

Center of the American West

Annual Report 2005-2006



Our Mission

The Center of the American West takes as its mission the creation of forums for the respectful exchange of ideas and perspectives in the pursuit of solutions to the region's difficulties. We at the Center believe that an understanding of the historical origins of the West's problems, an emphasis on the common interests of all parties, and a dose of good humor are essential to constructive public discussion.



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The Pursuit of the American West

The American West is a complex and contradictory region. Its history and mythology give today's Westerners a deep sense of regional pride and gritty independence. And yet the West's distinctive qualities have also required its residents to work together to tackle some very thorny challenges. Allocations of scarce natural resources like water, conflicting desires to put public land to use for different purposes, and contests to claim the status of "the real Westerners": these are just a few items in a larger menu of vexing issues confronting thoughtful Westerners. You can count on these issues becoming more urgent in the coming years, asking Westerners to draw on their greatest resources in civic creativity and cooperation.

The Center of the American West at the University of Colorado proudly holds to its position in the thick of these necessary but strenuous regional conversations. We intervene in this tangle of debates by creating the rare opportunity for Westerners of diverse perspectives and opinions to express their ideas in respectful, attentive, and solution-driven forums. By applying our formula of historical perspective, good humor, and effective communication, our interventions have transformed acrimonious partisan bickering into constructive dialogue.





Cornerstones of our Success

The Center of the American West takes a distinctive approach in all of our endeavors by:

- Maintaining an atmosphere of civil and respectful exchange
- Making technical knowledge accessible
- Bringing together expertise from widely differing fields
- Synthesizing information while separating “signal” from “noise”
- Applying historical perspective to contemporary issues
- Using humor to disarm and persuade
- Distributing engaging and thought-provoking reports
- Writing op-ed pieces and engaging the public through various media forums
- Giving energetic and memorable speeches
- Accepting and incorporating insightful and useful criticism

A Letter from Patty

Faculty Director and Chair of the Board



Twenty years ago, when Charles Wilkinson and I took part in the conversation that led to the founding of the Center of the American West, we were no better than ordinary mortals when it came to predicting the future. But we had our dreams and hopes, and to a degree that sometimes leaves me breathless, we have been able to see those dreams and hopes become a day-to-day reality, a reality much in evidence in the academic year 2005-2006.

Our ambitions, back in 1986, were not cautious or restrained. We wanted to create:

A Center that would reconnect the pieces and parts of a fragmented world, inviting the university's multiple departments and disciplines into a common cause, and also bringing representatives of the West's many organizations, institutions, professions, and interest groups into common enterprise.

A Center that would train young people in skills that could benefit their own careers and the lives of Westerners.

A Center that would play the role of referee or umpire in the contentious issues of the region, from land use to water allocation, from immigration to fire management policy.

A Center that would serve as a demonstration of twenty-first-century innovations in higher education, especially in the territory of connecting academic work to the wider world.

The project of building the Center of the American West is far from complete. And yet, in 2006 we find ourselves, with a spectacular array of assets:

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The Center is proud to bring together a diverse team of distinguished and innovative faculty in Western American Studies, and an astonishing network of friends and allies in every imaginable Western enterprise: elected officials at every level, from county commissions to congresspeople; federal agency staff, from the Bureau of Land Management to the Environmental Protection Agency; trade groups from the Rocky Mountain Farmers Union to the Colorado Oil and Gas Association; cultural institutions, from the Denver Art Museum to the Gilder Lehrman Institute for American History; and an abundance of journalists, novelists, poets, essayists, artists, musicians, pundits, and general gadflies.

We also boast an equally impressive team of students, affiliated with the Center through their pursuit of our Certificate in Western American Studies, entry into our Thompson Writing Prize competition, participation in our new internship program, involvement in our Hoffman Scholars Program which allows students to take part in Center outreach programs, and enrollment in our classes (including the thriving Sewall Hall Residential Program). We have assembled, as well, a team of CU graduate students and research associates with PhDs from other universities, who light up our work with their energy and insight.

We have developed and maintained a solid reputation for presiding over respectful, civil, good-humored discussions of contentious Western issues, ranging from Western energy production to the policies of the Department of the Interior.

And, in an era when many of the taken-for-granted practices and customs of higher education are facing stiff challenges, we take part in project after project in which the interests and well-being of Western citizens, faculty, and students converge and enhance each other, and the University of Colorado at Boulder is recognized for its important role in the region endowing it with a distinctive character and charm.

We are pleased with what we have learned and accomplished, but we are far from complacent. We know that we must remain alert, self-examining, and open to criticism. But the foundation for an organization of lasting value and importance is solidly in place. Hundreds of people have contributed to this cause, and it will take me the next twenty years to express my gratitude for all the support and encouragement that the Center has received in the first twenty.

Yours,

Patty Limerick

Patty Limerick
Chair of the Board of the Center

A Letter from Elaine

Executive Director

Re-civilized and re-energized

To change the way people think about an issue, an organization has to operate at multiple levels. The Center of the American West accomplishes this by working in a variety of ways. The Center collaborates with specialists to provide the needed technical foundations to tackle an issue through research and publication of findings, utilizes public outreach to create a catalyst for open-minded and individual-driven change through our events, and encourages and highlights new means for problem-solving through relationships with dedicated public officials, industry leaders, activists and advocates, and other energetic decision-makers and institutions.

Our mechanism of change has never been to highlight our problems and simply assign blame, but to find better ways of understanding the needs of our complex region, and work to find pragmatic reality-based solutions. Our endless interest in and empathy for the varied inhabitants of the region, our addiction to the adrenaline produced by the project of asking them to talk to one another, and our passion for brightening the future of the American West provide the fuel that propel us in our work. We believe in honoring other people's perspectives, even if not always sharing in their conclusions. The reasoning behind our positive approach is simple. The traditional close-minded us-versus-them liberal-versus-conservative mode of conversation simply isn't working anymore. A new creative and open-ended approach is called for to solve the many exasperating problems facing our region.

The German philosopher Hegel once said of the fledgling nation that "only after the immeasurable space which that country presents to its inhabitants shall have been occupied, and the members of the political body shall have begun to be pressed back on each other," would it be capable of attaining "any real civil society." I think one could argue that we do in fact live in a "civilized" society compared to the feuds and gunfights of Western lore. However, I think there might be an exceptional opportunity to recivilize our dialogue. The benefits of recivilizing this aspect of our world are many: It avoids estrangement of those who may in fact share our ends but have chosen to pursue different means; by focusing on what we have in common rather than where we differ, it inspires and reenergizes the mind to find more creative solutions; and it often recruits unexpected allies. These are all compelling reasons to seize this opportunity energetically.

The Center also believes in the importance of blending our knowledge across traditional boundaries. The search for the interrelationships between issues normally viewed as unconnected is a distinctive feature of the Center of the American West. How can we consider the topic of water, for instance, without looking towards its nexus with energy, agriculture, and sustainable design? Our forthcoming publication on energy conservation and efficiency displays this approach by scaling from the psychology of our behavior towards energy efficiency to a discussion of public policy implications of adopting new efficiency standards, to the beneficial and even pleasurable aspects of adopting energy efficiency practices for businesses, institutions and individuals. The connections between issues are many, and therefore our discussions must begin to be framed more around whole systems rather than in the traditionally corralled and carefully sorted parts we are accustomed to. The Center works to integrate the complexities of our Western society in order to gain better insight for smarter decision making by a well-informed citizenry. And there is no better way to decipher our present dilemmas than by reflecting on our past ones. Using history as a foundation for understanding, we can avoid duplicating mistakes and take heart that our best efforts are well in line with those that came before us. There is no task that should prove too daunting when we look back to the obstacles overcome by the liveliness, pluck, and ingenuity of Westerners of the past.

In this spirit, our appetite and capacity for serving the West as it grapples with its challenges only continue to grow. We are thrilled that you join us on this journey to explore and explain the West of our lives today. In our continued pursuit of the American West, we will discover the keys to our sustainable and collective futures through an enthusiastic and reenergized commitment to civic creativity and cooperation.



Elaine Tucci
Executive Director of the Center



Public Outreach

Words to Stir the Soul

Denver and Boulder, September 1 & 6, 2005

Words to Stir the Soul is our fall “kick-off” event, spotlighting some of the region’s best writing and providing a unique opportunity for both readers and attendees to deepen their appreciation of the region in which we live. Readers included Vice President and Editor of the *Daily Camera* Susan Deans, cowboy poet George Russell, and Former Colorado State Legislature House Minority Leader Ruth Wright.

Bruce Babbitt

September 23, 2005

Former U.S. Secretary of the Interior and Arizona Governor Bruce Babbitt spoke about his new book, *Cities in the Wilderness: A New Vision of Land Use in America*. The book addresses how the boundaries that once separated cities from surrounding forests, farmlands, and natural landscapes are beginning to blur and disappear. Babbitt’s appearance was sponsored by CU-Boulder’s Center of the American West, Natural Resources Law Center, and Center for Environmental Journalism.

Grand Staircase-Escalante

September 28, 2005

Monument manager Dave Hunsaker discussed the first nine years of the Grand Staircase-Escalante National Monument in Utah. Hunsaker’s talk was followed by a conversation with Professor Patty Limerick and Distinguished Professor Charles Wilkinson of the Law School.

Louis Warren

October 25, 2005

Louis Warren, a Professor of History at the University of California at Davis, lectured on the life of William F. “Buffalo Bill” Cody, the most famous American in the world in the late nineteenth century. Warren’s discussion on his book, *Buffalo Bill’s America* was also featured on C-Span2’s “Book TV” Program in January 2006.

Wallace Stegner Award: Terry Tempest Williams

November 2, 2005

The Center presented author and naturalist Terry Tempest Williams with its highest recognition, the Wallace Stegner Award. The Stegner Award presentation featured an interview and discussion of Williams’ career conducted by Patty Limerick and Charles Wilkinson.

Comeback Wolves

November 21, 2005

Pam Houston, Laura Pritchett, and Garry Wockner discussed the book *Comeback Wolves: Western Writers Welcome the Wolf Home*. The book is a collection of fifty poems and essays by different writers offering their views on wolf reintroduction in Colorado and the Southwest.

20th Anniversary Celebration

Timothy Egan

January 9, 2006

Pulitzer Prize-winning journalist Timothy Egan discussed his new book, *The Worst Hard Time*. In the book Egan detailed the plight of individuals and families in communities affected by the Dust Bowl, weaving together the eyewitness accounts of survivors now in their 80s and 90s.

Secretaries of the Interior Series: Donald Hodel

January 19, 2006

This event was part of the Wren and Tim Wirth Forum on the American West, which has brought former Secretaries of the Interior to discuss their roles in shaping the West. The series was hosted by Patty Limerick and Charles Wilkinson and was cosponsored by The Nature Conservancy and the Denver law firms of Brownstein, Hyatt and Farber, and McKenna, Long and Aldridge.





Rerelease of *Legacy of Conquest*

February 4, 2006

The Center celebrated the twentieth-anniversary rerelease of Professor Patty Limerick's landmark 1987 book, *The Legacy of Conquest*. Stanford University historian Richard White joined Patty in a special public conversation on her career and the impact of her seminal work.

Elliott West

February 20, 2006

Elliott West, an award-winning author and distinguished professor of history at the University of Arkansas, gave a public talk about the reaction to his best-known book, *The Contested Plains: Indians, Goldseekers, and the Rush to Colorado*.

David Wrobel

March 22, 2006

Wrobel, a professor of history at the University of Nevada at Las Vegas, discussed recent and future concerns about education, particularly in the field of history.

Secretaries of the Interior Series: James Watt & Stewart Udall

April 20, 2006

Two prominent former secretaries of the interior, Stewart Udall and James Watt, met in a public event for the first time to discuss land management issues with Professor Patty Limerick. This event was part of the Wren and Tim Wirth Forum on the American West and was cosponsored by the The Nature Conservancy and the Denver law firms of Brownstein, Hyatt and Farber, and McKenna, Long and Aldridge.

Rebecca Watson

May 22, 2006

Rebecca Watson, former Assistant Secretary for Land and Minerals Management at the U.S. Department of the Interior, lectured at Chautauqua Park in Boulder on Public Policy and Energy.

Jubilate! & Poet George Russell

May 14, 2006

This event kicked off the Center of the American West's Summer Chautauqua Series. Jubilate! Sacred Singers



of Boulder performed works celebrating nature and the American West by Charles Ives, Aaron Copland, Irving Berlin, Cole Porter, William Billings, Bob Nolan, William Dawson. Cowboy poet George Russell performed poetry by various authors including Badger Clark and Dave Kirby.

The Sixth Annual Thompson Awards for Western Writing.

May 2, 2006

Every year the Center of the American West, through the generosity of the Thompson family, honors student writers with the Thompson Writing Awards. At the Award banquet the winners are able to showcase their work by reading excerpts from their winning entries. This year first prizes went to: Poetry, Philipp Ponomarev; Memoir, Norah Charles; Graduate Nonfiction, Christian Heimburger; Graduate Fiction, William C. Kovacsik; Undergraduate Nonfiction, Josh Boissevain; and Undergraduate Fiction, Jesse Case.

Modern Indian Identity: Mark Trahant

June 12, 2006

Hoping to make at least a small contribution to the cause of better understanding between Indians and non-Indians, the Center has launched a series of lectures featuring of contemporary Indian people telling their stories in ways that confirm the compatibility of tradition with innovation. Mark Trahant, a finalist for the 1989 Pulitzer Prize in national reporting as coauthor of a series on federal Indian policy and editor of the editorial page for the *Seattle Post-Intelligencer*, kicked off our series with a talk entitled *Peace Chiefs at Work*.

Greg Franta

June 19, 2006

An internationally renowned architect who is equally well known for his entertaining lectures, Franta discussed resource efficiency, environmentally friendly building materials, and indoor environmental quality.

The Pursuit of the American West

Solutions

The Center has long wanted to take on the issue of water scarcity in the West and our chance came this fall with a request from Douglas County, Colorado. County Commissioners asked Patty Limerick to mediate a summit on its need to find renewable water supplies for its growing population. Douglas County now depends on fast-diminishing groundwater, and its many small providers are not well positioned to secure other sources. It was the Center's task to help the various providers and elected officials to engage constructively with one another and work toward a comprehensive solution for the entire south metropolitan region. We left Douglas County with our recommendations and a pledge to remain available for further consultation. For more information, visit www.centerwest.org

Understanding

In October, The Center of the American West visited the San Luis Valley to talk to community leaders, local farmers, activists, educators, and historians about the unique challenges that area faces. The Front Range often neglects the rural voices in the state when developing policies aimed at benefiting urban areas. During this visit, urban dwellers engaged in congenial, problem-solving conversations about water, educational opportunity, and historical and natural preservation, with the people whose livelihoods are linked directly to the land. The result was a new, shared understanding of the Colorado community as a whole.

Change

After the release of *Cleaning Up Abandoned Hardrock Mines in the West* in January 2006, the Center made efforts to prompt Congress to pass legislation that would facilitate the cleanup of these historical, polluting sites. Patty Limerick and Tim Brown testified before two House subcommittees, and worked with members of Congress on drafting legislation. Those efforts were not immediately rewarded by the last Congress, but we did win the small victory of seeing a bill make it out of committee for floor debate. This progress provides momentum for passage of the bill in the new Congress, a process to which we will remain dedicated.

Common Ground

In a historic meeting, former Secretaries of the Interior Stewart Udall and James Watt came together in April to discuss their respective roles and experiences in shaping the West. This was the first public meeting in which Secretaries Watt and Udall have discussed policy issues and contrasted their terms in office. Secretary Udall is known as a national leader in conservation, while Secretary Watt pursued a number of efforts to promote development of public lands. Those characterizations, however, only makes sense in the historical contexts in which each served. Udall forged conservation practices when there were none, while Watt pressed for an adjustment to and moderation of top down regulatory statutes. As their conversation revealed, in the end these two men enjoyed each other's company and took great interest in hearing differing opinions.



Current Publications & Initiatives

Reports

Facing Fire: Lessons from the Ashes, 2001
Boom and Bust in the American West, 2002
What Every Westerner Should Know About Energy, 2003
Making the Most of Science in the American West: An Experiment, 2003
Ranchland Dynamics in the Greater Yellowstone, 2005
Western Futures, 2005
Cleaning Up Abandoned Hard Rock Mines, 2006

Books

A Society to Match the Scenery, 1991
Arrested Rivers, 1994
Thomas Hornsby Ferril and the American West, 1996
Atlas of the New West, 1997
Seeing and Being Seen: Tourism in the American West, 2001



Initiatives

History: *Inside Interior*

Forthcoming publications speak to the Center's continued commitment to historical scholarship. One such publication, *Inside Interior* will be a unique book, drawing together the Center's interviews with former Interior Secretaries. This publication is currently in the works and is expected to be released in 2008.

Environment: Energy, Water, Fire, Land Use and Management

As the nation's fastest growing region, the West presents an abundance of challenges for citizens and public officials when it comes to the enormously complex relationship between landscapes and human communities. The Center holds a position of respect and trust in the minds of many individuals and groups wrestling with the compelling and often contentious matters of assessing environmental problems

and finding solutions. Working on a variety of environmental topics, the Center has a distinctive opportunity to recognize common patterns and to transfer positive approaches from one territory to another.

Society: Immigration, Modern Indian Identity

Layers and layers of population movements constitute the story we call "the history of the American West." In the twenty-first century, these long-running patterns of migration, settlement, and displacement continue to shape the region. The Center holds to a firm commitment to attend closely to the circumstances of Indian people in this territory, as well as to the status of the most recent participants in these population shifts, today's immigrants. The conditions of those who have been longest in the region and those who have just arrived present two different, but inevitably interrelated, opportunities for the Center's exercises in bridge building and message carrying.

Forthcoming

Energy Conservation and Efficiency 2007

Building on the great success of our 2003 report on energy in the West, the Center has teamed up with the Southwest Energy Efficiency Project (SWEET) to prepare *What Every Westerner Should Know About Energy Efficiency and Conservation*. With clear-eyed prose and our trademark good humor, the report examines the West's role as both supplier and consumer of a substantial portion of the nation's energy and explains the potential impact of greater efficiency and conservation practices. Practical recommendations and profiles of exemplary individuals and organizations show readers how this awareness can be translated into personal actions that will help their homes and businesses stay warm in the winter and cool in the summer – not to mention helping drivers visit the gas pump less often – as they save energy and money. Funding for this project was provided by the generous support of BP America, and Bruce and Cody Oreck.

Healing the West 2007

Faculty associated with CAW have collaborated on a volume entitled *Healing the West*, coedited by Patty Limerick, Andy Cowell, and Sharon Collinge, and under contract at University of Arizona Press. The book brings together contributions from disciplines including engineering, biology, journalism, linguistics, music, law, and literary studies. *Healing the West* focuses on strategies for restoration, repair, and remediation in response to historical injuries to the people and landscapes of the West.

An Entirely Synthetic Fish 2008

Research Associate Anders Halverson is currently writing a book on freshwater fisheries management. In tracing the history of rainbow trout from the nineteenth century to the present day, it will explore the origins, the costs, and the benefits of fish stocking and other management techniques. Halverson has designed his text to be understandable and engaging to a broad audience, and anticipates completing the manuscript early in 2008.

The Nature of Justice 2008

Environmental responsibility. Racial equality. Environmental justice. Social justice. How are these concepts related? The Center

will provide some answers in *The Nature of Justice: Racial Equity and Environmental Well-Being*, an anthology that has its origins in the CAW-sponsored "Justice for All" conference in 1998. A diverse group of contributors investigate an array of important issues, from the perspective of ethnic minorities. *The Nature of Justice* will fill a conspicuous gap in the world of nature writing, and we hope to see the book published in 2008.

Secretaries of the Interior 2008

In a series of interviews, the Center has harvested nearly a half-century of reflections and insights on the Department of Interior's important moments and developments. It is now the Center's responsibility and privilege to edit, interpret, and make available this historical record on the Department of Interior to scholars and to the general public. We envision two elements in our Interior project: a searchable website of the interview transcripts, which would be of special interest to researchers, and a book for a more general readership on the Department of Interior, enriched and anchored by excerpts from the interviews.

Television/Video Series 2008

The Center of the American West has a broad and rich cache of content material and stories from its twenty years of research, publications, events, and participation in hundreds of on-the-ground interactions around the West. As part of the Center's outreach and education efforts, it is our hope to present this content to a much wider audience. Drawing on Patty Limerick's storytelling abilities the Center has proposed to present these perspectives and parables of the West into a television/video format. We are developing two-hour-long programs with the intention of producing one annually for the next several years. The first in the series will be based on the Center's extensive research and knowledge in the field of energy in the West. Funding for the first in the series was provided by WW. Reynolds Co.

Handbook for New Westerners 2008

Nearly a decade after *The Atlas of the New West* helped define a changing region, the Center of the American West is close to completion of an equally ambitious follow up project. *The Handbook for New Westerners* aims to collect in one place the information that Westerners old and new need to be good citizens of the region. With the imaginative research and energetic writing characteristic of CAW projects, the *Handbook* presents the people, politics, environment, economics, and culture of the West in a user-friendly format designed to deepen our appreciation for the land and the folks that call it home.

Fiscal Information

Fiscal Year July 1, 2005-June 30, 2006

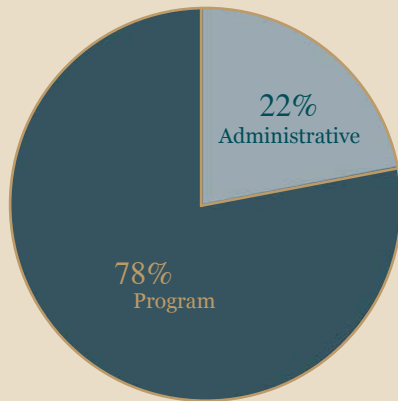
CENTER OF THE AMERICAN WEST Balance Sheet

For the Period ending June 30, 2006
(With Comparative Totals at June 30, 2005)

			<i>2006</i>				
	2005	2006	State Budget General Fund	Auxilliary Funds	Sponsored Projects/Grants	Gift Fund	CU FDN 2006
Assets							
State Budget	7,270	85,727	(1,044)		86,771		
Cash and cash equivalents	79,612	18,823		(9,833)		28,656	
CUF unrestricted cash	169,745	191,181					119,510
Investments	1,091,134	1,863,036					
Accounts receivable & pledges							8,000
Total Assets	1,347,760	2,158,767	(1,044)	(9,833)	86,771	28,656	127,510
Liabilities							
Accounts payable	(2,161)	(4,422)		(491)		(3,931)	
Accrued expenses	(9,416)	(10,780)		(241)		(10,539)	
Encumbrances		9,239		(1)	9,239		
Total Liabilities	(11,577)	(5,963)		(733)	9,239	(14,470)	
TOTAL NET ASSETS	1,359,337	2,152,804	(1,044)	(10,566)	77,532	14,187	127,510

Fiscal Information

Fiscal Year July 1, 2005-June 30, 2006



Program and Administrative Expenses

CENTER OF THE AMERICAN WEST

Statement of Activities and Changes in Net Assets

For the Period ending June 30, 2006
(With Comparative Totals at June 30, 2005)

			<i>2006</i>				
	2005	2006	State Budget General Funds	Auxilliary Funds	Sponsored Projects/Grants	Gift	CU FDN
Revenue							
State Budget	215,820	361,942	216,442		145,500		
Other Revenue	303,078	336,604		37,723		220,975	77,906
Total Revenue	518,898	698,546					
Expenses	508,691	599,326	217,486	52,818	58,729	270,293	
Change in Net Assets	10,207	99,220	(1,044)	(15,095)	86,771	(49,318)	77,906
Net Assets, beginning FY	65,097	129,846		5,797		73,814	50,234
Net Assets, beginning June 30	75,304	229,066	(1,044)	(9,298)	86,771	24,496	128,140
Encumbrances		9,239		(1)	9,239		
Total Assets Net of Encumbrances	75,304	219,827	(1,044)	(9,297)	77,532	24,496	128,140

Acknowledgement of Contributions:

Fiscal Year July 1, 2005-June 30, 2006

The names that follow represent the Center of the American West's friends who helped make fiscal year July 1, 2005-June 30, 2006 a success. We extend our sincere thanks for your support of the Center of the American West.

Every effort has been made to produce an accurate and comprehensive listing of donors for the fiscal year July 1, 2005, through June 30, 2006. The Center of the American West apologizes for any incorrect listings, spellings or omissions.

\$10,000 +

Anonymous
Susan and Alan Cohen
Lucy and James Guercio
Patty Limerick
Alan and Carol Ann Olson
Jack and Jeannie Thompson

\$5,000-\$9,999

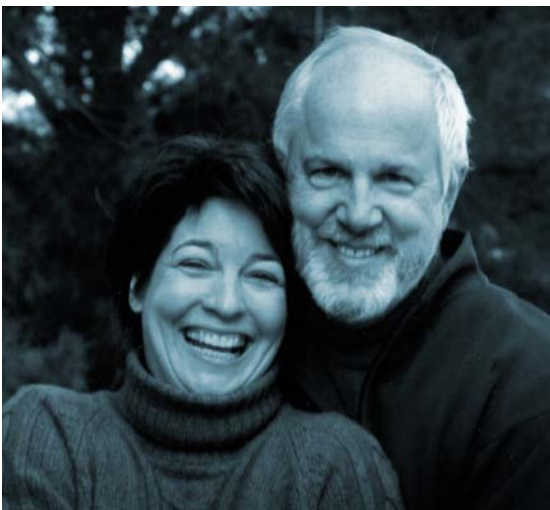
Benson Mineral Group
*with special thanks to
Bruce and Marcy Benson*
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*with special thanks to
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Rocky Mountain Natural Gas Strategy Conference (COGA)

\$1,000 - \$4,999

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*with special thanks to
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Wright Family Foundation
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Ken and Ruth Wright*
H. Roland Zick and Jacqueline Jensen



*Thanks to **Nancy and Gary Carlston**, the Center is positioned to launch its newest series, "Modern Indian Identity." Contemporary Indian people will tell their stories in ways that confirm the compatibility of tradition with innovation, countering the unfortunate and persistent notion that "real" Indian people lived in the nineteenth century and vanished before our time. We envision a series of lectures over five years that will be compiled into a book of personal essays and made available to the general public.*



*The Center is intensely involved in helping University of Colorado students become the West's knowledgeable and persuasive leaders of tomorrow. The centerpiece of our efforts rests on the Elizabeth Hoffman Scholarship, made possible by **Linda and Clancy Herbst**. The scholarship allows students affiliated with the Center to travel to conferences and outreach projects with Patty Limerick, thus broadening their horizons and allowing them to learn from presentations and discussions and to see firsthand the landscapes and people directly affected by the changes the students have studied in their courses. Perhaps most important, they receive hands-on training in serving as agents of "disarmament," furthering the cause of civil debate and disagreement that drives the Center.*

\$500 - \$999

Benedict-Miller Foundation
with special thanks to Louise Grauer
Frederick and Gayle Boethling
Ellora Energy, Inc.
*with special thanks to
Richard McClure*
Greenlee Family Foundation
with special thanks to Rob Greenlee
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Bob Walker and Sherry Richards
Stephen White and Rose Kauffman
Christopher and Julie Whitney
Chet and Margie Winter

\$100 - \$499

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Ellen Alires-Trujillo and Lorenzo Trujillo
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Rudolfo and Patricia Anaya
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with special thanks to Sid Wilson
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Always Begin Where You Are

Always begin right where you are
And work out from here:
If adrift, feel the feel of the oar in the oarlock first,
If sadding a horse let your right knee slug
The belly of the horse like an uppercut,
Then cinch his suck,
Then mount and ride away
To any dream deserving the sensible world.

~Thomas Hornsby Ferril
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