



CENTER FOR PROTECTED  
AREA MANAGEMENT  
COLORADO STATE UNIVERSITY



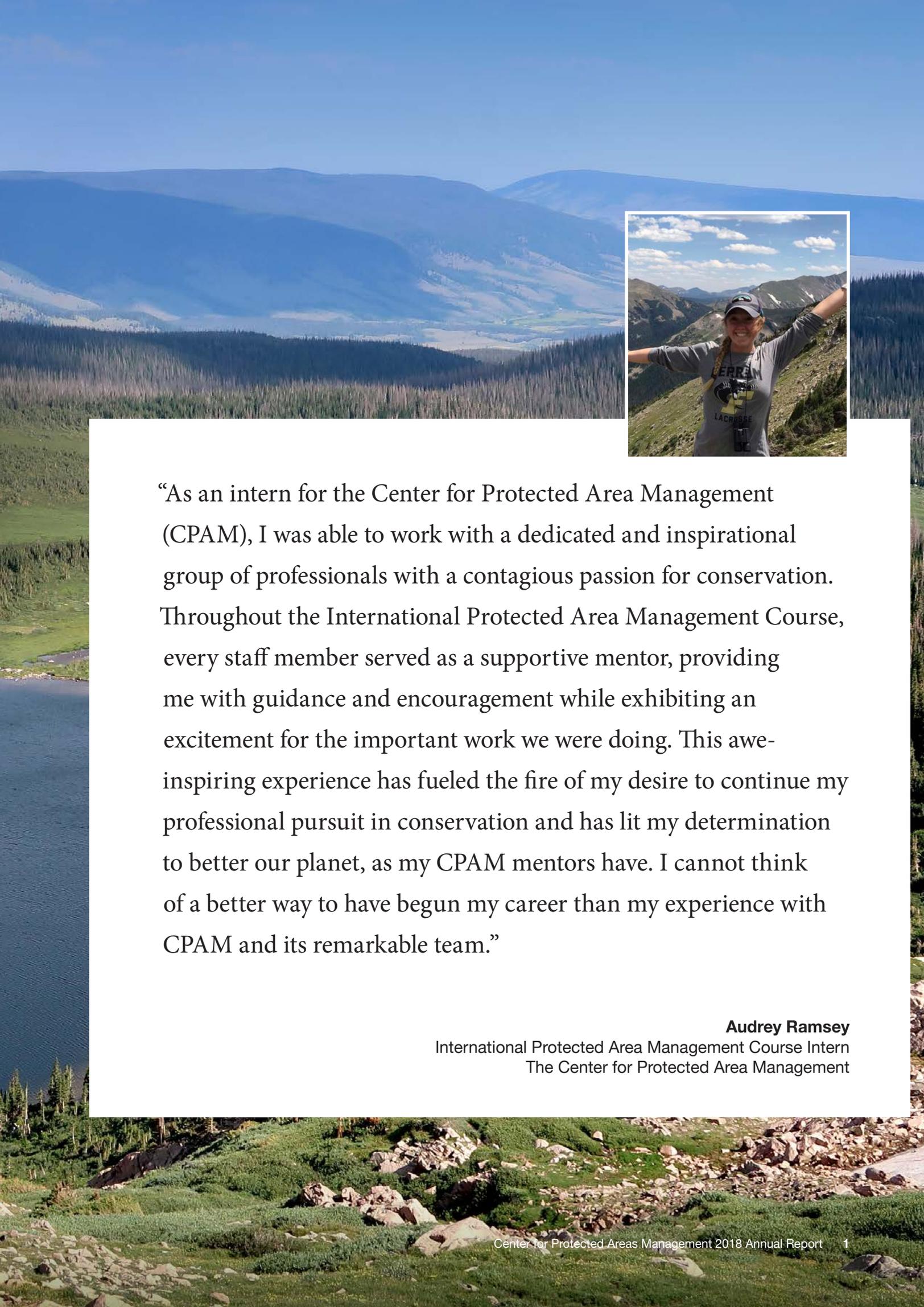
2018 Annual Report

# 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.

# Contents

<b>2</b>	A Message from Our Dean and Department Head	<b>6</b>	2018 World Map of Course Participants
<b>3</b>	A Message from Our Co-Directors	<b>8</b>	2018 Year in Review
<b>4</b>	Our Philosophy and Approach	<b>13</b>	Financial Overview
<b>5</b>	Highlighted Projects from 2018	<b>14</b>	Executive Committee and Founding Associates
		<b>15</b>	Staff and Associates

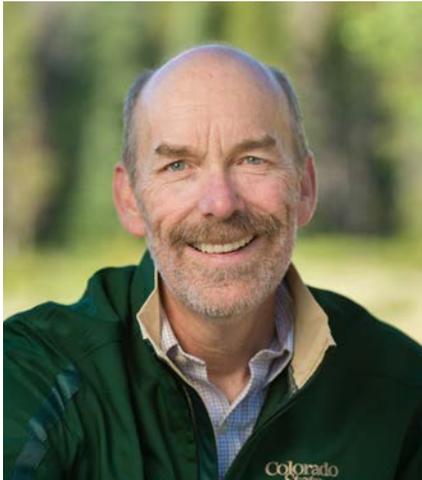


“As an intern for the Center for Protected Area Management (CPAM), I was able to work with a dedicated and inspirational group of professionals with a contagious passion for conservation. Throughout the International Protected Area Management Course, every staff member served as a supportive mentor, providing me with guidance and encouragement while exhibiting an excitement for the important work we were doing. This awe-inspiring experience has fueled the fire of my desire to continue my professional pursuit in conservation and has lit my determination to better our planet, as my CPAM mentors have. I cannot think of a better way to have begun my career than my experience with CPAM and its remarkable team.”

**Audrey Ramsey**

International Protected Area Management Course Intern  
The Center for Protected Area Management

# A Message from Our Dean & Department Head



Faced with ever-increasing human populations, a changing climate, and societal demands for water, land, and raw materials, stewardship of our planet's amazing natural resources is a daunting task. Here in the United States and across the globe, an essential element of this

stewardship is management of our protected areas.

In light of the barrage of challenges facing protection and management of natural areas, CPAM has been playing a critical role in helping shape management of protected areas and in educating and training protected area managers with the latest science and techniques. A look through the pages of this year's annual report reveals an impressive set of projects and training events taking place in 6 countries and serving 280 participants from 29 countries and 5 continents. While the numbers are impressive, the true impact of CPAM is more difficult to measure and far more profound. The true impact is expressed in the skills gained by protected area managers who participate in the program and the way that those skills translate

to improved protection and conservation of the planet's rich natural heritage.

At Colorado State University we are proud of the role that CPAM is playing and the global impact that they are having.

A handwritten signature in black ink, appearing to read "John Hayes".

**John Hayes**  
College Dean, Warner College of Natural Resources



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

technical assistance if protected areas are to survive and thrive in a rapidly changing world. Since our Department of Human Dimensions of Natural Resources (HDNR) was founded 70 years ago, we have been at the forefront of providing university education for aspiring conservationists, providing research that informs protected area decision-making, and building the capacity of protected area practitioners through in-service training and outreach. The work of CPAM builds on the tradition of our department. Over the past few years, with the leadership of Ryan Finchum and Jim Barborak, the hard work of a team of faculty and practitioner associates and strong donor support, the Center has expanded its 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. CPAM's course graduates and partners form one of the largest networks of protected area managers anywhere. 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

# A Message from Our Co-Directors

Since it began three decades ago as the research lab for our founding director, George Wallace, the Center for Protected Area Management (CPAM) at Colorado State University has continued to grow and evolve. From our flagship courses in Colorado and trainings abroad, to our collaboration with key partners and our participation in international meetings, CPAM's work this year has continued to equip protected area managers with technical and leadership skills while providing inspiration and hope to confront diverse conservation challenges. To mention a few highlights, our International Protected Area Management Course and Planning and Managing Tourism in Protected Areas Mobile Seminar, in their 28th and 6th years respectively, hosted our most diverse groups of participants to date with regard to geography and gender. This has allowed us to encourage the development of communities of practice with diverse perspectives, contributing to the ongoing exchange of experiences beyond our courses.

This year, our work was strengthened in Brazil as we continued our longstanding partnership with USFS and the US Agency for International Development in cooperation with Brazil's Chico Mendes Institute for Biodiversity Conservation (ICMBio) to build capacity for the rapidly growing recreational use of Brazil's vast and diverse Amazon protected areas. We helped organize the 5th annual Seminar on Sustainable Tourism in Amazonian Protected Areas for over a hundred community leaders, tourism entrepreneurs, and conservation agency staff from throughout the Amazon in Rio Branco, Acre, Brazil. We also continued to help train a cadre of Brazilian professionals dedicated to



creating meaningful experiences for national and international visitors through interpretation programs. In addition, we assisted ICMBio in rolling out new approaches to monitoring and zoning for visitor use in its protected area system.

Globally, we continued active participation in the World Commission on Protected Areas and with other leading international conservation organizations as part of efforts to improve monitoring of the long-term impact of conservation training investments. We also responded to specific requests from partner organizations for conducting technical collaboration missions, courses, and guest lectures in Nicaragua, Guatemala, Brazil, Madagascar and the USA. Locally, we continued our collaborative effort with the US National Park Service to recruit diverse CSU students for internship opportunities at Rocky Mountain National Park.

Our program of activities involved demanding work by our dedicated team of staff, associates, and partners. Our efforts would not have been possible without the

support of a wide suite of donors and partners, as well as the generous support of our own staff, associates, and individual donors. We'd also like to recognize the support of the Warner College for Natural Resources Dean Dr. John Hayes, Associate Dean Mark Paschke and Department Head Dr. Michael Manfredo, who all contributed to helping us move to a new, larger, and permanent home on campus in the General Services Building.

We invite you to learn more about our 2018 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.

A handwritten signature in black ink that reads "Ryan Finchum".

**Ryan Finchum**  
Co-director

A handwritten signature in black ink that reads "James R. Barborak".

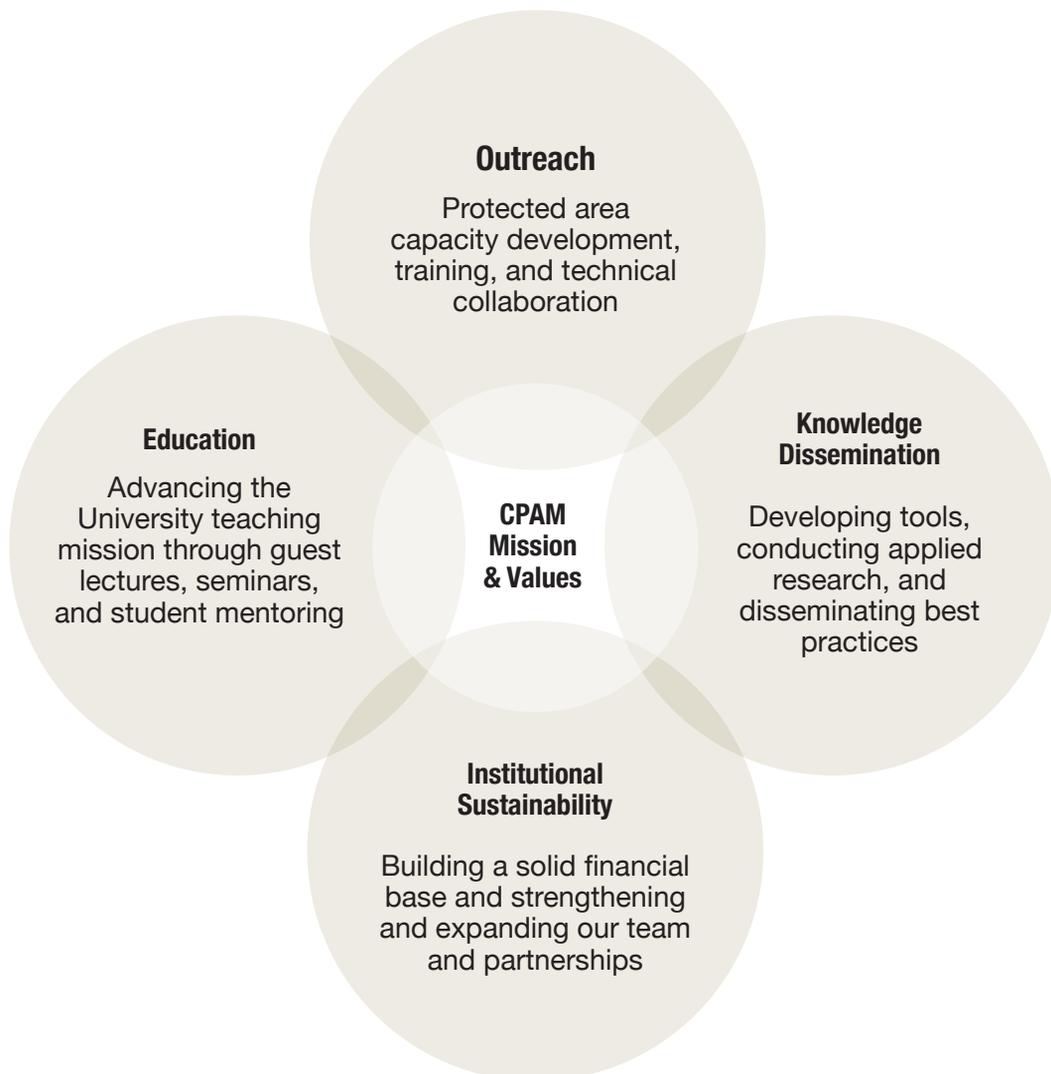
**Jim Barborak**  
Co-director

# 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 through 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 women and men 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 2018



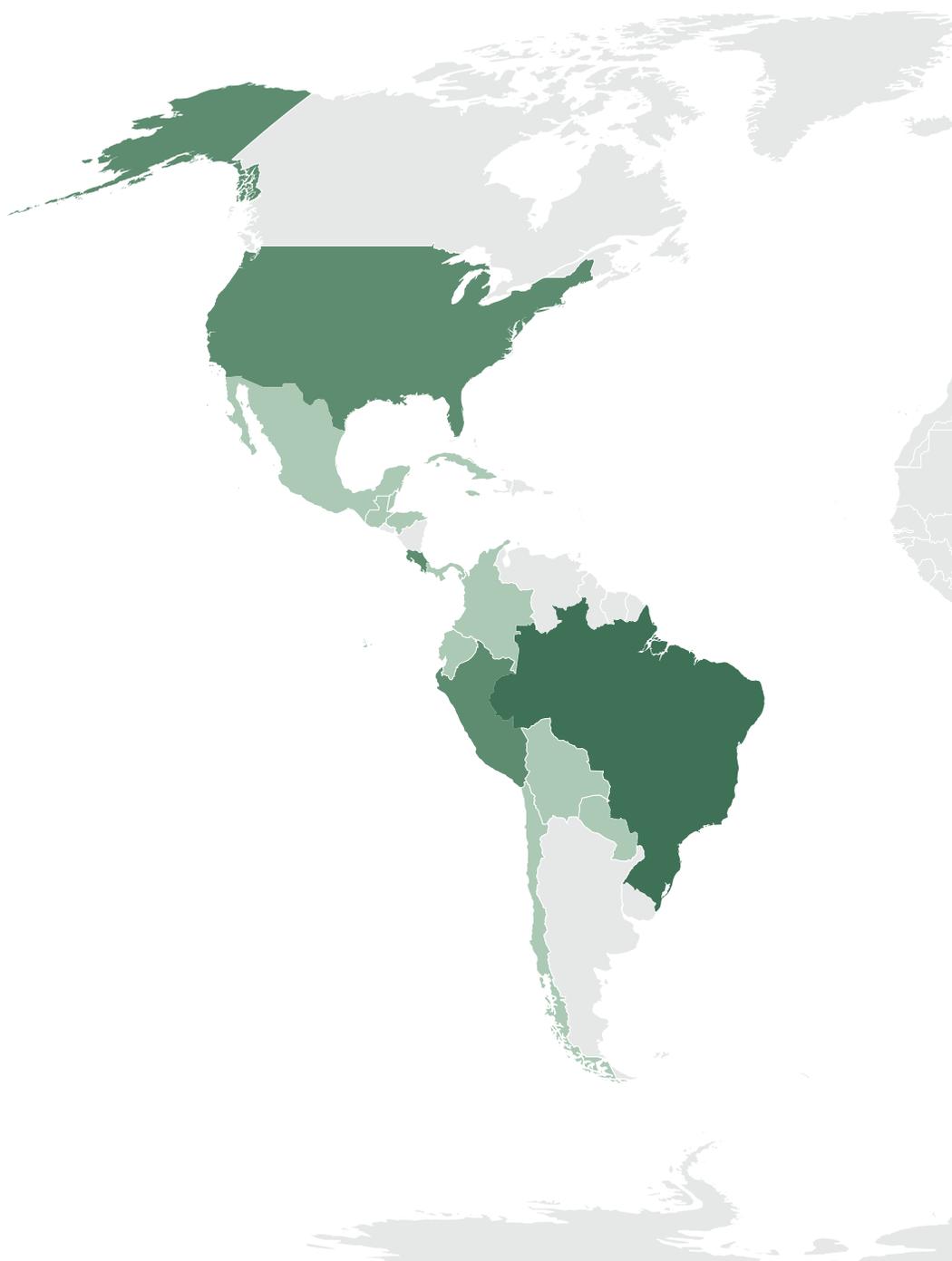
- Protected Area Course, **Colorado USA** - page 8
- Tourism and Protected Area Seminar, **Western USA** - page 8
- CSU On-Campus Initiatives, **Colorado USA** - page 9
- Initiatives in Acre State, **Brazil** - page 9
- Demonstrations Sites in Anavilhanas NP, **Brazil** - page 10
- Trail Workshop, **Brazil** - page 10
- Trail Workshop, **Costa Rica** - page 10
- Tourism Assessment, **Nicaragua**- page 11
- Master's Program, **China** - page 11
- Protected Area Finance Workshop, **Madagascar** - page 12
- Improving Protected Area Capacity, **Global** - page 12

# 2018 World Map of Training Participants

## Participants by Country

Country	Qty
Belize	1
Belarus	1
Bolivia	2
Brazil	136
Chile	3
Colombia	2
Costa Rica	41
DR Congo	2
Ecuador	5
Georgia	1
Guatemala	2
Honduras	4
Indonesia	1
Kenya	1
Kyrgyzstan	1
Madagascar	13
Malawi	2
Mexico	5
Nepal	2
Panama	2
Paraguay	1
Peru	11
Republic of Moldova	1
Russia	1
Rwanda	1
Tajikistan	1
USA	35
Zambia	1
Zimbabwe	1

29 countries, 280 participants





# 2018 Year in Review

28th Year | 595 Graduates

6th Year | 135 Graduates



## Annual Spanish-Language Protected Area Management Course

This year, for the first time we welcomed a gender-balanced group of participants to the International Protected Area Management course, co-sponsored by the Office of International Programs of the U.S. Forest Service. Twenty-three participants from nine 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 its content to address emerging challenges facing protected area managers. This year, participants benefited from new and expanded themes including gender equality within conservation and a more robust leadership curriculum. In addition, key topics of this year's course included planning, adaptive management, climate change and protected areas, engaging diverse stakeholders, managing tourism in protected areas, field skills development, conservation governance and finance, managing night skies and natural sounds, 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 new tools, techniques, and best practices in their home countries. To date, we have had 595 participants from 26 countries participate.



## Annual English-Language Tourism and Protected Areas Seminar

This year's Planning and Managing Tourism in Protected Areas Mobile Seminar achieved a milestone by hosting the most geographically diverse group of participants in the seminar's history. Twenty-seven participants from 20 countries throughout the world joined the CPAM team 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, monitoring and evaluation, personnel and funding approaches, institutional arrangements, infrastructure, and interpretation. Each participant had the opportunity to share 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 in their home countries. To date, we have had 132 participants from 46 countries participate.

3 Internships

1 Graduate Capstone

2 Technical Visits

120 Seminar Participants



### CSU On-Campus Initiatives

CPAM continued to serve CSU's student population through two on-campus initiatives. The first, our Rocky Mountain National Park Internship Program in collaboration with the National Park Service, celebrated its second year. Three undergraduate students served in internship positions for Rocky Mountain National Park (ROMO), including forestry and wildland fire fighting, to wilderness ranger, and museum collections specialist. Feedback from ROMO supervisors highlights the invaluable service that the interns have provided to various park divisions. At the graduate level, CPAM engaged with Conservation Leadership Master of Science student Peter Garner to develop a theory of change and results framework for the center's annual International Protected Area Management Course. After holding a series of meetings with our team to conduct an overall situation analysis, Peter highlighted the course's inputs, outputs, outcomes, and overall impact. This collaboration not only enabled Peter to complete his master's capstone project, it provided him with valuable professional experience while benefiting CPAM with a useful long-term planning and communication tool. We plan to capitalize on this experience and generate an overall theory for our center and its programs.

### Expanding Work into Acre State in the Brazilian Amazon

In 2018, CPAM developed several projects in Acre, a state in the Brazilian Amazon. The center conducted two technical field visits to the Chico Mendes Extractive Reserve and surrounding area, where successes and challenges to date for the Chico Mendes Trail Initiative were assessed. The initiative, which plans on providing a through-hiking experience with local community homestays, involves a 90 km long-distance trail that passes through the reserve and nearby communities. In May, the fifth edition of the International Seminar on Tourism in Amazon Protected Areas was held at the Rio Branco campus of the Federal University of Acre, Brazil. The Seminar was also branded as the first Meeting on Best Practices in Community-Based Tourism (CBT). This year, the seminar's focus was on the development of CBT in and by traditional and indigenous communities as a supplemental income-generating activity. One hundred twenty participants came together from seven countries (Brazil, Colombia, Ecuador, Peru, Bolivia, Canada, and the United States) to share best practices. Participants came from at least a dozen Brazilian states and several indigenous community representatives.

**Interp Products  
Developed**

**25 Teachers  
Trained**

**2 Trail Workshops**

**46 Trail Specialists  
Trained**



### **New Demonstration Activities in Anavilhanas National Park**

Building off of our recent work on interpretation and local community engagement in Anavilhanas National Park in Amazonas State, Brazil with the US Forest Service and the Chico Mendes Institute, we expanded our outreach to develop new interpretive products and engage with local school teachers. A participatory workshop was held with local guides and boat operators responsible for taking visitors out to the complex labyrinth of islands and flooded forests that make up the park. Based on their ideas and feedback, a new set of interpretive products were developed including an interpretive map and a series of interpretive signs. These interpretive products will help improve the overall quality of guiding and interpretation provided by local operators within the park. With local school teachers, the Chico Mendes Institute, US Forest Service, and CPAM held a workshop to identify potential educational materials that could be developed and used by teachers to further expand the students' awareness of the uniqueness of living at the doorstep of a national park and World Heritage Site.

### **Training Trail Builders and Promoting Park Pathways**

During 2018, CPAM provided technical assistance and training on the design, construction, and maintenance of trails in protected areas in Brazil and Costa Rica. In partnership with USAID, the US Forest Service, and the Chico Mendes Institute, Larry Lechner participated in a workshop with some of Brazil's leading trail specialists. As part of the training, a strategy was developed for the expansion of the country's trail system to address the rapid growth of visitors and the expanded use of both shorter interpretive trails and long-distance trail routes. In addition, Jim Wurz traveled to Costa Rica to serve as instructor in a one-week course for 28 participants held in La Amistad International Park, Costa Rica's largest national park and part of a binational World Heritage Site. The course, funded by the US Fish and Wildlife Service through a grant to the Corcovado Foundation, included local community leaders and tourism entrepreneurs in the Costa Rican portion of La Amistad International Park and guest participants from adjacent parks in Panama. CPAM always tries to build local training capacity in our international work. In this case, CPAM trails training course graduates Roger Gonzalez and Jessica Mata of the Costa Rican national protected area agency, SINAC, served as co-instructors.

## Birding Tourism Analysis



Photo credit: Francesco Veronesi

### Tourism Assessment in Nicaragua

Nicaragua lacks the booming ecotourism sector of Costa Rica and the archaeological heritage of neighbors to the north, but it still harbors impressive biodiversity, particularly in the remote eastern Mosquitia region which it shares with neighboring Honduras. In partnership with the American Bird Conservancy and Wildlife Conservation Society, and with funding from the US Fish and Wildlife Service, CPAM analyzed the potential for developing birding tourism in Saslaya National Park, a unit within Bosawas Biosphere Reserve, Nicaragua's largest protected area at nearly 2 million acres. CPAM associate Mark Willuhn, who has extensive experience with birding tourism and community-based tourism assessment in northern Central America, visited Bosawas to analyze different segments of birding and natural history tourism that have the greatest potential at the site. Such tourism, if implemented, would hopefully aid in reducing the pressure of expanding agricultural practices on the park and help improve opportunities for local residents, many of them who are indigenous and lack access to livelihood alternatives. Mark identified priority actions such as guide training, infrastructure development, and improved resource stewardship.

## New Master's Program



### Building Conservation Capacity in the World's Most Populous Nation

China, a country with a fast-growing economy and tremendous natural and cultural diversity, is making great strides both in tourism development and in biodiversity conservation. For the past few years, our Human Dimensions of Natural Resources Department at CSU has partnered with Central China Normal University (CCNU) in Wuhan, Hubei Province, on the design and delivery of a joint master's program in tourism management. Building on that successful program, CSU and CCNU, with strong involvement by the Center for Protected Area Management, are now designing a new master's degree program in protected area management. Both CPAM co-director Jim Barborak and associate Jim Wurz traveled to China to deliver lectures to graduate students and to work with university partners on the design of the new MS program to be delivered in 2020. CSU and CCNU are also working to collaborate with protected area management authorities to improve the management of the Shennongjia National Nature Reserve, a UNESCO World Heritage Site in Hubei Province that is one of 10 priority areas to be included in China's new unified national park system to be launched in 2020.

## 1 Finance Workshop

## 13 Managers Trained

## International Outreach and Conferences



### Building Conservation Capacity in the Land of the Lemurs

Madagascar is renowned for its incredible terrestrial and marine biodiversity and high rates of endemism, but its parks and wildlife face major challenges including a lack of financial resources and professional capacity to ensure effective protected area management. In November, CPAM's co-director, Jim Barborak, led a four-day workshop on protected area finance for 13 Madagascar terrestrial protected area managers representing local and international NGOs and the Malagasy government. The event was held in Ranomafana, Madagascar, next to the national park and World Heritage Site of the same name. Jim Barborak also gave a keynote address entitled "Evolution of Protected Areas Management: Realities and International Trends" to a larger group of 75 protected area managers from throughout the country. Both events were part of an annual meeting of the national network of terrestrial protected area managers in Madagascar. The project was funded by the Wildlife Conservation Society with support from the Helmsley Foundation.

### Responding to Opportunities to Improve Protected Area Stewardship

Annually, CPAM supports many conservation efforts locally and internationally. This year, Jim Barborak participated in the Brazilian Protected Area and National Private Reserves Congresses and the annual Brazilian community of practice meeting on public use in protected areas. In Peru, Erin Hicks spent several months in Lima to strengthen ties with conservation agencies, NGOs, and universities. She also worked to increase Peruvian participation in our US-based short courses and expand CPAM activities in country. Ryan Finchum participated actively with CSU faculty and PhD students on a literature review of capacity development evaluation to feed into global IUCN capacity development work. Rosa Maria Vidal is leading development of a theory of change for the new strategic plan, to be completed in 2019. CPAM's work-study students, Dominique Ashe and Valeria Cintora, provided invaluable support to CPAM while building job skills and gaining valuable experience. CPAM collaborated with the US Forest Service on developing a strategy for expanding research on visitation to US public lands. CSU, with CPAM leadership, signed cooperative agreements with CATIE, a Costa Rican-based university with a longstanding conservation training program, and SESC Sao Paulo, a leading Brazilian proponent of environmental education and private reserves.

# 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 where 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 2018

We were fortunate that a wide range of institutions in the USA and around the world contributed 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, US Fish and Wildlife 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, Worldwide Fund for Nature, the International Union for Conservation of Nature, Corcovado Foundation, the Wildlife Conservation Society, American Bird Conservancy, Commerce Social Service of Sao Paulo, Boticario Foundation, and Semeia Institute of Brazil.

## Individual Donor Support in 2018

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, and Ryan & Michelle Finchum.



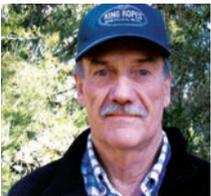
# Executive Committee and Founding Associates



**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



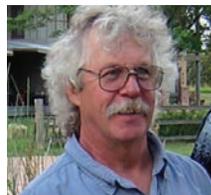
**Dr. Jennifer Solomon**  
Faculty Associate



**Dr. Chris Mayer**  
Associate



**Dr. Craig MacFarland**  
Founder and Associate



**Larry Lechner**  
Founder and Associate

“Every day, protected area managers are faced with a long list of challenges; they work long hours in difficult situations without enough staff or financial resources. And yet we are asking them to leave the world a better place for all life on earth. A big part of CPAM’s mission is to provide these managers with a reassured sense of hope for the future. This hope is not based on wild dreams or an unattainable future but rather is grounded in technical skills and the confidence to take action.”

**Ryan Finchum**  
CPAM Co-Director

# Staff and Associates



**Rosa Maria Vidal**  
Senior Advisor



**Erin Hicks**  
Training Coordinator



**Dominique Ashe**  
Student Assistant



**Valeria Cintora**  
Student Assistant



**Maritza Arizaga**  
Llama Wrangler



**Dr. Tara Teel**  
Associate



**Dr. Kelly Jones**  
Associate



**Dr. Mike Manfredo**  
Associate



**Allan Rhodes**  
Associate



**Adrian Benedetti**  
Associate



**Dr. Rebecca Gruby**  
Associate



**Dr. Mike Gavin**  
Associate



**Susan Pierce**  
Associate



**Mark Willuhn**  
Associate



**Dr. Peter Newman**  
Associate



**Alan Moore**  
Associate



**Michael Olwyler**  
Associate



**Dr. Steve McCool**  
Associate



**Dr. Miguel Milano**  
Associate



São Joaquim National Park, Brazil

Photo credit: Halley Pacheco de Oliveira

“My participation in two training opportunities offered by the Center for Protected Area Management and the US Forest service left me inspired and re-energized to face the challenges of managing one of Brazil’s most visited protected areas, São Joaquim National Park. The Mobile Seminar on Planning and Managing Tourism in Protected Area gave me the necessary skills, knowledge, and strategic vision to coordinate the elaboration of a public use plan for my park. In addition, the new methodologies I learned in an environmental interpretation workshop have empowered me to create



a youth engagement program inspired by the Junior Ranger Program in the US. The opportunities offered by CPAM allow protected area professionals like myself to meet people from other countries working on similar goals and projects. As a result, it makes us stronger and more determined to face the challenge of environmental conservation.”

**Ana Luiza Castelo Branco Figueiredo**  
Environmental Analyst for ICMBio, São Joaquim National Park, Brazil

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/>



**CENTER FOR PROTECTED  
AREA MANAGEMENT**  
COLORADO STATE UNIVERSITY

Center for Protected Area Management  
Warner College of Natural Resources  
Human Dimensions of Natural Resources Department  
220 Forestry Building  
Fort Collins, CO 80523-1480

**Cover:** Galápagos National Park and Marine Reserve,  
Ecuador

