



CENTER FOR PROTECTED  
AREA MANAGEMENT  
COLORADO STATE UNIVERSITY



2019 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>	2019 World Map of Course Participants
<b>3</b>	A Message from Our Co-Directors	<b>8</b>	2019 Year in Review
<b>4</b>	Our Philosophy and Approach	<b>13</b>	Financial Overview
<b>5</b>	Highlighted Projects from 2019	<b>14</b>	Executive Committee and Founding Associates
		<b>15</b>	Staff and Associates

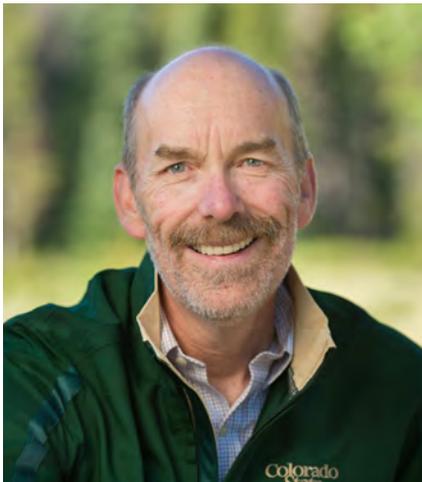




“Attending the Seminar on Managing Tourism in Protected Areas was a great eye-opening experience for me. I had the opportunity to visit many different protected areas and learn how they are managed in a way that combines both tourism and conservation. Collaborating with other participants from around the world allowed me to see how protected areas are managed globally and learn what works and what the challenges are. The seminar was a great opportunity to see how tourism can go hand in hand with conservation and inspired me to apply what I learned to establish the first nature reserve in Kigali, Rwanda.”

**Dr. Olivier Nsengimana**  
Founder and Executive Director  
Rwanda Wildlife Conservation Association

# 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 244 participants from 32 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

To reflect on the importance of the Center for Protected Area Management's (CPAM) work in 2019, we must look ahead into the future. Next year will be a pivotal year in international conservation. During the upcoming Convention on Biological Diversity meeting, new global conservation goals for the next decade will be defined. One target in particular, known as the "30 by 30 Goal," will call for 30% of the world's land and sea area to be put under effective management and governance via protected areas by 2030. This, needless to say, will be a huge undertaking that will involve doubling the world's terrestrial conservation areas and tripling the world's marine conservation areas. To achieve this goal will require a massive increase in the number of highly trained and motivated staff and community and civil society partners to effectively manage the planet's rapidly growing protected area network.

During 2019, CPAM demonstrated its commitment to meeting this growing need as a key player in global efforts to build conservation capacity and develop new managerial tools, continuing our legacy initiated thirty years ago by our founding director, George Wallace. Our three flagship courses are the foundation of this commitment. Both our 29th annual International Protected Area Management Course and 7th annual Mobile Seminar on Tourism and Protected Areas were organized successfully and offered in partnership with the International Programs Office of the US Forest Service. This year marked the exciting launch of our 3rd flagship course, our Women's Leadership in Conservation Seminar as part of our new initiative focused on strengthening the support for women in conservation.



Going beyond our flagship courses, CPAM continues to maintain active engagement in protected area initiatives globally. From our continued participation in the World Commission on Protected Areas to our multi-year partnership to promote new tourism products and interpretation in the Brazilian Amazon with the Brazilian federal protected area agency ICMBio, USAID, and USFS, our efforts seek to improve conservation capacity globally and contribute to the ensuring that the ambitious "30 by 30 Goal" is achieved.

In 2019, we also responded to several training and technical assistance requests from partner organizations. In May, we held a mobile seminar in the western US for 15 Croatian park managers. We conducted a workshop for indigenous birding guides in Panama, completed a multi-year ranger training program in Paraguay, and supported CATIE's annual international protected area short course in Costa Rica. We worked with Brazilian partner SESC, the Commerce Social Service of Sao Paulo, to design and begin delivery of a multi-

module training program for protected area managers. We also continued to support CSU's own students through recruitment of graduate students for work-study positions with our center, guest lectures, and active involvement in the work of our department and college.

Our program of activities were made possible by the demanding work by our dedicated staff and CPAM's faculty and conservation practitioner associates as well as support from long-term donors and partners. We invite you to learn more about our 2019 activities in this annual report, and to help us continue to contribute to conserving the Earth's rich natural and cultural diversity well into the future!

**Ryan Finchum**  
Co-director

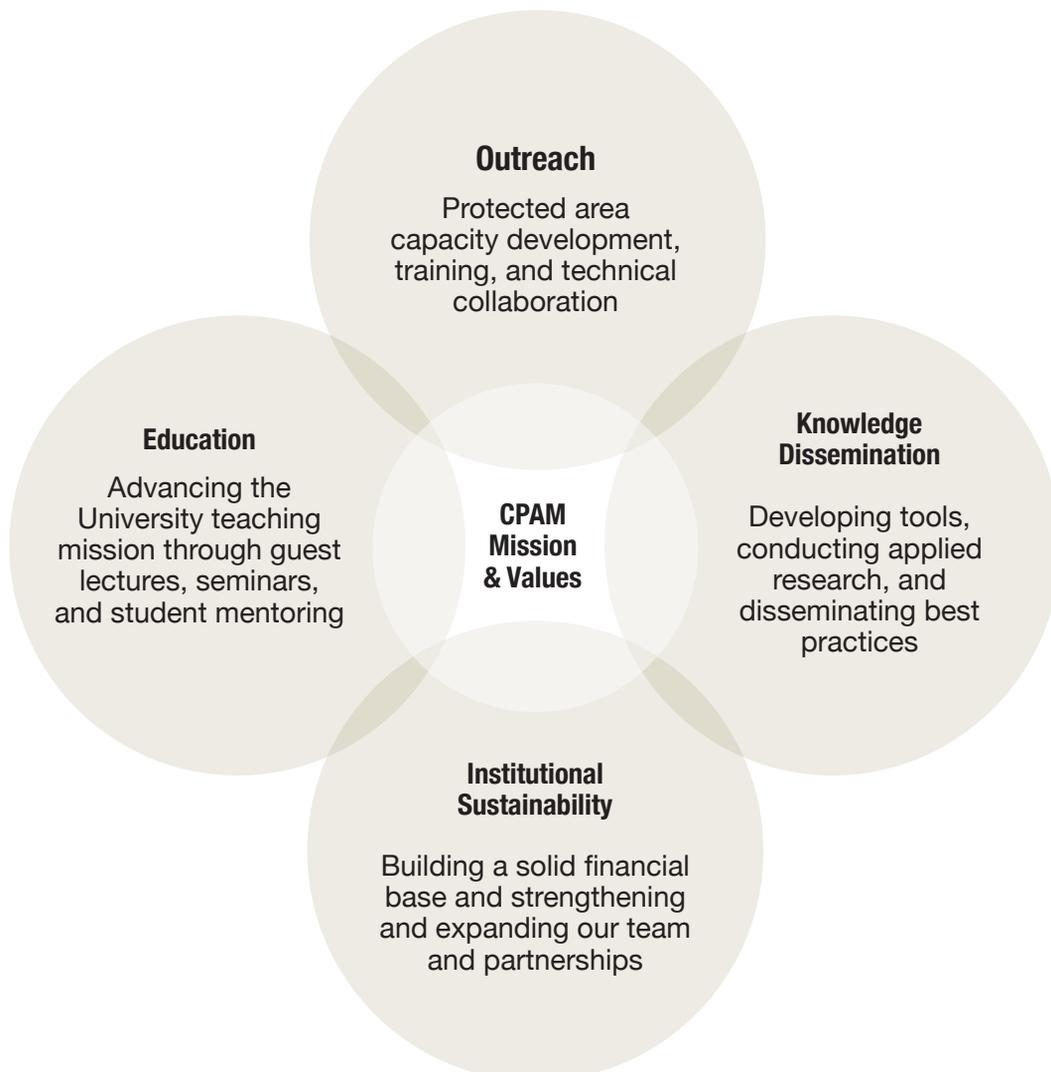
**Jim Barborak**  
Co-director

# Our Philosophy and Approach

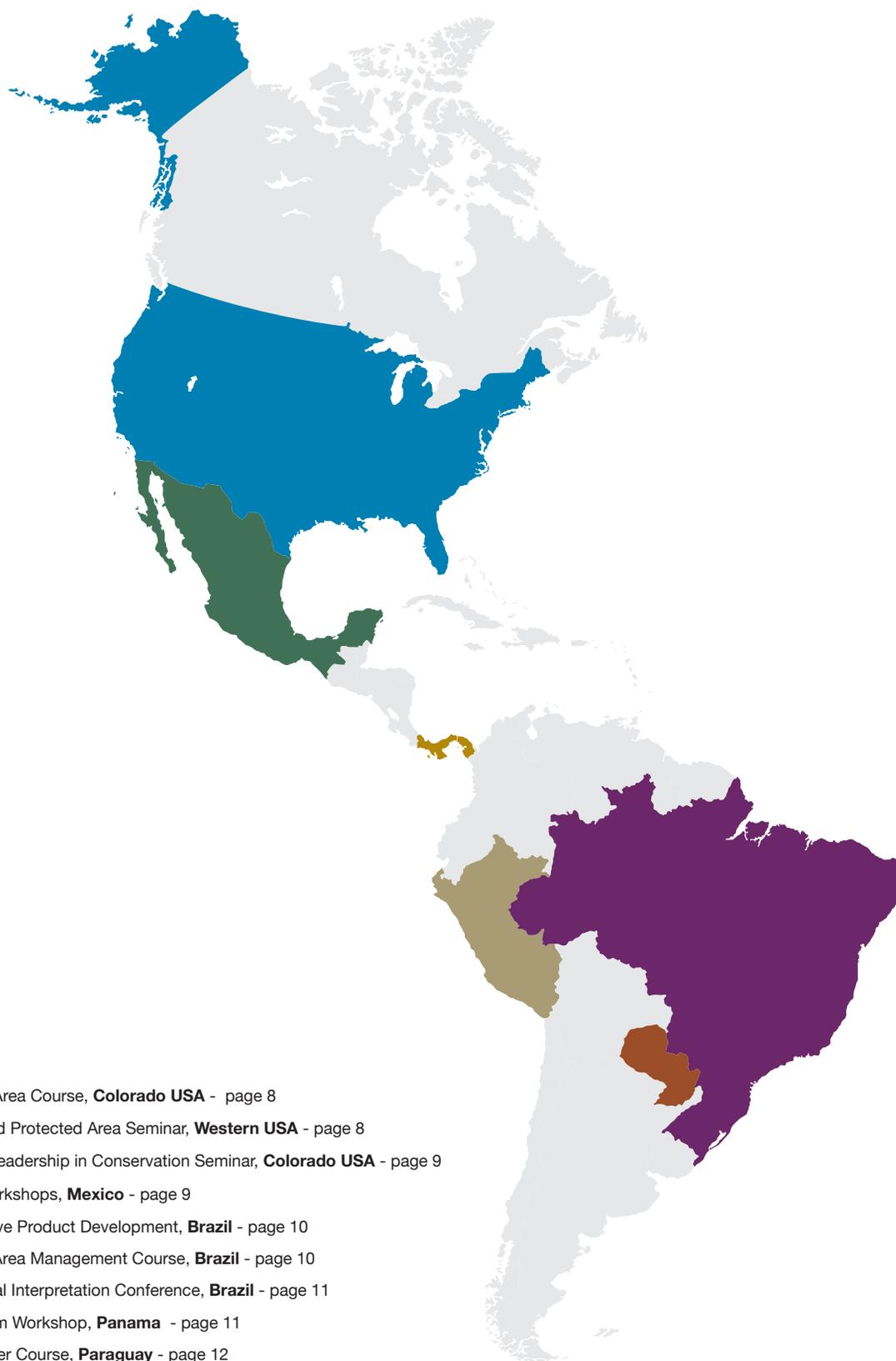
The Center for Protected Area Management helps implement the land grant mission of Colorado State University by contributing to natural resource management across our state, nation, and the world. Through the land grant mission, we are in effect partners with the communities, institutions, and nations where we work, trying to solve conservation challenges and problems collaboratively. Together we focus our energy and resources to improve 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 2019



- Protected Area Course, **Colorado USA** - page 8
- Tourism and Protected Area Seminar, **Western USA** - page 8
- Women's Leadership in Conservation Seminar, **Colorado USA** - page 9
- Gender Workshops, **Mexico** - page 9
- Interpretative Product Development, **Brazil** - page 10
- Protected Area Management Course, **Brazil** - page 10
- International Interpretation Conference, **Brazil** - page 11
- Bird Tourism Workshop, **Panama** - page 11
- Park Ranger Course, **Paraguay** - page 12
- Latin American Protected Area Congress, **Peru** - page 12

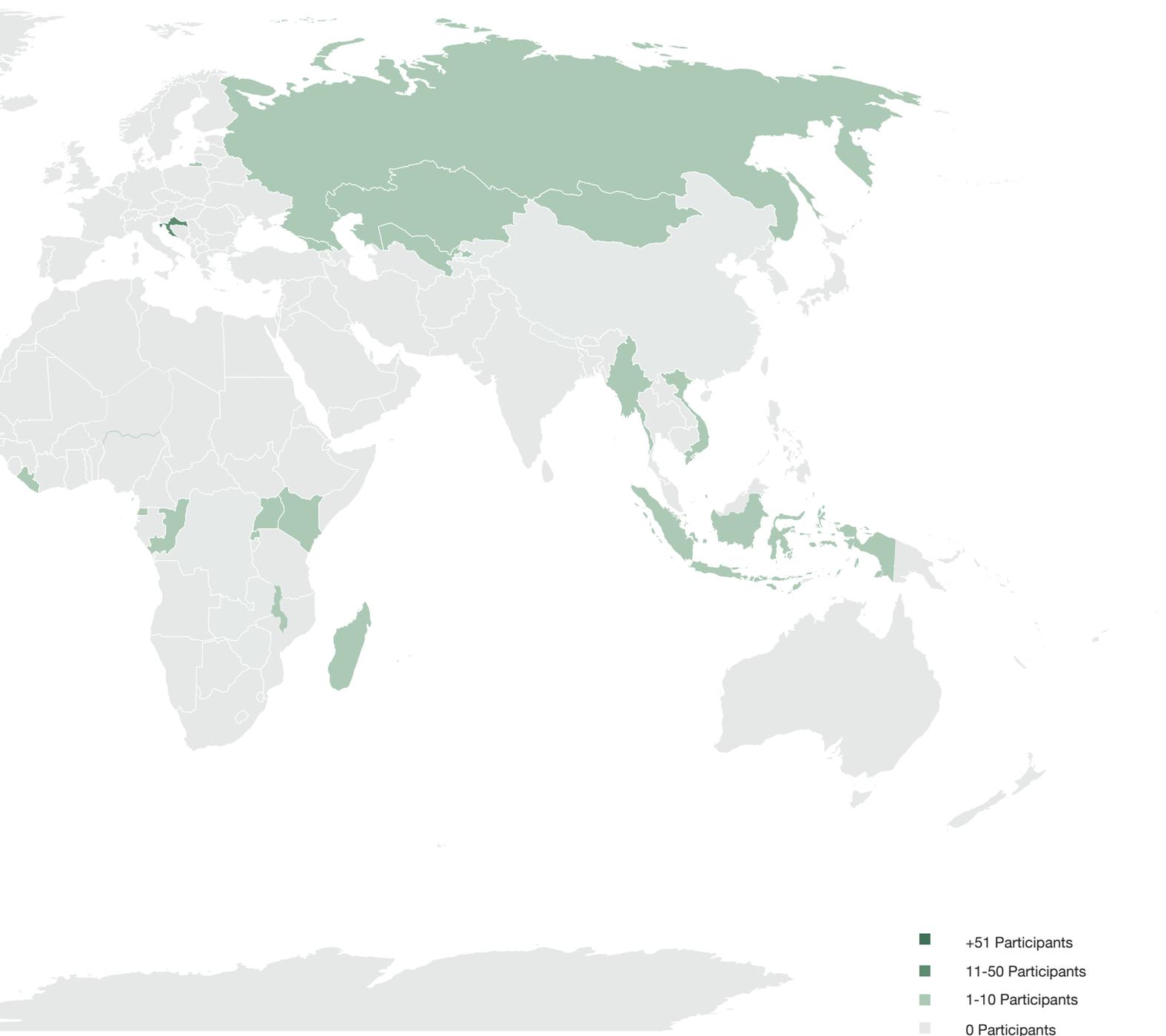
# 2019 World Map of Training Participants

## Participants by Country

Country	Qty
Argentina	2
Belize	1
Bolivia	1
Brazil	30
Chile	4
Colombia	2
Costa Rica	2
Croatia	15
Ecuador	15
Georgia	2
Guatemala	2
Equatorial Guinea	2
Honduras	3
Indonesia	4
Kazakhstan	1
Kenya	1
Liberia	1
Madagascar	1
Malawi	1
Mexico	77
Mongolia	1
Myanmar	1
Paraguay	30
Panama	35
Peru	3
Republic of Congo	1
Russia	1
Rwanda	1
Tunisia	1
Uganda	1
Uzbekistan	1
Vietnam	1

32 countries, 244 participants





- +51 Participants
- 11-50 Participants
- 1-10 Participants
- 0 Participants

# 2019 Year in Review

29th Year | 619 Graduates

7th Year | 135 Graduates



## Annual Spanish-Language Protected Area Management Course

This year, we completed the 29th edition of our International Protected Area Management course, co-sponsored by the Office of International Programs of the U.S. Forest Service. Twenty-four participants from eleven Latin American countries and Equatorial Guinea 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 topics including gender equity in conservation and a detailed leadership curriculum. In addition, the course covered planning, adaptive management, climate change, engaging diverse stakeholders, managing tourism in protected areas, conflict management, field skills development, conservation governance and finance, and interpretive and communication skills. At the culmination of the course, each participant developed a leadership and action plan, identifying specific steps that they will take to implement new tools, techniques, and best practices in their home countries. To date, we have had 619 participants from 27 countries graduate from the course.

## Annual English-Language Tourism and Protected Areas Seminar

This year's 7th annual Planning and Managing Tourism in Protected Areas mobile seminar, co-sponsored by the Office of International Programs of the U.S. Forest Service, had a very geographically diverse group of participants, including a selection from countries never-before represented such as Vietnam, Kazakhstan, Uzbekistan, Liberia, and Madagascar. Twenty-eight participants from 19 countries throughout the world joined the CPAM team to cover 2,000 miles and visit nine National Park Service units, the Arapahoe-Roosevelt and Black Hills National Forests, 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 specific steps that they will take to implement course concepts and practical ideas observed back in their home countries. To date, we have had 163 participants from 50 countries graduate.

1st Year

17 Graduates

Gender Workshops

68 Participants



### Annual Women's Leadership in Conservation Seminar

Inspired by the research findings of Dr. Jennifer Solomon and Dr. Megan Jones from CSU's Department of Human Dimensions of Natural Resources regarding challenges that women conservation leaders face during their careers, we launched the first Women's Leadership in Conservation Seminar. The first edition of our new flagship seminar brought together 17 participants from 9 Latin American countries for a 10-day intensive training that allowed participants to reflect on their work experience, learn practical skills, gain inspiration from other women leaders, and develop their leadership skills. Participants reflected on personal experiences and self-awareness of bias as well as understanding the role of leadership in organizations, teams, the community, and globally. The seminar started in Fort Collins, Colorado and continued with a visit to the Rocky Mountains National Park followed by three days in Washington DC. Thirty-seven speakers and facilitators presented including the CEO of Birdlife International, Patricia Zurita; the leading climate change scientist from the World Resource Institute, Frances Seymour; the Director of CSU's Salazar Center, Beth Conover; and the Chief of the US Forest Service, Vicki Christiansen. Participants learned about topics such as emotional intelligence, situational leadership, unconscious bias, team development, public speaking, fundraising strategies, theory of change, results-based planning, negotiation, advocacy, coaching and empowering effective teams.

### Creating Structural Supports for Gender Equity in Conservation in Mexico

In 2019, CPAM established a gender and protected area initiative led by Rosa Maria Vidal to provide a platform for tackling a variety of challenges related to gender equity in the conservation field in Latin America and around the world. For the initiative's launch, we developed a cooperative agreement with the US Forest Service International Programs office to provide gender equity support to Mexico-based NGOs and government agencies. Rosa Maria Vidal and CPAM partner Roberto Hernandez conducted two workshops, one for conservation NGOs in southern Mexico and one for the National Commission for Protected Natural Areas (CONANP) in Mexico City. The first workshop, focused on NGO staff, was conducted in April with the Moxviquil Center for Sustainability, an entity associated with CPAM partner Pronatura Sur AC. The workshop focused on assessing progress and identifying gaps in gender equity while having participants develop action plans. The second workshop, offered in September, aimed to establish a common understanding of gender, diversity, and inclusion in institutional culture; disseminate an initial diagnosis of the state of the integration of gender equality measures in CONANP; and develop a road map for follow-up mechanisms to address the key priorities identified in the diagnosis.

## Interpretation Capacity Development

## Protected Area Management Course | 5 Modules



Photo credit: Lúcio Érico

### Interpretive Product Development and Evaluation in Anavilhanas National Park

An inauguration event for the interpretive signs and interpretive map at Anavilhanas National Park was conducted in June on World Environment Day. The inauguration was attended by representatives of tour operator associations in Manaus and Novo Airão, non-governmental organizations, the Novo Airão city government, the Amazonas State Tourist Agency, the National Interpretation Association, and CSU, in addition to the Chico Mendes Institute (ICMBio). These products represent several years of collaboration by the Partnership for the Conservation of Amazon Biodiversity (PCAB) which is headed by the US Forest Service International Programs Office. In addition to the inauguration event, CPAM held a workshop for ICMBio focused on evaluation techniques for environmental interpretation. The technical content of the workshop was led by Dr. Sam Ham and Gala Miller. The workshop focused on (1) methods for evaluation of interpretive services, (2) development of a pilot project in interpretation evaluation at Anavilhanas National Park, and (3) the role of the Authority of the Resource technique for educating visitors.

### Building Conservation Capacity in South America's Largest and Most Populous Nation

With a growing protected area system, Brazil has need for well-trained staff and civil society partners to adequately plan and manage its protected areas. In 2018, CSU signed a cooperative agreement with a large and multi-faceted Sao Paulo-based organization, the Commerce Social Service (SESC), which includes among its community development programs the management of private nature reserves. This past year, CPAM worked with SESC staff to design a multi-module training course on protected areas of the imperiled Atlantic Forest biome of southeastern Brazil for Brazilian conservationists, protected area managers, community leaders, environmental educators, tourism guides, researchers, teachers, consultants, as well the general public. The first three modules were successfully held in the second half of 2019, with participation by CPAM in both design of the course and in its delivery through video recorded presentations. We expect to be involved in delivery of the final two modules of the first SESC national training course in Spring 2020 and to continue to work with SESC to bolster in-country training options. As part of our cooperation with SESC, Jim Barborak also participated in a roundtable sponsored by SESC on conservation challenges in Brazil and served as instructor for a training workshop on public use given at SESC's Bertioiga Nature Reserve on the coast of Sao Paulo state.

## International Conference

130 Participants

## Workshop and Community Event

35 Participants



### International Interpretation Conference in Brazil

For five days in May, CPAM participated as one of several organizations hosting the National Association for Interpretation (NAI) International Interpretation Conference in Rio de Janeiro. The conference provided an opportunity for the Partnership for the Conservation of Amazon Biodiversity (PCAB) to share 4+ years of success in interpretation in Brazil with colleagues and professionals from around the world. A pre-conference trip to Iguazu National Park and a post-conference trip to Tapajos-Arapiuns Extractive Reserve in the Amazonian state of Para provided participants the opportunity to explore Brazil. The conference included 55 sessions, 4 technical visits, and 130 participants from 8 countries. Government, NGO, university, and indigenous community representatives, along with students, guides, private sector companies, and independent consultants were all represented at the conference. During the conference, our center's *Practical Guide for Developing Non-Personal Interpretive Products* was launched. This book provides a summary of the lessons learned in two Amazon demonstration sites where interpretive products have been developed through the PCAB. It also provides Brazilian managers with an easy to use and inspirational guide for developing non-personal interpretive products.

### Supporting Bird Tourism in Indigenous Communities of Panama

CPAM associate Rosa Maria Vidal participated with the US Forest Service International Programs, Native Future, and Wounaan Indigenous communities in Panama to share information and build capacity related to birding tourism. CPAM developed and implemented a workshop focused on planning and strengthening birding and ecotourism in Wounaan communities. An initial analysis was conducted on-site and through interviews with US Peace Corps volunteer Kyle Anthony in Puerto Lara. Based on the initial assessment, a workshop was designed focusing on both the apparent strengths and weaknesses of the community in using ecotourism in general, and birding tourism specifically, as an economic diversification strategy for community development. The workshop covered themes including ecotourism, community appraisals, crafting vision statements and objectives, business planning, marketing, commercialization, design of visitor experiences, developing partnerships, building value chains, and creating an action plan for the community. After the workshop, a community birding day was held to conduct a bird species count involving local participation of families and youth. A community gathering followed to celebrate the success of the workshop and bird count.

4th Year

100 Graduates

International Outreach and Conferences



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

This year marked the fourth and final year of CPAM's multi-year Paraguayan park ranger training program funded by the Tropical Forest Conservation Fund of Paraguay with support from Binacional Itaipú and in collaboration with Paraguay's Ministry of Environment and Sustainable Development (MADES). In collaboration with Paraguayan instructors, CPAM representatives Craig MacFarland, Alan Moore, and Erin Hicks built off the success of previous years to deliver three separate training modules focused on imparting standardized park ranger skills, fundamental protected area management concepts, and leadership. Of the 29 park rangers who participated, seven were women, representing the largest concentration of women park rangers in this series of trainings. In total, 100 park rangers from MADES, non-profits, private reserves, and the military have benefited from this program and returned to their protected areas to implement what they have learned. While this was the last course in this series, we hope to continue to work in Paraguay 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.



### Sharing Achievements and Challenges, Building Partnerships, and Reconnecting with Graduates

In October, CPAM attended the third Congress on Protected Areas of Latin America and the Caribbean (CAPLAC III) in Lima, Peru. Held once every ten years, over 3,000 delegates attended representing governments, NGOs, academia, the business sector, the international conservation community, youth, and indigenous communities. The delegates discussed the many threats to and weaknesses of conservation programs in the region but also notable achievements. CPAM was represented by Jim Barborak and Rosa Maria Vidal who actively participated and spoke in several sessions related to sustainable tourism, capacity building, and gender equity. During the event, we helped launch the Spanish and Portuguese versions of IUCN's new best practice guidelines for tourism and protected areas. We hosted a reunion of nearly 100 graduates of our short courses who actively participated at the event. Many of them have risen through the ranks in their countries to leadership positions in conservation. In July, we also participated in the first-ever global conference on conservation capacity building held at the London Zoo. There, Jim Barborak gave an overview of our training efforts and actively participated in break-out sessions to develop consensus with leading conservation training institutions about ways to improve and expand our collective efforts and global impact.

# 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 2019

We were fortunate that a wide range of institutions in the USA and around the world contributed to the success of our programs this past year. We would like to recognize the important contributions to our work provided by the following organizations: US Forest Service International Programs; US Agency for International Development; US National Park Service; World Wildlife Fund-US Russell E. Train Education for Nature Program; US Department of Interior International Technical Assistance Program; the European Union; the Tropical Forest Conservation Fund-Paraguay; the International Union for the Conservation of Nature; the Wildlife Conservation Society; Commerce Social Service of Sao Paulo; the Boticario Foundation; the Charles Darwin Foundation; World Wildlife Fund Brazil; Island Conservation; the Protected Areas Conservation Trust of Belize; the International Tropical Timber Organization; the Meri Foundation; the Society for Wildlife Research and Environmental Education; KfW-Germany; the Research Institute for Forestry Development, Nature, Land and Life; the National Forest Corporation of Chile; Guyra Paraguay; Global Conservation; Rainforest Trust; Tompkins Conservation; the National University of Costa Rica; the Monteverde Conservation Association; the Gordon and Betty Moore Foundation; and the Semeia Institute of Brazil.

## Individual Donor Support in 2019

We would also like to thank all of our individual

donors who have provided critical financial support to our on-going operations and programs. This funding is used to support scholarships for participants to our events, catalyze new programs, and to increase our endowment. Specifically, we would like to thank: Alejandro Espinosa, Jeanett Acosta Aburto, Blair Adams, Joseph Alper, Maritza Arizaga and Paul McCudden, Jim and Damaris Barborak, James and Rebecca Bilodeau, Rodney and Cynthia Brewer, Pablo Collavino, Cathy Ferrin, Ryan and Michelle Finchum, Terry and Barbara Finchum, Mark Flora, Debra Gallagher, Mike Gavin, Josh Goldstein and Liba Pejchar, John and Joan Hayes, Kenneth and Audrey Hicks, Erin Hicks, Linda Ishiguro, Ross and Kelly Liggett, Jerry Mitchell, Erin Munavu, Jared and Becky Orsi, Ellen Parkhurst, Jennifer Solomon, Sally Stevens, Clyde and Mary Stonaker, Ranette Waldman, George and Nancy Wallace, and Jim Wurz and Brenda Miles.

Growing CPAM's Endowment



Growth of the CPAM endowment over the past eight years.

# 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

“We are facing global challenges that affect biodiversity and the environment in ways we never imagined. This reality urges for a social transition towards a more equitable and inclusive world, a change that will come by accelerating gender equality in conservation and by strengthening the leadership of women and youth. CPAM’s new gender and environment program is aimed to contribute to this critical transition.”

**Rosa Maria Vidal**  
CPAM Senior Advisor

# Staff and Associates



**Rosa Maria Vidal**  
Senior Advisor



**Erin Hicks**  
Training Coordinator



**Audrey Ramsey**  
Student Assistant



**Juarez Michelotti**  
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



**Paulo Faria**  
Associate



SESC Bertioga Nature Reserve, Brazil

“I first heard about CPAM in 1998 while studying forestry at the Federal University of Paraná, in Curitiba – Brazil. In 2008, I learned their way of doing capacity building for protected areas while participating in one of their courses in Guaraqueçaba, Brazil. This training provided an inclusive atmosphere that stimulated knowledge exchange where theory and practice are put together with hands-on experiences and a lot of participatory work. Their work resembles the work the Social Service of Commerce in the State of São Paulo is doing where I’ve been working for the last decade. CPAM’s



focus on connecting protected area professionals from around the world, especially from Latin America, has made me eager to learn with them. The internship with CPAM has not only helped me develop professionally, but has also been a life changing experience.”

**Juarez Michelotti**  
Graduate Student Intern, Center for Protected Area Management

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:** Sugarloaf Mountain and Urca Hill Natural  
Monument, Brazil

