals with a diversity component has proven to be among the top three priorities of hundreds of managers and researchers surveyed and contacted by the Consortium in the Southwest. Thus, the current Consortium proposal contains part-time funding to continue the Fire Program/Diversity Recruitment coordinator position at NAU.

This current proposal builds on our last F&AM Diversity proposal and the work that has been done since then. It is collaborative between Region 3, the Coconino and Kaibab National Forests and NAU. The goals of the program are to provide academic and practical training of women, Hispanics, Native American tribal members and other underrepresented groups and employ them within R3 F&AM. The goal is to create opportunities for these groups to become high-level future fire professionals with a balance of training, education and experience. This proposal contains several pieces that are integrally linked and expanded upon below: (1) the School of Forestry at NAU is requesting matching funds to continue the Fire Program Coordinator/Diversity Recruitment position; (2) the Coordinator will focus on recruitment and retention of up to 10 diverse undergraduate students (5 in the first year, 10 in years 2 and 3) into the NAU Forestry program that will have full-time summer employment as interns (students will participate in the Student Temporary Employment Program (STEP) in fire on the Coconino and Kaibab National Forests; and (3) Eleven scholarships will be provided to underrepresented F&AM employees for continuing education credits.

1. The Coordinator responsibilities will include outreach, recruitment, retention and development of employment opportunities for women, Native American, Hispanic and other minority students. Funding for the Fire Program/Diversity Coordinator position will be split, with half funded through this proposal. The other half will be jointly funded through the existing funding (provided to NAU by Region 3 F&AM) and the Southwest Fire Science Consortium (if pending JFSP proposal is funded). This will allow full-time funding of this position for three years. The development of a long term program for educating a diverse set of students during the first three years will provide a consistent pipeline of qualified candidates for the USFS F&AM program beyond the three funded years. A key component of the Coordinator's responsibilities will be to maintain existing and establish new relationships with two-year colleges for recruitment of diversity candidates into the NAU Forestry program.

2. Through this collaborative proposal, students at NAU will be given full-time summer internships as STEP's in F&AM on the Kaibab and Coconino National Forests. Five students will be funded the first year followed by 10 in years 2 and 3. The internship program will provide a breadth of experience working on fire crews that includes a mix of engine, handcrew, and fuels work. The Coconino and Kaibab National Forests are willing to develop the summer internship programs necessary for students to obtain an experiential piece during their education. The programs developed for each of these forests can then be used as a model to expand the internship program to all Forests in Region 3 over time.

The first year of the project will concentrate on recruitment and training of Native American students, while converting 25% and 50% of our activities and resources to work with women and Hispanic students during the second and third years of the project period, respectively. The knowledge gained in the project will be transferred to other users through workshops and webinars. The hope is that this will be a model that can be applied regionally and nationally to develop diverse and well-prepared candidates for work in the USFS F&AM.

3. Scholarships will be awarded to employees for completion of up to 24 credits of undergraduate coursework related to fire management and planning at NAU. Each employee awarded these scholarships will earn a certificate in Fire Ecology and Management from NAU upon successful completion of the coursework. This program will reach across all National Forests in Region 3 to find existing employees that qualify for the

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

scholarships. If Region 3 employee numbers do not meet proposal limits, the opportunity could be expanded to the entire Forest Service system.

Project Objectives

The overall objectives for this proposal are:

1. to create a long-term program at NAU that allows direct recruitment by USFS F&AM of educated and experienced students for the permanent USFS F&AM workforce
2. to develop relationships between NAU and two-year colleges for recruitment of diverse candidates into the fire program at NAU and USFS F&AM.
3. to increase the number of diversity students in the NAU Forestry program and to help these educated students pay for their education and gain experience by working in paid summer internships with the Coconino and Kaibab National Forests by creating an internship program with the forests that gives promising students opportunities for training and experience with fire. This includes working on different types of fire related crews and taskbook work.
4. to develop the current underrepresented USFS F&AM workforce with continuing education so they have the training, experience and education to move up the fire career ladder.

A summary of the primary objectives of the Diversity Program at NAU are to:

1. develop outreach programs that would help to recruit and train Native American, Hispanic and other minority students,
2. to retain students in the program by providing information on financial aid, job opportunities, and available student services as well as organizing social activities to help them succeed,
3. to provide role models, mentors and advisors the students can easily identify and connect with
4. to provide research opportunities and practical field experience
5. to support internships, employment opportunities and cooperative programs with the USFS and the Bureau of Indian Affairs.

Continuous development of this program by a coordinator dedicated to fire and diversity recruitment will allow these objectives to be met and to link students to jobs in USFS R3 F&AM. In addition, employing students full-time during the summer will provide them financial assistance and exposure to common forestry and fire practices.

Justifications

The main themes of the project objectives are to diversify the workforce within the Forest Service and help Native American tribal members, Hispanics, women and other underrepresented minorities secure positions in fire and fuels management with the Forest Service or their tribal Forestry Departments. Recognizing that about 40% of Arizona's population consists of minority groups, NAU and the School of Forestry have incorporated recruitment and training these groups of students into their strategic plans. To achieve this, the School of Forestry developed a Native American Forestry Program (NAFP) in 1989, but the funding for the program was eliminated in 2004 due to budget cuts. Since then the School of Forestry has been working to find funding for the program as a part of an expanded program known as the Ethnic and Cultural Diversity Program (ECDP) in forestry, which was approved in the 2006 strategic plan for the school. With the budget situation around the country and in Arizona, this program has never been funded. This proposal, in combination with the efforts of R3 F&AM and the Southwest Fire Science Consortium will allow a fire diversity program to exist within the School of Forestry at NAU. With the requested funding from F&AM, NAU will be able to support a full time position to develop experiential fire education programs, recruit diverse candidates into it and link that more directly with the federal agencies. This will greatly benefit USFS F&AM, but will also allow a track for diverse students to get an education with

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

experience and training.

The School of Forestry has a focus area in wildland fire science that is designed to provide the academic background needed for fuel specialists, fire ecologists and fire managers within the federal agencies. This is the largest focus area in the school and currently 27% of the students are Native American, Hispanic or women. Of that 27%, 62% are Native American and the other 38% are Hispanic. There are two women total out of the 49 students in the focus area and one is Native American and one is Hispanic. There is a large draw for diverse students into fire programs as there are generally well paying jobs available near home. The fire focus area, the Fire Diversity program and the USFS R3 F&AM program will help to increase Native American, Hispanic, women and other diversity candidates that are well educated and trained in the field of wildland fire and related fields for jobs within the USFS F&AM. To facilitate recruitment of Native American students, the School of Forestry through NAU has signed a memorandum of understanding (MOU) for a 2+2 arrangement with the Southwestern Indian Polytechnic Institute (SIPI) in Albuquerque, New Mexico. The agreement articulates that upon completion of two years of studies, SIPI students will transfer to NAU to finish their junior and senior years of study to complete their degree program in forestry. The proposed program will be very important to the success of the transfer students by helping them develop their professional skills and support them financially through the summer employment program. Additional arrangements such as this will be researched and implemented if possible through this proposal as a component of the NAU Coordinator's position duties.

What is the total contribution being requested from F&AM for this proposal?

The first year total contribution being requested from the F&AM is **\$170,201**. The costs are the same for the first two years except for a 3-5% increase in salaries, which is requested for the second and third years to cover inflationary and cost of living increases. The third year does not include any costs for the scholarships as the program takes two years to complete. Therefore, the three year total request from F&AM is **\$511,108**.

If you have funding levels within the proposal, provide that information:

This project is designed to bring together the Forest Service and Northern Arizona University (NAU) to help diversify the workforce within the Forest Service. This is a novel idea that involves both academic training towards bachelor's degrees (for the STEP students) in the School of Forestry at NAU while having professional field experience with the Kaibab and Coconino national forests at the same time. The three years of initial support will allow the development of a long-term relationship between the USFS and NAU through a Fire Program/Diversity Recruitment Coordinator. In addition, this proposal supports scholarships for current employees to get 24 credits of upper-division coursework related to fire ecology and management, which will get them a certificate in Fire Ecology and Management from NAU.

Option 1 is to fund all aspects of this program which includes ½ the Fire Program/Diversity Recruitment Coordinator position; 5 summer internship positions for undergraduate students in the first year, and 10 students in the second and third years; and money for eleven current employees to gain 24 credits of upper division coursework and the Fire Ecology and Management certificate.

Year 1:\$170,201

Year 2: \$212,972

Year 3: \$127,936

Total: \$511,108

Option 2 is to fund ½ the Fire Program/Diversity Recruitment Coordinator position; 5 summer internship

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

positions for undergraduate students in all three years; and money for six current employees to gain 24 credits of upper division coursework and the Fire Ecology and Management certificate.

Year 1: \$131,893

Year 2: \$134,782

Year 3: \$86,857

Total: \$353,533

Please See Appendix A for the Detailed Budget

The Regional/Area Fire Director's signature certifies concurrence	PHONE #:
Coconino Forest Fire Program Manager (mandatory): /s/Russell Copp	928.527.3550
Kaibab Forest Fire Program Manager (mandatory):/s/David Mertz	928.635.8340
Coconino Forest Supervisor (mandatory):/s/Earl Stewart	928.527.3505
Kaibab Forest Supervisor (mandatory): /s/Mike Williams	928.635.8301
Regional Representative to F&AM WDC (mandatory):/s/Linda L. Wadleigh	928.226.4680
Regional/Area Fire Director (mandatory):	

1. Workforce Diversity Management

This proposal addresses all 5 components of workforce diversity management.

a. Workforce Planning: An analysis of the current workforce on the Coconino and Kaibab National Forests and the current and projected workload in fire management denotes a need to increase outreach, recruitment and hiring in underrepresented communities. The Southwest Region's Central Priority is restoring fire adapted ecosystems, and the Region is strongly committed to achieving this priority through utilizing all functions of the agency, specifically Fire Management.

Presently, both the Kaibab and Coconino are below parity with the Civilian Labor Force (CLF) concerning Hispanic males and females employed as permanents and temporaries by the Forests, including the Fire Management organization. Both Forests have numbers above parity for permanent and temporary employees in Native Americans; however the percentage of Native Americans employed is well below the population for the two counties surrounding the two Forests, Coconino and Yavapai County. This proposal supports a more effective emulation of the Native American population within this area of service.

This proposal includes one strategy to directly recruit under-represented individuals into FAM employment and one strategy to retain current individuals in the same categories. The first strategy involves recruitment of students meeting diversity criteria into the forestry program at NAU. These same individuals will be provided summer internships in F&AM on the Coconino and Kaibab National Forests. The second strategy will provide continuing education scholarships to current employees that meet diversity criteria. A more detailed description of these strategies follows.

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

Recruitment of diverse students and the intern program

The NAU Coordinator will work during the first year of the program to recruit primarily Native Americans into this program. During years 2 and 3, the focus will expand to include women and Hispanics. The Coconino and Kaibab National Forests are prepared to begin the internship program as soon as the students are recruited into the program. Students will be hired as GS 3-4 STEP employees with up to 5 students hired the first summer, 10 the second summer and 10 the third summer. The students could also be located on other Arizona forests as the opportunities arise. Students hired the first and second years will be eligible to participate in the internship program in subsequent years but will be encouraged to apply for other positions. Open positions in the internship program will be used to recruit additional diversity students, which will add to the overall impact of the program.

Continuing education for current employees

Many current fire professionals are in need of continuing education courses in the 401-series. NAU offers a fire ecology and management certificate (<http://nau.edu/401series>) designed to meet 401-series needs. The certificate requires 15 units of coursework (all but 6 must be completed at NAU) but a total of 24 units are offered for those that need all of the coursework requirements for the 401-series. To increase retention and promotion potential of under-represented current employees, the scholarship program will provide the opportunity for these employees to complete 24 units of upper-division coursework and the fire ecology certificate at NAU. The certificate program is designed for professionals; the most successful students in the program will have supervisor support as it requires schoolwork on top of already busy work schedules. The courses are hybrid distance learning courses with 3-6 weeks on-line and anywhere from 3 days to 2 weeks on campus.

b. Outreach: Outreach will be aimed at finding diversity candidates for recruitment to the NAU forestry program. Outreach activities will include contacting two-year colleges, various tribal agencies, and potentially high schools with high diversity enrollment. The Coordinator will work closely with the School of Forestry Student Services Coordinator to investigate other avenues of outreach to reach the widest audience. The activities of the NAU Coordinator, along with involved faculty, USFS staff, and students will include relationship building between minority groups (ie, Native American tribes, Hispanics and women), the Forest Service (namely F&AM), and NAU's School of Forestry. The Coordinator will be involved in all outreach activities and will also actively participate in outreach activities that encourage participation in School of Forestry programs (such as the fire ecology certificate program and the undergraduate forestry program) and the proposed workforce diversity program. Collaboration between the School of Forestry and the Forest Service is integral to the success of this proposal and will be fundamental to all efforts.

c. Recruitment: The Coconino and Kaibab National Forest's Civil Rights Action Group (CRAG) will assist with recruitment efforts. The CRAG routinely attends recruitment events such as career fairs at educational institutions in northern Arizona. They will be able to assist in efforts to advertise the STEP positions as they become available. The Coconino and Kaibab Tribal Relations Programs would also assist in spreading information on the local Reservations about these opportunities.

Additionally, by working with local tribal communities, there is an opportunity to build relationships that could lead to tribal members gaining experience in fire and fuels management and ultimately pursuing federal jobs. In the short-term, a key task for the NAU Coordinator will be to recruit minority students into NAU's School of Forestry; these students will also serve as summer interns for F&AM. As these students will be coming from under-represented groups, diversity within F&AM will increase. Upon graduation, these same students will be encouraged to apply for permanent positions with the Forest Service. The dual emphasis of education and employment should be especially appealing to non-traditional students who may have personal obligations that necessitate both summer salary and remaining geographically local to Flagstaff.

d. Hiring & Selections: The Hiring Authorities suggested in this proposal are uniquely applicable to this

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

proposal, allowing the Forests to target the positions needed the most to carry out present and future work, such as a fuels specialist/fire ecologist. This allows for matching position requirements to diverse candidates well versed in the needs of the position and the agency.

As stated above, the NAU Coordinator will recruit students of under-represented groups to the NAU Forestry program; these students will then be employed in STEP positions for their summer internships. Native Americans will be the focus of year 1, with a broader focus that includes women and Hispanics during years 2 and 3. Selection for continuing education scholarships will also focus on under-represented groups without a particular focus on any under-represented group.

e. Retention: Retention of students and employees in F&AM is addressed through the summer internship program and the continuing education scholarship program. Providing five students with full-time summer positions while they are students in the School of Forestry will enhance retention for both the NAU forestry and the USFS F&AM programs at the undergraduate level. The Coconino and Kaibab CRAG will assist in identifying mentors to help guide the students in their career development. Retention of current employees with the Forest Service will also be addressed by providing financial support to gain a fire ecology certificate and complete 401-series courses. Financial and moral support for current employees to advance their careers may provide the incentive to pursue educational achievements that they otherwise may not do.

2. Management Support:

The Coconino and Kaibab Fire and Aviation Management Programs support this proposal. Each Forest will provide technical expertise and practical knowledge to support the recruitment and internship portion of this proposal. Additionally, employees from each Forest will be encouraged to mentor students and scholarship awardees in fire and fuels management practices and to work with the NAU Coordinator to build additional and better experiential programs for students.

The regional level F&AM program supports this proposal as it gives an opportunity for current employees across the region to participate in the scholarship program and lays the foundation for all forests to participate in the internship program with undergraduate students. In addition, working with the NAU Coordinator at the regional level will allow better experiential programs for students to be built across all forests in the region.

3. Scope: Describe how the benefits of your proposal extend beyond a single unit.

Both short- and long-term benefits nationwide will result from this proposal. Recruitment and retention of Native American, Hispanic and other minority students, plus women, in the undergraduate forestry program with concrete links to employment will help NAU and the School of Forestry to realize their stated objectives for recruiting and retaining minority students and help diversify the workforce within the National Forest system. This can become a solid basis for a strong national reputation for educating and employing women, Native Americans, Hispanics and other undergraduate minorities. This reputation is already present for the undergraduate program as a whole; the efforts of the NAU Coordinator will enhance this reputation and lead to additional recruitment and retention. The links between education and employment will specifically address retention in both arenas and lead to overall higher levels of employment retention nationwide in employees recruited and supported through this proposal. The summer internship model that will be started within the Coconino and Kaibab National Forests will ideally be emulated across Region 3 on other forests. Nationwide, other Regions and agencies may also find value in similar programs to increase diversity. Finally, continuing education support to complete 401-series courses and the NAU fire ecology certificate provides a regional scope by supporting one person from each of the eleven forests in the Region. The ideal scope of this program when implemented is thus local, regional and national.

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

4. Sustainability: Is this project sustainable beyond the three years of potential funding.

The broad scope of this program will contribute to the overall sustainability as well. For example, using the summer internship model as an example for emulation across multiple forests will lead to implementation without the high start-up costs. We believe managers can implement the structure into the existing hiring infrastructure without additional costs if they are shown a successful program to model. The benefits of linking education and employment will extend beyond the initial three years of this proposal as the NAU Coordinator continues to follow-up with former participants in the program and encourages communication and a sense of community within the group. Once the program is in place and has shown success, the framework and commitment from F&AM and NAU School of Forestry may allow for indefinite continuation with minimal future funding.

5. Partners & Contributions: If the proposal includes partnerships with other organizations, list the partners and their contributions (i.e. funding, resources, in-kind services, etc.).

If the proposal does not include share partners, indicate “not applicable to this period.”

Example:

Partner Name(s)	Forest Service	Partners		Funding Confirmed (Yes/No)
		Federal	Other	
Coconino and Kaibab NF	Coordinator for internship program (GS-7 step 4 10 days)			Yes
Region 3	Agreement for Fire Program/Diversity Recruitment Position (part-time 1.25 years)			Yes; already at NAU
Northern Arizona University			Faculty and Director Salary; ½ of the Fire Program Diversity Coordinator Position for 1.75 years	Yes for Faculty and Director Salaries; Pending for Coordinator

6. Integration with Civil Rights and Human Resource Management Professionals: Describe how the proposal will be integrated through Regional/Area Civil Rights (CR) and Human Resource Management (HRM) efforts.

The Coconino NF has sustained a stable temporary and permanent workforce with employment of Native American tribal members in the last 15 years. For the past 10 years, the representation of Native American males

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

on the Coconino has been above parity (currently 2.3%) of 1.7% within the overall Arizona civilian labor force, with Native American females being at 3.9% (above parity which is 1.7%). However, the two counties that are home to the Navajo (Coconino and Yavapai), have an average Native American population of about 15%. The temporary percentage for both male and female Native American employees is at 2.1%. Thus, although the CLF figures are based on the overall Arizona population, Native Americans in Northern Arizona have a larger CLF average than 1.7%.

2009 employment data for the Kaibab National Forest reflects the following: Permanent workforce: Native American males--4.5%, Native American females—3.0%. Native American males--4.2%, Native American females—0.0%.

As for the Hispanic workforce in the Coconino NF, for the past 10 years, the permanent workforce representation of Hispanic males has been about 6.1%, which is below the 12.7% Arizona CLF figures for Hispanic males (15.2% for Coconino and Yavapai counties). Hispanic females in the permanent workforce on the Coconino have been at about 3.8%, compared to 8.9% for the Arizona CLF (15.2% for Coconino and Yavapai counties). Temporary Hispanic male employees on the Coconino National Forest for the past 10 years have been about 2.6% and Hispanic females have been about 0.5%. These figures are below the CLF and county populations.

2009 employment data for the Kaibab National Forest reflects the following: Permanent workforce: Hispanic males: 3.8%, Hispanic females—1.5%. Temporary workforce: Hispanic males: 0.0%, Hispanic females—1.0%.

It is imperative for the Coconino and Kaibab National Forests to be able to develop creative methods to attract Native Americans and Hispanics into the temporary and permanent workforce. This proposal supports the Forests' initiatives to increase the employment of these groups to more effectively reflect the targeted population within their area of service. By using the STEP approach, this will allow both forests to build their temporary workforce and use it as a feeder system to increase diversity in the permanent workforce.

Specific employment data for females on both forests are, as follows:

Coconino Permanent Workforce: 26.3%, Temporary Workforce: 16.7%

Kaibab Permanent Workforce: 27.8%, Temporary Workforce: 18.8%

Through implementation of this proposal, both the Coconino and Kaibab National Forests could employ a substantial number of Native Americans, Hispanics, and women while contributing to a higher representation in both the temporary and permanent workforce to mirror the communities within the forest.

Recruiters at NAU should continue working with the Special Emphasis Program Managers for the Coconino and Kaibab National Forests to maintain and strengthen the articulation agreement and transfer program with the Southwestern Indian Polytechnic Institute (SIPI) in Albuquerque. In addition, NAU and both forests have begun an outreach program with Dine College, with its main campus in Tsaile and various centers (Western Region in Kayenta and Tuba City; Central Region in Chinle and Ganado; and Eastern Region in Window Rock and Crownpoint). Both of these forests have each developed a tactical plan to which indicates that SEPMS and members of the CRAG committee have conducted and will continue to conduct outreach efforts and AVUE training sessions at local colleges, universities, and chapter houses.

NAU and both forests will work towards developing a similar outreach program to establish stronger linkages with Hispanic community groups, high school and community college officials, and other sources [such as the Arizona Council of (federal) Hispanic Employment Program Managers] to encourage Hispanic youth to pursue

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

educational opportunities in forestry/natural resources at NAU as well. A natural recruitment target for Hispanic high school students is a linkage with the 34 extended NAU campuses throughout the state, particularly in Phoenix, Tucson, and Yuma.

7. Measurement of Success: How will you measure the success of the project as related to the elements addressed in Guideline 1.

We will measure direct and indirect success for each project objective as described below:

1. To create a long-term program at NAU that allows direct recruitment by USFS F&AM of educated and experienced students for the permanent USFS F&AM workforce.

This program will be led by the NAU Coordinator and involves two aspects of this proposal: recruitment of diversity students into the NAU forestry program and their subsequent employment as summer interns. The program will be deemed a success if the increase in diversity students in fire at NAU is followed by an increase in permanent hires into the USFS F&AM workforce following graduation. The NAU Coordinator will track the numbers of diversity students each year enrolled in the program, as well as graduation rates and post-graduation employment of these students.

2. To develop relationships between NAU and two-year colleges for recruitment of diverse candidates into the fire program at NAU and USFS F&AM.

The Coordinator will maintain the current relationship and MOU between NAU and SIPI and will also contact other two-year colleges to assess interest in similar agreements. The Coordinator will also focus outreach efforts at these institutions throughout Region 3 to recruit under-represented students to the NAU Forestry program. In the first year, success will be assessed by compiling a list of institutions other than SIPI who have been contacted and whether they expressed interest in developing a more formal relationship. The first year will be considered successful if any of these have expressed interest in and committed to building stronger relationships between their group, F&AM and the School of Forestry. The compilation will include names and relevant information for their lead contact person; additionally, specific outreach activities that are planned or in progress will be identified and included in the annual progress report.

3. To increase the number of diversity students in the NAU Forestry program and to help these educated students pay for their education and gain experience by working in paid summer internships with the Coconino and Kaibab National Forests

The success of the project will be evaluated by the number of students recruited, trained and retained in the NAU Forestry program that also participate in the summer internship program. A minimum of 5 students will be recruited by the end of the second year; during the first year, we anticipate recruiting a minimum of 2 students into the program.

4. To develop the current underrepresented USFS F&AM workforce with continuing education so they have the training, experience and education to move up the fire career ladder.

The continuing education scholarships will provide up to eleven employees with this opportunity. Success will be measured by successful completion of the fire ecology certificate at NAU. By the end of the third

2011-2013 PROPOSALS
F&AM WORKFORCE DIVERSITY

year, we anticipate that all 11 of these employees should be able to complete the program (it takes 2 full years to complete).