

Center of the American West

Transforming Hindsight Into Foresight™

MORE
WITH LESS



Annual Report
2008-2009



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



Table of Contents



2 Doing More with Less

The Tie That Binds **3**

4 A Letter from Patty

A Letter from Kurt **6**

7 Center Stage -
Events, Speeches, and Outreach

Center Stage **8**

10 Outreach

Thompson Writing Awards **12**

14 Publications

Financial Information **16**

Acknowledgement of Contributions **18**

22 Board of Directors

Center Staff **26**

27 Faculty

Acknowledgements **28**



Doing More with Less

The Center of the American West, much like other nonprofits, has two mottos – a stated one, turning hindsight into foresight, and our unstated operating principle, doing more with less. In order to transform that hindsight into something tangible and useful, we rely upon our talented and dedicated staff, affiliates, students, volunteers, and donors. And this year we have managed to transform difficult economic times into an extremely productive and vital period for the Center of the American West. Now, more than ever, our optimism is needed and is sought after, as Westerners along with Easterners, Southerners, and Northerners seek to do more with less, and to do so

with elegance, grace, and humor. The Center of the American West will continue to work with you to bring more substance to conversations and less noise, to use our position in regional and national conversations as a means of clarifying and reconciling the diverse perspectives and opinions of Westerners, and to remind us all that optimism and good cheer are the bedrock principles upon which an organization like ours rests – as well as your continued support and encouragement. We look forward to working together through these difficult times, and with the return of times of plenty, to confront the issues we face as a region and as individuals.

Center of the American West
UNIVERSITY OF COLORADO AT BOULDER

Boulder, CO



The tie that binds

THE CENTER OF THE AMERICAN WEST HAS...

A unique capacity for lively and disarming written and spoken communication.

A proven ability for refereeing, umpiring, and inviting the "better angels of our nature" to emerge, even in bitter and disputed terrain.

A substantial list of influential and often-cited publications.

A widespread reputation for trustworthiness and credibility.

An astonishing faculty team of experts on every imaginable Western issue.

A group of screened and selected students of spirit and talent who are committed to the West.

A stunning "rolodex" of affiliates and allies that ranges from federal, state, and local government agencies, to a myriad of nongovernmental organizations, and a vast array of the West's most influential writers, scientists, artists, musicians, and thinkers.

A dedicated and talented staff.

A broad range of experience and knowledge provided by the Board of Directors.



Former Student **JEFF MASLOW**

After graduation, I took the tremendous experience of engaging with Western issues with Patty and staff at the Center of the American West to the Western Governors' Association, where I worked in the energy program on initiatives to push forward regional energy efficiency goals and conserve wildlife corridors. Before entering law school last fall, I was blessed with the opportunity to serve as a volunteer interpretive park ranger surrounded by the bison, geysers, and winter splendor of Yellowstone National Park.

I am now a second-year law student at Lewis & Clark Law School in Portland, OR, where I am working toward a J.D. and a certificate in Environmental and Natural Resources Law. This past summer I supported the effort to develop well-planned renewable energy generation and transmission on Western lands as a legal intern for the BLM Action Center at the Denver office of The Wilderness Society. I'm excited to continue what began at the Center in pursuing a legal career where I can work with issues that define the We:

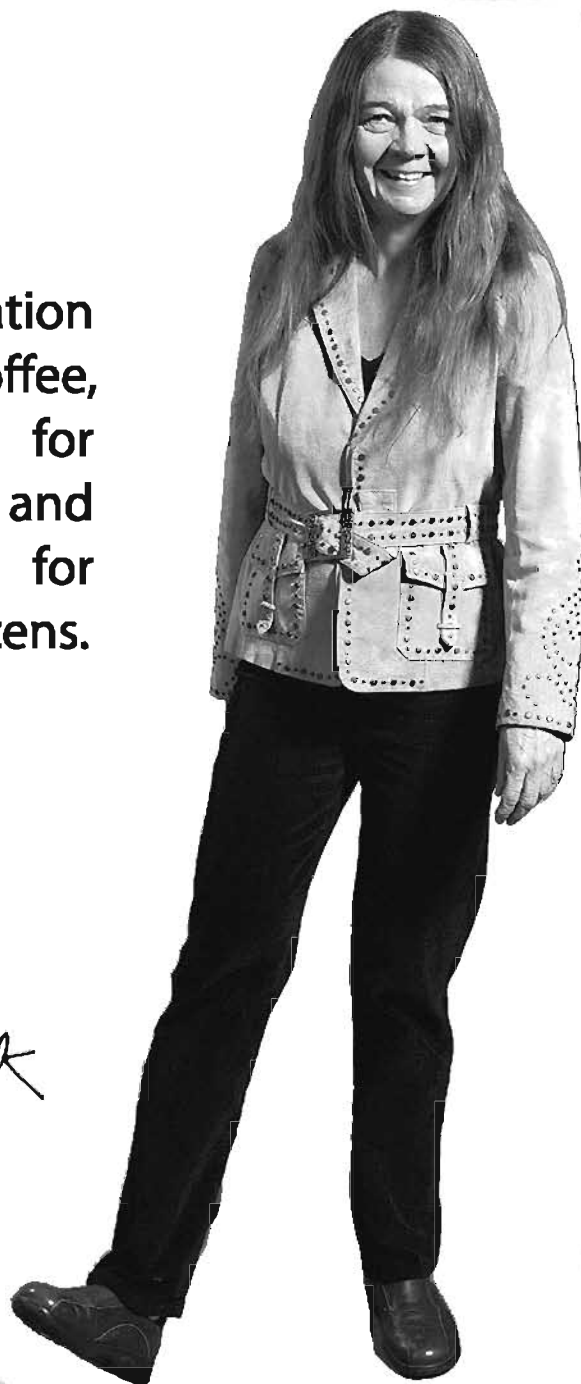
Where are they now?



Portland, OR

Always powered by determination
and sometimes powered by coffee,
we maintained our reputation for
providing thought-provoking and
well-organized public programs for
university audiences and local citizens.

Patty Limerick
Patty Limerick
Faculty Director and Chair of the Board



A Letter from Patty

FACULTY DIRECTOR AND CHAIR OF THE BOARD

From July 1, 2008, to June 30, 2009, in an era of widespread tough times, the Center of the American West kept its momentum and even accelerated the pace. We could do this because our supporters remained committed and loyal, and because our staff remained energetic, enterprising, and more and more skilled at teamwork. And there may be an additional force behind our performance: close to University Hill, the Center offers quick and easy access to several restaurants and coffee shops serving high-intensity caffeine.

Always powered by determination and sometimes powered by coffee, we maintained our reputation for providing thought-provoking and well-organized public programs for university audiences and local citizens. Hosting the very accomplished writer Thomas McGuane and presenting him with the Center's Stegner Award was a particular pleasure, and a collaboration with the Western Literature Association, holding their annual conference in Boulder, permitted us to host a true festival of Western writing.

Our reach extended far beyond the Front Range. With the world's attention on Denver and the Democratic National Convention, I had the chance to write commentaries on Western politics for local papers and for the *Wall Street Journal*. We launched our first online report, *What Every Westerner Should Know About Oil Shale*. With the help of our allies at Energy Outreach Colorado, we published a report calling attention to the vulnerability of low-income households to higher energy costs, often seen as a key element of the transition that will make renewable energy competitive with fossil fuels. And, taking every opportunity to recruit other university-based academics into the cause of engagement with the public, I published one article recommending strategies and techniques for professors wanting to be public intellectuals, and wrote another, to appear in an influential collection put together by the Western Interstate Coalition for Higher Education, on the ways in which the Center's practices can chart a route for the future of Western higher education. And I kept up a round of speaking engagements, in venues ranging from Harvard University to the Bureau of Land Management National Training Center.

Ensuring that Center ideas register in lasting and permanent ways, we have had a fine year in writing and publication. We brought out a new book, *Remedies for a New West: Healing Landscapes, Histories, and Cultures*, published by the University of Arizona Press, and coedited by two Center Faculty Affiliates, biologist Sharon Collinge and linguist Andy Cowell, and me. Center research associate Anders Halverson finished his book, *An Entirely Synthetic Fish*, for which I wrote the foreword; Yale University Press will soon publish that book, on the complicated story of the stocking of rainbow trout throughout the nation. We prepared a persuasive proposal for a book, *Exploring the Interior*, harvesting what we learned through our interviews with former Secretaries of the Interior, and meeting notable success in the marketplace of the New York publishing world. We have a nearly complete manuscript for *A Ditch in Time: The City, the West, and Water*, a history focused on the Denver Water Department with lessons and meanings for the whole West and, in fact, the planet.

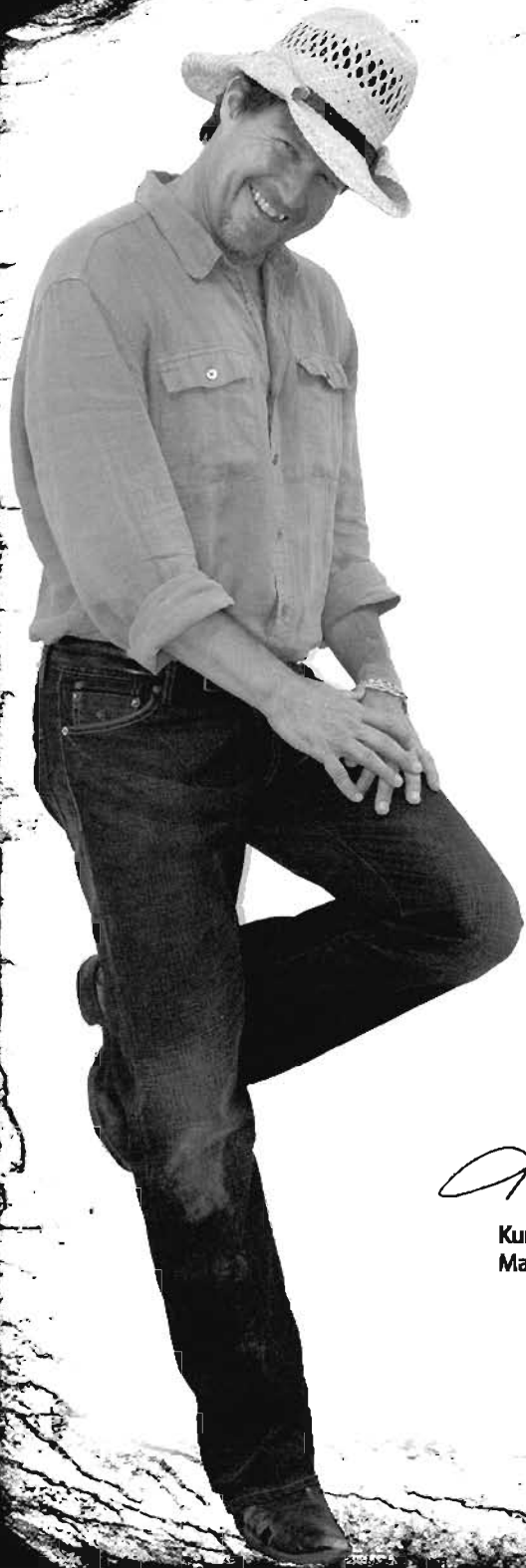
On behalf of people who observe the Center's vitality and wonder what our secret is, I will now, returning to my opening tribute to the restaurants and coffee shops, reveal that secret.

Along with his experience as a writer and a teacher, our managing director Kurt Gutjahr, who assumed this position in May of 2008, has been in charge of several restaurants. He knows, in the most immediate and concrete way, how to get a group of people to work together and to appear, reliably, with the results of their work attractively presented and graciously offered to the waiting clients, customers, and consumers.

It is an idea that the other units in higher education might want to imitate: scope out the restaurants, steal away their managers, and cook up a steady course of successes.

It's working well for us.





The Center of the American West takes time to choose our actions – deliberating on how best to approach issues, rather than acting rashly. We evaluate our actions for their possible outcomes so when we do act, we can do so with precision.



Kurt Gutjahr
Managing Director

A Letter from Kurt

MANAGING DIRECTOR

As many of you know, I was a perennial English major. Throughout my undergraduate years, and three stints in graduate schools (yes, three!), I heard again and again my English professors' favorite maxim – less is more. It actually started with Mrs. Palmer, my 7th grade English teacher who had a particular affection for diagramming sentences. She was followed by a bevy of professors, some Pulitzer Prize winners, others simply great teachers, all who uttered the same words – less is more. They were the sorts you'd go to for advice on writing, so I sought to follow their advice to the best of my ability. As any writer will attest, success came more easily on some days than others.

It wasn't until I started teaching and began passing on that writing truism that I came to examine how less is more. In one of my first classes I had a student – Sharna Gross – who was as sharp as any student I've ever had. However, she also was unaccustomed to writing in any tradition, much less an academic tradition – a complete writing novice with a clean slate. She'd never even heard the maxim before so she hadn't learned to ignore it. As a result, her response was as pragmatic as it gets: "How do you do that?"

I explained that writing well is about clarity and precision. Still, she turned in drafts chock full of contingent clauses, over loaded with annoying adverbial constructions, stuffed with adjectives thrown about like confetti at a New York City street parade. I'd take my red pen and instead of scratching things out, I'd write questions in the margins all centered on the same premise: "What do you mean by this?"

"But you're asking me for more, not less," she'd tell me. "Aren't you supposed to ask for less?"

"Well," I said, "in this case, more will get you less."

And that's the paradox. Until you understand what you mean, you can't make less do more. I've often told my students that writing is a process of figuring out what you think – not of expressing what you think – but of actually coming to understand who you are and how you work best within the realm of an idea. The

Center of the American West, as we have faced budget cut backs, have had to use this same principle as we've made adjustments, asking ourselves "Who are we? What are the essential services we deliver and how will we continue to do so?" When the University asked us to take less, we responded by refining our approach. Yes we've reduced our use of paperclips, but we've also consolidated work positions so that now our graphic artist and marketing person are cross trained in event planning, we're using web rather than the more expensive ink and paper methods to distribute publications on such fast moving targets as oil shale, and we are pursuing interrelated projects so we can maximize our efficiency.

And in writing, efficiency requires you choose your verbs well. Likewise, the Center of the American West takes time to choose our actions – deliberating on how best to approach issues, rather than acting rashly. We evaluate our actions for their possible outcomes so when we do act, we can do so with precision. This has resulted in a highly successful year – as the pages of this report attest – and it has laid the groundwork for an exciting and productive future. As of this writing we have agreements in place with Rocky Mountain PBS to produce programs for broadcast; we have begun working on a vital new project on the Department of the Interior; and we are exploring new technologies so we can reach more people, more quickly and efficiently.

So Mrs. Palmer and that raft of English Professors were right, but in ways I didn't realize until Sharna pushed me. In fact, I would argue that the phrase 'less is more' is actually an exercise in that very principle it states. When applied to the world outside of writing, it can lead not only to efficiency and clarity of expression, but also to acts of wisdom, to organizations that can both inspire and deliver concrete results, and eventually to a world of insightful restraint rather than one of thoughtless excess. It is our hope, as an organization, that we can contribute, with a few well-placed verbs, to this process.





Staff Highlight **DYLAN EILER**

I had the invaluable opportunity of experiencing the Colorado drought of 2002 as a whitewater raft guide on the Arkansas River. I recall being very intrigued by the way that the depleted river flow fluctuated as calls for water were made by senior water rights holders to irrigate their crops. This intrigue provided a focus for my undergraduate studies in geography.

My position as a research assistant at the Center of the American West has provided me with multiple occasions to get my feet wet in many of the contemporary Western water management issues. In October of 2006, I had the chance to participate in the mediation of the Douglas County Water Summit, where county officials and water providers worked toward a solution to their dwindling water supply. In March of 2007, I was fortunate to be able to accompany Patty Limerick to the Wallace Stegner Symposium in Salt Lake City, where water decision-makers gathered to discuss the strengths and weaknesses of the Colorado River Compact in the twenty-first century. I have had many other opportunities, in addition to the aforementioned events, to immerse myself in the field of water policy and management, but none have been as educational as the extensive research that I have been able to do for the upcoming book on the history of Denver Water.

The list of benefits that I have reaped from working at the Center of the American West is far too long to include in a few short paragraphs; however, the relationships with the many people involved with the Center would have to be somewhere near the top of that list. Also at the top would be the solidification of my career goals. After graduating from CU in May, I am now actively searching for a permanent full-time position. Thanks to my experiences at the Center of the American West, I now have a well-defined career goal in the field of Western water resources.

Center Stage

HIGHLIGHTED EVENTS & SPEECHES

As usual, the Center of the American West had an active and engaging events calendar that featured a number of noted authors and thinkers, including the energetic Wallace Stegner Award winner Tom McGuane, Modern Indian Identity speakers Gerard Baker and David Treuer, and so much more. In conjunction with the Western Literature Association, the Center of the American West sponsored Western Literature Week with such noted authors as William Kittredge, Janet Campbell Hale, Linda Hogan, Teresa Jordan, Simon Ortiz, Laura Pritchett, Annick Smith, Reg Saner, and Aaron Abeyta. On top of that we hosted a Words to Stir the Soul evening that focused on immigration, as well as a reading and talk by Colorado Book Award-winning author Amy Irvine. We would like to thank all of our speakers for their generous visits with students, community members, and audiences. A special thanks goes out to the donors and cosponsors who made all of these events possible.



The Wallace Stegner Award,
presented to Tom McGuane
February 26, 2009

Western Literature Week
*2008 WLA Distinguished
Achievement Award Recipients:*
William Kittredge & Patty Limerick
October 1-4, 2008



"American Faust: The Ordeal of J. Robert Oppenheimer"
and "American Faust: Patty Limerick Interviews J. Robert
Oppenheimer"

**Oppenheimer Teacher Institute and Public Program with
Colorado Humanities in Boulder and Denver, CO**

July 16-18, 2008

Modern Indian Identity Featuring Gerard Baker
"Why I Did What I Did"

September 17, 2008

☞ "Catastrophe or Opportunity?
Climate and Energy ACTION HEROES"

Chautauqua's "Grand Convergence" Panel in Boulder, CO

September 20, 2008

Western Literature Week

**Featuring Aaron Abeyta, Janet Campbell Hale, Linda Hogan,
Teresa Jordan, Simon Ortiz, Laura Pritchett, Reg Saner, and Annick Smith
Plus, an evening with the 2008 WLA Distinguished Achievement Award,
Recipients: William Kittredge & Patty Limerick**

October 1-4, 2008

Words to Stir the Soul: Immigration

November 12, 2008

Amy Irvine
March 11, 2009



☞ "Taos Traditions: Artists in an Enchanted Land"
Denver Art Museum Symposium Panel in Denver, CO

January 6, 2009

Public Lands – Private Ceremonies: Native American
Religious Practices and Public Lands in the West

January 21, 2009

☞ "What Lincoln Wanted from the West, and What He Got"
**The Bill Lane Center for the American West Public Discussion, "Lincoln and the
West: The Legacy of the Lincoln Administration in the American West,"
at Stanford University in Stanford, CA**

February 6, 2009

Willett Kempton presents "What Most Analysts Tell You
About Renewable Energy is Wrong"

February 19, 2009

The Wallace Stegner Award, presented to Tom McGuane

February 26, 2009

☞ "Traveling Ahead: How Wallace Stegner's Most
Quotable Words Guide Us through Time and Space"
**Wallace Stegner Center's Fourteenth Annual Symposium, "Wallace Stegner:
His Life and Legacy," at The University of Utah in Salt Lake City, UT**

March 6, 2009

Amy Irvine reads from her newest book
Trespass: Living at the Edge of the Promised Land

March 11, 2009

Modern Indian Identity with David Treuer

April 23, 2009

☞ "You and Your Public Lands"

Bureau of Land Management Leadership on the Line Symposium in Phoenix, AZ

May 12, 2009

Boulder Sesquicentennial Celebration Panel Discussion:
"Legends of Progress and Loss: Boulder from 1959 to 2009"

May 13, 2009

Outreach

20th Annual Colorado Oil & Gas Association Conference Denver, CO – July 10, 2008

This event marked the Colorado Oil and Gas Association's 20th annual conference. It was part of an industry summit that encompassed three annual events: the Rocky Mountain Natural Gas Strategy Conference, the Rocky Mountain Investment Forum, and the Rocky Mountain Geology and Energy Resources Conference. Collectively, these events comprised the Rocky Mountain Energy Epicenter and Expo. Patty, who is regularly involved in this annual conference, moderated a panel that included Denise Bode of American Clean Skies Foundation; Lawrence (Marty) Murphy of NREL, David Hiller, Executive Director of Colorado Renewable Energy Collaboratory, and Professor Frank Barnes of the University of Colorado.



Faculty Affiliate
BOB SIEVERS

Dr. Sievers has been a longtime installation at the University of Colorado, serving as a professor of chemistry and biochemistry, director of the Environmental Program, on the Board of the Center of the American West, and as an elected regent for two terms. He is known around campus for exemplifying the idea of "arts and sciences" as he continually makes breakthroughs in chemistry labs while also working as a successful sculptor. Sievers specializes in the study of air and water quality, and has recently worked on aerosol-based vaccinations.

Charles Warren Center for Studies in American History Environmental History Symposia, "The State of the Field, at Sea and on Land" Harvard University in Cambridge, MA – April 17, 2009

Patty served as a panelist, with historian Richard White and the Smithsonian's Pete Daniel, at the second of this two-part symposium, "Land." The Charles Warren Center is Harvard's research center for North American history. Its mission is to advance research and teaching in the broad range of American historical inquiry, and to serve as a nexus for the community of Americanists at Harvard and in the Boston area. She also gave a presentation to the current class of Nieman Fellows at Harvard.

Jefferson County Teaching American History Grant Institute Lakewood, CO – June 1-5, 2009

Patty has participated in this institute for several years, presenting on various topics concerning the history of the American West to school history teachers. This year, she delivered the Thursday luncheon keynote as well as leading the following sessions for 8th-grade teachers: "The US Transforms: The Transcontinental Railroad as the Prime Case Study"; "William Jackson Palmer, Coal, and Ludlow"; "The Denver Water Department as a Case Study"; and "Populism as a Diagnosis of the Troubles of the Time."



2009 National Energy and Utility Affordability Conference Portland, OR – June 15, 2009

The NEUAC is the result of a partnership between the National Fuel Funds Network and the National Low Income Energy Consortium. Patty was invited to deliver the opening keynote address as a result of collaboration with Skip Arnold and Energy Outreach Colorado on the report *High Energy*

Prices & Low-Income Americans: Reducing the Risk of Unintended Injury. After her luncheon keynote, she participated in a well-attended workshop, moderated by Jennifer Gremmert of Energy Outreach Colorado, titled "High Energy Prices and Low-Income Americans," which continued the keynote lecture's theme.

Academic Opportunities

Certificate Program

Our 24-credi-hour Western American Studies program offers undergraduates the chance to explore the region's distinguishing features and issues from a broad range of perspectives. The program includes an introductory course and a capstone seminar, and a sampling from subject areas such as geography, history, ethnic studies, and environmental studies. Beyond the traditional classroom setting, we offer opportunities to meet and mingle with visiting speakers and faculty members at social gatherings and small group discussions, and to participate in current Center events and projects.

Internships

Each Spring, the Center sponsors internships for juniors and seniors with prominent organizations and governmental agencies. These career-building internships give students hands-on experience with issues facing today's West. This Spring, English major Christopher Stevens worked for the Native American Rights Fund on a bibliography of works discussing the history and work of NARF. Economics major Tyler Dodge worked for the Office of the Lieutenant Governor (Barbara O'Brien) doing research, preparing briefings, and handling inquiries from the general public.

Hoffman Scholars Program

Each year, thanks to a generous donation from Linda and Clancy Herbst, the Center of the American West offers travel funding opportunities for students to attend events with senior staff members.

This year, students Janine Allen and HannaLore Hein joined Patty for a symposium at The University of Utah's Wallace Stegner Center for Land, Resources, and the Environment. Exploring Stegner's influence upon other writers, historians, and conservationists of the American West.

Janine Allen &
HannaLore Hein
University of Utah—
March 6-7, 2009



Faculty Affiliate **DOUGLAS BAMFORTH**

Dr. Bamforth, who teaches and researches in the department of anthropology, has primarily focused his work on the archaeology of the Great Plains, particularly the archaeology of agriculture in the last 1,000 years. He made international headlines in 2009 while studying a 13,000-year-old cache of tools found in a Boulder backyard. DNA tests showed that the tools had been used to kill or butcher horses, bears, sheep, and an extinct species of camel. This was the first discovery of its kind in North America. Bamforth became a faculty affiliate with the Center of the American West in January 2009.



My work makes me a natural fit with the Center. I have been involved in archaeology in much of the American West, from the Plains to California, including archaeology structured by environmental protection processes linked to military and energy development. My work brings a time depth to our understanding of the West as well as a sense of how the present and the past connect and interact. And I am really pleased to be part of the Center because it shows so clearly how the university is relevant to the place it is in: CU is in the West and of the West, and the Center creates a bridge to the local and larger Western community that really matters.

10th Anniversary

THOMPSON AWARDS FOR WESTERN AMERICAN WRITING

This year, we were proud to celebrate the tenth anniversary of the annual Thompson Awards for Western American Writing. With the first entries received in 1998, we realized the potential of this great and rewarding program, but finding funding was difficult and we were never sure if it could continue from year to year. That is, until 2006 when the Thompson Family stepped in with a generous endowment, ensuring that, not only were they able to continue until today, this contest will be inspiring writers for many years to come. Each year, the Center of the American West awards cash prizes to talented CU students writing on Western topics in the categories of fiction, nonfiction, memoir, and poetry. This year, as a special tenth anniversary tribute to the great talent that CU has to offer, we also opened a fifth topic in Western art. Not only does this contest help to give winners the confidence and support to continue in their writing careers but it gives us the opportunity to involve knowledgeable community members as judges who work hard to recognize work with vibrancy and appeal to a broad, informed audience. We look forward, with much anticipation, to the next ten years and the great talent which we are certain to experience.

Writing Awards Winners 1999-2009



Online Publications

INTRODUCING OUR NEW ONLINE REPORT!

WHAT EVERY WESTERNER SHOULD KNOW ABOUT OIL SHALE

Patty Limerick and Jason Hanson explore the numerous compelling and often contentious issues surrounding oil shale in *What Every Westerner Should Know About Oil Shale*, an online guidebook that aims to provide an accessible, informative, and evenhanded overview of one of the West's most prodigious but problematic potential energy resources.

Oil shale is the popular term for dark-colored rocks rich in a petroleum-like substance that can be refined into many of the oil products our society depends on today. The most bountiful oil shale deposits in the world – enough to dwarf the proven reserves of Saudi Arabia – lie in the Shale Country region that straddles the T-shaped border of Colorado, Wyoming, and Utah. But this oil is bound up in shale rock, and extracting it is fraught with technical challenges and potential social, economic, and environmental repercussions for the region and those who call it home.

History can provide crucial perspective on the dilemmas that face us in the present, reducing the agitation of the moment and turning down the heat on conflicts. As the public discussion grows in agitation and heat, the prospect of oil shale development in the twenty-first century offers a prime opportunity to test this belief. Therefore, the guidebook begins with a look at the history of oil shale, from the earliest recorded discoveries of the rock that burns to the tumultuous boom and bust cycle that rocked the Western Slope in the late 1970s and early '80s. The second half of the guide surveys some of the current activity in Shale Country before looking to the future, exploring ways in which contemporary stakeholders can anticipate and more effectively manage the socioeconomic and environmental challenges posed by the prospect of oil shale development.

Launched in May 2009, the guidebook's online format will maximize its utility by providing the flexibility necessary to stay abreast of new developments. Day-to-day developments in Shale Country are tracked as they happen, and a revised and updated version of the report will be released in the fall. By remaining current with the issues surrounding oil shale, the Center will be able to sustain its role as a unique source of evenhanded information and perspective as this ongoing conversation moves in new directions over the coming year.

Our hope is that this guide will serve as a basis for a broader discussion about our nation's energy policy and the impact it has on our lives and landscapes. Our goal has been to present the ideas and information that should be on the minds of responsible citizens as they consider the possibilities and potential pitfalls of oil shale development in the twenty-first century. This online guidebook is a place where we hope readers – experts and laypeople alike – will find the opportunity to consider respectfully the positions taken by people on all sides of the issue; to think with depth, breadth, and recognition of complexity about an issue of great importance to the West; and to participate in a deeper, more responsible, more productive form of decision making about oil shale development in the Western United States.

Please explore

WHAT EVERY WESTERNER SHOULD KNOW ABOUT OIL SHALE

online at

<http://oilshale.centerwest.org>

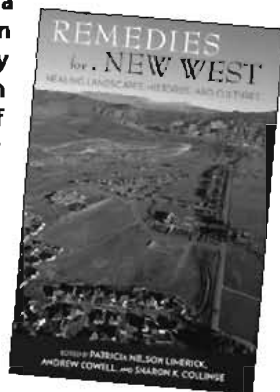


Publications

NEW AND FORTHCOMING PROJECTS FROM THE CENTER

Remedies for a New West: Healing Landscapes, Histories, and Cultures

The Center has brought together a diverse array of its faculty affiliates in this collaborative volume, coedited by Patty Limerick, Andy Cowell, and Sharon Collinge. Published by the University of Arizona Press in spring 2009, *Remedies for a New West* offers a kaleidoscope of viewpoints – from engineers, biologists, linguists, musicians, lawyers, and a wide spectrum of others – on strategies for restoration, repair, and remediation in response to historical injuries to the people and landscapes of the West.



High Energy Prices and Low-Income Americans: Reducing the Risk of Unintended Injury

At a moment when the shift toward renewable energy sources and efficient technologies is poised to transform our national energy policy, this new report makes the case for ensuring that the promise of this brighter future is extended to all Americans.

Patty Limerick and Jason Hanson bring the Center's characteristically clear-eyed and colorful prose to this timely examination of what it means to craft an energy policy that is economically sound, environmentally responsible, and humanely conceived. The report was commissioned by Energy Outreach Colorado and published in February 2009.



The Power to Change the World: Energy Epicenter 2009

As conference themes go, "the power to change the world" ranks among the more ambitious. But the men and women who assembled under that idealistic banner in Denver this July at the Colorado Oil and Gas Association's (COGA) annual Energy Epicenter conference believe that natural gas has the potential to do nothing less than transform the American energy landscape and play a leading role in creating a cleaner and more humane world. Center research faculty member Jason Hanson attended the July 2009 conference and chronicled the possibilities and potential pitfalls of natural gas at a consequential moment for the industry in this white paper, released in Autumn 2009.

A Ditch in Time: The City, the West, and Water

In a parched land, water can be more valuable than gold. Over the course of its history, Denver has prospered with both resources. But since the end of the gold rush, the ability of Denver's water providers to secure a reliable and abundant water supply has been crucial to the success of the capital city and its metropolitan area. The Center has worked with the Denver Water Board to write a history of water in the city, exploring how the actions and attitudes of people focused on this valuable resource reflect the dynamics of the changing Rocky Mountain West. *A Ditch in Time*, which will feature a rich collection of historic photographs from the Denver Water Board archives, is slated for publication in 2011.

PREVIOUS PUBLICATIONS

An Entirely Synthetic Fish

Tracing the history of rainbow trout from the nineteenth century to the present day, Center Research Associate Anders Halverson explores the origins, the costs, and the benefits of fish stocking and other freshwater fishery management techniques. In the process, the story he tells about this favorite target of American sport fishers illuminates the complex ties between human actions and what we commonly call "nature." *An Entirely Synthetic Fish* will be published by Yale University Press in 2010. The project was funded by the National Science Foundation.

The Better Angels of Our Nature: Racial Equity and Environmental Well-Being

Seeking to expand the relevance of the term "environmental justice" to topics beyond urban pollution, the Center has assembled a diverse group of contributors to investigate a variety of important environmental issues from the perspective of ethnic minorities. In doing so, *The Better Angels of Our Nature* will fill a conspicuous gap in the world of environmental writing. Coedited by Patty Limerick, Buzzy Jackson, and Barry Muchnick, we are currently in discussion with the University Presses to publish this book.

Exploring the Interior

In a series of interviews with former leaders of the Department of Interior spanning from Secretary Stewart Udall (1961-68) to Secretary Gale Norton (2001-06), the Center has harvested nearly a half-century of reflections and insights on Interior's important powers and actions. Drawing on this valuable historical record, Patty Limerick will reflect on the role Interior has played in shaping the West in a new collection of essays slated for publication by W.W. Norton in 2012.

Reports

What Every Westerner Should Know About Oil Shale, 2009
High Energy Prices & Low-Income Americans, 2009
Climate Change in Rocky Mountain National Park, 2008
What Every Westerner Should Know About Energy Efficiency and Conservation, 2007
Climate Change and Aspen, 2007
Cleaning Up Abandoned HardRock Mines in the West, 2006
Western Futures, 2005
Ranchland Dynamics in the Greater Yellowstone, 2005
What Every Westerner Should Know About Energy, 2003
Making the Most of Science in the American West: An Experiment, 2003
Boom and Bust in the American West, 2002
Facing Fire: Lessons from the Ashes, 2001

Books

*Remedies for a New West:
Healing Landscapes, Histories, and Cultures*, 2009
*New Geographies of the American West:
Land Use and Changing Patterns of Place*, 2007
Seeing and Being Seen: Tourism in the American West, 2001
Atlas of the New West, 1997
Thomas Hornsby Ferril and the American West, 1996
Arrested Rivers, 1994
*A Society to Match the Scenery:
Personal Visions of the Future of the American West*, 1991

Financial Information

Fiscal Year July 1, 2008 - June 30, 2009

Center of the American West STATEMENT OF ASSETS

For the period ending June 30, 2009

	Fiscal Year 2009		Fiscal Year 2008		Fiscal Year 2007	
	Asset Amount	Actual Expenses as spent from Asset categories	Asset Amount	Actual Expenses as spent from Asset categories	Asset Amount	Actual Expenses as spent from Asset categories
Beginning Balance	293,614.45		133,442.87		126,456.58	
Asset Type <i>(received during the fiscal year)</i>						
State Appropriations	347,048.00	339,281.12	343,500.00	341,208.84	225,715.00	224,790.99
Grant or Contract Activities	38,169.90	32,499.04	53,889.21	48,219.31	76,772.04	59,382.83
Gifts and Donations	156,528.86	202,004.90	431,904.73	282,831.08	577,784.52	439,665.64
Endowment Earnings <i>(Spendable)</i>	105,615.44		84,079.72		191,180.67	
Royalty Income	234.74	309.12	276.92	1,095.94	119.29	-
Other Income <i>(Ancillary)</i>	65,519.71	56,336.04	61,522.29	49,605.34	49,435.29	57,851.84
Total Assets	1,006,731.10		1,108,615.74		1,247,463.39	
Total Expenses		630,430.22		722,960.51		781,691.30
Net Assets <i>(as of June 30, 2009)</i>		376,300.88		385,655.23		465,772.09

Center of the American West
STATEMENT OF INCOME AND EXPENSE

For the period ending June 30, 2009

(With Comparative Totals for 2008 and 2007)

2009 Details

	Jun-09	Jun-08	Jun-07	State Funded	Other Revenue	Grants	Gifts
Beginning Balance (if applicable)	293,614.45	133,442.87	126,456.58		(7,764.65)		301,379.10
Income (Incl. Cash, Budget, Revenue)	607,501.21	1,009,204.94	988,555.10	347,048.00	65,754.45	38,169.90	156,528.86
Salary Expense Total	434,657.04	675,830.82	492,623.59	308,744.58	1,198.15	25,585.11	99,129.20
Faculty				96,448.84	-	8,865.76	68,980.17
Officer/Exempt				47,000.04	-	-	-
Classified Staff				153,883.35	936.32	5,227.50	3,299.18
Students (incl. Student Faculty)				11,412.35	-	6,467.20	6,455.48
Benefits				-	261.83	5,024.65	20,394.37
Operating Costs Total	195,773.18	165,241.48	347,796.67	30,536.54	55,447.01	6,913.93	102,875.70
Operating Expenses				30,207.14	35,574.49	6,398.93	95,007.03
Travel				329.40	16,732.32	515.00	7,868.67
Equipment				-	-	-	-
Indirect Costs					3,156.83	-	
Other (transfers)				-	(16.63)		-
Available Balance as of June 30, 2009	270,685.44	301,575.51	274,591.42	7,766.88	1,344.64	5,670.86	255,903.06
CUF Spendable Balance	105,615.44	84,079.72	191,180.67				105,615.44
Total Available Balance	376,300.88	385,655.23	465,772.09				

* Beginning balance consists of only net assets that roll forward to the next year. It does not include any budget amounts that may roll forward. Those amounts are included in the Income figure because they become part of the total budget for the current year.

Acknowledgment of Contributions

The names that follow represent friends who helped make fiscal year July 1, 2008-June 30, 2009 a success. We extend our sincere thanks for your support of the Center of the American West.

Every effort has been made to produce an accurate and comprehensive listing of donors for the fiscal year July 1, 2008 through June 30, 2009. The Center of the American West apologizes for any incorrect listings, spellings, or omissions.

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Donor Highlight **JOHN & TISH WINSOR**

A graduate of Lawrence University with a degree in history, Tish Winsor was formerly a history teacher in Illinois. She and her husband, John, divide their time between Boulder and a ranch near Cody, Wyoming. They owned and operated newspapers in the Midwest before moving to the Rockies.



John and I have worked with many groups to preserve and protect the West. We are passionate about the Center of the American West because it embodies our ideals. We believe in the concept of sustainability. The Center seeks consensus between opposing positions to bring about real solutions. The West defines the psyche of the nation and the Center of the American West is helping to bring about solutions for our nation.



Donor Highlight **KRISTA MARKS**

Krista Marks is the General Manager of Disney Online Kerpoof Studios. Prior to the acquisition by the Disney Interactive Media Group in July 2008, Krista was the CEO and Co-founder of Kerpoof. Krista's personal career in engineering has been long and rewarding and has spanned many fields. She is proud to have engineered systems that have helped to explore high energy physics and that have helped to cure cancers through pioneering work in three-dimensional conformal radiotherapy. She holds a B.S. in Electrical Engineering from the University of South Carolina, where she graduated Phi Beta Kappa.



Krista believes passionately in the power of the Internet to bring world-class software to all kids, and Kerpoof.com delivers the Internet's premier creativity platform for children of all ages, a platform praised by industry insiders, educators, parents, and kids worldwide.

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Former Student **JENNY SHANK**

Former Thompson Award winner (2000) Jenny Shank, grew up in Denver and left Colorado only long enough to earn her B.A. from the University of Notre Dame. Although her skills as a crack book report writer set off a bidding war among potential employers, she opted to stay in school long enough to earn an M.A. in Creative Writing from the University of Colorado. She served as the Denver/Boulder A.V. Club Editor of *The Onion* from 2000 until the 2006 birth of her daughter, and her book reviews appear in the *Rocky Mountain News* and the *Daily Camera*. She's a Pushcart Prize-nominated fiction writer whose work has appeared in *Michigan Quarterly Review*, *CutBank*, *Weber Studies*, *Bust*, *Image*, *Calyx*, *Eureka Literary Magazine*, *Sport Literate*, and other publications, and one of her stories was listed among the "Notable Essays of the Year" in the Best American Essays. Her novel-in-progress was a recent semi-finalist for the James Jones First Novel Fellowship. She lives in Boulder with her husband and daughter.



Where are they now?



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**New Board Member**
ALAN COHEN

Alan Cohen was born and raised in Nebraska and currently lives in Denver and Tucson. Alan recently retired from the presidency of Iron & Metals, Inc., a Denver scrap metal processing and recycling firm. He has been actively engaged in Western economic and political issues for several decades.



Alan strongly supports the Center's efforts to bring all interested parties together in the examination of issues that face us who live here. Originally trained as an economist, he has turned his main intellectual interest toward the economic history of the American West.



New Board Member

JOHN STOCKE

John Stocke is a Professor of Astrophysics and Space Astronomy at the University of Colorado, Boulder. His teaching interests are: Astronomical Observations and Instrumentation, General Astronomy, and Ancient Astronomy. His research interests include: the evolution of quasars and BL Lacertae objects; the structure of extended radio galaxies; the environment of active galaxies and its effect in the active nucleus of these galaxies; isolated galaxies; x-ray emission from quasars, Seyferts, BL Lac objects, and normal stars; and Herbig-Haro objects as interstellar shock fronts and tracers of bipolar outflows from young stars.

John is an extragalactic observer who uses all manner of space-based and ground-based telescopes to study normal and active galaxies, clusters of galaxies, and intergalactic gas. This study has led to the first-ever detection of matter in voids. John is a member of the science team building the COS Colorado University and Ball Aerospace.

John's primary interests have been in using the Hubble Space Telescope's spectrographs to discover, inventory, and study intergalactic gas clouds and to figure out their relationship to galaxies.

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New Board Member **JOY SWANSON**

Joy and her family moved from Illinois to Steamboat Springs in 1982. She graduated from the University of Iowa in 1961 with a degree in Speech Pathology. She worked as a speech therapist in Illinois for a number of years. She recently served on the board of directors of Seminars at Steamboat, a summer speaker series which encourages dialogue regarding pertinent current issues on international, national, and regional levels.

Joy and her husband, Denny, own a retail hardware business in Steamboat. They lead an active life enjoying many outdoor activities such as skiing, hiking, cycling, and sailing. Joy loves to read. She and Denny are the parents of two sons who live in the Denver/Boulder area.



Joy has volunteered in various organizations in Steamboat including Strings Music Festival, Steamboat Springs Arts Council, Bud Werner Memorial Library, and Yampa River Botanic Park. In addition to her local volunteer work, Joy has participated in work projects in Honduras and Mexico.



Center Staff

The Center Staff consists of administrative employees, research staff, and various part-time students from all disciplines within the University of Colorado. Together we are the diversified and highly creative team that brings you the events, programs, and research publications that you love.

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If I could magically create a room - any room - I would create a room full of Westerners and people who love the West. These people never fail to fascinate and rejuvenate me and they tend to teach me more in a single conversation than most professors teach in a lecture. I leave Center of the American West functions feeling really excited and hopeful and ready to get back to my schoolwork. I love the prospect of a room full of Westerners talking about the region they love so dearly.

- Janine Allen,
Center of the American West Certificate student



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