

ESM 296-2F Conservation Results: How to Make Them Happen
Course Syllabus
Fall 2023

Professor Will Shafroth

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Office Hours: Office Bren 3512

November 1, 2, 6, 8 and 9 from 3:30 – 4:30 p.m.

Class Details

October 30, November 1, 2, 6, 8, and 9 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 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.

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](#).
- Additional readings will be identified by October 16.

Class 1: October 30, 2023

Part 1: Introduction to the Course & Professor.

Part 2: 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.

Class 2: November 1, 2023

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-Stewardship 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 3: November 2, 2023

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

Topic: The Initiative and Referendum Process

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

Class 4: November 6, 2023

Guest Speaker: Jose Gonzalez, Partner, The Avarna Group

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: TBD

Class 5: November 8, 2023

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

Nikki Buffa, former Deputy Chief of Staff, Department of the Interior

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 6: November 9, 2023

Guest Speaker: Steve McCormick, Former CEO, The Nature Conservancy and the Gordon and Betty Moore Foundation

Topic: The Role of Public Private Partnerships in Achieving Conservation Results

Assigned Pre-Reading:

- Private Lands Conservation: The Nature Conservancy. [Link](#).

Class exercise: Role playing in resolving a regional wildlife conservation issue.

Class reflections and lessons learned

Guest Speaker Bios

Class 1: 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.

Class 2: 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 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.

Class 4: Jose Gonzalez

Jose Gonzalez (he/him) is the Founder and Former Executive Director for [Latino Outdoors](#). He is an experienced educator as a K-12 public education teacher, environmental education advisor, outdoor education instructor and coordinator, and university adjunct faculty. His commentary on diversity and environmental outreach has been featured by High Country News, Outside, Earth Island Journal, and Latino USA, and he has been engaged in collaborations with the White House Council on Environmental Quality, U.S. Department of Interior, and the National Park Service. He also represents Latino Outdoors in several coalitions including the Latino Conservation Alliance and the Next 100 Coalition. He has been recognized with several honors, including the National Wildlife Federation, Grist Magazine, and The Murie Center. 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.

Class 5: Lucas St. Clair and Nikki Buffa

Nikki Buffa

Nikki Buffa is counsel in the Orange County and Washington, D.C. offices of Latham & Watkins and a member of the Environment, Land & Resources Department. She has extensive experience in environmental policy and conservation, conventional and renewable energy, endangered species compliance, and crisis management.

Ms. Buffa rejoined Latham after serving eight years in the Obama Administration, most recently at the United States Department of the Interior. As Deputy Chief of Staff, Ms. Buffa managed a diverse set of missions within the 70,000 employee, US\$12 billion department, including serving as a key player in President Obama's success in conserving more lands and waters than any President in history.

Prior to joining the Department of the Interior, Ms. Buffa was the Deputy Director of Cabinet Affairs at the White House. Here, she worked closely with senior White House staff and agency leadership to advance the President's policy and regulatory priorities at the Environmental Protection Agency (EPA) and the Departments of Interior, Agriculture, Energy, and Transportation.

In 2009, after serving on the 2008 Presidential campaign and Presidential Transition Team, Ms. Buffa became the Deputy Chief of Staff, then later Associate Director, for the Council on Environmental Quality at the White House. Ms. Buffa helped develop and implement the Administration's policies on clean energy, transportation, and environmental and human health protection.

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.

Class 6: 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.