



CENTER FOR PROTECTED  
AREA MANAGEMENT  
COLORADO STATE UNIVERSITY



**2017 Annual Report**

# Mission

The Center for Protected Area Management (CPAM) was formed to extend the CSU land-grant mission by contributing to the conservation, planning, and management of the world's protected areas and the landscapes and seascapes that connect them through capacity development, applied research, and technical collaboration, in partnership with organizations that manage and support protected areas and the communities whose well-being depends on them.

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“The ever-evolving challenges that face protected areas require the training of practitioners across generations. Since 1990, when CPAM held its first protected area management course, the center has recognized the importance of intergenerational training not only for course participants but also for younger members of its team. I am forever grateful for the mentoring I received as an assistant-instructor from CPAM founders, Craig MacFarland and Larry Lechner, during the trail building workshop held in Paraguay this year. They, in addition to the rest of the CPAM team, have played an integral role in my ability to more fully contribute to CPAM’s mission and to become a better conservation leader.”

**Erin Hicks**

Training Coordinator and Assistant Instructor  
The Center for Protected Area Management

# A Message from our Co-directors

The year 2017 was characterized by continued growth for the Center for Protected Area Management (CPAM) at Colorado State University. Our longest running training event, the 27th annual International Protected Area Management Course, was organized successfully in July and August for 24 participants from 10 countries. Our second flagship US training event, the 5th annual Mobile Seminar on Tourism and Protected Areas, was held in September with a record number of applicants from around the world. Twenty-nine participants from 19 countries were represented with several new nations present including Moldova, Albania, Lebanon, Nepal, Congo-Brazzaville, and Tunisia. Our program of cooperation with Brazil's Chico Mendes Institute for Biodiversity Conservation, the US Forest Service, and the US Agency for International Development (USAID) continued to build capacity for rapidly growing recreational use of the country's vast and diverse protected area system. We helped organize the 4th annual Seminar on Sustainable Tourism in Amazonian Protected Areas for over a hundred community leaders, tourism entrepreneurs, and conservation agency staff in Manaus, Brazil. We are helping to train a cadre of professionals working to create meaningful experiences for national and international visitors to Brazilian parks through interpretation programs, the creation of a national network of hiking, biking and paddling trails, and expanded public-private partnerships such as tourism concessions to improve visitor services and infrastructure. We continued our multi-year program to provide basic training for the entire Paraguayan ranger corps, as well as leadership training for protected area chief rangers, managers, and technicians



in that country. We continued active participation through the World Commission on Protected Areas with other leading global conservation training organizations as part of efforts to improve monitoring of the long-term impact of conservation training investments. We also began a cooperative agreement with the US National Park Service to recruit diverse CSU undergraduates for internship opportunities at Rocky Mountain National Park.

Our program of activities involved demanding work by our dedicated team of staff and CPAM's associated faculty members and conservation practitioners. Our efforts would not have been possible without the support of donors and partners like USFS, WWF, USAID and USNPS, and the US Department of Interior International Technical Assistance Program, as well as the generous support of our own

staff, associates and individual donors. Our financial sustainability improved through growth in our endowment and full enrollment in our flagship courses, which allowed us to hire a new training coordinator, Erin Hicks, a graduate of Warner College's Conservation through Leadership MS program. We invite you to learn more about our 2017 activities in this annual report, and to help us to continue to contribute to conserving the Earth's rich natural and cultural diversity in these challenging times in 2018 and beyond.

**Ryan Finchum**  
Co-director

**Jim Barborak**  
Co-director

# A Message from our Department Head



During the last few years our department's Center for Protected Area Management (CPAM) has seen incredible growth. They have expanded their protected areas capacity development programs around the globe both in depth and breadth. They are now reaching more protected area professionals in more countries than ever before. The work of CPAM builds on the history and tradition of our Department of Human Dimensions of Natural Resources (HDNR), which is rooted in the parks and protected area movement that blossomed in the mid-20th century. Since our formation almost 70 years ago, we have been at the forefront of providing university education of aspiring conservationists, providing research that informs park decisions, and building the capacity of protected area professionals through in-service training and outreach. Our excellence has not only been achieved by world-renowned faculty, but also by the similarly accomplished protected area professionals housed in CPAM. Just this past year, the work of CPAM co-directors Jim Barborak and Ryan Finchum was recognized by our College which awarded them the Warner College of Natural Resources Outstanding Service Award.

CPAM is helping to empower protected area agencies, NGO's, local communities, and university partners around the globe with outstanding technical capacity and an increased confidence to act. Parks and protected areas are now seen as the primary policy mechanism by which we can protect biodiversity and the ecosystem services we rely on for sustainability. However, the individuals working to achieve long-term protection for these areas need specialized training and opportunities to build networks. CPAM's course graduates and partners form one of the largest networks of protected area managers in the hemisphere, if not the world. Having CPAM located within our academic unit means expanded opportunities for our students and our faculty to get involved in projects around the world, and an infusion of information and ideas from practitioners. We are proud to have CPAM associated with HDNR and look forward to continuing to collaborate on some of the world's most pressing conservation challenges.

A handwritten signature in black ink, appearing to read "Mike Manfredo".

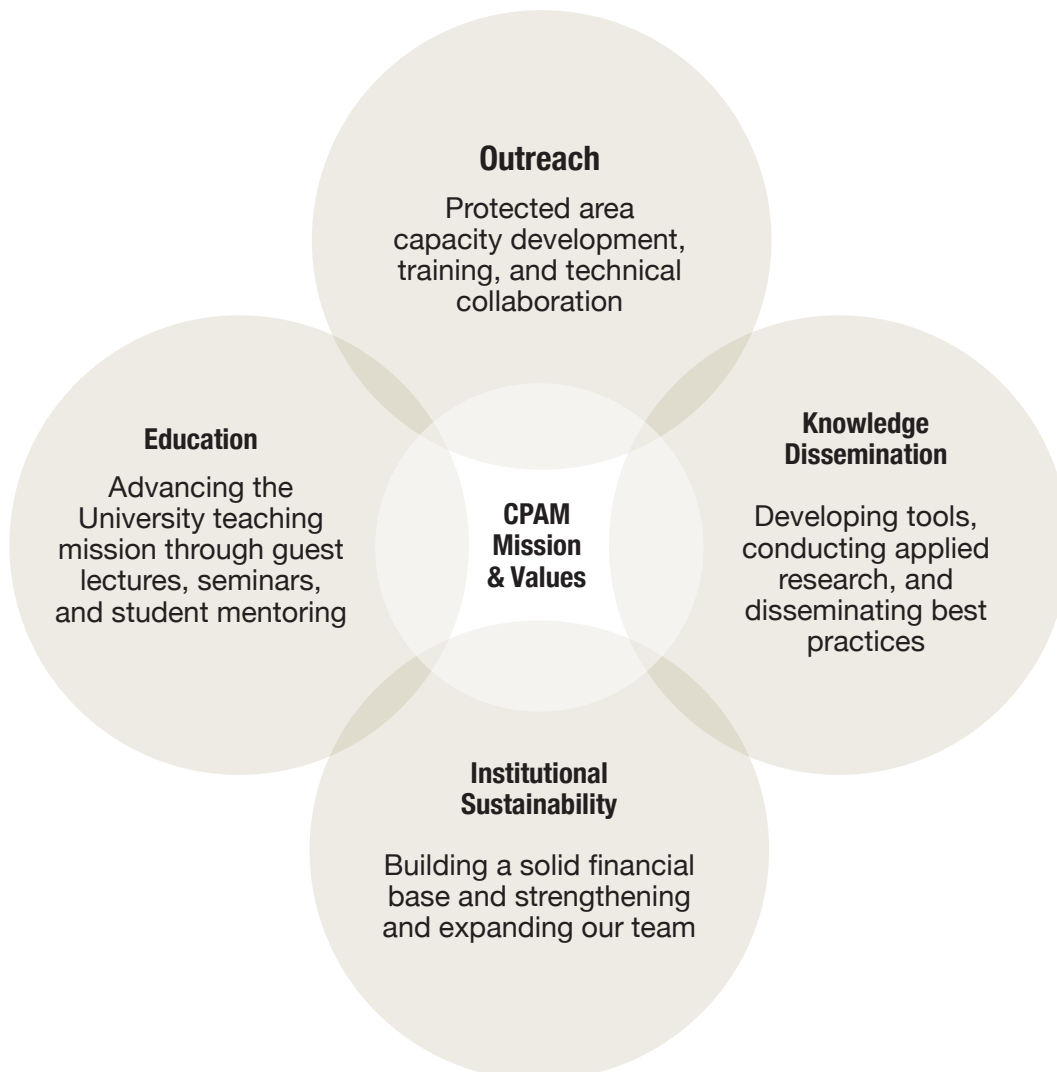
**Mike Manfredo**  
Department Head, Human Dimensions  
of Natural Resources

# Our Philosophy and Approach

The Center for Protected Area Management helps implement the land grant mission of Colorado State University by contributing to natural resource management across our state, nation, and the world. Through the land grant mission, we are in effect partners with the communities, institutions, and nations where we work, trying to solve conservation challenges and problems collaboratively. Together we focus our energy and resources to improve our human livelihoods today, while also ensuring the health and prosperity of future generations and the sound stewardship of the natural resources that are vital to their welfare.

Within this context, we believe in the power of individual and institutional ingenuity to create

and adapt resilient systems and processes for the long-term, sustainable management of our natural resources, particularly protected areas on land and sea, the buffer zones that ring them, and the corridors that connect them. Therefore, much of our focus is spent on conservation education and training. We invest time and resources disseminating knowledge and tools to empower early and mid-career men and women with the skills needed to be high-achieving conservation leaders who will guide us through considerable environmental change and uncertainty. We also bring lessons learned from innovators around the globe back to our university and local community, and work to make sure that as a university center we have a solid financial and technical base of operations.



# Highlighted Projects from 2017



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# 2017 World Map of Course Participants

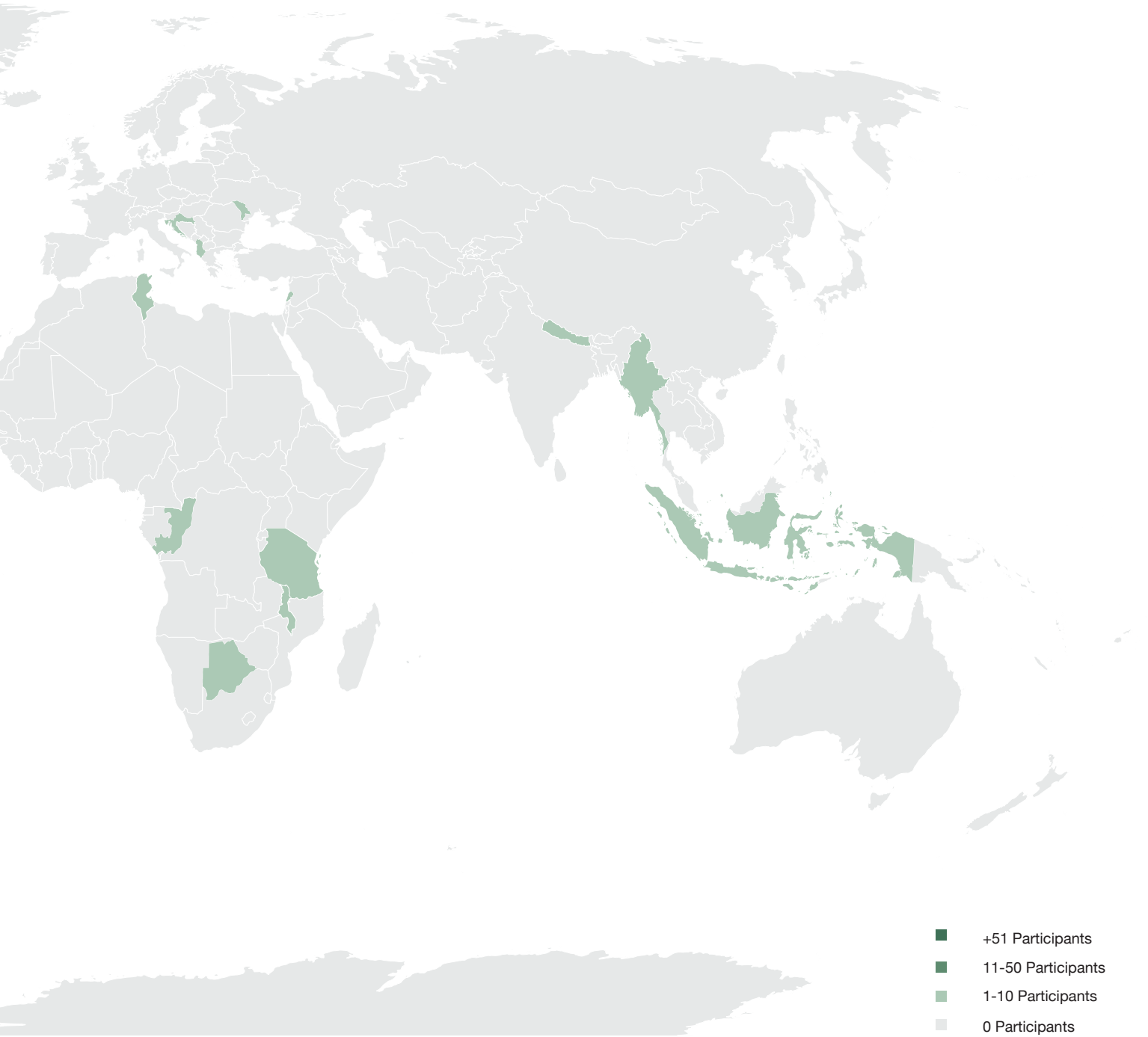
## Participants by Country

Country	Qty
Albania	2
Botswana	1
Brazil	207
Chile	1
Colombia	1
Congo-Brazzaville	1
Croatia	1
Cuba	2
Ecuador	9
Guatemala	3
Honduras	12
Indonesia	3
Jamaica	1
Lebanon	1
Malawi	1
Mexico	6
Myanmar	1
Nepal	1
Paraguay	77
Peru	2
Republic of Moldova	1
Tanzania	1
Tunisia	1

23 countries, 336 participants







# 2017 Year in Review

27th Year | 572 Graduates

5th Year | 105 Graduates



## Annual Spanish-language Protected Area Management Course

This year, we continued our tradition of training generations of protected area personnel with our 27th edition of the International Protected Area Management course co-sponsored by the Office of International Programs of the U.S. Forest Service. Twenty-four participants from 10 different Latin American countries engaged with protected area practitioners from agencies and organizations at the municipal, state, and national levels within the states of Colorado, Wyoming, and Utah. Each year the course adapts to address emerging challenges facing protected area managers. This year, participants benefited from new and expanded themes: management for natural sounds and night skies, climate change and protected areas, and a more robust leadership curriculum. In addition, key topics of this year's course included planning, adaptive management, engaging diverse stakeholders, managing tourism in protected areas, field skills development, conservation governance and finance, and communication skills. At the culmination of the course, each participant developed a leadership and action plan, identifying actionable steps that they will take to implement course concepts in their home countries. To date, we have had 572 participants from 26 countries participate in this transformative course.



## Annual English-language Tourism and Protected Areas Seminar

This year's 5th Annual Planning and Managing Tourism in Protected Areas Mobile Seminar hosted the most diverse group of participants in CPAM's course history. Twenty-nine participants from 19 countries throughout the world joined CPAM instructors and co-directors and CPAM Associate Dr. Steve McCool, Professor Emeritus of the University of Montana, to cover 2,000 miles and visit nine National Park Service units, the Black Hills National Forest, and sites managed by state, local, and tribal governments. Participants met with park staff, NGOs, and private sector concessionaires to discuss key topics such as planning for tourism and public use in protected areas, typology of tourism activities, tourism and climate change, monitoring and evaluation, personnel and funding approaches, institutional arrangements, infrastructure, and interpretation. Through the seminar, a community of learning was created. Each participant shared their expertise and knowledge through group discussions, small group exercises, participant presentations, and informal exchanges. At the end of the seminar, participants developed and presented action plans, identifying actionable steps that they will take to implement course concepts and practical ideas observed and discussed in their home countries.

4 Internships

1920 Hours

## Ongoing Campus Outreach and Support



### Rocky Mountain National Park Internship Program Launched

In 2017, CPAM and Rocky Mountain National Park's Research Learning Center launched an internship program for Colorado State University students from a wide range of disciplines. Internships were created requiring expertise in ecology, backcountry climbing, construction management, and engineering. CPAM helped with the recruitment and oversight of the interns as they put their education and skills to work during the summer in Rocky Mountain National Park. Upon completion of the internship, each student presented a summary of his or her job and lessons learned on campus in Fort Collins. We are working with the National Park Service to expand this internship program in future years, building off the success of our cooperative effort with Rocky Mountain National Park. Our hope is to be able to expand the number of internships we can offer each year, not only to CSU students, but also to students throughout the Colorado Front Range. We also hope to begin offering internships in other units in the national park system and with other conservation agencies.

### CSU On-campus Initiatives

CPAM strives to actively contribute to CSU's overall mission and programs and those of the Warner College of Natural Resources and the Human Dimensions Department. One such effort is our Internship Program for CSU undergraduates at Rocky Mountain National Park, described previously. Our team also actively participates in the Warner College International Affairs Committee to support international students in our college and to strengthen our college's international work. We annually recruit and supervise two Warner College undergraduate work-study students who each work 10 hours per week during the school year assisting CPAM staff on a range of projects related to their own career goals. We sponsor at least one brown bag seminar in English and Spanish on campus on protected area themes each semester for the campus and Fort Collins community. We regularly meet with undergraduate and graduate students to provide career advice and input into research projects and with faculty from our college to provide input and insights for their research programs. Each year, we give a number lectures in undergraduate and graduate courses within our department on conservation themes. Jim Barborak gives an annual workshop on conservation finance for students in the Warner College's Conservation Leadership master's degree program.

3 Courses

75 Rangers Trained

50 Community Members

15 Agency Staff  
Trained



### Training Paraguay's Ranger Corps in Field Skills and Leadership

In 2017, we continued a multi-year program funded by the Tropical Forest Conservation Fund of Paraguay and other donors with the goal of providing standardized basic skills training to all Paraguayan park rangers within the Ministry of the Environment and to others working in private nature reserves and for watershed management authorities. We organized two additional 40-day cycles of ranger training for over 50 rangers. In addition, we organized a three-day intensive training workshop for over 30 Paraguayans who form part of the teaching team for the ranger courses to improve their pedagogical skills for training adult learners. We also organized a one-week leadership course for over 20 chief rangers, protected area technicians, and superintendents to build both their technical competency and their personal leadership skills. Our training initiative is designed to improve the competency of the field staff of Paraguay's protected area system to better address threats including poaching, wildfires, and deforestation. With our partners in Paraguay, we also hope to increase the scope and impact of research, outreach, and environmental education efforts while promoting national and international visitation to Paraguay's diverse protected area system.

### Interpretation Capacity Development, Brazil

We continued to develop interpretation capacity in Brazil throughout 2017. This included community-based training in the Tapajos National Forest, a specialized training and staff certification program for the Chico Mendes Institute (ICMBio), and implementation of interpretive videos at the Anavilhanas National Park demonstration site. At the Tapajos National Forest, we trained a group of 25 community guides from traditional and indigenous communities living within the national forest in basic principles of interpretation and customer service. We also trained 50 community members in the use of the Tapajos National Forest Interpretive Backpack. At the ICMBio training center (ACADEBio), we provided 15 members of the ICMBio interpretation specialist team with certification training (Certified Interpretive Guide) recognized by the National Association for Interpretation. This was a capstone training of trainers event that also focused on the development of training materials for graduates to use in their own training courses from now on.

2 Videos Created

Aquatic Trails Mapped

54 Women  
Interviewed

New Program Created



### Videos and Aquatic Trails Highlighted in Anavilhanas National Park Demonstration Site, Brazil

In Brazil, CPAM continued to provide support to the Partnership for the Conservation of Amazon Biodiversity which includes the US Forest Service (USFS), the Chico Mendes Institute (ICMBio), and several university partners. CPAM provided leadership on the Public Use Component of the program of work. This included the development of two main activities at the Anavilhanas National Park Demonstration Site. We conducted an interpretive planning session to outline the content for two park videos highlighting the activities available for visitors in Anavilhanas National Park. The final products included short and long-format videos that will be used on-site in the park and in social media to promote park visitation. We also collaborated with the USFS and ICMBio to map out existing and potential aquatic trails within the archipelago of Anavilhanas National Park. Future demonstration site activities at Anavilhanas will include linking interpretation materials and tools with the boat operators that guide visitors along the existing motorized aquatic trails. We will also provide support in the future on the development of educational materials for children in the surrounding communities.

### Gender and Protected Areas Research Leads to Development of a New Latin America-wide Program

CPAM conducted its first study to identify the support mechanisms and barriers that women experience in the field of protected area management in Latin America. We solicited the cooperation of 163 female alumni from our International Protected Area Management course to participate in the study. A total of 54 women from 24 countries responded to the survey. The results of the survey identified opportunities for CPAM to strengthen its support for women in protected areas both during training courses and in follow-up support. Through the study, women were asked about perceived barriers and support mechanisms encountered within their professional and personal lives. Many echoed concerns in regards to inadequate work-life balance or lack of credibility in their profession by their male counterparts. Women concurred that an active network and community of female counterparts creates solidarity that empowers women to lead in the conservation field. It was also noted that training and toolkits that support leadership, work-life balance, and creation of supporting networks are vital resources. As a result, CPAM has launched a Women and Conservation Leadership Initiative to further develop programs and activities that are specifically designed to support women that work in protected areas and conservation around the world.

## Completed Deliverables for NPS



Photo credit: Ángel Pineda

### Cooperative Agreement with USNPS on Natural Sounds and Night Skies, Global

In 2017, CPAM completed a two-year cooperative agreement with the National Park Service (NPS) Natural Sounds and Night Skies Division to synthesize and disseminate information on best practices in managing light and noise pollution and promoting natural soundscapes and dark skies in protected areas. Research Associate Rina Hauptfeld, along with CPAM staff members Maritza Arizaga and Erin Hicks, and with support from the CPAM co-directors and several interns, completed a literature and Web review as well as an e-mail survey of ongoing international initiatives. CPAM organized and facilitated the second meeting of the Natural Sounds and Night Skies Advisory Group of the World Commission on Protected Areas at the George Wright Society biannual conference in Norfolk, Virginia. We also designed and implemented a new module on night skies and natural soundscapes in CPAM's annual protected area management short course. CPAM hopes to continue to collaborate with the NPS to share lessons learned from their night skies and soundscape research and interpretive programs with protected area managers around the world. This is important because there is growing global recognition of the significance and need to deal with the pervasive impacts of noise and light pollution on wildlife and visitor enjoyment.

## International Outreach and Conferences



### Highlights of Other CPAM Involvement in International Conservation Capacity Development, Global

Each year, in addition to organizing its two flagship courses in English and Spanish in the USA, CPAM supports numerous other training courses, conferences, and workshops, particularly in Latin America. In 2017, CPAM again worked with CATIE, a regional university based in Turrialba, Costa Rica, to co-organize their protected area short course, now in its 37th year. Both Jim Barborak and Ryan Finchum, along with several CPAM associates, are active members of the World Commission on Protected Areas and contribute to its task forces and working groups to identify and promote global best practices in several aspects of protected area management including urban conservation strategies, capacity building, tourism, World Heritage Site management, connectivity conservation, and the relationship between indigenous peoples, local communities, and protected areas. This past year, CPAM also participated in other international conferences on conservation, including the International Trails Symposium in Dayton, Ohio. Jim Barborak was invited to be a keynote speaker at the Conference on Tourism and Protected Areas in the Canary Islands of Spain. He also attend a tripartite meeting of officials and NGOs from Cuba, Mexico, and the USA to discuss ways of improving management of tourism in marine protected areas in the Gulf of Mexico.

# Financial Overview

## Endowment & Project Funding

In order to ensure the financial sustainability of CPAM’s work over time, an endowment has been initiated with a generous gift from George and Nancy Wallace that will provide on-going funding in support of our mission. This endowment is growing thanks to contributions from our own team and from individual supporters who believe in our work. Overtime, our endowment will provide CPAM with a base operating budget that will help us provide continuity for our projects and programs. The bulk of our funding each year comes from specific partnerships or projects in which CPAM teams up with organizations around the globe to support protected areas through a variety of capacity development and technical collaboration initiatives.

## Key Institutional Supporters in 2017

In 2017, we were fortunate to have a wide-range of institutions in the USA and around the world contribute to the success of our projects and programs. We would like to recognize the important contributions to our work provided by the following organizations: US Forest Service International Programs, US National Park Service, World Wildlife Fund-US Russell E. Train Education for Nature Program, US Agency for International Development, US Department of Interior International Technical Assistance Program, the Tropical Forest Conservation Fund-Paraguay, World Wildlife Fund International, the International Union for Conservation of Nature, and Semeia Institute of Brazil.

## Individual Donor Support in 2017

We would also like to thank all of our individual donors that have provided critical financial support to our on-going operations and programs. This funding is used to catalyze new programs and to increase our endowment.

Specifically, we would like to thank: George & Nancy Wallace, Terry & Barbara Finchum, Jim Wurz and Brenda Miles, Jim and Damaris Barborak, Ryan & Michelle Finchum, Katrina and Anthony Walsh, and Adam Hensen.



# Executive Committee and Founding Associates



**Jim Barborak**  
Co-director



**Ryan Finchum**  
Co-director



**Dr. George Wallace**  
Founder and Director Emeritus



**Jim Wurz**  
Founder and Associate



**Dr. Stu Cottrell**  
Faculty Associate



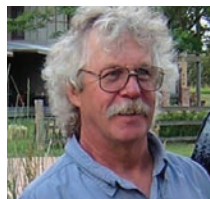
**Dr. Jennifer Solomon**  
Faculty Associate



**Dr. Chris Mayer**  
Associate



**Dr. Craig MacFarland**  
Founder and Associate



**Larry Lechner**  
Founder and Associate

“CPAM works tirelessly on training and technical assistance initiatives—at CSU, in the USA, and around the world. Our goal is to build the competency of conservationists and the institutional capacity of governments, NGOs, academia, businesses, and communities to ensure the world’s growing terrestrial and marine protected area network survives and thrives in spite of longstanding pressures and emerging threats.”

**Jim Barborak**  
CPAM Co-Director



# Staff and Associates



**Rosa Maria Vidal**  
Senior Advisor



**Erin Hicks**  
Project Coordinator



**Audrey Ek-Psomas**  
Project Coordinator



**Maritza Arizaga**  
Executive Assistant



**Dominique Ashe**  
Student Assistant



**Valeria Cintora**  
Student Assistant



**Rina Hauptfeld**  
Research Assistant



**Lorena Mondragón**  
Communications



**Dr. Tara Teel**  
Associate



**Dr. Kelly Jones**  
Associate



**Dr. Rebecca Gruby**  
Associate



**Dr. Mike Gavin**  
Associate



**Allan Rhodes**  
Associate



**Adrian Benedetti**  
Associate



**Dr. Peter Newman**  
Associate



**Alan Moore**  
Associate



**Dr. Mike Manfredo**  
Associate



**Mark Willuhn**  
Associate



**Dr. Miguel Milano**  
Associate



**Susan Pierce**  
Associate



**Michael Olwyler**  
Associate



**Dr. Steve McCool**  
Associate



Bartolome Island, Galapagos National Park, Ecuador

“The training that I received in July of 1998 by the International Protected Area Management Course served as an important tool for my professional career. It complemented my research with the Charles Darwin Foundation in addition to informing my role in advising the Direction of Galapagos National Park. A course like this is essential for the professional development of every biologist.”

**Cruz Marquez (Father)**  
Retired Herpetologist for the Charles Darwin Foundation, Ecuador



“With my experience in the International Protected Area Management Course, I cannot emphasize enough how important this certification is. In today’s world, it is increasingly necessary to protect the planet’s natural areas. The course has introduced me to new ideas on how to help the conservation of one of the most fragile places on the planet: the Galapagos Islands. Thanks to this knowledge, I have been able to contribute with projects that involve the local Galapagos community to value the treasure in which they live.”

**Jefferson Marquez (Son)**

Naturalist Guide specialized in the patrimony of Galapagos National Park, Ecuador

To learn more about CPAM's work with protected areas, the people who manage them, and the communities who depend on them, please visit:

<https://warnercnr.colostate.edu/cpam/>



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**Cover:** Rocky Mountain Region, USA

