

ESM 296-1W Conservation Results: How to Make Them Happen
Course Syllabus
Winter 2025

Professor Will Shafroth

Email: will@willshafroth.com

Office Hours: Office Bren 3512

January 8, 9, 13, 15 and 16 from 3:30 – 4:30 p.m.

Class Details

January 6, 8, 9, 13, 15 and 16 from 5:00 – 7:00 p.m. (M, W, Th)

Classroom Bren 1510

Course Objectives

This seminar will actively engage students in understanding how to accomplish conservation outcomes through:

- 1) Governmental processes (passing legislation/ballot measures, enacting government policy decisions, and creating protected areas),
- 2) Nonprofit organization initiatives (conserving landscapes), and
- 3) Multi-party negotiations.

The course will include guest lecturers in every class who have expertise and experience in conservation, public policy, politics, resource management, and natural resources law to share practical experiences and lessons learned, use case studies and engage the students in role-playing to better understand the different positions involved in achieving conservation results.

Objectives include:

- 1) Help students to understand the various ways to create durable solutions for conservation and natural resource management.
- 2) Learn how to navigate critical public processes.
- 3) Gain valuable insights into understanding the perspectives of many different players.
- 4) Understand how to develop communications and public engagement strategies in service of conservation outcomes.
- 5) Appreciate the context of diversity, equity, inclusion and justice in the history of conservation in the U.S. and how to engage diverse constituencies in achieving conservation results.

Students will be expected to actively engage in the class discussions and role-playing exercises and provide reflections on key insights after every class.

Assignments & Grading

The course is either for a grade or pass/fail. Students are expected to attend every class and participate in both the class discussions and the exercises. Grades will be determined by the following:

- Class attendance (30%)
- Class participation (30%)
- Written reflections for each class (250-500 words) after each of the first 5 classes (25%)
These are due by 9 a.m. of the morning of the next class. These assignments are meant to have the students reflect on insights they gained from the class.
- Final written reflections (15%). This paper of 500-1000 words due by November 17 at 3 p.m. This assignment will require the students to consider learnings from all of the classes.
- Additional information about the written reflections will be discussed at the end of the first class – when students will be able to ask any clarifying questions they may have.

Class Breakdown

General class Reading:

- Wallace Stegner's "Wilderness Letter", written to the Outdoor Recreation Resources Review Commission, and subsequently in his "Wilderness Idea," in *The Sound of Mountain Water* (1969). Available [here](#).

Class 1: January 6, 2025

Part 1: Introduction to the Course and Instructor

Part 2: Guest Speaker: Jose Gonzalez, Equity Officer, East Bay Regional Park District

Topic: Conservation for Whom? A Modern Look at American Conservation History From Exclusion to Inclusion

Assigned Pre-Reading:

- <https://baynature.org/2020/07/22/people-of-color-have-always-been-outdoors-what-can-we-learn-from-past-decades-of-engagement-and-inclusion-work/>
- <https://www.hcn.org/issues/53.2/indigenous-affairs-tribes-reclaiming-the-national-bison-range>

Class exercise: How to engage historically excluded communities in the management of our public lands and recreation areas?

Class 2: January 8, 2025

Guest speakers: Lucas St. Clair, Friends of Katahdin Woods and Waters

Ruth Hernandez Prescott, Chief of Staff, National Park Foundation

Topic: Creating a National Monument – Lessons and insights.

Assigned Pre-Reading:

- The Antiquities Act: A century of American Archeology, Historic Preservation and Nature Conservation. [Read the Introduction – 12 Pages] [Link through JSTOR](#).
- National Park System: Establishing New Units (Congressional Research Service, 2013). [Link](#)

Optional Reading:

- Getting a National Park in Central Georgia. (Janisse Ray, *The Bitter Southerner*, 2021). [Link](#).

Class exercise: Role playing in creating a national monument

Class 3: January 9, 2025

Guest speakers: Michael Mantell, Past-CEO, Resources Legacy Fund, Board Chair, The Wilderness Society

Steve McCormick, Former CEO, The Nature Conservancy

Topic: The Role of Nonprofit Organizations in Creating Public/Private Partnerships to Pass Initiatives and Referenda and Achieve other Conservation Objectives

Assigned Pre-Reading:

- Building Public Support for Land Conservation Ballot Measures. Conservation Finance Network, 2018. [Link](#).
- California Plastic Waste Reduction Regulations Initiative. Ballotpedia. [Link](#).

Class exercise: Role playing on a statewide ballot initiative and in creating public/private coalitions to advance conservation goals.

Class 4: January 13, 2025

Guest Speaker: Rue Mapp, President and CEO, Outdoor Afro

Topic: Creating for conservation and outdoor recreation that is inclusive

Assigned Pre-reading TBD

Class exercise: How to expand public access on our public lands

Class 5: January 15, 2025

Guest speaker: Chuck Sams, Director, National Park Service

Topic: Current challenges facing the National Park Service and working with tribal communities on public lands stewardship.

Assigned Pre-Reading:

<https://www.outsideonline.com/adventure-travel/national-parks/chuck-sams-interview/>

- Joint Secretary of Interior and USDA Order on Co-Stewards hip of Federal Lands <https://www.doi.gov/sites/doi.gov/files/elips/documents/so-3403-joint-secretarial-order-on-fulfilling-the-trust-responsibility-to-indian-tribes-in-the-stewardship-of-federal-lands-and-waters.pdf>

Class exercise: Stakeholder engagement in NPS policy decisions

Class 6: January 16, 2025

Guest Speaker: Linda Krop, Environmental Defense Center

Topic: Negotiating Conservation Solutions: Oil Transportation off the Santa Barbara Coast

Assigned Pre-Reading:

- The Santa Barbara Oil Spill: A Retrospective. Keith Clarke, Jeffrey Hemphill. UCSB (2002). [Link](#).
- A Three Minute Dealmaking Challenge from Teddy Roosevelt. James Sebenius. [Link](#).

Additional, Optional Reading:

- Santa Barbara Oil Spill. 1969: California. The Pop History Dig. [PDF forthcoming]
- Negotiation Workbook. Brian Mandell. Harvard Kennedy School. [PDF forthcoming]

Class exercise: Negotiation role play related to a local issue.

Guest Speaker Bios

Class 1: Jose Gonzalez

José G. González currently serves as the inaugural Equity Officer for the East Bay Regional Park District. He is also the Founder of Latino Outdoors and Co-Founder of the Outdoorist Oath, along with a former partner at the Avarna Group. He is a professional educator with training in the fields of education and conservation while engaging in different artistic endeavors with art and messaging—often exploring the intersection of the environment and culture. As a Partner in the Avarna Group and through his own consulting, his work focused on Equity & Inclusion frameworks and practices in the environmental, outdoor, and conservation fields. He is also an illustrator and science communicator.

He received his B.A at the University of California, Davis, and his M.S at the University of Michigan School of Natural Resources & Environment. His teaching coursework was at the Bilingual, Multicultural, Education Department at Sacramento State.

Class 2: Lucas St. Clair and Ruth Prescott

Lucas St. Clair

Lucas was born and raised into a subsistence living family in the North Woods of Maine, with no running water or electricity for most of his childhood. He left that lifestyle to attend a boarding school in the Western Mountains of Maine and went on to study abroad, pursuing a Culinary Arts degree at Le Cordon Bleu in London. Lucas worked in the beginning of his career in the restaurant and wine industry in New York City, Maine, and Seattle.

In 2011, Lucas took over his family's operating foundation, Elliotsville Plantation, Inc. (EPI). EPI owns 125,000 acres of timberland in Northern and central Maine that they have been purchasing since 1998. They have been managing the land and adding infrastructure for recreation over the last several years. To celebrate the 100 anniversary of the National Park Service, President Barack Obama accepted the gift of 89,000 acres of land from EPI and created the newest unit of the National Park Service, Katahdin Woods and Waters National Monument on Aug 24th, 2016. Lucas and EPI continue to play a role in the development of the region and enhancing the community's ability to capitalize on the newly realized asset.

Beyond the restaurant industry and land conservation, Lucas has a strong interest in outdoor pursuits. He has hiked the Appalachian Trail, paddled the Northern Forest Canoe Trail, taken a NOLS semester in Patagonia and has climbed peaks in Alaska, Washington, Peru, Chile and Argentina. He has also worked as a fly fishing guide and helped Eddie Bauer with designing fishing apparel. He has had the great fortune to fish in some of the most beautiful waters in the world.

He serves on the National Council for National Park Foundation, the National Board of the Trust for Public Land, Maine Public, Northern Forest Center, Maine Conservation Voters, Friends of Katahdin Woods and Waters, and is a trustee on all of Roxanne Quimby's foundations.

Lucas lives in Falmouth, Maine with his wife and two children.

Ruth Hernandez Prescott



As chief of staff, Ruth Prescott advises the President/CEO, board, and executive team on strategies to enhance the operating efficiency of the National Park Foundation. She is responsible for the day-to-day operations of the Office of the President working to advance the priorities of the President/CEO. In addition, Prescott coordinates the work of the leadership team to maximize departmental performance in support of organizational goals and objectives. She also supervises the planning and production of Board of Directors meetings and supports the President/CEO in managing interactions with the board chair and committee leadership. Prescott works with National Park Service leadership to assure appropriate coordination of the Foundation's efforts on behalf of NPS.

Prescott joined the National Park Foundation in

May, 2014. Prior to joining the organization, she spent more than 25 years in higher education where she served in a variety of leadership positions at Texas A&M University, Baylor University, Mississippi State University, and New Mexico State University, including chief of staff roles for presidents and provosts, as well as staffing two governing boards.

Prescott is a native of Dallas, Texas. She received a Bachelor of Arts degree in political science from Stephens College and a Juris Doctorate from the University of Florida. Ruth is married to Dr. Dennis Prescott. Her passions include spending time with her family, hiking in national parks, traveling to historical sites, reading and football!

Class 3: Michael Mantell

Michael Mantell is past President of Resources Legacy Fund, which he founded to help design and implement initiatives for philanthropic foundations and individuals that result in significant conservation achievements. He also is president of the independent, affiliated Fund for a Better Future. Since the late 1990s, he has designed and participated in programs and projects that broadened the leadership and constituency for natural resources protection, with increasing focus on ensuring equity and engaging historically underserved communities, while achieving extensive conservation outcomes for land, park, water, and ocean resources and renewable energy.

Mr. Mantell helped lead the 2010 campaign that prevented a rollback of California's landmark climate change legislation. In the past decade, he has chaired campaigns resulting in voters approving over \$8 billion of investments in water, land, park, and ocean conservation. Previously, as Undersecretary for Resources for the State of California, he oversaw the \$2.8 billion budget of the Resources Agency. Prior to that, he was General

Counsel for the World Wildlife Fund and a Deputy City Attorney in Los Angeles. Mr. Mantell is author and co-author of several books and articles, the recipient of several national conservation awards, and

serves on the Board of Directors of the Monterey Bay Aquarium and on Chairs the Board of The Wilderness Society.

Steve McCormick

Steve McCormick is a Managing Director at the Draper Richards Kaplan Foundation. He has spent over forty years in the not-for-profit sector. From 2007-2014 he served as President of the Gordon and Betty Moore Foundation, leading the Foundation through the development of new strategies in its three programs areas — Environmental Conservation, Science, and San Francisco Bay Area.

Prior to his time at the Moore Foundation, Steve worked at The Nature Conservancy (TNC) for 32 years, including eight years as President and CEO, overseeing operations in 30 countries as well as every state in the U.S. He began his career with TNC in 1976 as western regional legal counsel and spent 16 years as executive director of the California state program and director of the Western Region. In that role, he led an organization-wide effort in 1996 that created Conservation by Design, the strategic framework that still guides TNC's work around the world.

In 2014 Steve co-founded The Earth Genome, a start-up venture to create the first global, open-source information platform on ecosystem services and natural capital, designed to guide better decision-making on sustainability in the private and public sectors.

As Managing Director at the DRK Foundation, Steve serves on the boards of Dig Deep, Cloud to Street, Box Power, Replate, and Ocean Outcomes. He also serves on the boards of Sustainable Conservation, U.C. Berkeley College of Natural Resources, , Fund for People and the Parks, and the California Wildlife Officers Foundation. He has served on the boards of The California Academy of Sciences, The Independent Sector, the Student Conservation Association, the Sustainable Forest Initiative, and the Advisory Board of the Harvard Business School Social Enterprise Initiative.

Steve is the recipient of the Chevron Conservation Award; the Edmund G. Brown Award for Environmental and Economic Balance; the John Pritzlaff Conservation Award; the California League of Conservation Voters Conservation Leadership Award; and the Silver Eagle Award from the U.S. Fish and Wildlife Service.

Steve holds a B.S. in Agricultural Economics from the University of California at Berkeley, and a J.D. from the University of California, Hastings College of Law.

Class 4: Rue Mapp, CEO, Outdoor Afro

Rue Mapp candidly documents her personal experiences while pioneering and shifting a new visual representation of Black people in the outdoors. The outdoorswoman transformed her kitchen table blog into a nature-inspired enterprise and movement. Today, Mapp is the founder and CEO of Outdoor Afro. For more than a decade, the national not-for-profit organization has continued to celebrate and inspire Black connections and leadership in nature across the United States. Mapp's work in nature and outdoor-related fields started in her hometown of Oakland, California, and has since grown to inspire international headlines.

Mapp is an awarded and inspirational leader, speaker, public lands champion, outdoor gear designer, and published author. She established for-profit enterprise Outdoor Afro, Inc. in 2021 and subsequently launched a 22-piece hike collection with outdoor retailer REI Co-op. Her first national book titled “Nature Swagger” released with American publisher Chronicle Books on Nov. 1, 2022.

For more than a decade, Mapp has been recognized with many awards and distinctions. She won the 2023 international Bessie Awards in the JourneyWoman category by global lifestyle and travel brand Wanderful. She was recognized as a 2021 AFAR Travel Vanguard Award recipient, 2019 National Geographic Fellow, Heinz Awards Honoree, and National Wildlife Federation Communication Award recipient (received alongside President Bill Clinton).

Mapp has served on several nonprofit boards, including the Outdoor Industry Association, Rails-to-Trails Conservancy, and the American Camp Association. She was appointed by California governors Jerry Brown and Gavin Newsom to the California State Parks and Recreation Commission where she served for eight years and was voted to chair. Currently, she’s vice chair for The Wilderness Society and on the executive committee of the Theodore Roosevelt Conservation Partnership boards both based in Washington, D.C.

The White House also invited Mapp to participate in the America’s Great Outdoors Conference, which led to her participation in the launch of former First Lady Michelle Obama’s “Let’s Move” initiative. Mapp’s career and community impact aims to lift up the natural world and those who connect with it. Her advocacy for conservation continues to earn international media attention, including The New York Times, Good Morning America, NPR, NBC’s TODAY, Forbes, Oprah Winfrey, and “MeatEater” with Steven Rinella.

Class 5: Charles F. Sams III
19th National Park Service Director

Charles F. “Chuck” Sams III was ceremonially sworn in as the 19th director of the National Park Service on Dec. 16, 2021, by Interior Secretary Deb Haaland.

Sams is Cayuse and Walla Walla and is an enrolled member of the Confederated Tribes of the Umatilla Indian Reservation in Northeast Oregon, where he grew up. He also has blood ties to the Cocopah Tribe and Yankton Sioux of Fort Peck.

Sams most recently served as Oregon Governor Kate Brown's appointee to the Pacific Northwest Power and Conservation Council (NW Council) where he held a position as a council member from March to December of 2021. Prior to joining the NW Council, he served as executive director for the Confederated Tribes of the Umatilla Indian Reservation.

For 30 years, Sams has worked in tribal and state government, and in the non-profit natural resource and conservation management field, with an emphasis on the responsibility of strong stewardship for land preservation for this and future generations.

Sams is a veteran of the U.S. Navy where he served as an intelligence specialist. He holds a Bachelor of Science in business administration from Concordia University and a Master of Legal Studies in Indigenous Peoples Law from the University of Oklahoma School of Law. He lives with his wife, Lori Lynn (Reinecke) Sams and their youngest daughter in Alexandria, VA.

Class 6: Linda Krop

Linda Krop is the Chief Counsel of the Environmental Defense Center (EDC). EDC represents community organizations on California's South Central Coast. EDC provides education, advocacy, and legal services in a variety of cases affecting the Santa Barbara Channel, Clean Water and Public Health, Climate and Energy, and Open Spaces and Wildlife.

Linda has practiced environmental law at EDC since 1989 and specializes in cases addressing the protection of coastal, open space, and natural resources, as well as offshore energy issues such as oil, gas, and wind development. She has worked on several successful open space preservation efforts throughout California's south central coast, including the Hearst Ranch, Carpinteria Bluffs, Ellwood Shores, Douglas Family Preserve, Fiscalini Ranch, Oxnard Shores, Ormond Beach, and Sedgwick Ranch. She also led the effort that resulted in the unprecedented termination of forty federal oil leases off the coast of Ventura, Santa Barbara and San Luis Obispo Counties.

Linda represented the conservation community on the Channel Islands National Marine Sanctuary Advisory Council from 1998 – 2013 and teaches Environmental Law at the University of California at Santa Barbara.