

Ann J. Morgan

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UNIVERSITY COLLEGE, UNIVERSITY OF DENVER (Denver, CO)

2020—

Adjunct Professor

While retired, I occasionally teach at the University College in the Environmental Policy and Management program teaching graduate level courses. I have taught hybrid and entirely online courses working with the Canvas platform.

THE TRUST FOR PUBLIC LAND (Denver, CO)

2016—2018

Senior Vice President, West Division Director

Led seven field markets from the Midwest to Hawaii in delivering on the ground mission work helping communities raise funds, conduct research and planning, acquire and protect land, and design and renovate parks, playgrounds, trails, and gardens with a focus on equity and community engagement. Advocated for access to public lands and ensuring all Americans live within a 10-minute walk of a park or natural area. Served on senior executive team and aligned markets with national objectives.

Accomplishments:

- Led seven markets raising an average of \$173 million per year for park creation and renovation and land protection, including raising nearly \$50 million in private philanthropy.
- Helped underserved, park-poor communities develop parks through breaking down barriers to participation, community outreach, park design and construction. Worked with local communities to protect thousands of acres of land for people.
- Passed over \$8 billion in public conservation finance measures for parks and open space in 2018.
- Hired, coached and led senior leaders guiding field organizations and over 80 staff that delivered on-the-ground conservation and parks projects including working with 7 local volunteer advisory boards.

NATIONAL WILDLIFE FEDERATION; Boulder, CO

2012—2015

Regional Executive Director, Rocky Mountain Region

Led staff, partners and volunteers in a seven-state region to inspire Americans to protect wildlife for our children's future. Supported a growing, powerful and aligned grassroots coalition around conserving land, wildlife and wildlife habitat in the intermountain West. Brought strategic change to how land management agencies manage critical wildlife habitat. Developed partnerships with state wildlife affiliates and other organizations for coordinated public lands campaigns around protecting key lands and wildlife habitat, minimizing the impacts from energy development, protecting and restoring imperiled wildlife, and educating youth about wildlife and the environment.

Accomplishments:

- Led staff, partners and volunteers in land conservation campaigns. Helped place 1.2 million acres of fish and wildlife habitat off limits to oil shale development through Resource Management Plans in Colorado, Utah and Wyoming. Worked with diverse partners and the Bureau of Land Management on master leasing plans to protect 390,000 acres from oil and gas drilling.

- Worked with partners on campaigns to designate new national monuments ensuring support of local businesses, citizens, and elected officials to protect over 730,000 acres.
- Helped reestablish herds of wild bison on tribal lands with the movement of Yellowstone bison to the Fort Peck and Fort Belknap reservations.
- Deployed a mix of communications tools to educate and engage the public through the use of reports and analysis, polling, press conferences, e-newsletters and electronic appeals, bringing diverse voices to Washington fly-ins, supporting congressional testimony, and deploying social media.

THE WILDERNESS SOCIETY; Denver, CO

2005—2012

Vice President, Public Lands Department

Supported and helped grow the National Landscape Conservation System, drove strategic change in environmental policy, and provided partners with information, tools, and guidance to influence large-scale agency-planning decisions. Empowered people and communities to navigate complex decision-making processes to advocate for conservation in the way the Bureau of Land Management (BLM) and Forest Service manage places of high ecological, cultural, and social value. Worked in numerous partnerships, coalitions and collaborations with Western Governors, locally elected officials, state and federal agencies, conservationists, and the public.

Accomplishments:

- Protected over 2 million acres of public lands. Established a high standard for national monument management plans, created special protective designations in land use plans, and spearheaded oil and gas leasing reform. Frequently aided in congressional inquiries and hearings, provided Congressional testimony, identified witnesses and prepared questions for members.
- Reduced the total number of Forest Service motorized routes by 48,000 miles creating more intact ecosystems. Instrumental in creating the Legacy Roads and Trails account and between 2008 and 2010 Congress appropriated \$180 million for restoration.
- Identified environmentally appropriate zones for development of solar energy that reduced conflict and facilitated rapid, renewable energy development through policies, Secretarial Orders and land use plans that support siting of renewable generation and transmission.
- Developed natural resources policies and practices that were adopted by both the career and political leaders of the Departments of the Interior and Agriculture leading to oil and gas reforms, protection of land, and improved stewardship of millions of acres of federal lands.
- Led a campaign to gain legislative recognition of BLM's National Landscape Conservation System. Created and led an 80-member coalition, helped establish a bi-partisan Congressional caucus, led effort to increase agency appropriations, advocated for Secretarial Orders and policies, and generated extensive media coverage to garner public and political support.
- Developed The Wilderness Society's 2008 presidential transition document, a set of strategic recommendations that delineated administrative policy changes that could be implemented in the vital first few months of the new administration. By the end of the administration's first year 75% of our policy recommendations had been implemented.

UNIVERSITY OF COLORADO SCHOOL OF LAW; Boulder, CO

2002—2005

Adjunct Professor

Served as an adjunct professor and research fellow at the Getches-Wilkinson Center for Natural Resources, Energy and the Environment.

Accomplishments:

- Developed and delivered a new third year law seminar on natural resources conflicts and problem resolution using current case studies and guest speakers.
- Hosted field tours for congressional staff on western public lands and energy issues providing exposure to a broad range of interests and issues.
- Designed and hosted a series of symposia that brought diverse groups together to explore opportunities to reduce the environmental impact of mineral development and provide constructive resolution of conflict.
- Researched the legal and policy foundations of western public land and water issues such as congressional land designations, legislative language of wilderness and national conservation area statutes, and management implications of congressional policy direction.

BUREAU OF LAND MANAGEMENT COLORADO; Lakewood, CO

1997—2002

Colorado State Director

Served as chief executive in managing 8.4 million acres of lands and resources with a work force of 600 employees in 18 offices. Generated \$91 million annual revenue and managed a \$65 million annual budget. Worked closely with the Congress, Governor, state and local governments, elected officials, non-governmental organizations, tribal councils, chief executives of industry, universities, and associations on natural resources issues and legislation. Regularly testified before Congressional committees and state legislatures. Managed, coached and led senior leadership team. Received the Vice President's Reinventing Government Award. Maintained a top security clearance.

Accomplishments:

- Drove results to produce energy resources totaling 80 million mcf natural gas, 5 million barrels of oil, and 23 million tons of coal annually. Doubled the amount of natural gas lease acres sold from 1997-2001 resulting in a five-fold increase in revenue from lease auctions. I led our teams in ensuring proper environmental analysis, public involvement and collaborative communication was done resulting in minimal disruption from appeals and litigation.
- Led a cultural shift in the agency toward conservation by creation of the National Landscape Conservation System, new national programs and policies, and establishment of millions of acres of national monuments, conservation areas and wilderness areas.
- Helped create and lead the Federal Leadership Forum, a partnership of Federal agencies designed to reduce conflict between agencies and improve the speed and quality of environmental analysis associated with energy development in the Rocky Mountain region.
- Guided BLM through large landscape level land use-planning efforts to conserve fish and wildlife resources and habitats while allowing for multiple-use management. Managed commercial and non-commercial uses through permits, leases, and easements and adjusted land ownership patterns through sales, acquisitions and exchanges.

- Built coalitions and created partnerships with industry associations, communities, non-governmental organizations, local, state and federal agencies, universities, and Indian tribes. Established and worked with numerous federally chartered advisory councils to provide balanced public input on a wide variety of environmental issues.

BUREAU OF LAND MANAGEMENT NEVADA ; Reno, NV

1994—1997

Nevada State Director

Served as chief executive in managing 48 million acres of public lands and resources with an interdisciplinary work force of over 400 employees in 8 offices statewide. Generated \$40 million annual revenue from lands and resources and managed a \$35 million annual budget. Worked closely with the U.S. Congressional delegation, Governor, senior officials of other Federal agencies and state and local governments, elected officials, non-governmental organizations, Indian tribal councils, chief executives of institutions, industry, universities, utilities, associations and the public on natural resources issues and legislation. Regularly testified before Congressional committees and state legislatures. Managed, coached and led senior leadership team. Received the Vice President's Reinventing Government Award. Maintained a top security clearance.

Accomplishments:

- Managed teams authorizing 425,000 mining claims and large, environmentally complex mines producing 60% of the gold production nationwide.
- Established and worked with our teams on federally chartered advisory councils, including the creation of the first Resource Advisory Councils, to reduce conflict, provide balanced public input on a wide variety of environmental issues including the development of standards and guidelines for ecological and land health.
- Guided interdisciplinary teams through many large landscape level land use-planning efforts. We managed commercial and non-commercial uses through permits and leases, easements, and other authorizations.

WASHINGTON STATE

1989—1994

DEPARTMENT OF NATURAL RESOURCES; Olympia, WA

Division Manager, Aquatic Lands

Served as political appointee reporting to the statewide elected Commissioner of Public Lands and led division of 55 employees in managing two million acres of ecologically sensitive estuarine and freshwater state lands and resources. Worked closely with the Commissioner of Public Lands, the Governor's office, the state legislature, state, local and federal agencies, tribes and many various stakeholders to develop and implement natural resources policy. Presented legislative testimony and worked with individual legislators and interest groups on legislation.

Accomplishments:

- Led financial, human capital and technology resources to double annual revenue generated from commercial state land leasing and resource sales to over \$11 million. Supervised the administration of 2,800 leases and easements. Brought business acumen to agency and decreased the amounts past due on leases and contracts by 68%.
- Integrated the use of science, inventory and monitoring with land and commercial lease management for the first time including restoration and mitigation programs for species and habitats to ensure environmentally sensitive uses of state lands.

- In response to having the State named as a potentially responsible party under Superfund due to state ownership of the beds and banks of the heavily contaminated Puget Sound, we developed a new program to manage the current liability and to prevent future liability. We developed the legal, technical, administrative and policy aspects of the program (the first of its kind in the fifty states) and secured appropriations from the state legislature. Represented the state in negotiating clean up and restoration of Superfund sites with federal and state agencies, tribes, and potentially responsible parties.
- Represented Washington Department of Natural Resources in a multi-year settlement negotiation with 19 Puget Sound Indian tribes on the issue of harvesting shellfish on public and private lands.
- Administered the Aquatic Lands Enhancement Account competitively granting millions of dollars each year for environmental education, interpretation, and improved access to Washington State's spectacular Puget Sound, lakes and rivers.

PACIFIC GAS AND ELECTRIC COMPANY; San Francisco, CA

1982—1988

Project Manager

Managed multi-disciplinary, engineering and construction projects, assembled project teams representing nearly a dozen different divisions, provided clear strategic vision, objectives, budget and schedule, and provided project leadership for all phases of planning, design, permitting, engineering and construction. Responsible for developing and conducting project management training and integrating a new system of project management into professional development in the engineering and construction department.

Accomplishments:

- Managed \$39 million in engineering and construction projects at 19 geothermal power plants and brought all projects in under budget and on schedule through active project management.
- Re-examined capital investment strategies and refocused on strategies to extend the life of the steam resource and operate the entire geothermal field in a way that would capitalize on the renewable nature of geothermal resources.
- Implemented a company-wide change in corporate culture towards team management of projects resulting in projects being completed in substantially less time while adhering to corporate budgets. Coached senior project managers and their teams.
- Developed and conducted project management training and consulting for engineering, construction, transmission and generation departments.

EDUCATION:

University of California at Berkeley, College of Natural Resources, Berkeley, California
Bachelor of Science, Political Economy of Natural Resources

Golden Gate University School of Business, San Francisco, California
Masters of Business Administration

AFFILIATIONS/VOLUNTEER:

- Conservation Science Partners Board of Directors, 2015-2022
- University of Colorado School of Law Getches Wilkinson Center for Natural Resources, Energy and the Environment Board of Advisors, 1998-2002, 2006-2018
- Forest Heights Lodge Board of Trustees, 2002-2008
- Colorado Mountain Club State Board of Directors, 2005-2007