



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

## 2022 Annual Report



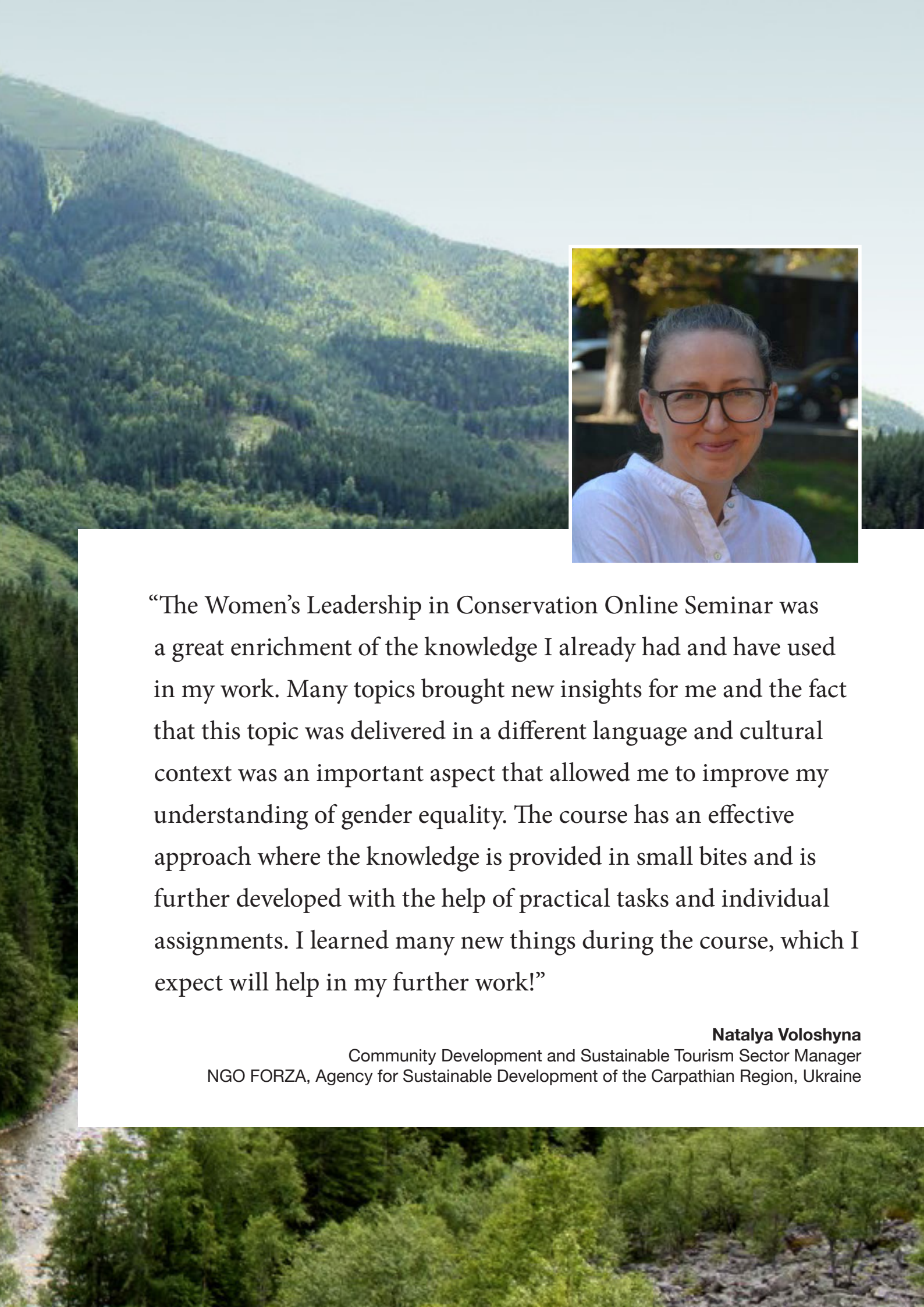
# Mission

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

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“The Women’s Leadership in Conservation Online Seminar was a great enrichment of the knowledge I already had and have used in my work. Many topics brought new insights for me and the fact that this topic was delivered in a different language and cultural context was an important aspect that allowed me to improve my understanding of gender equality. The course has an effective approach where the knowledge is provided in small bites and is further developed with the help of practical tasks and individual assignments. I learned many new things during the course, which I expect will help in my further work!”

**Natalya Voloshyna**

Community Development and Sustainable Tourism Sector Manager  
NGO FORZA, Agency for Sustainable Development of the Carpathian Region, Ukraine

# A Message from Our Dean & Department Head



As the new Dean of the Warner College of Natural Resources with a long academic career dedicated to wildlife conservation and protected area management, I am excited to support the long legacy of work that the Center for Protected Area Management (CPAM) has put forth to improve protected ecosystem

management effectiveness through training and capacity building for the world's land stewards. I believe in nurturing effective partnerships that are transformative with transdisciplinary thinking that promotes capacity building.

The focus on human capacity, expanded by CPAM's new approach to communities of learning and practice is essential. The impact of training is multiplied by creating lasting connections and opportunities for professional exchanges among training participants. It aligns very much with one of my favorite aspects of our university: community. CPAM's focus on community is an inspiration that exemplifies how complex conservation challenges can be solved by working together.

As the number of protected and

conserved areas expands as a key mechanism to combat climate change and meet the new "30x30 global conservation initiative," CPAM's work within our College will become increasingly important. Growing numbers of people will need to be trained to ensure that protected and conserved areas are being managed effectively. CPAM is contributing to a professionalized workforce that is tasked with ensuring the effective and equitable management of protected and conserved areas in a rapidly changing world. I am proud of the role and impact that CPAM is playing globally in advancing our college's traditions: we are passionate, disciplined, collaborative, strategic, and always eager to learn.

A handwritten signature in dark ink, appearing to read 'Alonso Aguirre'.

**Alonso Aguirre**

College Dean, Warner College of Natural Resources



In a post-pandemic world, parks and protected areas are more important than ever. As the world continues to face complex challenges, the individuals working to achieve long-term protection for these areas need specialized training and technical assistance. Furthermore, there

is a need to train additional park personnel due to the adoption of the "30x30" target to protect 30 percent of the planet's lands and oceans by 2030. This increase in protection of terrestrial and marine protected areas will require the hiring and training of new people and develop new co-management and community-led arrangements for long-term sustainable use and protection.

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. The work of CPAM builds on the tradition of our department. Over the past few years, the Center has pivoted to develop new online training programs in addition to their in-person courses. They are now

making training more accessible to more protected area professionals in more countries than ever before.

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 dark ink, appearing to read 'Mike Manfredo'.

**Mike Manfredo**

Department Head, Human Dimensions of Natural Resources



# A Message from Our Director

This past year provided us with lots of opportunities to reflect on the importance of our protected area capacity development work for climate change mitigation and the protection of biodiversity. In November and December 2022, the COP27 UN Climate Conference and COP15 UN Biodiversity Conference were held. In both events the importance of our work in achieving global biodiversity conservation and carbon sequestration and climate stabilization goals was reaffirmed. In addition, institutions around the world advanced their adoption of the 30x30 goal, which seeks to achieve protection of 30% of the earth's surface by 2030. This increase in new protected areas will lead to an increase in capacity development opportunities. However, the unique thing about this new goal is that many of the new areas created will likely not be traditional, government-run protected areas, but rather areas that are created and managed with or by Indigenous Peoples and local communities.

At CPAM we continued to build our capacity to meet current and future demand with online, in-person, and blended learning programs. We returned to the field to conduct in-person training in Brazil and Guatemala. We expanded the development of our online training courses by developing a Spanish language Women's Leadership seminar and a Ranger Basics course. Both of these courses will be finalized early next year. We redesigned our long-standing tourism seminar into the Sustainable Tourism community of learning and practice. This 16-month blended learning program provides a unique opportunity to increase engagement with participants and provide additional support to our participants as agents of change.



To meet future capacity development needs, we expanded our team in 2022. We hired an assistant director, bringing back a long-term collaborator, Erin Hicks, in a new leadership position. We also hired a video specialist, Romeo Dominguez Vidal, to help lead our online course content development and support our communication efforts. We continued to strengthen our partnership with the U.S. Forest Service International Programs, partnering with them on the development of communities of learning and practice, online seminars, and in-country programs in Mexico and Brazil. We also worked this past year with the U.S. National Park Service and Global Conservation. Towards the end of the year we began discussing new opportunities for collaboration with the Blue Nature Alliance.

We are closing out 2022 with a full heart. We grew our team, network of past participants, number of programs, and our endowment. We also grew our positive impact on climate change mitigation, biodiversity conservation, gender equity, sustainable tourism, and

protected area management. And finally, we grew hope. Each time we successfully run a program, the amount of hope in the world increases. If we cannot envision a future that is equitable and supported and sustained by a well-funded and well-managed system of natural protected areas, we will not be able to achieve it. Hope provides the fuel for achieving this vision. We look forward to rising to the challenge we collectively face and continuing to provide the capacity support that is needed today and into the future.

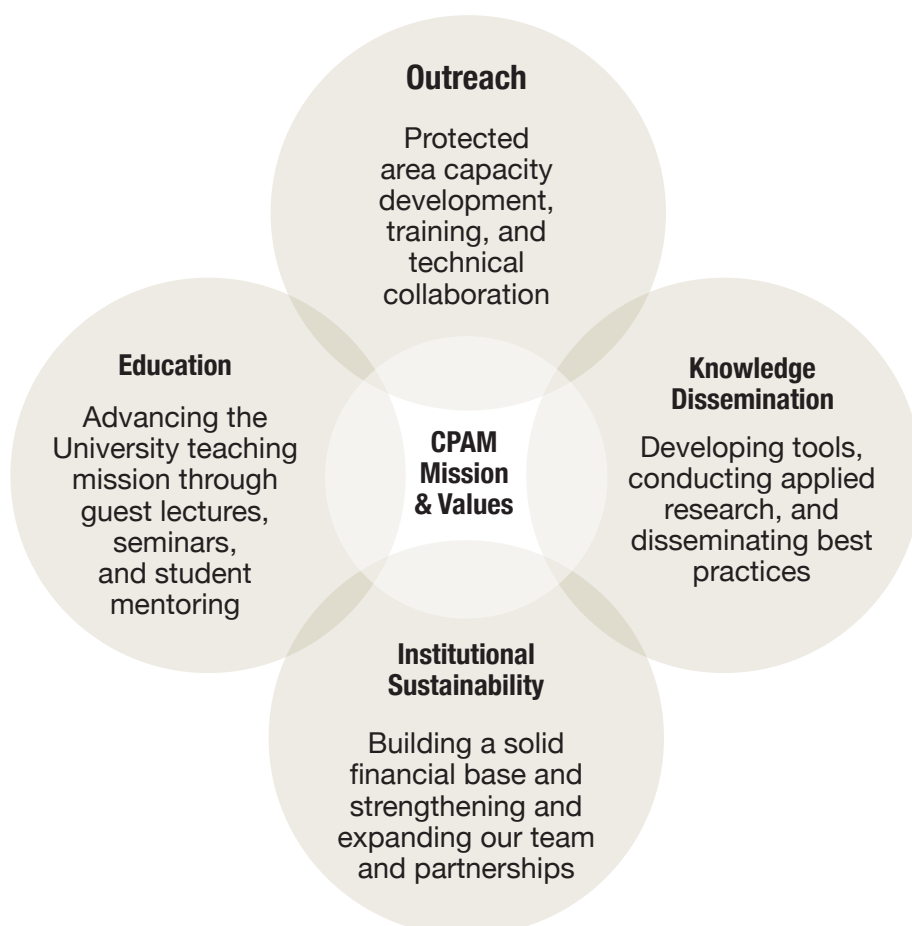
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**Ryan Finchum**  
Director

# Our Philosophy and Approach

The Center for Protected Area Management (CPAM) exists to support the capacity development needs of protected areas personnel, NGO staff, and Indigenous Peoples and local communities around the world. We envision a world where a robust global system of protected areas is sustainably funded and staffed, is representative of global ecosystems and biomes, and is governed and managed effectively and equitably for nature and all people regardless of gender, ethnicity, religion, sexual orientation, age, economic status, physical ability, or other potentially discriminating factors. At CPAM, our specific role in achieving this vision is to develop individual and institutional technical capacity, leadership skills, and the confidence to take action in support of protected areas around the world, the organizations that manage them, and the communities whose livelihoods depend on them. Essentially, we seek to create a shared sense of hope for a more sustainable future. Protected areas are key to the long-term conservation of biodiversity, protection of environmental services, building resilience to climate

change, economic development, education, human-health, and inspiration. And yet, protected areas have not always been developed with the best intentions in mind or in support of these diverse goals. In fact, it is important for us to recognize the harmful impacts that establishing protected areas has sometimes had for people, especially Indigenous Peoples and other resource-dependent local communities. We strive to create protected area capacity development programs that are equitable for all people and based on diverse types of knowledge. By involving people with diverse perspectives and voices as protected area advocates, we will be contributing towards a more robust and sustainable support system for protected areas around the globe. Diverse perspectives will also influence and improve the way protected areas are identified, designated, planned, and managed. By ensuring that protected areas are managed with best practices for environmental and social justice in mind, we will be helping to ensure that protected areas serve their greatest purpose for nature and for all people.



# Highlighted Projects from 2022



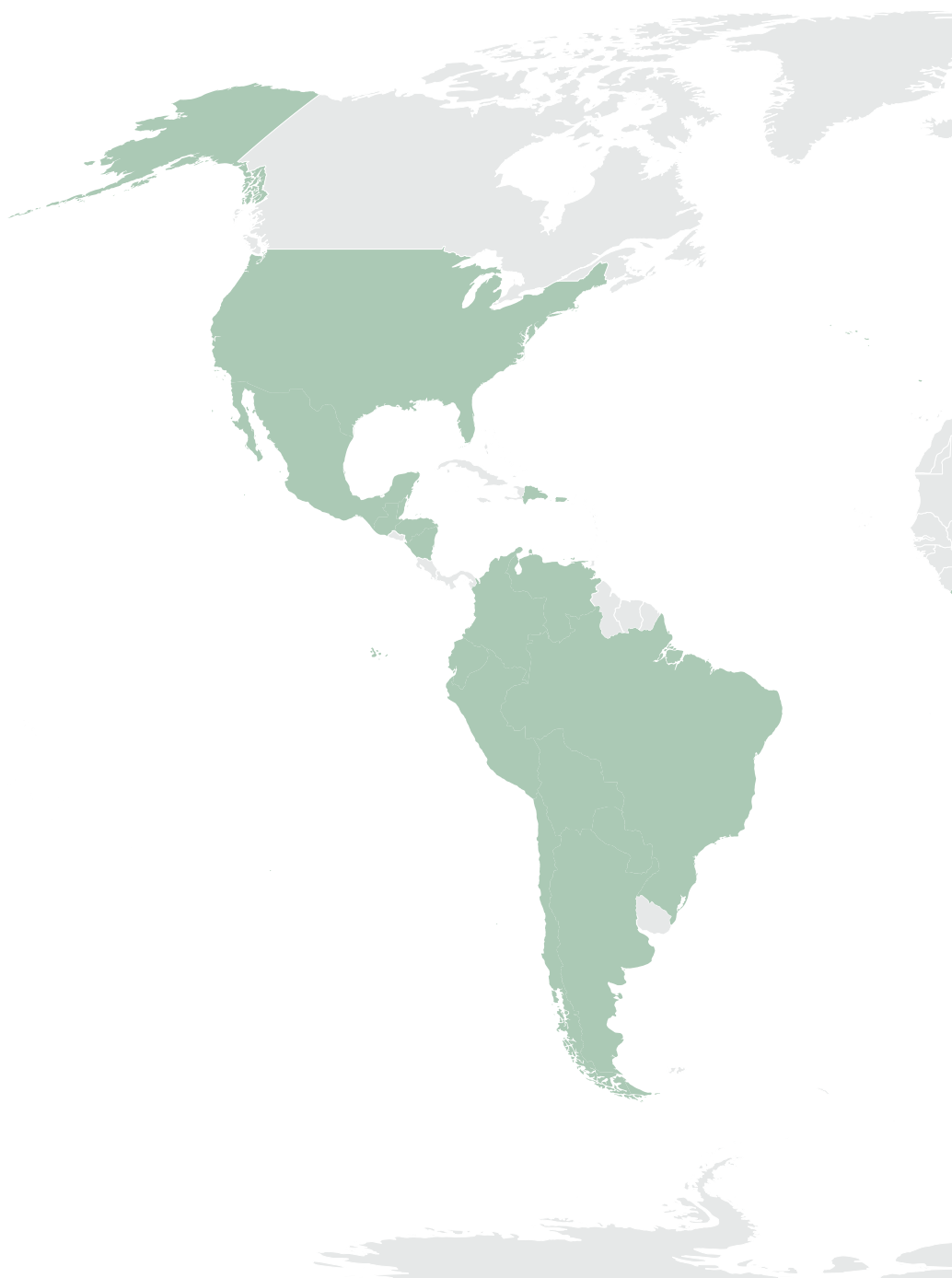
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# 2022 World Map of Training Participants

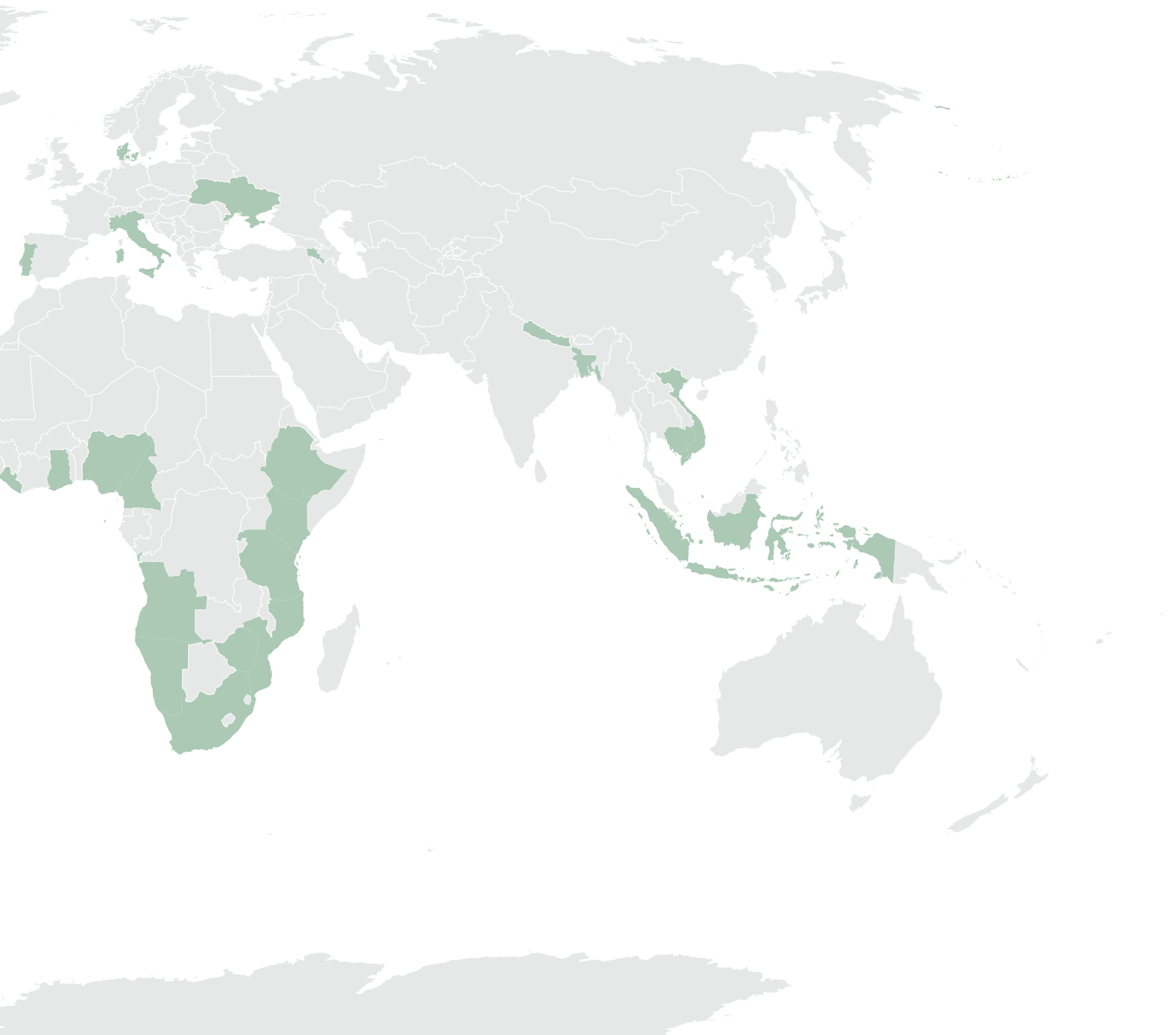
## Participants by Country

Angola  
Argentina  
Armenia  
Bangladesh  
Belize  
Bolivia  
Brazil  
Cambodia  
Cameroon  
Chile  
Colombia  
Denmark  
Dominican Republic  
Ecuador  
Ethiopia  
Ghana  
Guatemala  
Honduras  
Indonesia  
Italy  
Kenya  
Liberia  
Mexico  
Mozambique  
Namibia  
Nepal  
Nicaragua  
Nigeria  
Paraguay  
Peru  
Portugal  
Puerto Rico  
Rwanda  
Sao Tome and Principe  
South Africa  
Tanzania  
UK  
Ukraine  
United States of America  
Venezuela  
Vietnam  
Zimbabwe

42 countries, 2,000+ participants







# 2022 Year in Review

1st Cohort

20 Participants



## Sustainable Tourism Community of Learning and Practice

Throughout 2022, we transformed our 17-day Tourism Seminar that we ran for seven years into the 16-month Sustainable Tourism Community of Learning and Practice (STCLP). The STCLP features virtual and in-person programming with a greater focus on the implementation of sustainable tourism projects in protected and conserved areas. A core team designed and implemented the changes with input from an advisory committee and support from the U.S. Forest Service International Programs (USFS-IP). The program is being run in collaboration with USFS-IP in support of their partners around the world. The program includes nine months of virtual learning, engagement, and community building activities on our learning platform and Zoom. Each September, the program features a 17-day in-person visit to the western U.S. that is focused on leadership, systems thinking, and action planning plus visits to protected areas and tourism sites. Participants then return to their sites with action plans and are assigned a mentor to provide support over a six-month implementation phase. We also worked throughout 2022 to design the Sustainable Tourism Ongoing Community which provides a space for all former graduates of the program to continue collaborating over time. The ongoing community includes podcasts, webinars, Tourism Talk Tuesday, and a biennial conference to exchange good practices.

2nd Year

50 Participants



## Women's Leadership in Conservation Online Seminar in English

In 2022, the Center for Protected Area Management launched its second annual Women's Leadership in Conservation Online Seminar in English. This seminar built off the previous in-person seminar held in 2019 in Spanish. The intensive online seminar brought together 50 women from 20 different countries. Each of the four modules consisted of a variety of lessons, activities, practical tools, and opportunities for participants to engage with each other and added up to 140 hours of content. Live sessions were held at the end of each module to discuss topics more in depth and promote reflection. Thirteen interviewees and topic specialists shared their knowledge throughout the program through pre-recorded interviews and presentations including: Dr. Veronica Vazquez from the Colegio de Postgraduados, Mexico; Chief Executive of the U.S. Forest Service's Work Environment and Performance Office, Leslie Weldon; Senior Advisor for WWF and Hariyo Ban project leader in Nepal, Judy Oglethorpe; among other important contributors to this program. Participants explored topics such as gender equality in conservation, gender-based violence, leadership frameworks and the interaction of gender, organizational dimensions and their assessment, practices to improve gender equality in organizations, and evaluating gender equity and empowerment in conservation projects, among others.



2nd Year

1,347 Registrants

1 Podcast

2 Social Media Platforms



## Protected Areas for Everyone Spring Webinar Series

In 2022, the Center for Protected Area Management and the U.S. Forest Service International Programs organized and offered for the second year its bilingual webinar series focused on global protected area issues titled Protected Areas for Everyone. Webinar sessions were held in English and/or Spanish. Held from the February 9 - April 27, 2022, the series featured 10 sessions and included three different session formats: Protected Area Conversations, Updates from the Field, and Protected Area Perspectives. Protected Area Conversations consisted of interactive sessions that provided participants with the opportunity to discuss an established topic of the day in small group formats. Updates from the Field consisted of protected area presentations by subject area experts on important issues facing protected area managers and rangers today. Finally, Protected Area Perspectives consisted of sessions that included multiple people participating in a moderated panel discussion.



## Expanding Communication Efforts

In 2022, the Center for Protected Area Management placed intentional effort in expanding and improving its communication efforts to better adapt to the virtual world. In the spring, CPAM conducted research to determine how to improve its communication. The team decided to focus its efforts on strengthening its current social media (Facebook) and expanding its presence to Instagram. In August, the center hired a communications specialist and created a communications team with CPAM's videographer and training coordinator. Together, they collaborated on the center's communication efforts throughout the fall by developing a plan for social media posting. They also began working on a podcast which will launch in 2023. The podcast, "Protecting Hope," will focus on highlighting stories of inspiration and hope in sustainable tourism in and around protected areas. The podcast will include stories from CPAM's Sustainable Tourism Seminar alumni along with stories from colleagues in the center's broader network. Planning for the podcast took place in Fall 2022 and involved creating an intro/outro for the podcast, creating a graphic element with CPAM associate Paul Caputo, planning a question guide for podcast guests, and conducting several initial interviews which were edited for release in 2023.

## In Development

## New Course Offering



## New Program of Work



Photo credit: Lúcio Érico

### Park Ranger Basic Skills Online Course in Spanish

The Center for Protected Area Management, sponsored by the U.S. Forest Service International Programs, and working in collaboration with the World Wildlife Fund Brazil and the International Ranger Federation, has worked to expand its online course offerings to include an Park Ranger Basic Skills Online Course in Spanish for Latin American Park Rangers. This new online course, to be launched in 2023, represents a step forward in the effort to professionalize the park ranger career and ensure that all Latin American park rangers have the essential tools to carry out their responsibilities in a professional, ethical, and efficient manner. The course is intended to complement, not replace, in-person courses. The course, hosted on CPAM's online learning platform, Thinkific, will offer six weeks of engaging content that can be taken asynchronously. The content was developed by both CPAM's team as well as seasoned experts who have worked in the region for decades. Collaborators include Carlos Arevalo from Peru, Felipe Spina from Brazil (WWF Brasil) and Osvaldo Barassi Gajardo from Chile (WWF Brasil), Rosa María Vidal from Mexico, Monica Alvarez Malvido from Mexico, and Alan Moore from the U.S.

### Deforestation and Illegal Logging Project in Mexico

The Center for Protected Area Management completed phase one of our project focused on the design and implementation of a training strategy to reduce deforestation and illegal logging in southern Mexico. This project was conducted in collaboration with the U.S. Forest Service International Programs Mexico team and several federal Mexican institutions including the National Commission for Protected Natural Area (CONANP), the National Forest Commission (CONAFOR), and the Federal Legal Office for Environmental Protection (PROFEPA). We conducted the remaining interviews, analyzed the results of our survey, and prepared an initial summary of the needs assessment. Virtual meetings were held to gather feedback and prepare for two in-person workshops that were held in July 2022. The in-person workshops were held in Mexico City and Tuxtla-Gutierrez and allowed CPAM's team to present the needs assessment results and a proposal for a training course in support of CONANP's rangers. The Mexico City workshop focused on high-level officials whereas the Tuxtla meeting was focused on park directors, technical staff, and rangers as well as several NGOs that work on projects related to deforestation and illegal logging. A Phase Two program of work, focused on development of capacity building support materials (print and online), was submitted for funding at the end of 2022.



## New Program of Work



### Fire and Forest Management Project in Brazil

In 2022, the Center for Protected Area Management initiated a new project with the U.S. Forest Service International Program and the Chico Mendes Institute for Biodiversity Conservation focused on fire and forest management. CPAM was involved in supporting a multidisciplinary team that developed a demonstration site at Chapada dos Guimaraes National Park (PNCG) in the Brazilian State of Mato Grosso. The demonstration site, which included an initial site visit and a subsequent on-site workshop with local community members, focused on learning about how to support fire and forest management. CPAM's role as part of the team was to bring public use and visitation linkage considerations to the overall demonstration site's fire and forest management focus. Fire is an important part of the Cerrado ecosystem which is the major system in PNCG. There is a need to improve communication with the public about fire and integrated fire management while also ensuring that visitors are aware of how fire might affect visitation in the future. At the same time, there is interest in bringing the community close to the park and park management. CPAM is helping develop an interpretation plan that highlights fire and other key attributes of this park for future interpretive products and services.

## Leadership Training

70 Participants



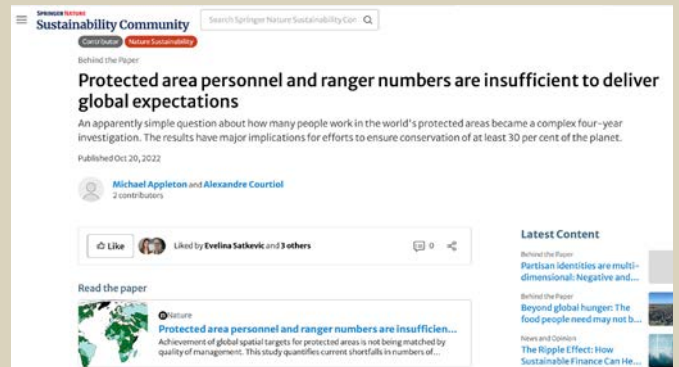
### Tikal Summit in Guatemala

The Center for Protected Area Management's Ryan Finchum and Jim Barborak provided facilitated training sessions during the Tikal Summit, held from October 10-13, 2022 in Tikal National Park and World Heritage Site, Guatemala. Over 70 people from 12 countries participated in the event. The Summit was sponsored and organized by Global Conservation and local support was provided by Fundaeco. Throughout the Summit, challenges and opportunities were exchanged, new collaborations were prioritized, and a summary of what the participants and organizers would like to see change for the benefit of protected areas and people was summarized in the Tikal Declaration. CPAM supported a leadership and self-care training component. In addition, they led a number of talks, discussion sessions, and panels about challenges facing protected areas in Latin America. This included exploring solutions, best practices, new directions, and breakthroughs for protected area management planning. Jim Barborak also worked with a team from Global Conservation and Fundaeco to develop the Tikal Declaration that serves as an inspirational statement about what changes are necessary to improve protected area management for conservation and support of local communities.

## Ongoing Virtual Events



## 4 Key Publications



### Center Participation in Virtual Events

The Center for Protected Area Management began to return to in-person activities throughout 2022. That said, it is clear that the center will continue to engage in a variety of online activities moving forward. The combination of in-person, online, and blended learning programs will continue to be a significant focus for CPAM moving forward. In 2022, CPAM engaged in a number of virtual activities including the Brazilian Trails Conference, guest lectures with our host department's online MS Program with China, and guest lectures with the State University of Rio de Janeiro.

The center also co-hosted a global conference called Tourism Naturally: Protected Areas, Tourism, and a Changing World from October 26-27, 2022. CPAM's Director, Ryan Finchum; Department Head for the Human Dimensions of Natural Resources, Mike Manfredo; and HDNR Associate Professor, David Knight, were co-chairs of the event. This Conference included over 1000 registered participants and 17 sessions, all of which have been made available for continued viewing on YouTube.

As CPAM looks towards the future, we will continue to explore the use of ongoing virtual communities of learning and practice as a tool to support our past participants around the world.

### Center Key Publications

In 2022, the Center for Protected Area Management continued to contribute to a number of important global papers focused on protected areas. This included various publications in the September 2022 edition of *Oryx* focused on capacity for conservation. The articles that CPAM team members are co-authors on include, "How should conservation be professionalized" (Barborak), "A systems framework for planning and evaluating capacity development in conservation: recommendations for practitioners" (Barborak, Finchum), and "The state of capacity development evaluation in biodiversity conservation and natural resource management" (Solomon, Finchum). In addition, CPAM's senior advisor, Jim Barborak, was involved in a publication that received considerable global attention called "Protected area personnel and ranger numbers are insufficient to deliver global expectations," which was published in *Nature Sustainability*. The contribution to these global studies helps to incorporate CPAM experience and knowledge into widely available, peer-reviewed journal articles representing current trends in protected areas and conservation.



# Financial Overview

## Endowment & Project Funding

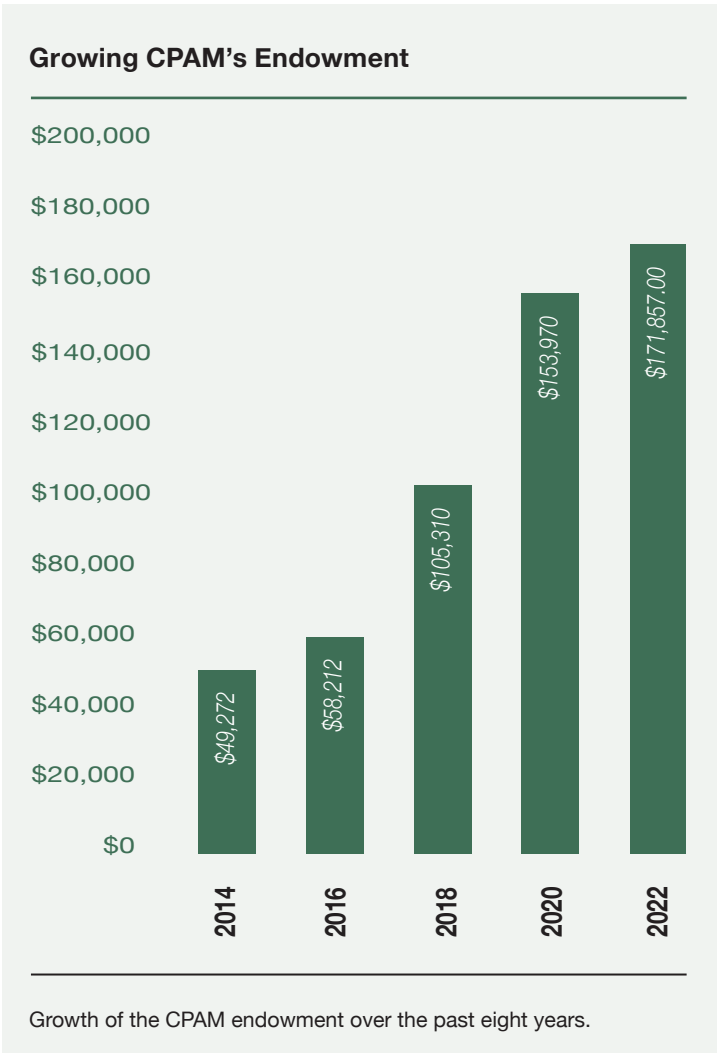
In order to ensure CPAM’s financial sustainability, an endowment has been initiated with a generous gift from George and Nancy Wallace that will provide ongoing funding in support of our mission. This endowment is growing thanks to ongoing contributions from the Wallace’s, our own team, and from individual supporters who believe in our work. Overtime, our endowment will provide CPAM with a base operating budget that will promote 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 2022

We were fortunate that our core set of institutional partners in the USA continued to contribute to the success of our programs this past year. We would like to recognize the important contributions to our work provided by the U.S. Forest Service International Programs (USFS-IP). The USFS-IP has been a partner of CPAM since 2000. Over the past 23 years our collaboration has grown and become increasingly important for CPAM’s positive impacts in a variety of geographies around the world. In addition to USFS-IP, CPAM also had institutional support from the U.S. Agency for International Development, Global Conservation, and the U.S. National Park Service.

## Individual Donor Support in 2022

We would also like to thank all of our individual donors who have provided critical financial support to our ongoing 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: George and Nancy Wallace, Jim and Damaris Barborak, Ryan and Michelle Finchum, Terry and Barbara Finchum, and Mary and Clee Sealing.



## Staff



❖ **Ryan Finchum**  
Director



**Erin Hicks**  
Assistant Director



❖ **Jim Barborak**  
Senior Advisor



❖ **Rosa María Vidal**  
Senior Advisor



❖ **Jim Wurz**  
Protected Areas Specialist



**Audrey Ramsey**  
Training Coordinator



**Romeo Dominguez**  
Video Specialist



❖ **Dr. Chris Mayer**  
Communications Lead



**Melina Takvorian**  
Work Study



**Olivia McNeill**  
Work Study

## Executive Committee

All Executive Committee members are delineated with a ❖ by their name.

“People make parks possible. The Center for Protected Area Management is at the cutting edge of conservation training by elevating its focus on the intangible benefits of training. When we have people feel confident in their ability to take action, who grow in their leadership practice, and are supported as a member of a community of learning and practice, we have a workforce of conservation leaders creating improved conservation outcomes.”

**Erin Hicks**  
Assistant Director, Center for Protected Area Management



# Associates



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



**Dr. Craig MacFarland**  
Founder & Associate



**Larry Lechner**  
Founder and Associate



❖ **Dr. Jennifer Solomon**  
Faculty Associate



**Dr. Tara Teel**  
Associate



**Dr. Kelly Jones**  
Associate



**Dr. Mike Manfredo**  
Associate



❖ **Dr. Stu Cottrell**  
Faculty Associate



**Dr. Rebecca Gruby**  
Associate



**Dr. Mike Gavin**  
Associate



**Allan Rhodes**  
Associate



**Adrian Benedetti**  
Associate



❖ **Bonnie Lippett**  
Associate



**Mark Willuhn**  
Associate



**Dr. Peter Newman**  
Associate



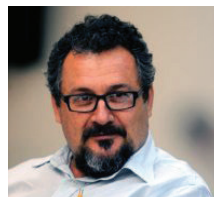
**Alan Moore**  
Associate



**Michael Olwyler**  
Associate



**Dr. Steve McCool**  
Associate



**Dr. Miguel Milano**  
Associate



**Paulo Faria**  
Associate



**Susan Pierce**  
Associate



**Katie Powlen**  
Student Associate



**Carly Quisenberry**  
Student Associate





Tikal National Park, Guatemala





“The Tikal Summit provided a unique opportunity for many Latin American managers and NGO staff to get together on-site at an inspiring World Heritage Site and discuss a wide range of tools and approaches that can help them better protect natural areas for the benefit of people, the climate, and biodiversity. Participants also had a chance to focus in on their own well-being and the development of their leadership skills - a focus of CPAM that helps people develop resilience and encourages them to work smart to avoid premature burnout.”

**Ryan Finchum**  
Director, 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:** Chapada dos Guimarães National Park, Brazil

