



10-YEAR REPORT

TRANSFORMING CONSERVATION THROUGH COLLABORATION



WARNER COLLEGE
OF NATURAL RESOURCES
COLORADO STATE UNIVERSITY

CENTER FOR COLLABORATIVE CONSERVATION





From our director

When I first saw collaborative conservation in action, I couldn't believe it. Half of the people in the room wore cowboy boots, the other half hiking boots. They didn't agree on either politics or religion. But they put their differences aside to solve big, urgent problems together because it was the only way to get there. They did this because they loved their town, they loved their land, and they loved their rivers. And now, 20 years later, we see how strong their communities still are, and how much they have achieved over time, because of the work they started together. Working together. That's what the Center for Collaborative Conservation is all about.

The Center for Collaboration (CCC) started in 2008 and we are now 10 years old. This is the story of the CCC to date. Over these 10 years, we have worked with our partners to use collaboration to help drive a major paradigm shift in conservation. Collaboration transforms conservation by bringing diverse people together to tackle more complex problems across larger areas leading to longer-lasting solutions.

I invite you to visit our website below or reach out to me or our other great staff to learn more. There is no time like the present to get involved. Join us today to show our communities, children and grandchildren how much we can achieve by working together to sustain the people and places we love.

With hope and warm regards,

Robin Reid
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Professor, CSU
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Our Mission

The Center for Collaborative Conservation helps create innovative and lasting conservation solutions for people and nature through collaboration.

What We Do

Through collaboration, the CCC transforms conservation into a force that unites rather than divides. We transform conservation by working directly with communities, businesses, government agencies, students and non-profits to achieve greater impacts together.

Our priority strategies are to:

- Train the next generation of leaders in collaborative conservation through field experience, coursework and mentorships to lay the foundation for a more successful future.
- Partner with conservation practitioners to develop and share trainings, skills, and tools that increase their ability to do collaborative conservation on the ground.
- Design research with communities that respects and combines local knowledge with scientific information to achieve more effective conservation outcomes.

LEARN
Training the next generation of conservation leaders

DISCOVER
Learning how to do conservation better, together

PRACTICE
Building collaborative skills and tools

TRANSFORM
Innovating conservation on the ground



SECTION ONE

The Importance of Collaboration and the History of the Center for Collaborative Conservation (CCC)

Why Collaborate?

Historically, conservation focused on saving species and protecting natural resources, paying little attention to people. Yet without the involvement of local people and communities, many past conservation successes were short-lived. Collaboration supports more enduring conservation outcomes because it taps the power of diverse viewpoints while addressing local communities' social, economic and ecological concerns. Collaboration is inclusive, fosters innovation, and builds trust for concerted action.

The scale, scope and complexity of current conservation challenges require collaborative conservation solutions. For instance, to keep whole watersheds or ecosystems healthy, we need all the land owners and managers to be at the table, working together to negotiate how they use and manage land across the different ownership and administrative boundaries.

What does collaboration in conservation do for us?

- Collaboration forces us to talk to each other, to listen and understand different viewpoints, and to trust that together we can solve big problems. Collaboration unites rather than divides our communities.
- Conservation occurs in someone's backyard. Their voices and needs are important because these people have to live with conservation decisions. Collaboration develops conservation solutions that benefit both people AND nature.
- Collaboration allows us to take on bigger, more complex problems and use our collective wisdom, energy and resources to solve these problems together.
- Because collaborative conservation creates solutions that include the needs and voices of all involved, the solutions are far-reaching and long-lasting.
- Once communities have gone through the collaborative process, they then often tackle the next challenge faster and more effectively.

Philosophy and Approach

- 1) Engage, both inside and outside of CSU, with conservation practitioners and other stakeholders and with CSU faculty and students.
- 2) Don't be an advocate of collaboration, but rather evaluate when and how it works, when it does not, and why.
- 3) Create a space where dissenting voices and views can coexist and include diverse stakeholders from all aspects of society: government, indigenous groups, business, conservation, non-profits, policy makers, concerned citizens and others.
- 4) Focus on large and complex problems and landscapes that are worth the effort of collaboration, and compare lessons learned from Colorado, the American West and around the world.
- 5) Take risks and promote innovation in all our programs.
- 6) Take an evidence-based approach and measure outcomes.
- 7) Focus on ecosystem and people-centered conservation that addresses renewable and non-renewable resource issues in rangelands, forests and watersheds.
- 8) Recognize that people are both the problem and solution to conservation issues and that real trade-offs exist.

Our History

For almost 50 years, faculty, staff, and students at Colorado State University (CSU) have engaged community members in collaborative conservation in Colorado and across the globe. Colorado also has a long history of collaborative conservation, like the long-term work of ranchers, Larimer County, The Nature Conservancy, the City of Fort Collins, CSU and others to conserve the Laramie Foothills Mountains to Plains Corridor north of Fort Collins.

Building on this experience in scholarship and practice, a founding team of big thinkers in CSU's (then) College of Natural Resources began brainstorming in 2005 about taking this work to a higher level of impact¹. They decided to form the Center for Collaborative Conservation to promote collaboration on tough conservation issues on both public and private lands, with people at the center of these efforts across Colorado, the American West, and the world. The founding team emphasized that conservation needs to cross boundaries to conserve large landscapes, and it also needs to link people, ecosystems and the economy in forests, rangelands, watersheds, oceans, and wildlife habitat. They highlighted the need to bring together scientific, local/indigenous and practical knowledge to support collaborative multi-stakeholder decision-making at local, regional and national levels.

Our founding team included Ed Warner, Joyce Berry, Tony Cheng, María Fernández-Giménez, Rick Knight, Barry Noon, Indy Burke, Dave Theobald and Kathy Galvin. Ed catalyzed the creation of the CCC by providing seed funding to establish the CCC with the promise of a future endowment. Our founding Director, Robin Reid, joined and launched the CCC with Administrative Assistant, Beverly Johnson, and Research Associate, Shauna BurnSilver, in 2008.

In the spring of 2008, the CCC held its first major design workshop to create the initial strategy and plan² for the CCC. The workshop attendees established the CCC's philosophy, approach, and roles, described below.

The CCC took on four initial roles: 1) Convening people around critical issues in collaborative conservation, 2) learning with and teaching existing and new leaders, 3) doing participatory research with communities, and 4) implementing flagship projects with diverse stakeholders that link conservation action with research and education.

The CCC team then developed initial programs and a governance structure to put this approach into action. Our first program activities included CCC Research (2008 onwards), the Fellows Program (2009 onwards), and Communications and Networking (2009 onwards).



Our governance structure started with a Design and Development Team (2008-09) which evolved into an Executive Committee of advisors from conservation practice and CSU (2009-present). A huge landmark for the CCC occurred when Ed Warner endowed the CCC in the fall of 2013.

(Please see all of our Design and Development Team members, Executive Committee members, Fellows, project partners, committee members, staff and supporters at the back of this report.)

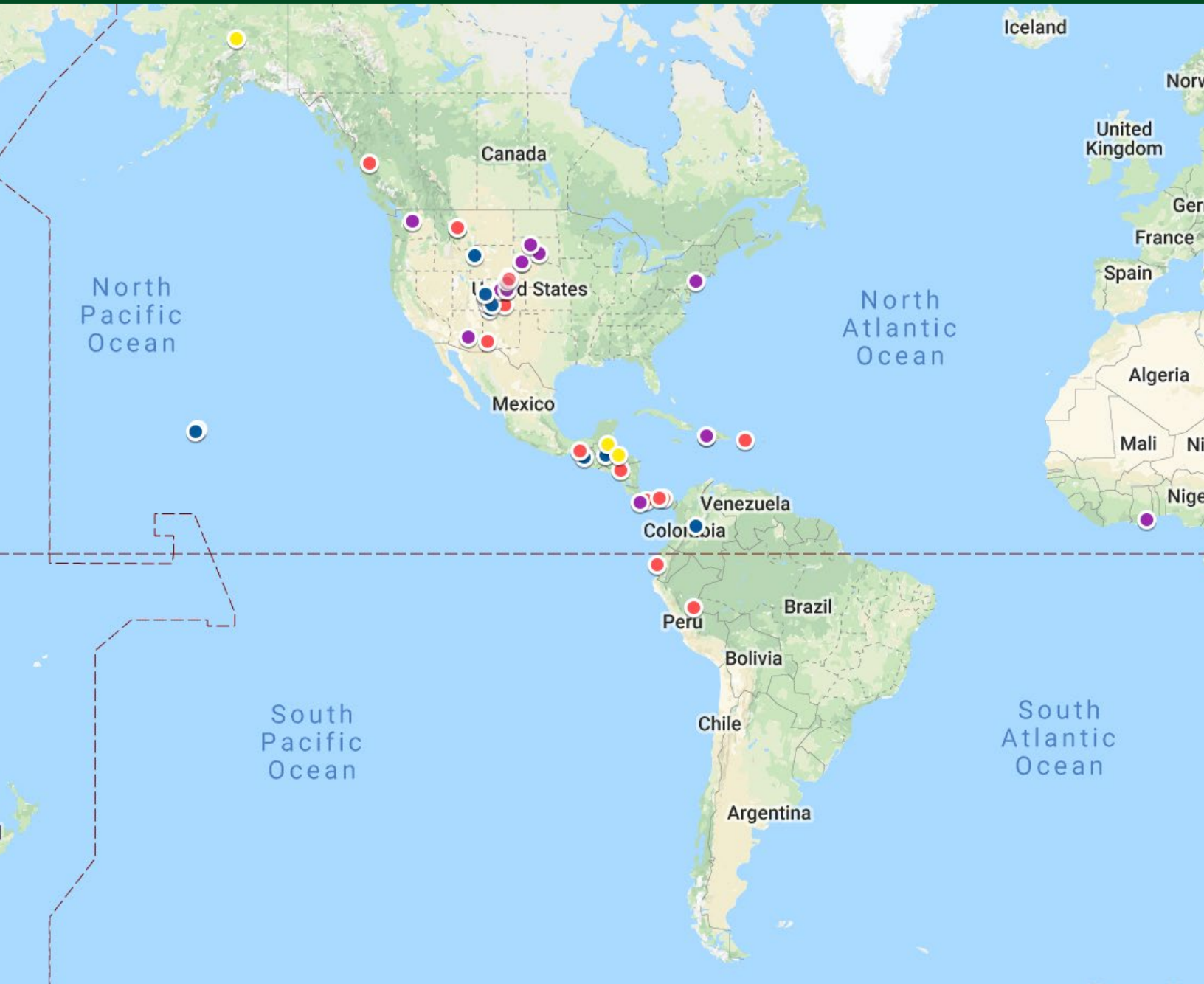
Collaboration allows us to take on bigger, more complex problems and use our collective wisdom, energy and resources to solve these problems together.

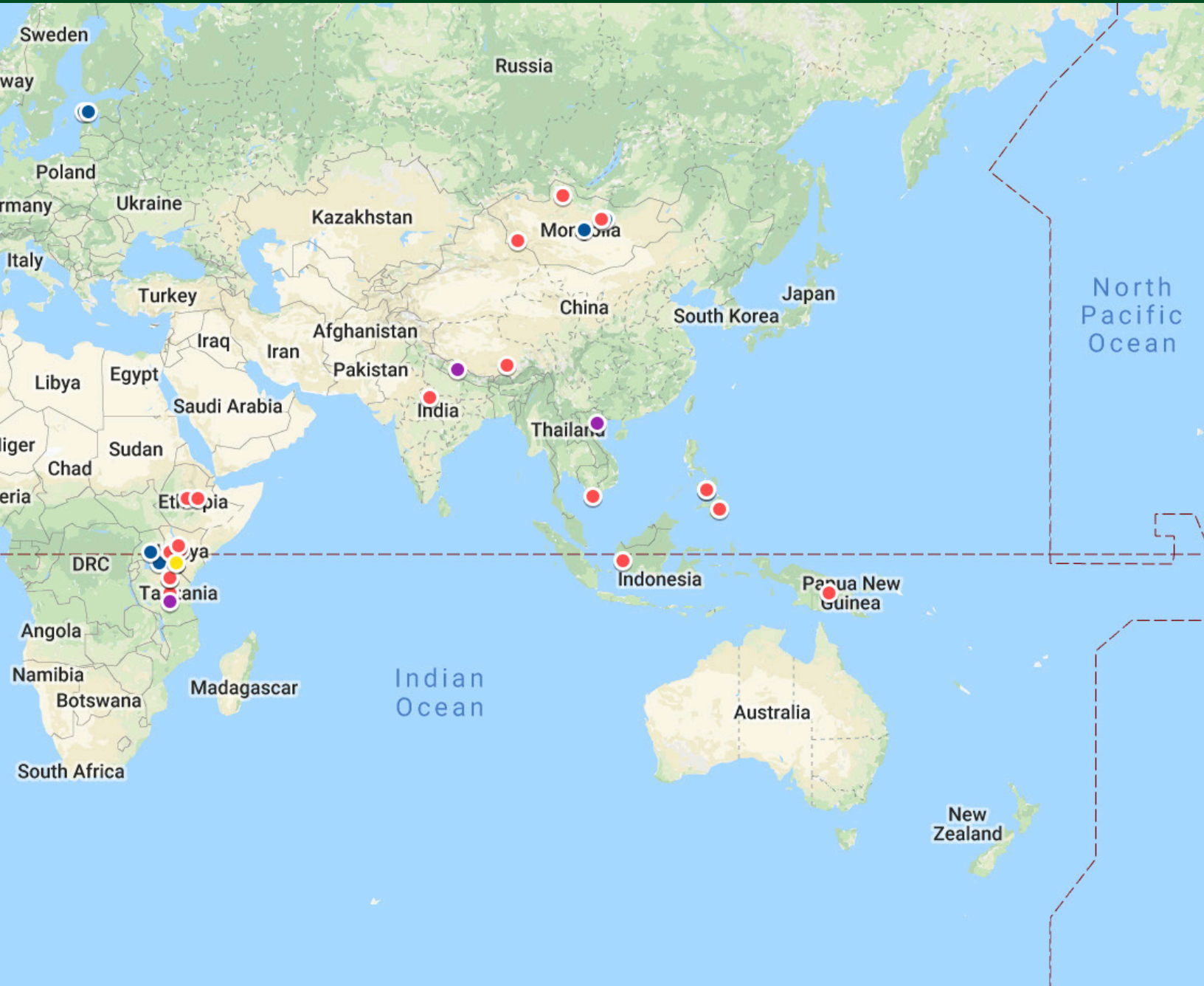
¹See the CSU CCC Institute Philosophy (2005) for our initial philosophy: (<https://collaborativeconservation.org/media/sites/142/2018/07/CSU-CCC-Institute-Philosophy-April-2005.pdf>)

²See the CCC's Critical Issues Document (April 2008, see: <https://collaborativeconservation.org/media/sites/142/2018/07/CCC-Critical-Issues-Document-April-2008.pdf>) and Launch Workbook (May 2008, see: <https://collaborativeconservation.org/media/sites/142/2018/07/CCC-Launch-Workbook-May-2008.pdf>)



SECTION TWO
Where we work





Please visit www.collaborativeconservation.org to interact with the Google map to see where our projects are and the people working on them.





SECTION THREE

Transforming Conservation through Collaboration: Our Philosophy of Impact

Transforming conservation through collaboration. Our philosophy and 10 years of experience tell us that collaboration can transform conservation and local communities.

How does this happen? First, conservation becomes more innovative and effective when collaboration combines the practical wisdom of conservation practitioners with the teaching and research expertise of CSU faculty and graduate students.

Second, collaboration puts people at the center of conservation and welcomes all viewpoints, thus building trust. This unites rather than divides communities. When people from different walks of life, like business, government, non-profits and universities, come together to collaborate, they leverage their strengths and their financial resources to achieve a united goal. Collaboration is not easy, however. This is why it is so critically important to improve our collaborative skills and abilities and learn how to build a shared vision and find mutually beneficial solutions.

Finally, we transform conservation by working together on big issues across large landscapes. These are issues that one person or one organization cannot possibly solve alone. When we work together, our impacts are larger and more long-lasting because all stakeholders have a voice in the decisions we make together.





SECTION FOUR CCC Programs and Their Major Accomplishments

Section 4.1: Learn – CCC’s Education Program

Our CCC Education Program creates the next generation of leaders who will transform conservation for the 21st century. These are leaders who are highly skilled listeners, communicators, facilitators, team builders, boundary spanners, and decision-makers (<https://collaborativeconservation.org/program/learn/>). These “new conservationists” must not only be scientifically competent, but be equally strong listeners, collaborators and problem-solvers. They use a variety of tools that they can deploy in any community and landscape. We train these future conservationists through coursework and practical, hands-on skills and tools in collaborative conservation.

In 2009, Program Coordinator Stacy Lynn and Director Robin Reid created and launched our flagship Fellows Program. Associate Director Kim Skyelander started leading the program in 2011. The CCC also then designed and taught short trainings and semester-long courses in collaborative conservation for conservation practitioners, undergraduate students and graduate students. These short courses include how to build partnerships, how to do science that benefits communities, and conservation finance. In 2010, the CCC co-founded the Conservation Leadership Through Learning Master’s Program with CSU’s Department of Human Dimensions of Natural Resources. From 2011-2018, CCC staff designed and taught a masters course in collaborative conservation in this program. In 2013, Program Coordinator Arren Mendezona created an active internship program for undergraduates to give them on-the-ground experience in collaborative conservation.

CCC Fellows:

A snapshot of good work

- Established a collaborative of Colorado ranchers, universities, and land management agencies that designed and implemented grazing methods to improve rare bird habitat while protecting ranch profitability.
- Created a 183-mile, international trail network that links Mexico and Panama to increase commerce between the countries and gain greater support for protected areas along the trail.
- Developed a private landowner cooperative to provide both habitat for the endangered green macaw and increase ecotourism revenue in Ecuador.
- Created a citizen-science forest restoration program to improve community involvement in forest conservation in western Colorado.
- Developed sustainable human-wildlife conflict strategies that benefit both local farmers and tigers in a tiger conservation landscape in India.

A Fellow's Story

John Rizza, CSU Extension, and the Colorado Master Steward Program, Colorado

“Soon after I began my current position as Small Acreage Management Specialist with CSU Extension, I was on a site visit discussing some of the challenges a particular landowner was facing about noxious weed infestations and poor soil conditions. As I stood there listening to the client's concerns, it occurred to me that I had heard this same thing several times already on other site visits. What if I could provide one talk to several landowners to help them with all their resource concerns? I utilized the branding that has helped the Extension Service become a staple for agriculture in communities throughout the state and designed the Colorado Master Steward Program (CMSP). The CCC fellowship allowed me to develop this 8-week course.”

The CMSP curriculum improves landowners' knowledge of the importance of proper land stewardship, and provides them with practical, hands-on instruction to accurately and effectively implement customized stewardship practices that meet their specific needs. Local experts and community contacts help teach the course, and each landowner receives a site visit from the CSU Extension Small Acreage Specialist who helps him/her put together a property management plan. Collaborators and partners for the program include: government personnel, local non-profits, community members, and private businesses.

Since the success of the pilot course, the program has been offered 5 times in various locations throughout Colorado. Four different local agents and partners now use the program with their landowners as well. Nearly 70 participants have completed the eight-week long Colorado Master Steward Program since 2013. These participants earned a certificate qualifying them to recommend basic land stewardship information to their neighbors. As a direct result of the curriculum,



participants have improved land stewardship on over 3,800 acres of land including effective weed control, improved grazing rotation schemes, planted cover crops, and altered irrigation practices. Landowners estimate that they save an average of \$5,000/year as a result of taking the CMSP program. A measure of the success of the program is the recent recruitment of another small acreage specialist at CSU Extension and development of the stewardship course as a CSU Online Certificate.

“Helping people and communities build vibrant sustainable land management attitudes is a personal goal of mine”, says John. “I wanted to develop a project for my fellowship that can create linkages, partnerships, and opportunities that are far reaching beyond the initial scope of the project and I think I did that”. Yes, John, you sure did!

A. The Fellows Program

We designed and launched the Fellows Program in 2009 to challenge conservation practitioners and CSU faculty and graduate students to make their work count, to ‘move the needle in conservation’ by collaborating at a larger scale (<https://collaborativeconservation.org/program/fellows/>). Initially, the program awarded fellowships only to individual CSU graduate students, CSU faculty and practitioners. Then the program awarded both Individual Fellowships and Team Fellowships. Teams are a combination of CSU faculty, CSU graduate students, practitioners and CSU undergraduate students. In 2018, we modified the structure of the Fellows Program to have a greater impact by funding just teams of fellows and extended the fellowship from 18 to 24 months. The program sometimes targets specific issues, like indigenous conservation, payments for ecosystems services or the process of collaboration.

CCC Fellows are diverse in culture, race, gender, and economic backgrounds. To date, 135 Fellows and 24 Fellows Interns have completed projects in 12 U.S. states, 26 countries, and 17 Native American Nations. Almost 60% of our Fellows work internationally, 30% in Colorado, and 10% in the US outside Colorado. Almost 9,000 people from all walks of life have benefited from Fellows’ projects so far. Today, the CCC Fellows form a growing action network among practitioners, students, researchers, and communities that spans the globe. The program also creates a pipeline toward conservation jobs by training undergraduate students who return as graduate students then go on to become conservation professionals.

Through the Fellows Program, the Fellows first learn about the tenets of collaborative conservation including: leadership skills, partnership-building techniques, cross-cultural communication and research ethics, how to facilitate collaborative processes, how to work with diverse stakeholders and more. Then, the Fellows shift the paradigm of conservation by ‘helping communities help themselves’ through innovative, on-the-ground projects that bring community livelihood and conservation goals and impacts together. They practice what they learn and turn theory into action by collaborating with individuals, organizations, and communities across the country and the globe to create conservation solutions.

Fellows’ projects create conservation solutions for endangered wildlife, urban and rural agriculture, water issues, protected areas, climate change, food security, land stewardship, forest restoration, citizen science and more.

Throughout the Fellowship, Fellows create products relevant and useful to project communities, as well as scientific articles that we share on the CCC website and through CCC networks. Project blogs, journals and photos allow others to share each Fellow’s journey. The CCC tracks impacts and improves the program through a final project report and an evaluation of the Fellows Program.

“The opportunity to work with the CCC so closely as an undergraduate has opened doors for me and built relationships with people I would have never had the chance to meet before. The support the CCC offers undergraduates to learn and practice collaborative conservation is empowering. As young students, I don’t think there is anything more valuable than a program that bridges the gaps between the classroom and real world, and the undergraduate internships do it seamlessly.”

– Mikinzie Moydell, CSU/CCC Undergrad Internship supporting the work of the Chama Peak Alliance of southern Colorado and northern New Mexico

B. Undergraduate Conservation Leaders

In 2013, CSU’s Rick Knight and CCC’s Robin Reid co-designed and taught CSU’s first undergraduate course in collaborative conservation (for example syllabus, see: <https://warnercms.colostate.edu/warnercnr/wp-content/uploads/sites/2/2017/02/NRRT401syllabus2015.pdf>). This course, offered through CSU’s Department of Human Dimensions of Natural Resources, has trained 130 undergraduates about collaborative conservation and how it gets done. To date, the students have lead 15 community service projects with collaborative conservation initiatives in the American West including the Diablo Trust, the Malpai Borderlands Group, the Blackfoot Challenge and Wallowa Resources. Students also participate in weekend-long experiential field trips where they work with practitioners in the field.

The CCC also provides three types of internships for undergraduate students, including Fellows Interns, Practitioner Interns, and CCC Staff Interns:

- Fellows Interns work with individual and team CCC Fellows on their on-the-ground projects in the field. To date, 24 undergraduate interns have worked in 10 countries around the world.
- Practitioner Interns work for conservation collaboratives doing fieldwork, collecting success stories to share, and learning how to run collaborative projects. One undergraduate student did an internship at Chama Peak Land Alliance,

A Fellow's Story

Dominique M. David-Chavez: Building Formal Partnerships for Community-Based Science Education and Conservation in Indigenous Caribbean Communities

Dominique, a member of the Indigenous community of Borikén (Puerto Rico) in the Caribbean, established a formal support network across Indigenous Caribbean Taíno and Kalinago communities to support Indigenous scholars, conservation practitioners, and educators who are currently engaged in projects involving Indigenous science knowledge.

Support for Indigenous knowledge systems in education and conservation is inconsistent and fragmented in the Caribbean region due to colonial legacies and differences in geography, language, and philosophy between various community groups. Dominique gathered background and contact information on community-based conservation projects and Indigenous science education organizations in the Caribbean islands. With support from leaders in these organizations she co-designed and facilitated a two-day interisland knowledge exchange and workshop to nurture a sustained support network for Indigenous practitioners and scholars in the region. During this event they compiled a database of Caribbean Indigenous science materials for professional scholars and community organizations and identified the incentives and barriers for the use of these Indigenous science-based models of practice. Following this workshop, participants continued collaborations, including: a community-based climate research project engaging youth, elders and farmers; panel presentations educating the broader public about Indigenous science in the Caribbean; a social media group for Indigenous Caribbean scholars; planning for an inter-island Indigenous youth exchange; and a practitioner-informed co-authored publication for a peer-reviewed journal.

“Through this fellowship, I was able to form a large support network and find mentors that continue to aid



and support me immensely as I navigate some of the challenges in my career and educational path. I also gained capacity in several areas such as how to plan a knowledge exchange workshop, how to collaboratively design a project, and how to design and implement an event using Indigenous evaluation methods. And on the very practical side, I learned it's a good idea to keep a nice scarf and shoes on hand, in case you find yourself going directly from visiting a muddy field site in the jungle to presenting in the mayor's office!”

“It's been a real challenge learning how to navigate interpersonal relationships and conflicts since I am working in my own community,” says Dominique. “I've felt an immense amount of responsibility and accountability for my work, since it impacts people who will remain a part of our lives. The guidance, encouragement and support provided during the Fellows retreat, from the staff and from other Fellows was very helpful.”

New Mexico, where she wrote a water quality monitoring protocol for the Alliance. Another undergraduate intern worked for the Legacy Land Trust, Colorado, where she monitored conservation land easement agreements.

● CCC Staff Interns help run the CCC office and do special projects like newsletters, posters, social media campaigns, workshops and conferences. The CCC has hosted 12 of these interns to date.

CCC staff give close to 10 guest lectures/year to undergraduate students across CSU. From 2013-2016, the CCC mentored and supported “The Collaborative”, a student-led initiative representing eight Warner College of Natural Resources student clubs who collaborate together on community projects and presentations.

C. Graduate Conservation Leaders

In 2010, the CCC worked with the faculty of the Department of Human Dimensions of Natural Resources in the Warner College of Natural Resources (WCNR) to co-design and implement the Conservation Leadership Through Learning Master’s Program (CLTL, <https://warnercnr.colostate.edu/hdnr/conservation-leadership/>). CCC’s (then) Executive Committee Member Heather Knight, Program Coordinator Ch’aska Huayhuaca and Director Robin Reid co-founded and taught in this program. Associate Director Kim Skyelander currently teaches the collaborative conservation course. By co-founding the program, and teaching and advising CLTL students, we helped graduate 129 Master’s students from this program, with 86% of them employed as rising leaders in conservation organizations.

CLTL is a 16-month master’s degree that includes two semesters of intensive, cohort-based coursework followed by 3-4 months of fieldwork for their capstone project. The cohorts usually have an average of 20 graduate students. For seven years, the CCC taught the capstone NR 543B-Collaborative Conservation graduate course required of all CLTL students. The course includes classroom discussions with practitioners, key readings, analysis of local collaboratives, and a capstone field trip. It also includes intensive problem-solving ‘synergy’ weeks where the cohort works together as a team with practitioners to study and then provide recommendations for solving a specific problem.

As part of the collaborative conservation course, the CLTL students have led and completed 24 community service projects with collaborative conservation groups, like the Coalition for the Poudre River Watershed, Colorado, and the Tanzania Restoration Initiative, Tanzania. We train students not only to be scientifically sound professionals, but also how to lead, build trust with stakeholders, resolve conflicts, facilitate, and manage collaboratives around the world.

CCC directors also serve as major advisors for 4-6 CLTL students per cohort. This includes helping students develop capstone project proposals, communicating with them during their months of fieldwork, advising on and reviewing their capstone deliverables, and attending their final presentations.

CLTL students are in high demand when they finish the program because they have in-depth leadership training plus both natural and social science skills to address our most complex conservation problems. Students have gone on to work for: Ya’axche Conservation Trust, Belize; Environmental Defense Fund, Cuba; U.S. Bureau of Land Management, Colorado; The Nature Conservancy; the City of Fort Collins, Colorado; World Wildlife Fund; the Big Thompson River Coalition, Colorado, and others.

In 2013, the CCC shared in the Western Association of Graduate Schools’ Award for Excellence and Innovation in Graduate Education for our contribution to the Conservation Leadership Through Learning program.

FELLOWS PROGRAM

135

Conservation Fellows

40

practitioners

25

CSU faculty

62

CSU graduate students

8

CSU undergraduate team members

24

undergraduate Fellows Interns

Worked in:

12 U.S. states
26 countries
17 Native American Nations

- From 6 CSU colleges and 17 departments
- Worked with 7,109 individual collaborators from around the world
- Projects have benefited 8,828 individuals from around the world

Learning

- Taught 130 CSU undergraduates in collaborative conservation
- Taught 129 CSU graduate students in collaborative conservation
- Students completed 39 community service projects with collaborative groups
- Hosted two undergraduate practitioner interns
- Hosted 12 undergraduate CCC staff interns
- Served as major advisor to 35 CLTL graduate students
- Lectured in more than 80 undergraduate classes



D. Other Education Opportunities

CCC staff teach or co-teach short trainings as requested by government, other universities and non-profit organizations. Trainings have included: an introduction to collaborative conservation, how to build successful partnerships, how to do collaborative research with local communities, how to build a water fund, and conservation finance.

The future for CCC Education

The Education Program staff will continue to improve and teach the Conservation Leadership Through Learning collaborative conservation class (NR543B) and advise/mentor CLTL graduate students. The Education Program will work with the CCC Practice Program to develop and implement more undergraduate internship opportunities with

practitioner organizations. The CCC will form an education advisory committee to brainstorm innovative ways to improve and fund the education program. Staff will continue to explore and implement innovative ways to recruit, train and mentor CCC Fellows, as well as improve the Fellows reporting and deliverables structure. New partners and funding sources for the Fellows program will be explored both internally and externally of CSU.

Section 4.2: Discover – The CCC’s Research Program

The CCC’s Research Program gives conservation practitioners knowledge they can use to make collaborative conservation more effective (<https://collaborativeconservation.org/program/discover/>). We do this in two ways. First, we distill key lessons from existing science about collaboration and communicate this information directly to policy-makers and practitioners in ready-to-use formats. Second, the CCC research teams work with communities and conservation practitioners to co-create new knowledge that improves how collaborative conservation is done and helps communities solve their own problems. We call this way of doing research “transformative science with society.”

Transformative science respects and includes knowledge from all stakeholders, from a Mongolian herder to a Colorado forester to a government land manager. Our teams include diverse stakeholders and researchers from many scientific fields—from hydrology to anthropology. Stakeholders and scientists together determine what research questions to ask, which information to collect and how, and then they jointly interpret the research results. CCC research focuses on two main questions: 1) How does collaborative conservation work and how can we do it better? and 2) How can we transform science, so it truly serves communities and practitioners doing conservation on the ground?

Director Reid initially led CCC’s research from 2008-2016. We established a formal CCC Research Program in 2016, under the leadership of Associate Director María Fernández-Giménez. Program Coordinators Heidi Huber-Stearns and Tomas Pickering created a ‘Yellow Pages’ of all the collaborative conservation work and research done in northern Colorado watersheds in 2015 (https://collaborativeconservation.org/media/sites/142/2017/10/CC-Exchange_Poudre_Inventory_Yellow_Pages.pdf). Program Coordinator Ch’aska Huayhuaca created the Colorado Collaborative Conservation Atlas to understand and inventory the collaborative conservation initiatives in Colorado’s rangelands, forests, watersheds, and wildlife habitats.

Five Examples of CCC Research

1. Lessons Learned from a Collaborative Adaptive Rangeland Management Experiment

In Colorado, the CCC’s Associate Director María Fernández-Giménez co-leads a team of ranchers, conservationists, government land managers and researchers who seek to both improve ranching profits and conserve grassland birds by using a novel adaptive grazing management approach (<https://collaborativeconservation.org/collaborative-conservation-research/>). The CCC provided 2 Fellowships to this team, which the group leveraged to gain additional research funding. The project started because grassland birds are declining at alarming rates, grazed rangelands are important habitat for many of these species, and the group wanted to see if a structured, science-based adaptive approach to grazing management could meet bird, beef and vegeta-

tion objectives at the same time. Past research on grazing management was mostly done with small-scale experiments that lacked the complexity of real ranching operations and rangeland landscapes.

The team decided to test the idea that a multi-stakeholder group with access to extensive monitoring information and using a structured adaptive decision-making approach, could achieve desired outcomes of multiple different stakeholders across a ranch-scale landscape. They had an ideal location in mind: the eastern Colorado USDA ARS Central Plains Experimental Range, which includes big pastures at this scale. They convened an 11-member stakeholder group, including 4 ranchers, 3 conservationists and 4 government agency employees. Stakeholders agreed on their overall goal and management objectives for beef production, bird conservation and grassland health, respectively. Scientists and stakeholders together designed a 10-year experiment to compare the results of adaptive grazing management with the conventional management system for the region—season-long grazing at a moderate stocking rate. The ranchers provided their own cattle for the experiment and the Experimental Ranch was divided into 10 pairs of pastures. The team manages one of each pair of pastures adaptively and the other receives the conventional management treatment. The total number of cattle and grazing days is the same over the 10 adaptive and 10 conventional pastures. But in the adaptive treatment, the team manages 240 steers as one herd and rotates them through the pastures based on stakeholder-determined monitoring triggers. In the conventional treatment, the team grazes 24 steers in each of the 10 pastures for the whole grazing season. The stakeholders also work with scientists to identify how to measure progress towards their objectives, including grassland health, bird habitat and populations, and cattle weight gains.

After 5 of the 10 years, the team found surprising results. Contrary to the group’s expectations, adaptively managed herds gained less weight per animal than conventionally managed herds. As hypothesized, vegetation conditions improved—but similar improvements were observed in both treatments—likely due to a series of good rainfall years. The adaptive treatment outperformed the conventional treatment by creating more variable vegetation structure (patches with different heights of grass) across the landscape to suit a wider range of grassland birds. Perhaps most important, the group learned a great deal about what makes collaboration work.

Key lessons from this project include the importance of building trust in order to support collaborative learning. Collaborative learning, in turn, helped stakeholders appreciate each other’s unique experiences, knowledge and interests. Ultimately, the group evolved from one in which individual stakeholders competed to advance their own interests into a group where all stakeholders agreed that they would strive to achieve all the objectives, and deliberately consider each other’s interests in making every decision. A final important lesson was that learning became its own reward

— as stakeholders gained technical knowledge and mutual trust, they became more engaged with the research — requesting to participate in data analysis and interpretation, helping to author scientific papers and present at research conferences. At the same time, stakeholders’ ideas led to additional measured indicators and to new research questions and hypotheses that the team is working to answer together. Perhaps most important, the stakeholders say they are learning things at every meeting that they can take back to their “day jobs” and apply beyond the context of the project experiment.

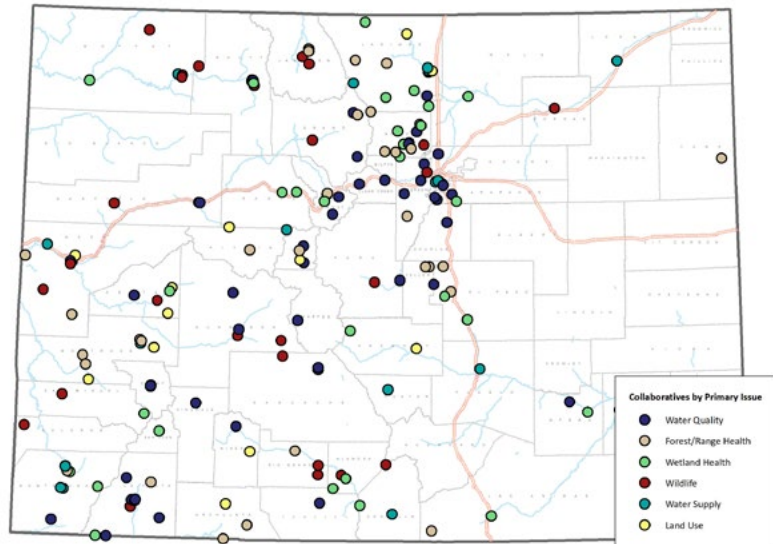
2. The Atlas of Collaborative Conservation in Colorado

In 2014, the CCC set out to create an inventory and compare the different kinds of collaborative conservation and management groups in the state of Colorado. We wanted to know who is doing what in Colorado, why collaboratives get started, who’s involved, how they organize themselves, and how they achieve their shared goals. Thus, the Atlas of Collaborative Conservation in Colorado was born (<https://collaborativeconservation.org/program/discover/atlas-of-collaborative-conservation/>). The Atlas not only tells us what is going on in Colorado, but also connects us to the practitioner groups we aim to serve. The Atlas project connects the CCC with new audiences, generates new partnerships, and contributes to course content and student learning opportunities.

CCC’s Program Coordinator, Ch’aska Huayhuaca then tackled the ambitious work of finding all the collaborative conservation organizations in Colorado. While this may seem easy, not all groups have websites, and their status changes all the time. To Ch’aska’s surprise, Coloradans have been creating innovative models of collaboration all over the state since the 1970s and early 80s, with over half of those sampled lasting 10 years or more. There are about 180 long-term collaboratives in Colorado today, working in diverse stakeholder groups, including ranchers, farmers, foresters, recreationists, local/state/tribal/federal governments, industries and businesses, non-profits, and individuals. They work in grasslands, forests, watersheds, streamsides, and within communities. They work together to reduce weeds, stop dangerous wildfires, restore ecosystems, improve water quality, conserve landscapes, protect biodiversity and cultural values, improve economic conditions, and develop new tools, technologies, and policies. These collaboratives often form because a major event, like a fire or flood, causes people with different values to come to the table to talk about how to solve a problem that affects them all. Or they need to pool resources to get work done. Or a looming policy and the threat of legal battles gets people to the table to talk about how to find a win-win alternative. The area that each group focuses on ranges in size from a short stretch of river to regions that span across several states.

Where are Colorado’s collaboratives and what do they do?

The collaboratives fall mostly in the mountains and west slope of Colorado (see map below) with 68 collaboratives focusing on water; 47 on wildlife, habitat and land use, and 68 on forest, rangeland and wetland ecosystems. Most groups address multiple issues, and these may change over time. Some groups are informal networks; others form formal organizations to have more impact. Some disband once they achieve their goals, while others adapt over many years to address changing concerns in their communities. The final practitioner-oriented Atlas was released in late 2018. Partners in this project are listed under the Atlas section at the end of this report.



Conservation Focus	Total Identified
Forest and rangeland ecosystems	37
Land use, energy, and landscape conservation	19
Wetland ecosystems	31
Species/wildlife habitat	28
Water quality/pollution	47
Water supply/administration	21
Total for database	183

3. Community-Based Rangeland Management in Mongolia

In Mongolia, climate, governance, and economic changes threaten the livelihoods of herders, the health of the country’s vast grasslands, and the wildlife that share them with herds of livestock. The CCC started working with Mongolian scientists and conservation and development organizations

to use research to address critical questions that may help solve the challenges Mongolia's herders and rangelands face (<https://warnercnr.colostate.edu/hdnr/research-and-out-reach/mongolian-rangelands-resilience-mor2/>). Specifically, CCC's team's goals were to: 1) understand whether newly formed formal community-based herder groups improve herders' livelihoods and pasture conditions, and 2) gain a rigorous and objective assessment of rangeland conditions. Working from the Gobi Desert to the mountain forests of Mongolia, our team of CSU faculty, Mongolian and American graduate students, and over 50 Mongolian scientists from 7 organizations in Mongolia interviewed herders and local officials in 36 counties and 142 herder groups and collected ecological information on their pastures.

So far, our work shows these herder groups are successfully reaching their social goals⁴, but it is harder and takes longer for them to improve grassland health and herder livelihoods. When herders organize into collaborative groups, they are more likely to rest their pastures, join local initiatives to improve resource use, and act together to address local problems. But these actions have not yet translated into improved grassland health or increased income for herders. It could be that more time is needed for grasslands (and animal herds) to respond to improved grazing management. Or, the Mongolian custom of helping neighbors in need could have a downside. According to custom, in harsh winters, herders in one group share their reserved pastures with those from other communities in need, making it hard to conserve pastures⁵.

By comparing our field data with two other national studies, we discovered that all three assessments of Mongolian rangelands agree that about 70% of Mongolia's rangelands are degraded to some degree. But most of these lands can be restored within 5 years with improved grazing and typical rainfall. Irreversible degradation only covers 10% of the Mongolian steppe. Degradation is not everywhere: in particular, the steppe and mountains urgently need restoration. Mongolian grasslands are now near a tipping point, so action is essential to prevent much wider degradation in the future⁶.

Over the past 10 years we ensured our work got back to herder communities, development and conservation practitioners, and policy makers via workshops, fact sheets, radio and television shows, and consultations with lawmakers and NGOs (<https://dspace.library.colostate.edu/handle/10217/181635>). We trained over 100 Mongolian researchers, university professors and students in research design, field data collection, data analysis, and scientific writing. We organized many training workshops over 5 years, culminating in an international conference in Ulaanbaatar, Mongolia in 2015, which was attended by 175 participants from 11 countries, including 100 Mongolian researchers, practitioners and students.

CCC's Associate Director of Research, María Fernández-Giménez leads this research, with the help of CCC Director, Robin Reid, several CCC Fellows and our wider

Mongolian-American team (see our wider team listed in the back of this report).

4. Community Wildlife Conservancies in Kenya

In Kenya and Tanzania, Director Reid and team work with pastoral Maasai communities to help propel the conservation revolution these communities are leading in their countries. In the last decade, these communities have established over 200 community conservancies to deliver better livelihoods and wildlife conservation at the same time (https://collaborativeconservation.org/collaborative-conservation-research/#_ftnref2). Conservancies are formal institutions that govern large tracts of land in Kenya. Pastoral communities or private landowners lead these organizations with the goal to conserve wildlife and vegetation and improve local livelihoods. This is the first time pastoral community members have the power to lead wildlife conservation and benefit fully from it. The CCC also works with herders to help them profit more from wildlife and secure ownership of their ancestral lands.

The research team, which includes Maasai researchers, recently assessed the successes and challenges of these new conservation efforts so communities can learn faster, keep their lands healthier and benefit more from wildlife⁷. We learned that community conservancies are having early success in securing their access and ownership of land (a major issue for them), attracting tourism operations to their lands to provide community profits, and paying school fees for their children with bursaries (scholarships). They still have challenges with stopping poachers, providing enough profits and building strong conservancy organizations.

The CCC also works with local pastoral leaders to help them develop policy to devolve conservation to local communities. One example is the Kenya Wildlife Act of 2013, where CCC-supported leaders put herders at the center of conservation for the first time in the nation's history.

“I have collaborated with Mongolian and American medical doctors, Mongolian veterinarians and herders, and American rangeland ecologists to study, help control, and educate local Mongolians about brucellosis. I enjoy taking what I have learned in the laboratory and applying it to a real-world setting, so that my research actually can make a difference!”

– Jennifer Higgins, CCC Fellow

⁴Fernández-Giménez et al. 2015, Ulambayar et al. 2017.

⁵Fernández-Giménez et al. 2012.

⁶Khishigbayar et al. 2015, Jamsranjav et al. 2018.



We also built two new community science-policy organizations, one led by Maasai, with Maasai and for Maasai. The team designed this first organization, called Reto-o-Reto ('you help us, and we help you' in the Maasai language) to bring together strange bedfellows: local communities, policy makers and government managers. The goal of this organization is to improve Maasai livelihoods (through better veterinary care and livestock breeds, more tourism profits) and conserve wildlife at the same time. The CCC works with Reto-o-Reto to do community science together so communities have the best science to support their management of the land⁷. The second organization is the African Drylands Institute for Sustainability (ADIS) at the University of Nairobi, whose goal is to collaborate with local pastoral communities on community science projects and to inform policy about pastoral lands.

CCC's former Executive Committee member, Kathy Galvin and CCC Director, Robin Reid lead this work with CCC graduate students, Tomas Pickering, Renee Harmon and Sarah Carroll, as well as our wider Kenyan-American team.

⁷Reid et al. 2015, Reid et al. 2016b

⁸ Reid et al. 2016a

Please see members of the Reto-o-Reto team listed at the end of this report.

5. Transformative Science in Action in Alaska: Sustainable Harvest Practices

In Alaska, we are working with Alaskan scientists and Inuit and Athabaskan communities to do truly community-driven science blended with Alaskan Native knowledge on moose, salmon and berry harvesting (<https://collaborativeconservation.org/transformative-science-with-society/>). The team started the work by asking communities what they wanted to learn and who wanted to do research together on their chosen research topics. Communities chose to work on wild berry and moose harvesting, creating indigenous place names and stories maps, more sustainable energy production systems and local food systems. The research is led by five community coordinators working closely with undergraduate or graduate students from the University of Alaska Fairbanks.

This type of work has many challenges. University professors rarely get credit for working with local communities and thus find it hard to make the time to take this research approach. Communities often do not know what research really is, and they find it relatively low on their priority lists. However, this project shows that research can empower communities to have more influence on how state and federal programs create regulations that affect their lives. For example, research by the team showed that the timing of moose hunting season needs to be shifted forward by about 2-3 weeks. Representatives of the Alaska Dept of Fish and Game may now change the regulation on hunting seasons in response to this finding.

Many of these approaches are so new that we are only just starting to evaluate and improve them. The Alaskan team asked the CCC's Director to evaluate their research approach because of our long-term work in this area in Colorado, Mongolia and Kenya. We will finish the evaluation in early 2020.

We will soon complete a paper describing the origins of this new kind of science, in a paper called, *The Long View: Science, Society and Action* (see the link above for an abstract of this paper). This paper is led by CCC Executive Committee Member Corrie Knapp, with the help of the CCC's 10-member Research Working Group.

Awards for Our Research with Communities

In 2012 and 2014, CCC Director Reid and team won two US national awards: the Sustainability Science Award from the Ecological Society of America for the best paper of the year (2012), and Michael Malone Award for International Leadership from Association of Public and Land Grant Universities for our international work around the world (2014). In 2013, Director Reid also won CSU's Distinguished Service Award for her efforts to internationalize CCC and CSU work in Africa. In 2015, the Reto-o-Reto team and the CCC won an C. Peter Magrath Exemplary Project Award in Community Engagement Scholarship from W.K. Kellogg Foundation and the Association of Public and Land Grant Universities. In 2016, CCC's Associate Director Fernández-Giménez won Mongolia's most prestigious award, the Polar Star, the highest award given any foreigner in Mongolia. This award is for her leadership of her team's long-term work with Mongolian communities. Also in 2016, Associate Director Fernández-Giménez and CCC Fellow Retta Bruegger won the CSU Interdisciplinary Team Scholarship award for their work with ranchers in western Colorado. Also this year, Fernández-Giménez won an Outstanding Paper Award from the Colorado Section of the Society for Range Management, entitled: "A shepherd has to invent": Poetic analysis of social-ecological change in the cultural landscape of the central Spanish Pyrenees, published in *Ecology and Society* in 2015. In 2018, Director Reid won the WCNR's Teamsmanship Award for her long-term collaborative work across the college, CSU and with communities outside of CSU.

The future for CCC Research

With partners, the CCC research team will now publish the 'big news' publications from these projects, as well as summarize what we know about all of the collaborative initiatives in North America, so we can clearly understand where the new research gaps are today. The CCC will get the word out about this new research approach, called 'transformative science with society'. It turns out that there are many people around the world who are working towards this same goal, from citizen scientists to indigenous scientists to landowner scientists. So, expect much more of this kind of science in the future!

150

Number of served communities, around the world, with new research addressing community research needs

65

graduate students (Fellows & others), 4 post docs, and 22+ faculty who work in the US, South America, Asia, Europe and Africa on collaborative conservation research

CCC Research Impacts, 2008-2018

- Created the first Atlas of Collaborative Conservation in Colorado, including **183** collaboratives working on water, forests, wildlife, fires, and energy
- Published **88** peer-reviewed papers and book chapters related to collaborative conservation
- Impacted livelihoods and policy. For example, national policy makers in Mongolia are using our research to create better land policy that supports local herders and maintains grassland health
- Published a book on collaborative conservation & local livelihoods in East African savannas, *Savannas of Our Birth*
- Convened a major national conference focusing on collaborative conservation bringing together ranchers, farmers, conservation practitioners and researchers in 2009
- Hosted about **90** speakers and panels so we all can learn about collaborative conservation
- Co-founded linked centers at the Institute for Sustainable Drylands at the University of Nairobi and the Africa Center at CSU, partly focusing on bringing the best of science in service to community-based conservation in Africa
- Co-founded the Reto-o-Reto non-profit, to serve as a boundary organization linking policy, communities and science in East Africa
- Created a 10-member Research Working Group that held a major workshop on the group's finding and communication strategies in spring 2018 (<https://collaborativeconservation.org/media/sites/142/2018/09/CCCResearchWorkshopReportFinalwithAppendices.pdf>)



Section 4.3: Practice – CCC’s Practice Program

From the start, the CCC worked closely with collaborative conservation practitioners in Colorado, the American West and around the world. Over the years, we have heard two big needs from our partners in practice. First, they rarely have the support they need to experiment with new conservation approaches and tools to really push the envelope in innovation. Second, they do not get all the training and support they need to be successful leaders in collaborative conservation. Conservation practitioners usually have strong technical knowledge but need to be equally skilled at working with a diversity of people to meet the cultural and economic needs of communities of place.

The CCC first worked with practitioners to support their innovation on the ground by creating Practitioner Fellowships in 2009. In 2010, the CCC, with partners, co-founded the Colorado Conservation Exchange, which is now called the Peaks to People Water Fund. This water fund was first designed by Patrick Flynn, Joshua Goldstein, Rick Knight, David Jessup, Heather Knight, Hill Grimmet and Robin Reid. In 2015, Heather Schinkel became first Director of the Colorado Conservation Exchange (and then Peaks to People). Then in 2016, the CCC formalized this new program with practitioners and launched the CCC’s Practice Program, led by Associate Director Heather Knight.

A. Practitioner Fellowships

Since 2009, the CCC has supported innovation by 40 conservation practitioners through Practitioner and Team Fellowships. For instance, Ed Iron Cloud, a Lakota from Pine Ridge, used his Practitioner Fellowship to expand the tribe’s buffalo herd and train youth about the role of buffalo in their culture and spirituality by working with this herd. Practitioner Fellow Hill Grimmet helped design and establish the Colorado Conservation Exchange, while Fellow David Jessup provided the cost basis for water quality payments for the Exchange. Fellow Gailmarie Kimmel used her fellowship to design and build the Poudre Valley Community Farms, to help young farmers afford to become farmers through a land leasing program supported by investments from community members. In 2018, Fellow Phillip Briggs worked closely with pastoralists in Kenya to reduce conflict with lions and connects co-Fellow Kevin Jablonski to local communities for his PhD work with a local organization called Lion Guardians.

B. The Peaks to People Water Fund, A New Tool for Collaborative Conservation

In 2010, the CCC co-founded the Colorado Conservation Exchange (the Exchange), a watershed investment fund, with The Nature Conservancy’s Laramie Foothills Advisory Group, Sylvan Dale Guest Ranch, Roberts Ranch, the water utilities in the cities of Greeley, Fort Collins and Loveland, the Community Foundation of Northern Colorado, New Belgium Brewing Company, Odell Brewing Company, the World Resources Institute, Environmental Incentives, the US

Forest Service and the Natural Resource Conservation Service. The funding for this effort comes from the (often downstream) beneficiaries of this stewardship, like water utilities, urban dwellers and others. In 2017, the Exchange became the Peaks to People Water Fund (<https://peakstopeople.org>) with a new focus on strategic targeting of forest treatments to reduce wildfire risk and protect water supplies in northern Colorado.

Today, Peaks to People matches donors and investors concerned about Colorado’s water quality with land stewards interested in implementing best practices to ensure forest health and water safety (see figure below).



In 2015, the Exchange attracted major funding to hire its first paid Director, Heather Schinkel, partly catalyzed by a challenge grant from Ed Warner. Today, The Peaks to People Water Fund aims to protect water resources in the Cache la Poudre and Big Thompson watersheds of northern Colorado by restoring forests to reduce the risk of severe wildfires. These forest restoration projects not only protect water from sedimentation and debris, but also improve forest health and habitat, decrease firefighting costs, and reduce home loss and infrastructure damage. Right now, we are investing less than 10% of what is needed to solve the problem, but funding is also hard to come by. We designed Peaks to People to increase the funding ‘pie’ but also to target any investment in the best places possible. Using sophisticated tools, Peaks to People identifies the best places to invest our limited funds to reduce wildfire risk. Peaks to People and partners monitor each site before and after the treatment to accurately measure the ecological results and calculate the costs of the treatments, so we can continually improve our impacts over time.

In spring 2018, Peaks to Peak attracted another major grant to strategically target our resources to the places where they will have the greatest impact on wildfire and water safety. In northern Colorado, our goal is to prove the water

fund concept, and then we will scale across the Front Range of Colorado, and beyond. In 2018, the CCC launched Peaks to People as a new separate non-profit organization, completing the role of the CCC as the co-developer of a new conservation tool and 'incubator' of such innovative programs. Please see the list of partners of the Exchange and P2P at the end of this report.

C. The New CCC Practice Program

In 2016, the CCC launched a new Practice Program (<https://collaborativeconservation.org/program/practice/>) with the goal to work with conservation practitioners⁹ to create a network to strengthen and build the collaborative capacity of current and future conservation leaders, initially in the Rocky Mountain region. The CCC believes that practitioners who are better armed with more effective people skills and tools will be more successful at creating long-term and innovative on-the-ground conservation solutions for future generations. CCC Associate Director Heather Knight established the Practice Program with a 17-person advisory team to co-design the program, comprised of conservation practitioners from across the American West.

Built for Practitioners by Practitioners

For a Practice Program to be successful, it requires a solid and credible foundation based on a real and current need and should be designed by practitioners for practitioners. Thus, the Practice Program created a Needs Assessment by asking practitioners what needs to be done in collaborative conservation practice in the American West. Our questions to practitioners were:

- What existing collaborative skills and tools are already available for current and future conservation practitioners and who delivers them?
- What are the gaps in collaborative skills and tools that conservation practitioners feel they need to further support their conservation efforts?
- What are the best methods to deliver these tools and skills?

The Practice Program interviewed 64 conservation practitioners from the private and public sectors in the American West in late 2016 and early 2017. Practitioners and their partners identified the following critical collaborative skills and tools and preferred delivery methods, priority target audiences, and challenges for building collaborative capacity amongst their peers.

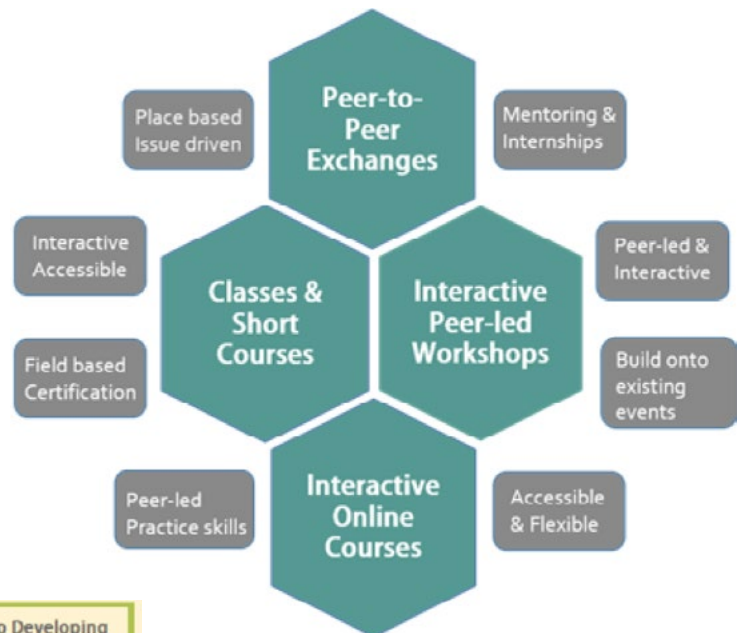
Who needs these skills and tools?



Top Collaborative Skills & Tools



Preferred Methods for Learning Skills and Accessing Tools



The Needs Assessment report is online at: <https://collaborativeconservation.org>

⁹We define 'practitioner' very broadly to include local and indigenous peoples; farmers, ranchers, foresters and fishers; government managers at all levels; non-profit and for-profit land stewards or users; citizen scientists; and citizens who promote conservation.

Taking Action to Build Collaborative Capacity of Conservation Practitioners

In February 2018, building on the Needs Assessment, 65 leading conservation practitioners from across seven states in the Rocky Mountain region convened in a facilitated interactive workshop at CSU (<https://collaborativeconservation.org/media/sites/142/2018/08/CBCC-Workshop-Summary-Report-04.15.2018-FINAL.pdf>). The purpose was to create an action plan and process for strategically building the collaborative capacity of the conservation practitioner community. In preparation for the workshop, the CCC documented existing collaboration learning opportunities and resources in a database using a survey tool. During the workshop, practitioners: a) developed strategies for increasing access to and participation in existing collaborative trainings and resources, b) identified learning and resource gaps, potential partners and best methods to deliver new collaborative trainings to close the gaps, c) established a timeline and structure for co-designing, co-delivering, and evaluating future practitioner learning opportunities, and d) selected the most important new collaborative trainings and resources for development.

The products of the workshop include: a web-based searchable collaborative training finder, a preliminary action plan for future collaborative capacity building, and a 24-member leadership team to create a network of conservation practitioners to detail and implement the action plan across the Rocky Mountain region.

A Collaboration Network to Build Collaboration Skills and Tools

The workshop laid out a process and a preliminary action plan for the conservation community to build the collaborative skills and tools of conservation practitioners starting in the Rocky Mountain region. The leadership team designed the seven objectives of the Community-based Collaborative Conservation (CBCC) Action Plan (<https://collaborativeconservation.org/media/sites/142/2018/08/CBCC-Action-Plan-07232018-FINAL-edits.pdf>) which include: 1) increase awareness and support for CBCC, 2) advance the practice of CBCC, 3) create a regional network/community of practice, 4) promote existing statewide organizations and networks, 5) inspire and prepare future conservation leaders, 6) support public policy to enable and sustain CBCC, and 7) create a regional funding strategy to build collaborative capacity.

The Future of the CCC's Work in Practice

The next steps for CCC's Practice Program will be to: a) launch a web-based searchable database of collaborative conservation learning opportunities and resources, b) build a collaboration network to support conservation efforts across the Rocky Mountain region, and c) design and deliver the most critical collaboration skills and tools to conservation practitioners using the most effective methods. We will evaluate trainings to gauge the ability to affect collaborative capacity. Over time we will scale up this effort to deliver the most effective collaboration trainings to current and future generations of conservation practitioners across the American West and beyond. In doing so, through the CCC Practice Program, we will strengthen the skills and tools of conservation leadership and thereby accelerate the pace of conservation.

CCC Practice Impacts, 2008-2018

Practitioner Fellows

- Supported 40 practitioners through our Fellows Program (as described previously).

Colorado Conservation Exchange / Peaks to People

- Co-founded the first voluntary water fund in the American West, Peaks to People. A water fund encourages people who benefit from clean water downstream to pay land stewards who live upstream to maintain good water quality.
- Completed first green-gray infrastructure assessment, assessing the costs and benefits of investing in more water treatment plants or improving forest health to reduce wildfire risk (<https://peakstopeople.org/resources/>).
- Co-founded the High Park Fire Coalition to restore the Poudre River watershed after devastating wildfires in 2012, which subsequently became the Coalition for the Poudre River Watershed.
- Completed a watershed investment tool to identify the smartest places to use forest treatments to reduce wildfire risk.
- Completed a business plan to dramatically increase investment.
- Completed an Operations Manual and a Water Fund administration Handbook (<https://peakstopeople.org/resources/>).
- Completed a Co-Benefits Calculator to assess how different projects are delivering a wide range of benefits including better water quality, wildlife habitat, carbon sequestration and more (<https://peakstopeople.org/resources/>).
- Completed 100 acres of forest treatments and monitoring in northern Colorado.

Rocky Mountain Practitioners Network

- Established a 17-person advisory team representing conservation practitioners from across the American West.
- Completed a west-wide Practitioners Needs Assessment, interviewing 64 practitioners to determine the highest priority skills and tools they need to make their work more effective.
- Completed a survey of 225 existing collaboration learning opportunities and resources.
- Developed a collaborative learning and resource database and Finder (late 2018).
- Hosted 65 conservation practitioners at a major workshop in 2018 to create a west-wide Collaborative Conservation Action Plan to address these needs.
- In the 2016, CCC Director Robin Reid shared in the George E. Cranmer Award from Colorado Open Lands, for distinguished service to open space conservation through vision, tenacity and force of personality.
- In 2017, Associate Director Heather Knight won the Larimer County Environmental Stewardship Award, for her work with The Nature Conservancy on the Laramie Foothills Project in collaboration with the CCC.

The Conservation Finance Bootcamp

- The first training was held at Colorado State University in June 2018. The CCC co-hosted the Conservation Finance Bootcamp (<https://conservationfinancenetwork.org/events/2018-conservation-finance-boot-camp/>), in collaboration with the Conservation Finance Network and University of Wyoming's Ruckelshaus Institute and Haub School for the Environment.



SECTION FIVE Governance, Administration, Communications

Governance. The CCC has had the good fortune to have the advice of leaders in the thought and practice of collaborative conservation since its beginning. The CCC has both formal and informal governance. The Dean of the Warner College of Natural Resources (WCNR) provides formal governance. WCNR Deans Joe O’Leary, Joyce Berry and John Hayes helped form the direction and structure of the CCC over the last 10 years.

The CCC Director created informal governance for the CCC starting in 2008, to ensure that the CCC received broad advice and guidance from both the conservation practitioner community and from CSU faculty and directors. The first form of this informal governance was the 8-person Design and Development Team who guided the launching of CCC’s initial strategic direction and its programs. Since 2009, the CCC’s Executive Committee has provided advice on implementation of CCC programs and strategic future direction. So far, these teams created 3 strategic plans (<https://collaborativeconservation.org/media/sites/142/2018/07/CCC-Strategic-Plan-2016-19.pdf>), which the staff use to create annual work plans and budgets. See a list of participating Deans and advisors at the end of this report.

Communications, Administration, and Networking. CCC work in this area started with our ‘Bridging the Gap Conference’ in 2009, attended by about 300 conservation practitioners and researchers from across North America. For about 7 years, the CCC also hosted an annual seminar and discussion series to give speakers sufficient time to tell their in-depth stories of innovation in collaborative conservation and to spark small group discussions after each talk. In 2009, the CCC built its first website and continues to update, redesign and expand that site. CCC staff run an active social media presence and write a periodic newsletter as well. In 2009, the CCC launched the Collaborative Conservation Learning Network, our first attempt to provide useful resources to the collaborative conservation community. CCC Program Coordinators and Administrators Jill Lockett, Ch’aska Huayhuaca, Wendy Pace and Louisa Gibson led our communications, administration and networking over time.

Highlights of our impact over 10 years

129

Master’s students trained and graduated in conservation leadership

88

peer-reviewed papers published

3

number of national policies the CCC helped to develop and number of strategic plans implemented

134

Fellows supported

11 awards | ran a major national conference on collaborative conservation | established and funded the Peaks to People Water Fund | created the northern Colorado conservation Yellow Pages and the Colorado Atlas of Collaborative Conservation

CCC Awards

In 2013, the CCC established two awards, the CCC Founder Award and the CCC Lifetime Legacy Award. The first Award is for foundational work that led to the establishment and implementation of the CCC. The Lifetime Legacy Award recognizes a lifetime of service to local communities and places through collaborative conservation. In 2018, we established new awards for work by up-and-coming collaborative conservationists and our star partners.

The CCC recognized three individuals through these awards so far:

CCC Founder and Lifetime Legacy Award Ed Warner, 2013



CCC Lifetime Legacy Award Joyce Berry, 2013



CCC Lifetime Legacy Award Rox Rogers Hicks, 2013



Dreaming: CCC Impacts in the future

We are ‘all-in’ to transform how we do collaborative conservation so that it unites rather than divides our communities. These are the long-term impacts we seek:

A great, next generation of transformative leaders.

Our goal is to train our emerging leaders so they transform the way conservation and wider environmental work gets done, so it is collaborative, inclusive, and supports both peoples and places. Some of the critical issues these leaders will focus on include ways to collaboratively transition to a regenerative economy and food system, indigenous peoples and conservation, collaborative solutions to climate change, and collaborative energy generation and conservation for the future.

Transformed practitioners, with new tools in hand, making bigger and more durable impacts at a larger scale through more effective collaboration.

Some of these tools might include ways to help local communities collaborate around critical local issues through citizen science, sustainable non-profit business models, collaborative agricultural water sharing tools, and a toolbox for building watershed payment schemes.

A new type of collaborative science, called transformative science with society.

This science will aim to catalyze and support society to create a sustainable world for future generations. The CCC will influence innovation in collaboration and conservation by doing research on critical issues and getting transformative science information out to the globe.

Doing more with less, by leveraging all our resources collaboratively.

Changing the basic culture of conservation so it unites rather than divides through collaboration. There is great potential to bring together a fragmented collaborative conservation community through “think-do” workshops so they have more impact on policy and practice.

Big spillovers of collaboration, beyond conservation. We envision communities and individuals, who have interacted with our Center, who change the way they do their work, so it is more collaborative with larger and more durable impacts. We will influence people to work collaboratively in all they do, by getting the word out on the successes of our collaborative approach.



Thank you for your support.

We need your support to achieve these impacts in the future for our communities and the lands that we love. Please consider giving your time and talents to support the Center for Collaborative Conservation or by making a donation.

Fiscal Information

The CCC receives donated funds through the non-profit 501(c)3 Colorado State University Foundation. Although the CCC does not have its own Board of Directors, it does have a 10-member Executive Committee comprised of conservation practitioners and faculty who serve an advisory role for planning and decision making. The Director of the CCC manages all grants and is responsible to the Dean of the Warner College of Natural Resources and Colorado State University. Grants are part of the university budget and are audited by an independent auditor.

Contributions are Tax-Deductible

The Colorado State University Foundation is a 501(c)3 non-profit organization and thus donations qualify as tax deductions. Check with your tax advisor for more specific information.

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Thank you to our fellows, partners, advisors, staff and supporters over the last decade.

CCC Advisors

CCC Design and Development Team (2008-2009)

- Gillian Bowser (Natural Resource Ecology Lab, CSU)
- Kevin Crooks (Dept of Fish, Conservation and Wildlife Biology, CSU)
- María Fernández-Giménez (Dept of Forest and Rangeland Stewardship, CSU)
- Kathy Galvin (Dept of Anthropology, CSU)
- Perry Handyside (Blue Valley Ranch, Kremmling, CO)
- Jeff Jahnke (Colorado State Forest Service, CSU)
- Heather Knight (The Nature Conservancy, CO)
- Rick Knight (Dept of Human Dimensions of Natural Resources, CSU)
- Carol Kruse (US Forest Service, Fort Collins, CO)
- CJ Mucklow (CSU Extension, Steamboat Springs, CO)
- Jessica Thompson (Dept of Human Dimensions of Natural Resources, CSU)
- Lee Scharf (Mesa Solutions, Fort Collins, CO)
- Ed Warner (Sand County Foundation & CSU)

Past Executive Committee members (not listed above, 2010-2016)

- Brett Bruyere (Dept of Human Dimensions of Natural Resources, CSU)
- Jeff Jones (Legacy Land Trust, Fort Collins, CO)
- Liba Pejchar (Dept of Fish, Wildlife and Conservation Biology, CSU)
- Peter Taylor (Dept of Sociology, CSU)

Current Executive Committee members (2016-present)

- Rich Alper (Independent scholar)
- Joyce Berry (Warner College of Natural Resources, CSU)
- Rebecca Gruby (Dept of Human Dimensions of Natural Resources, CSU)
- Rox Rogers Hicks (US Fish and Wildlife Service, Baggs, WY)
- Paul Hudnut (College of Business, CSU)
- Julia Klein (Dept of Ecosystem Science and Sustainability, CSU)
- Corrie Knapp (Western State Colorado University, Gunnison, CO)
- Ashley Lovell (Alliance for Sustainable Colorado, Denver, CO)
- Greg Newman (Natural Resource Ecology Lab, CSU)
- Ed Warner (Sand County Foundation and CSU)
- Reagan Waskom (Colorado Water Institute & Water Center, CSU)

Warner College of Natural Resources (WCNR)

- Joe O'Leary, Joyce Berry, John Hayes (WCNR Deans, CSU)
- Gillian Bowser, Rich Conant, Mark Paschke (WCNR Associate Deans, CSU)
- Mike Manfredo, Ken Wilson, Sally Sutton, Rick Aster, John Moore, Linda Nagel (WCNR Department Heads, CSU)

School of Global Environmental Sustainability (SoGES)

- Diana Wall (Director), Peter Backlund (Associate Director), Kathleen Galvin (Africa Center), Jarvis Choury (Fiscal & Operations Manager), Aleta (Rudeen) Weller (Senior Research & Engagement Officer)

CSU Administration

- Tony Frank (Chancellor, CSU)
- Rick Miranda (Provost, CSU)
- Jim Cooney, Chad Hoeseth, Diana Galliano (International Programs, CSU)
- Lou Swanson, Kathay Rennels, Bridget Julian (Office of Engagement, CSU)

CCC and WCNR Staff

CCC Staff Interns (2008-present)

- Becca Balsley, graduated in 2011, BSc in Business Administration
- Alex Basaraba, graduated in 2016, MSc in Conservation Leadership
- Liam Dickson, graduated in 2012, BA in Political Science
- Nicole Didero, graduated in 2012, BSc in Natural Resource Recreation and Tourism
- Ben Hawkins, graduated in 2015, MSc in Conservation Leadership
- Connor Jandreau, graduated in 2012, BSc in Fish Wildlife Conservation Biology & BA in Art & Art History
- Kara Loyd, enrolled 2011, Fish, Wildlife and Conservation Biology
- Sarah MacGregor, graduated in 2013, BSc in Natural Resource Recreation and Tourism
- Adam Miller, graduated in 2013, BSc in Fish, Wildlife and Conservation Biology
- Sarah McCarthy, graduated in 2014, MSc in Conservation Leadership
- Chantal Chicoine, enrolled 2016, International Studies
- Alex McHenry, graduated in 2016, MSc in Conservation Leadership
- Patricia Nakabugo, graduated in 2011, BSc in Psychology
- Lindsey Pagel, enrolled 2018
- Lauren Sadowski, graduated in 2017, MSc in Natural Resources & Conservation
- Kenzie Schmitt, graduated in 2018, BSc in Natural Resources Management
- Shelby Weiss, graduated in 2014, BSc in Fish, Wildlife and Conservation Biology
- Mandy Wiedeman, graduated in 2009, MSc in Business Administration
- David Winsett, enrolled in 2014, Natural Resources Recreation and Tourism

Other CCC Staff (2008-present)

- Shauna BurnSilver, Planning Conference Coordinator (2008)
- Natalie Cramer, Administrative Coordinator (2015)
- María Fernández-Giménez, Associate Director of Research (2015-present)
- Patrick Flynn, Colorado Conservation Exchange Coordinator (2010-2013)

- Louisa Gibson, Administrative and Communications Coordinator (2016-2018)
- Ch'aska Huayhuaca, Program Coordinator (2010-present)
- Heidi Huber-Stearns, Colorado Conservation Exchange Coordinator (2013-2015)
- Kevin Jablonski, Development Advisor (2016-2017)
- Beverly Johnson, Administrative Assistant (2008-2010)
- Heather Knight, Associate Director of Practice (2016-present)
- Jill Lackett, Communications Coordinator (2008-2012)
- Stacy Lynn, Fellows Program Coordinator (2008-2011)
- Arren Mendezona-Allegretti, Undergraduate Opportunities Coordinator (2012-2016)
- Wendy Pace, Administrative and Communications Coordinator (2013-2016)
- Tomas Pickering, Yellow Pages Coordinator (2015)
- Robin Reid, Director (2008-present)
- Heather Schinkel, Director, Colorado Conservation Exchange / Peaks to People (2015-present)
- Kim Skyelander, Associate Director (2011-present)

WCNR staff support (2008-present)

- Mary Dolce (WCNR Dean's Office)
- Scott Webb, Jonathan Clifton and Roberta Brouwer (WCNR Development Office)
- Rob Novak and Tosha Jupiter (WCNR Communications)
- Carl Davis, Joe Fattor (WCNR Human Resources)
- Julie Orwick, Heather Ihde, Alexis Coppello, Val Romero (WCNR Budget Office)

CCC's First Planning Workshop, May 2008, Attendees

- Karma Anderson (NRCS, Lakewood, CO)
- Jennifer Arnold (University of Florida, Gainesville, FL)
- Dave Bartecchi (Village Earth, Fort Collins, CO)
- Joyce Berry (Office of the President, CSU)
- Gillian Bowser (Office of the Dean, WCNR, CSU)
- Brett Bruyere (Dept of Human Dimensions of Natural Resources, CSU)
- Indy Burke (Dept of Forest, Rangeland and Watershed Stewardship, CSU)
- Nina Burkhardt (Policy Analysis and Science Assistance, USGS, Fort Collins, CO)
- Sam Burns (Office of Community Services, Fort Lewis College, Durango, CO)
- Shauna BurnSilver (Dept of Anthropology, CSU)
- K-Lynne Cameron (Larimer County Open Lands Program, Loveland, CO)
- Stan Cass (Cass Family Farms, Briggsdale, CO)
- Tony Cheng (Dept of Forest, Rangeland and Watershed Stewardship, CSU)
- Kevin Crooks (Dept of Fish, Wildlife and Conservation Biology, CSU)
- Bill Doe (Center for Environmental Management on Military Lands, CSU)
- María Fernández-Giménez (Dept. of Forest, Rangeland and Watershed Stewardship, CSU)

- Ryan Finchum (Dept of Human Dimensions of Natural Resources, CSU)
- Kathy Galvin (Dept of Anthropology & Natural Resource Ecology Laboratory, CSU)
- Scott Gilmore (Colorado Division of Wildlife, Denver, CO)
- Martin Goebel (Sustainable Northwest, Portland, OR)
- Perry Handyside (Blue Valley Ranch, Kremmling, CO)
- Joe Hansen (Dept. of Forest, Rangeland and Watershed Stewardship, CSU)
- Don Harker (Wallowa Resources, Enterprise, OR)
- Dennis Harry (Dept of Geosciences, CSU)
- James Henson (Wallowa Resources, Enterprise, OR)
- N. Thompson Hobbs (Natural Resource Ecology Laboratory, CSU)
- Jeff Jahnke (Colorado State Forest Service, CSU)
- Beverly Johnson (Center for Collaborative Conservation, CSU)
- Jeff Jones (Legacy Land Trust, Fort Collins, CO)
- Pam King (Colorado State Conservation Board, Colorado Department of Agriculture, Lakewood, CO)
- Heather Knight (Laramie Foothills Project, The Nature Conservancy, Livermore, CO)
- Rick Knight (Dept. of Forest, Rangeland and Watershed Stewardship, CSU)
- Urs Kreuter (Dept of Ecosystem Science and Management, Texas A&M, College Station, TX)
- Eric Lane (Conservation Services Division, Colorado Dept. of Agriculture, Lakewood, CO)
- Kristie Maczko (Sustainable Rangelands Roundtable, CSU and USFS, Fort Collins, CO)
- Mike Manfredo (Dept of Human Dimensions of Natural Resources, CSU)
- Kathie Mattor (Dept. of Forest, Rangeland and Watershed Stewardship, CSU)
- John Moore (Natural Resource Ecology Laboratory, CSU)
- CJ Mucklow (CSU Cooperative Extension, Steamboat Springs, CO)
- Barry Noon (Dept of Fish, Wildlife and Conservation Biology, CSU)
- Joseph O'Leary (Warner College of Natural Resources, CSU)
- Chris Pague (The Nature Conservancy, Boulder, CO)
- Cassandra Peifer (Dept of Geosciences, CSU)
- Joana Roque de Pinho (Dept of Anthropology, CSU)
- Sara Rathburn (Dept of Geosciences, CSU)
- Robin Reid (Center for Collaborative Conservation, CSU)
- Tom Remington (Colorado Division of Wildlife, Denver, CO)
- Roy Roath (Dept. of Forest, Rangeland and Watershed Stewardship, CSU)
- Renee Rondeau (Colorado Natural Heritage Program, CSU)
- Doug Saunders (Natural Resource Conservation Service, Bureau of Indian Affairs, Sells, AZ)
- Lee Scharf (Mediated Environmental Sustainable Action, Fort Collins, CO)
- Don Simpson (Innovations Expedition, Inc., Toronto, Ontario, Canada)
- Lee Sommers (Colorado Agricultural Experiment Station, CSU)

- John Stokes (Natural Resources Department, City of Fort Collins, Fort Collins, CO)
- Sally Sutton (Dept of Geosciences, CSU)
- Lou Swanson (Office of Outreach and Strategic Partnerships, CSU)
- Dave Swift (Natural Resource Ecology Laboratory, CSU)
- Pete Taylor (Dept of Sociology, CSU)
- Jessica Thompson (Dept of Human Dimensions of Natural Resources, CSU)
- Robert Vaught (Rocky Mountain Region, US Forest Service, Golden, CO)
- Katie Wallace (New Belgium Brewing Company, Fort Collins, CO)
- Ed Warner (Sand County Foundation, Center for Collaborative Conservation, CSU)
- Steve Warren (Center for Environmental Management of Military Lands, CSU)
- Scott Webb (Warner College of Natural Resources, CSU)
- Diana Wall (School for Global Environmental Sustainability, CSU)
- Dana Winkelman (Colorado Cooperative Fish and Wildlife Research Unit, CSU)
- Deb Young (Cooperative Extension Service, CSU)

Colorado Conservation Exchange (2010-2016) / Peaks to People (2016-present)

Founders

- Ray Caraway (Community Foundation of Northern Colorado, Fort Collins, CO)
- Josh Goldstein (Dept of Human Dimensions of Natural Resources, CSU)
- Hill Grimmet (Northern Colorado Food Incubator, Fort Collins, CO)
- David Jessup (Sylvan Dale Ranch, Loveland, CO)
- Heather Knight (The Nature Conservancy, Livermore, CO)
- Rick Knight (Dept of Human Dimensions of Natural Resources, CSU)
- Robin Reid (Center for Collaborative Conservation, CSU)
- Heather Schinkel (Colorado Conservation Exchange / Peaks to People, CCC)

Working Group Members, Partners and Stakeholders

- Dave Anderson, Jeremy Sueltenfuss (Colorado Natural Heritage Program, CSU)
- Jeremy Sokulsky, Erik Anderson, Chad Praul (Environmental Incentives, Lake Tahoe, CA)
- Josh Birks (Colorado Water Innovation Cluster, Fort Collins, CO)
- Tony Cheng, Brett Wolk, Ben Gannon (Colorado Forest Restoration Institute, CSU)
- Bobby Cochrane (Willamette Partnership, Portland, OR)
- Judy Dorsey, Becky Fedak (Brendle Group, Fort Collins, CO)
- Margaret Escobar (Anheuser Busch, Fort Collins, CO)
- Patrick Flynn (CCC, Brendle Group)
- John Fusaro, Sam Adams, Gretchen Ruening, Jess Stiles (Natural Resource Conservation Service, Fort Collins, CO)
- Todd Gartner (World Resources Institute, Portland, OR)

- Jerry Gibbens, Judy Billica, Keith Staag (Northern Water Conservancy District, Berthoud, CO)
- John Giordenango (Wildlands Restoration Volunteers, Altoterra Services, Fort Collins, CO)
- Claire Harper, Kevin Atchley, Mark Martin (US National Forest Service, Lakewood, CO)
- Heidi Huber-Stearns, Tomas Pickering (CCC, CSU)
- Brian Janonis, Kevin Gertig, Richard Thorpe, Jared Heath, Jill Oropeza, Keith Elmund (Fort Collins Utilities, Fort Collins, CO)
- Kelly Jones (Dept of Human Dimensions of Natural Resources, CSU)
- Shayna Jones (Big Thompson Watershed Coalition, Loveland, CO)
- John Kolaniz, Eric Reckintine, Jen Petrzalka, Danielle Perrot, Jon Monson, Joe Kunovic, Todd Mick (Greeley Water and Sewer Department, Greeley, CO)
- Jen Kovecses, Dick Jeffries (Coalition of the Poudre River Watershed, Fort Collins, CO)
- Paige Lewis, Rob Addington, Mandy Timbers, Jason Lawhon, Josh Goldstein (The Nature Conservancy, CO and Washington, DC)
- Mike Lester, Boyd Lebeda (Colorado State Forest Service, CSU)
- Chris Matkins, Michael McCrary, Greg Dewey (City of Loveland, Loveland, CO)
- Wynne Odell, Matt Bailey, Corey Odell (Odell Brewing, Fort Collins, CO)
- Kerri Rollins, Alex Castino, Suzanne Bassinger, Brenda Gimeson, Linda Hoffman, Tim D'Amato (Larimer County, CO)
- Tom Peden, Zach Thode, Roberts Ranch (Livermore, CO)
- Jim Reidhead, Bill Sears (Poudre River Trust, Fort Collins, CO)
- George Seidel (East Rabbit Creek Ranch, Livermore, CO)
- Andy Seidl, Dana Hoag, Dawn Thilmany (Dept of Agricultural and Natural Resource Economics, CSU)
- Zack Shelley, John Matis (Big Thompson Watershed Forum, Loveland, CO)
- John Stokes, Jennifer Shanahan (Dept. of Natural Areas, City of Fort Collins, CO)
- Jean Sutherland (private citizen, Fort Collins, CO)
- Ted Toombs (Environmental Defense Fund, Fort Collins, CO)
- Jenn Vervier, Katie Wallace (New Belgium Brewing Company, Fort Collins, CO)
- Reagan Waskom, MaryLou Smith (Colorado Water Institute, CSU)

Coalition for the Poudre River Watershed Founders and Board (2013-2017)

- Dick Jefferies (Rocky Mountain Flycasters of Trout Unlimited, Fort Collins, CO)
- Jennifer Kovecses (Coalition of the Poudre River Watershed, Fort Collins, CO)
- Jill Oropeza (City of Fort Collins Utilities, Fort Collins, CO)
- Maely Oropeza (Larimer County Conservation Corp, Fort Collins, CO)
- Eric Reckintine (Greeley Water and Sewer Department, Greeley, CO)
- Kim Skyelander (CCC, CSU)
- Bob Sturtevant (Longs Peak Chapter CO/WY Society of American Foresters)

- Jeremy Sueltenfuss (CO Natural Heritage Program, CSU)

CCC Research Program

CCC Research Working Group (2016-present)

- María Fernández-Giménez (Dept of Forest and Rangeland Stewardship and Center for Collaborative Conservation, CSU)
- Robin Reid (Center for Collaborative Conservation and Dept of Ecosystem Science and Sustainability, CSU)
- Liba Pejchar (Dept of Wildlife, Fisheries and Conservation Biology, CSU)
- Kelly Jones (Dept of Human Dimensions of Natural Resources, CSU)
- Kathy Galvin (Dept of Anthropology, CSU)
- Tony Cheng (Dept of Forest and Rangeland Stewardship, CSU)
- Ch'aska Huayhuaca (Center for Collaborative Conservation, CSU)
- Julia Klein (Dept of Ecosystem Science and Sustainability, CSU)
- Corrie Knapp (Western State Colorado University, Gunnison, CO)
- Kate Wilkins (Dept of Wildlife, Fisheries and Conservation Biology, CSU)

Colorado Collaborative Conservation Atlas

- 183 Collaborative Conservation initiatives across the state of Colorado
- Rob Addington (Upper South Platte Partnership, Conifer, CO)
- Gali Beh (Front Range Roundtable, Longmont, CO)
- Marci Bidwell (Mountain Studies Institute, Silverton, CO)
- Betsy Blecha (Owl Mountain Partnership, Walden, CO)
- William Burnidge (Colorado Renewables and Conservation Collaborative, Boulder, CO)
- Tony Cheng (Colorado Forest Restoration Institute, CSU)
- Jim Cochran (Gunnison Basin Sage-grouse Strategic Committee, Gunnison, CO)
- Monique DiGiorgio (Chama Peak Land Alliance, Durango, CO)
- Carol Ekarius (Coalition for the Upper South Platte, Lake George, CO)
- Gloria Edwards (Southern Rockies Fire Science Network, CSU)
- Rich Edwards (Watershed Wildfire Protection Group, statewide)
- John Giordanengo (Big Thompson Watershed Coalition/ Thompson Watershed Alliance, Loveland, CO)
- Howard Hallman (Summit County Forest Health Task Force, Frisco, CO)
- Gailmarie Kimmel (Poudre Valley Cooperative Farms, Fort Collins, CO)
- Aaron Kimple (San Juan Headwaters Forest Health Partnership, Dulce, NM)
- Heather Knight (Laramie Foothills Project, Livermore, CO)
- Betsy Neely (Gunnison Climate Working Group, Gunnison, CO)
- Brad Piehl (High Country Forest Collaborative, Breckenridge, CO)
- Joel Schneekloth (South Platte Basin Roundtable, Greeley, CO)
- Zack Shelley (Big Thompson Watershed Forum, Loveland, CO)

- Erik Skeie (Colorado Water Conservation Board, Denver, CO)
- MaryLou Smith (Poudre Runs Through It, CSU, Fort Collins, CO)
- Mary Stuever (San Juan Chama Watershed Partnership, Durango, CO)
- Colorado Watershed Assembly (Denver, CO)
- Social Ecological Science Synthesis Center (SESYNC) (Annapolis, MD)

CCC Research Program Partners

Kenya

- Munira Bashir (The Nature Conservancy, Nairobi, Kenya)
- Claire Bedelian (University College London, London, England)
- Jayne Belnap (US Geological Survey, Moab, UT)
- Leela Hazzah (Lion Guardians, Selenkay, Kenya)
- N. Thompson Hobbs (Natural Resource Ecology Lab, CSU)
- Dickson ole Kaelo (Kenya Wildlife Conservancies Association, Nairobi, Kenya)
- James ole Kaigil (Olare Orok Conservancy, Maasai community member, Talek, Kenya)
- John Kamanga (South Rift Association of Landowners, Magadi, Kenya)
- Nicolas ole Kamuaro (Narok County Council, Narok, Kenya)
- Joseph ole Kimiti (Kitengela community member, Kitengela, Kenya)
- Stephen ole Kiruswa (African Wildlife Foundation, Maasai community member, Longido, Tanzania)
- Tom Lalampaa (Northern Rangelands Trust, Nanyuki, Kenya)
- Samson ole Lenjirr (Maasai Mara National Reserve, Maasai community member)
- Lerali Lesarogol, Sauna Lemiruni (Samburu community members, Samburu, Kenya)
- Benson Leyian (Amboseli Ecosystem Trust, Amboseli, Kenya)
- Ogeli ole Makui (African Wildlife Foundation, Nanyuki, Kenya)
- Charles ole Matankory (Kilgoris community member)
- Fortunata Msoffe (Tanzanian National Parks, Arusha, Tanzania)
- Moses ole Neselle (Tanzanian veterinarian, Arusha, Tanzania)
- Jesse Njoka (University of Nairobi, Nairobi, Kenya)
- David ole Nkedianye (Reto-o-Reto, Kitengela, Kenya)
- Joseph Ogutu (University of Hohenheim, Stuttgart, Germany)
- Leonard ole Onetu (Amboseli community member, Selenkay, Kenya)
- Nickson ole Parmisa (Government of Kenya, Kitengela, Kenya)
- John ole Rakwa, Meoli ole Sananka, Daniel ole Naurori, John ole Siololo, Joseph ole Temut, Moses ole Koriata, David ole Nkumum (Maasai community members, Talek, Kenya)
- Lance Robinson, Polly Erickson, Susan MacMillan (International Livestock Research Institute, Nairobi, Kenya)
- Mohammed Said, Jeff Worden, Andrew Muchiru, Shem Kifugo, Sandra van Dijk (independent consultants, Kenya)
- Daniel Sopia, Daniel Muli (Maasai Mara Wildlife Conservancies Association, Talek, Kenya)
- Lippa and Tarquin Wood, Rebekah Karimi

- (Enonkishu Conservancy, Lemek, Kenya)
- Cathleen Wilson (independent consultant, US)

Mongolia

- Batkhisig Baival, Altanzul Tsevee, Azjargal Jargalsaikhan, Tamir Lkhagvasuren, Byamba Adiya, (Nutag Action Research Institute & Nutag Partners, LLC, Ulanbaatar, Mongolia)
- Batbuyan Batjav (Center for Nomadic Pastoralism Studies)
- Baasandorj Yadamsuren, Solongo Tsoigtbaatar (Institute for Geography and Geo-ecology)
- Baasanjalbuu Bayaraa, Undarmaa Jamsran, Narangerel Tseveen, Oyunsuvd Ts, Gandiimaa Ts (Mongolian University of Life Sciences)
- Vandandorj Sumiya, Dejidmaa P, Ariunzaya D (National University of Mongolia)
- Adyabadam Gelegpil, Odgarav Jigjsuren (Mongolian Institute of Meteorology and Hydrology)
- Tserendash Sainkhuu, Gankhuyag Luvsan, Lkhagvasuren D (Research Institute for Animal Husbandry)
- Zumbrelmaa Dash, Atarbold Ts (Mongolian Institute of Botany)
- Amanda Fine, Enkhtuvshin Shiilegdamba, Otgonbayar Avirmed (Wildlife Conservation Society)
- Bulgamaa Densambu, (Green Gold Ecosystem Management Program)
- UN Development Program
- Dorligsuren Dulamsuren, Turbagana B, Munkhuu Sergelen, Bayarmaa B (Mongolian Society for Range Management)
- Marc Tassé, Julia Clark, (American Center for Mongolian Studies)
- Jay Angerer (Texas A&M University, College Station, TX)

Colorado

- Rancher/landowner participants in Learning from the Land project
- Hailey Wilmer, Emily Kachergis, Justin Derner (Agricultural Research Service, Rangeland Resources Unit)
- Crow Valley Livestock Cooperative, Ault, CO
- The Nature Conservancy, Boulder, CO
- Bird Conservancy of the Rockies, Fort Collins, CO
- CSU Extension, CSU
- Colorado Division of Parks and Wildlife, Denver, CO
- Natural Resources Conservation Service, Fort Collins, CO
- Pawnee National Grassland, US Forest Service, Ault, CO
- Environmental Defense Fund, Fort Collins, CO
- Little Snake Field Office, Bureau of Land Management, Craig, CO
- Colorado State Land Board, Denver, CO

Alaska

- Terry Chapin, Todd Brinkman, Krista Heeringa, Sarah Trainor, Charlene Stern, Amanda Meyer, Casey Brown (University of Alaska, Fairbanks, AK)
- AlexAnna Salmon, Christine Salmon (Igiugig Tribal Council, Igiugig, AK)
- Ben Stevens (Tanana Chief's Conference, Fairbanks, AK)
- Patricia Cochran (Alaska Native Science Commission, Anchorage, AK)

Other University Partners

- Drew Bennett, Jessica Western (University of Wyoming, Laramie, WY)
- Bill Clarke, Nancy Dickson (Harvard University, Cambridge, MA)
- Mara Goldman, Terry McCabe (University of Colorado, Boulder, CO)
- Andrew Hanson (Montana State University, Bozeman, MT)
- Matt McKinney, Shawn Johnson (University of Montana, Missoula, MT)
- Julia Parrish, Lisa Graumlich (University of Washington, Seattle, WA)
- Bryan Pijanowski (Purdue University, IN)
- Shiloh Sundstrom, Hannah Gosnell (Oregon State University, OR)

CCC Fellows and their Partners

Cohort 1 (2009-2010)

- Batkhishig Baival, PhD Student, Forest and Rangeland Stewardship, CSU
- Adam Beh, PhD Student, Human Dimensions of Natural Resources, CSU
- Ashley (Cobb) Lovell, Master's Student, Human Dimensions of Natural Resources, CSU
- Esther Duke, Masters Student, Human Dimensions of Natural Resources, CSU
- Josh Goldstein, Assistant Professor, Human Dimensions of Natural Resources, CSU
- Ed Ironcloud III, Knife Chief Buffalo Nation Project, Pine Ridge Reservation, Oglala Sioux Tribe
- Jeff Jones, The Conservation Cooperative, Fort Collins, CO
- Arren Mendezona, Masters Student, Human Dimensions of Natural Resources, CSU
- Sarah Maisonneuve, PhD Student, Graduate Degree Program in Ecology, CSU
- David Ole Nkedianye, Reto O Reto Foundation, Kitengela, Kenya
- Patricia Orth, PhD Student, Forest and Rangeland Stewardship, CSU
- Liba Pejchar, Assoc. Professor, Dept. Fish, Wildlife and Conservation Biology, CSU
- Joana Roque de Pinho, PhD Student, Graduate Degree Program in Ecology, CSU
- Aleta (Rudeen) Weller, Master's Student, Forest and Rangeland Stewardship, CSU
- Heidi Steltzer, Associate Professor of Biology, Fort Lewis College, Durango, CO
- April (Wackerman) Brown, Masters Student, Construction Management and Built Environment, CSU

Cohort 2 (2010-2011)

- Patrick Bixler, PhD Student, Sociology, CSU
- Brett Bruyere, Assistant Professor, Human Dimensions of Natural Resources, CSU
- Gabriela Bucini, PhD Student, Graduate Degree Program in Ecology, CSU
- Tony Cheng, Associate Professor, Forest and Rangeland Stewardship, CSU
- Dieter Erdmann, Conservation Operations, Colorado Open Lands, Denver, CO
- Maria Fernandez- Gimenez, Associate Professor, Forest and Rangeland Stewardship, CSU
- Angie Fuhrmann, Master's Student, Anthropology, CSU
- Art Goodtimes, San Miguel County, CO Board of Commissioners, Telluride, CO
- Hill Grimmitt, Northern Colorado Food Incubator & Be Local Northern Colorado, Fort Collins, CO

CO

- Heidi Huber-Stearns, Master's Student, Human Dimensions of Natural Resources, CSU
- Kathie Mattor, PhD Student, Forest & Rangeland Stewardship, CSU
- Gregory Pierce, Master's Student, Anthropology, CSU
- Jason Ransom, PhD Student, Graduate Degree Program in Ecology, CSU
- Carl Reeder, Master's Student, Forest & Rangeland Stewardship, CSU
- Lee Scharf, Mesa LLC, Mediated Environmentally Sustainable Action
- Faith Sternlieb, PhD Student, Geoscience, CSU

Cohort 3 (2011-2012)

- David Bartecchi, Village Earth, Fort Collins, CO
- Karie Boone, Master's Student, Sociology, CSU
- Gillian Bowser, Research Scientist, Natural Resource Ecology Lab, CSU
- Jessica (Clement) Western, Co-Director, Colorado Forest Restoration Institute, CSU
- Stuart Cottrell, Associate Professor, Human Dimensions of Natural Resources, CSU
- Emily Eddins, PhD Student, Human Dimensions of Natural Resources, CSU
- Lindsay Ex, City of Fort Collins, Fort Collins, CO
- Rachel Gibson, Master's Student, Sociology, CSU
- Sarah Hamman, Restoration Ecologist, The Nature Conservancy, Olympia, WA
- Kelly Hopping, PhD Student, Graduate Degree Program in Ecology, CSU
- David Jessup, Sylvan Dale Ranch, Loveland, CO
- Clement Lenachuru, PhD Student, Forest & Rangeland Stewardship, CSU
- Katie Lyon, PhD Student, Human Dimensions of Natural Resources, CSU
- Sara Reed, Post-doctoral Fellow, Fish, Wildlife and Conservation Biology, CSU
- Gloria Summay, Master's Student, Graduate Degree Program in Ecology, CSU
- Marcela Velasco, Associate Professor, Political Science, CSU
- Kate Wilkins, Master's Student, Graduate Degree Program in Ecology, CSU

Cohort 4 (2012-2013)

- Sebastian Africano, Trees, Water & People, Fort Collins, CO
- Marie Gladue, Dineh (Navajo) Nation Practitioner, Northern Arizona University, Flagstaff, AZ
- Erica Goad, PhD Student, Fish, Wildlife and Conservation Biology, CSU
- Khishig Jamiyansharav, Postdoctoral Associate, Forest & Rangeland Stewardship, CSU
- Theresa Jedd, PhD Student, Political Science, CSU
- Emily Kachergis, USDA Agricultural Research Service, Fort Collins, CO
- David Knight, PhD Student, Human Dimensions of Natural Resources, CSU
- Kim Langmaid, Colorado Program, National Forest Foundation, Denver, CO
- Matt Luizza, PhD Student, Graduate Degree Program in Ecology, CSU
- John McGreevy, Master's Student, Anthropology, CSU
- Kristen Pelz, PhD Student, Forest & Rangeland Stewardship/GDPE, CSU
- Richard Sherman, Oglala Sioux Parks and Recreation Authority, Pineridge, SD

- Tungalag Ulambayar, PhD Student, Forest & Rangeland Stewardship, CSU

Cohort 5 (2013-2014)

- Marianna Castiaux, Master's Student, HDNR, Conservation Leadership Through Learning, CSU
- Melinda Clark, PhD Student, Graduate Degree Program in Ecology, CSU
- Jamie (Fuller) Hoover, PhD Student, Graduate Degree Program in Ecology, CSU
- Lacey Gaechter, Trees, Water & People, Fort Collins, CO
- James Hale, PhD Student, Sociology, CSU
- Katherine Hamilton, Forest Trends' Ecosystem Marketplace, Portland, Oregon
- Jennifer Higgins, PhD Student, Veterinary Medicine, CSU
- Noah Jackson, Forest Voices, Hamilton, MT
- Megan Matonis, PhD Student, Ecosystem Science and Sustainability, CSU
- Eduardo B. Moron, Administrative Assistant, Human Dimensions of Natural Resources, CSU
- John Rizza, Small Acreage Management Specialist, West Slope, CSU Extension, CSU
- Jen Solomon, Assistant Professor, Human Dimensions of Natural Resources, CSU
- Andrew Spencer, Master's Student, Forest and Rangeland Stewardship, CSU

Cohort 6 (2014-2015)

- Retta Bruegger, Western Region, Range Management Specialist, CSU Extension, CSU
- Candace Ducheneaux, Mni Water Restoration Collaborative, Cheyenne River Sioux tribe
- Howard Hallman, Summit County Forest Health Task Force, Frisco, CO
- Justin Lee, PhD Student, Microbiology, Immunization & Pathology, CSU
- Anna Mangan, Master's Student, Graduate Degree Program in Ecology, CSU
- Julius Mbuta, The Wildlife Connection, Ruaha National Park, Tanzania
- Greg Newman, Research Scientist, Natural Resource Ecology Lab, CSU
- Stacia Sydorciak, PhD Student, Sociology, CSU
- Tanmay Telang, Fargreen Enterprise, Hanoi, Vietnam
- Rebecca Thomas, PhD Student, Human Dimensions of Natural Resources, CSU
- Jon Trimarco, Master's Student, Human Dimensions of Natural Resources, CSU
- Michael Verdone, PhD Student, Agriculture and Resource Economics, CSU

Cohort 7 (2015-2016)

- Michael Baute, Spring Kite Farm, Fort Collins, CO
- Kenny Cal, Agriculture Extension Coordinator, Ya'axché Conservation Trust, Belize
- Dominique M. David-Chavez, PhD Student, Human Dimensions of Natural Resources, CSU
- Paul Evangelista, Faculty, Research Scientist II, Natural Resources Ecology Lab, CSU
- Cooper Farr, Master's Student, Graduate Degree Program in Ecology, CSU
- Heidi Kretser, Wildlife Conservation Society's North America Program, NY
- Angelia Lane, Master's Student, HDNR, Conservation Learning Through Leadership, CSU
- Matt Luizza, PhD Student, Graduate Degree Program in Ecology, CSU

- Sarah McCarthy, Master's Student, HDNR, Conservation Learning Through Leadership, CSU
- Lee McLoughlin, Protection Area Manager, Ya'axché Conservation Trust, Belize
- Jennifer Solomon, Assistant Professor, Human Dimensions of Natural Resources, CSU
- Shannon Spurlock, Director Public Affairs /Policy, Denver Urban Gardens, Denver, CO
- Darcie Warden, Alaska State Director, Alaska Wilderness League, Anchorage, AK
- Rekha Warrior, Ph.D. Student, Fish, Wildlife, and Conservation Biology, CSU
- Cary Weiner, CSU Extension Energy Specialist, CSU

Cohort 8 (2016-2017)

- Andrea Albergoni, Kanahau Research and Conservation Facility, Honduras
- Keri Brondo, Associate Professor, Anthropology, University of Memphis, TN
- Gary Burnett, Blackfoot Challenge, Missoula, MT
- Luis Chevez, Iguana Research and Breeding Station, Honduras
- Hannah Gosnell, Associate Professor, Oregon State University, Corvallis, OR
- Rina Hauptfeld, PhD Student, Graduate Degree Program in Ecology, CSU
- Arlene Hill, Professor, Earth Sciences, University of Memphis, TN
- Suzanne Kent, Special Assistant Professor, Dept. of Anthropology, CSU
- Gailmarie Kimmel, Poudre Valley Community Farms, Fort Collins, CO
- Quy Khuc, PhD Student, Forestry & Rangeland Stewardship, CSU
- Paul Meilara, South Rift Association of Land Owners (SORALO), Kenya
- Erin McCready, Undergraduate, Dept. of Anthropology, CSU, CO
- Jana Raadik-Cottrell, Instructor, Human Dimensions of Natural Resources, CSU
- Kendra Sharp, Professor, Mechanical Engineering, Oregon State University, Corvallis, OR
- Cheri Smarr-Foster, Master's Student, Anthropology, CSU
- Johnny Sundstrom Siuslaw, Institute, Deadwood, Oregon
- Hailey Wilmer, PhD Student, Forest & Rangeland Stewardship, CSU

Cohort 9 (2018-2020)

- Bethlehem Astella, PhD student, Human Dimensions of Natural Resources, CSU
- Philip Briggs, Lion Monitoring/Media Manager, Lion Guardians, Kenya
- Cynthia Brown, Professor, Bioagricultural Sciences and Pest Management, CSU
- Kailey Carlson, Undergraduate, Fish, Wildlife, Conservation Biology, CSU
- Bulgamaa Densambuu, Researcher, National Federation of Pasture User Groups, Ulaanbaatar, Mongolia
- Oliver D'Orazio, Undergraduate, Fish, Wildlife, and Conservation Biology, CSU
- Zerayehu Endalew, Public Relations/Education Officer, Ethiopian Wolf Conservation Program, Ethiopia
- Admassu Getaneh, Director, Guassa Conservation Office, Guassa Community Conservation

- Area, Ethiopia
- Kevin Jablonski, PhD Student, Forest & Range Stewardship Dept., CSU
- Randy Johnson, Mondo Business Group, CO
- Katie Langemeier, Undergraduate, Natural Resources Management, CSU
- Tim Reader, Colorado State Forest Service, Durango, CO
- Cara Steger, PhD candidate, Graduate Degree in Ecology, CSU

Fellows Program Undergraduate Interns

- George Foster, graduated in 2009, BSc in Natural Resource Recreation and Tourism
- Lindsay Simpson, graduated in 2010, BA in Journalism and Technical Communications
- Brittany Bernard, graduated in 2011, BSc in Natural Resource Recreation and Tourism
- Matt Burnam, graduated in 2011, BSc in Natural Resource Recreation and Tourism
- Nick Clarke, graduated in 2011, BSc in Natural Resources Management
- Kristy Glenn, graduated in 2011, BA in Philosophy
- Connor Jandreau, graduated in 2012, BSc in Fish Wildlife Conservation Biology & BA in Art & Art History
- Conrad Marshall, graduated in 2012, BSc Natural Resource Recreation and Tourism
- Ashley Saltzgaber, graduated in 2012, BA in Political Science
- Laura Whitney, graduated in 2012, BA in Sociology
- Adam Miller, graduated in 2013, BSc in Fish, Wildlife and Conservation Biology
- Amber Weimar, enrolled 2013
- Jenna Gullledge, graduated in 2013, BSc in Business Administration
- Sarah MacGregor, graduated in 2013, BSc Natural Resource Recreation and Tourism
- Eric Anderson, graduated in 2014, BA in Economics
- Kelly McNab, graduated in 2014, BSc Natural Resources Management
- Alexandra Todd, graduated in 2014, BSc in Biological Science
- Ryan Reese, graduated in 2015, BA in Anthropology
- Caroline Olson, enrolled in 2015, Natural Resources Management
- Alicia Myers, Major in Agricultural Sciences
- Michael Brydage, graduated in 2010 and 2012, BA and MA in Anthropology
- Jonathan Fanning, graduated in 2015, MA in Anthropology
- Grete Wilson-Henjum, graduated in 2016, BSc in Fish, Wildlife and Conservation Biology
- Brenna Hassing, enrolled in 2014, Natural Resource Recreation and Tourism

Practitioner Undergraduate Interns

- Mikinzy Moydell, graduated in 2015, BSc in Fish, Wildlife and Conservation Biology
- Lindsey Powers, graduated in 2015, BSc in Apparel and Merchandising

Fellows Partners and Collaborators

- Total number of individual collaborators that Fellows Cohorts 1-8 worked with = 7,109
- Community groups (20 groups): Examples

- include Ix'chel Women's Group (Belize), Rural acreage landowners in Garfield County and Montezuma County, CO, Indigenous elders, Pine Ridge Reservation
- Practitioners (10 types): Examples include Uganda Timber Growers Association, Uganda; Santander (Philippine) fish wardens; Crow Valley Livestock Cooperative, CO
- Research Centers (6 centers): Examples include the National Wildlife Research Center, Western Colorado Research Center
- U.S. State and Federal government agencies (15 agencies): Examples include New England State Extension Service, U.S. Forest Service, National Park Service, Colorado Parks and Wildlife, Natural Resource Conservation Service
- International government agencies (14 agencies): Examples include Kenya Wildlife Service, Kenya; Uganda Ministry of Water and Environment, Uganda; Uttar Pradesh State Forest Department, India
- Tribal/Indigenous (21 nations): Examples include the Navajo Nation, Big Mountain, AZ; Eastern Shoshone, Wind River, Wyoming; Arawakan Tai'no, Caribbean; An Minh Bac and Minh Thuan, Vietnam
- Private Business/Industry (21 businesses): Examples include Mesa Winds Farm and Winery, CO; Sylvan Dale Ranch, CO; Lakota Solar Enterprises; Walmart, CO
- U.S. Non-profit Organizations (24 orgs): Examples include Alaska Wilderness League, American Museum of Natural History, NY; Rocky Mountain Bird Observatory, CO; Blackfoot Challenge, MT
- International Non-profit Organizations (37 orgs): Examples include Conservation International Mexico; World Wildlife Fund India, Ya'axche Conservation Trust, Belize; African Wildlife Foundation, Kenya
- International Universities (9): Examples include the Mongolian University of Agriculture; University of Georgia, Costa Rica; University of Science and Technology, Beijing, China
- U.S. Universities (13): Oregon State University; Texas A&M; University of New Hampshire
- Elementary, Middle and High Schools (7): Examples include Lorubae Primary School, Samburu, Kenya; San Lorenzo and Cidra Elementary Schools, Caribbean; Little Wound Middle School, Pine Ridge Reservation (Lakota)
- U.S. City and County Governments (9): Examples include the City of Fort Collins, CO; Lyons Utilities and Engineering Board, CO; Lower South Platte Water Conservancy District, CO

CCC Practice Program

Practice Program Advisory Team

- Sebastian Africano (Trees Water and People, Fort Collins, CO)
- Lesli Allison (Western Landowners Alliance, Sante Fe, NM)
- Retta Bruegger (CSU Extension - Western Region, Grand Junction, CO)
- Wanda Burget (Accord Resource Solutions LLC, Wyoming Mining Natural Resource Foundation, Green River, WY)
- Casey Davenport (Colorado Watershed Assembly, Denver, CO)



- Russell Davis (Partners for Conservation, Ordway, CO)
- Heather Dutton (San Luis Valley Water Conservancy District, Del Norte, CO)
- Erik Glenn (Colorado Cattlemen's Agricultural Land Trust, Arvada, CO)
- Claire Harper (State & Private Forestry, US Forest Service, Lakewood, CO)
- Heather Johnson (Partners for Wildlife, US Fish & Wildlife Service, Lakewood, CO)
- Aaron Kimple (Mountain Studies Institute & San Juan Headwaters Forest Health Partnership, Silverton, CO and Dulce, NM)
- Matt McKinney (Center for Natural Resource and Environmental Policy, University of Montana, Missoula, MT)
- August Ritter (The Nature Conservancy, Arlington, VA)

Workshop Sponsors and Partners

- Lincoln Institute of Land Policy, Cambridge, MA
- US Fish and Wildlife Service, Partners for Wildlife Program, Lakewood, CO
- US Forest Service, Rocky Mountain Region, Denver, CO
- Center for Natural Resources and Environmental Policy, University of Montana, Missoula, MT
- Colorado Forest Restoration Institute, CSU
- National Forest Foundation, Missoula, MT
- New Mexico Forest and Watershed Restoration Institute, Las Vega, NM
- Pawnee Buttes Seed Inc., Greeley, CO
- Ruckelshaus Institute, University of Wyoming, Laramie, WY
- Western Landowners Alliance, Sante Fe, NM

CCC Supporters

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- Colorado Cattlemen's Association, Arvada, CO
- Colorado Forest Restoration Institute, CSU
- Colorado State Forest Service, CSU
- Office of Extension, CSU
- Community Foundation of Northern Colorado, Fort Collins, CO
- Conservation Leadership Through Learning Program, Dept of Human Dimensions of Natural Resources, CSU
- Flying J Foundation, Fort Collins, CO
- Ford Foundation, Beijing, China
- International Programs, CSU
- International Social Science Research Council, Paris, France
- Odell Brewing Company, Fort Collins, CO
- Office of the President, CSU
- Higher Education for Development (HED),

Washington DC

- Luc Hoffman Institute, Geneva, Switzerland
- The Nature Conservancy, Boulder, CO
- New Belgium Brewing Company, Fort Collins, CO
- New Belgium Family Foundation, Fort Collins, CO
- Lincoln Land Institute, Cambridge, Mass
- National Forest Foundation, Missoula, MT
- Natural Resource Conservation Service (NRCS), Fort Collins, CO
- Northern Water Conservancy District, Berthoud, CO
- Pawnee Buttes Seed, Inc., Greeley, CO
- Pew Foundation, Washington, DC
- Philanthropic Educational Organization (PEO), Des Moines, IA
- School of Global Environmental Sustainability (SoGES), CSU
- United Way of Larimer County, Fort Collins, CO
- US Agency for International Development (USAID), Washington, DC and Nairobi, Kenya
- US Fish and Wildlife Service (USFWS), Denver, CO
- US Forest Service (USFS), Denver and Fort Collins, CO
- US National Science Foundation, Washington, DC
- Warner College of Natural Resources, CSU

CCC Website Resources and 10-year References

CCC Website Resources

- CSU CCC Institute Philosophy (2005): <https://collaborativeconservation.org/media/sites/142/2018/07/CSU-CCC-Institute-Philosophy-April-2005.pdf>
- CCC Critical Issues Document (2008): <https://collaborativeconservation.org/media/sites/142/2018/07/CCC-Critical-Issues-Document-April-2008.pdf>
- CCC Launch Workbook (2008): <https://collaborativeconservation.org/media/sites/142/2018/07/CCC-Launch-Workbook-May-2008.pdf>
- CCC Strategic Plan 2016-2019: <https://collaborativeconservation.org/media/sites/142/2018/07/CCC-Strategic-Plan-2016-19.pdf>
- CCC Fellows Program: <https://collaborativeconservation.org/program/fellows/>
- Conservation Leadership Through Learning Program: (<https://warnercnr.colostate.edu/hdnr/conservation-leadership/>)
- Syllabus of undergraduate course in collaborative conservation: <https://warnercms.colostate.edu/warnercnr/wp-content/uploads/sites/2/2017/02/NRRT401syllabus2015.pdf>
- CCC Research Program: <https://collaborativeconservation.org/program/discover/>
- Atlas of Collaborative Conservation in Colorado: (<https://collaborativeconservation.org/program/discover/atlas-of-collaborative-conservation/>)
- Mongolian Rangelands and Resilience Project (MOR2): <https://warnercnr.colostate.edu/hdnr/research-and-outreach/mongolian-rangelands-resilience-mor2/>
- CARM: <https://collaborativeconservation.org/collaborative-conservation-research/>
- Kenya Conservancy Research: <https://collaborativeconservation.org/collaborative-conservation-research/>
- Transformative Science with Society: <https://collaborativeconservation.org/transformative-science-with-society/>
- List of Fellows and Research Programs Publications <https://collaborativeconservation.org/resources/>
- CCC Practice Program: <https://collaborativeconservation.org/program/practice/>
- Practitioner Program Needs Assessment, 2017: www.collaborativeconservation.org/practitionerneedsassessment

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- Fernández-Giménez, M. E., B. Batkhishig, B. Batbuyan, and T. Ulambayar. 2015. Lessons from the Dzud: Community-Based Rangeland Management Increases the Adaptive Capacity of Mongolian Herders to Winter Disasters. *World Development* 68:48-65.
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- Khishigbayar, J., M. E. Fernández-Giménez, J. P. Angerer, R. S. Reid, J. Chantsalkham, Y. Baasandorj, and D. Zumberelmaa. 2015. Mongolian rangelands at a tipping point? Biomass and cover are stable but composition shifts and richness declines after 20 years of grazing and increasing temperatures. *Journal of Arid Environments* 115:100-112.
- Reid, R. S., K. A. Galvin, E. Knapp, J. Ogotu, and D. Kaelo. 2015. Sustainability of the Serengeti-Mara ecosystem for wildlife and people. In A. R. E. Sinclair and K. Metzger, editors. *Serengeti IV: Biodiversity*. University of Chicago Press, Chicago, Illinois.
- Reid, R. S., D. Kaelo, K. A. Galvin, and R. Harmon. 2016a. Pastoral wildlife conservancies in Kenya: A bottom-up revolution in conservation, balancing livelihoods and conservation? *Proceedings of the International Rangelands Congress, 16-22 July 2016, Saskatoon, Canada*:143-146.
- Reid, R. S., D. Nkedianye, M. Y. Said, D. Kaelo, M. Neselle, O. Makui, L. Onetu, S. Kiruswa, N. Ole Kamuaro, P. Kristjanson, S. B. BurnSilver, J. O. Ogotu, M. J. Goldman, R. B. Boone, K. A. Galvin, N. M. Dickson, and W. C. Clark. 2016b. Evolution of models to support community and policy action with science: balancing pastoral livelihoods and wildlife conservation in savannas of East Africa. *Proceedings of the National Academy of Science USA* 113:4579-4584.
- Ulambayar, T., M. E. Fernández-Giménez, B. Batkhishig, and B. Batbuyan. 2017. Social outcomes of community-based rangeland management in Mongolian steppe ecosystems. *Conservation Letters* 10:317-327.
- Wilmer, H., J. D. Derner, M. E. Fernández-Giménez, D. D. Briske, D. J. Augustine, L. M. Porensky, and the CARM Stakeholder Group. 2018. Collaborative Adaptive Rangeland Management Fosters Management-Science Partnerships. *Rangeland Ecology & Management* 71:646-657.





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