STATEMENT ON STRATEGIC DOING

FRAMEWORK

The Quivira Coalition has adopted a set of principles, practices and disciplines for implementing strategy in a network—strategic doing (as developed at Purdue University)—rather than strategic planning. This methodology guides strategy across organizational and programmatic boundaries with a discipline to build collaborations quickly.

At both the organizational level and the programmatic level, Quivira uses the following questions combined with identity statements to guide our work and decision making.

Does a potential project or partnership align with our purpose and identity?

- Who will we work with on this project?
- What could we do together?
- What should we do together?
- What will we do together?
- When will we get back together?
- How can we sustain a meaningful relationship over the long term?

Asking these questions helps us as an organization develop the civic habits required for the practice of the radical center. It enables us to:

- Work quickly and meaningfully with partners and within community
- Build long lasting relationships strengthened through commitment to process and engagement
- Move ideas into action
- Measure our progress and our evolution

Any new relationships or projects ideally will offer the opportunity to practice creativity, innovation, ingenuity, healing, learning, doing, and reflection.

We also aim to use the following keystone activities for all our work.

- Trust and Relationship Building: Creating spaces for communities to better understand, and learn about each other
- Process and Communication: Building structures that ensure justice and equity at every step
- Intentional Facilitation and Healing: Training new leaders to facilitate community dialogue and healing
- Problem Definition: Helping communities agree on the problems that need to be solved and create a collective vision for the future.
- Identification of Resources and Allies: Finding funding and expertise to make projects happen
- Network Building: Forging lasting partnerships to create system-wide support
- Action: Planning and executing projects that make a difference
• Evaluation: Monitoring, receiving feedback, and adapting
• Celebration: Connecting over successes
• Storytelling: Sharing experience

STATEMENT OF PURPOSE

Ranchers grazing livestock on rangeland and pastures manage 790 million acres of working lands in the US, 41 percent of all US lands, excluding Alaska. These rangelands, pastures, and forests constitute our best tool for maintaining healthy watersheds, fostering biodiversity, and sequestering carbon. The ranchers and farmers who tend working lands in the future—and how knowledge of them and strategies for their stewardship are shared and implemented—will have an enormous impact on the resilience of our environment, economies, and climate.

Traditionally, ranchers and farmers have learned their vocations through family. Today, there are very few pathways for individuals who do not grow up on ranches and farms to enter careers in agriculture. There are also not many ways for seasoned agrarians to share their knowledge and teach their craft. According to the 2017 US Agricultural Census, the average age of US ranchers and farmers is 58. To ensure that we have skilled land stewards prepared to tend critical land and water resources and to produce healthy food, we must increase the quality and quantity of hands-on education provided by skilled mentors in regenerative agriculture.

Seasoned ranchers and farmers face growing challenges in land stewardship including erratic weather patterns, pricing and consumer expectations of food, corporate control of food supply chains, and constricted financial and technical support through the Farm Bill, just to name a few. Historically, scientists, civil servants, and producers have not always worked in tandem to identify critical land management questions and gather substantive data, and to inform long-term holistic land use. We are in a moment of paradigm shift in agriculture and food, and it is critical that we cultivate and encourage these relationships.

Resilient working lands, stewarded through good agricultural and conservation practices, guarantee fertile soils, the preservation of essential biodiversity, abundant nutritious food from local ranches and farms, and the vitality of rural and urban communities. Quivira's work, at its foundation, advances the current shift from extractive to regenerative culture and economy. This includes restoration of carbon to depleted soils through proven ranching and farming practices, on-the-ground mentoring for the next generation of ranchers and farmers, outreach and educational opportunities for established agrarians, and the facilitation of agricultural land and business succession. All of our activities aim to regenerate working lands for our grandchildren's grandchildren.

IDENTITY

WHO WE ARE

Through education, innovation, and collaboration, Quivira works in coalition with ranchers, farmers, government and Tribal agencies, and land stewards of all stripes to foster resilience on dry working lands. (The Quivira Coalition fosters resilience on dry working lands.) To create a culture of land stewardship that integrates ecological, economic, and social health, we work in coalition with ranchers and farmers, landowners and managers, public agencies, conservationists and environmentalists, students and educators, and the general public. We believe this culture is rooted in three areas of practice: education, innovation, and collaboration.
A FRAMEWORK FOR REGENERATION
Quivira works primarily in the western United States and maintains connections to and conversations with land-based communities around the world. Our work, grounded in science and hands-on experience, inspires intergenerational learning at the intersection of agriculture and conservation. We advocate collaboration through the practice of the radical center, a way of working together that champions coalition building and results over compromise.

The Quivira Coalition operates in five core program areas:

- Our Carbon Ranch Initiative explores and shares land stewardship practices that sequester carbon in soils and plants while producing co-benefits that build ecological and economic resilience in local landscapes.
- Our New Agrarian program provides aspiring and experienced agrarians with land-based learning and information exchange. A living, hands-on understanding of regenerative agricultural practices, and the landscape itself, provides a framework for proactive land succession that prioritizes social, economic, and ecological health.
- Our Education and Outreach program shares ideas and resources in support of the critical role working lands play in the health of our food systems, communities, and planet.
- Our Land and Water program works with stewards to build resilience on working lands through collaborative research and restoration projects. We focus on low-tech, high-impact innovations that increase soil carbon and improve blue and green water cycles.
- Our New Mexico Coalition to Enhance Working Lands is a network of groups and individuals whose purpose is to support and enhance ongoing efforts to improve the health and productivity of New Mexico working lands that support agriculture and the environment. Its focus is to increase soil health, biodiversity, and hydrologic function wherever possible.

At the foundation of all our work are two key concepts: for agriculture to be truly regenerative, we must learn from and center the land-based knowledge, leadership, and vision of people of color; and that effective and adaptive stewardship of working lands is one of the most powerful and immediately viable paths to remedy the imminent impacts of climate change.

PUTTING IDEAS INTO ACTION
In the coming years, our efforts will help land stewards shift their practices to prioritize soil and watershed health, engage in a culture of knowledge creation and exchange, and practice at the radical center.

Quivira staff will coordinate activities to:

- Initiate research to identify feasible strategies for land stewards to quickly and sustainably increase soil carbon on working lands in the Southwest
- Organize producer- and practitioner-led field workshops for land stewards on practices to build soil and watershed health
- Conduct and complete research on large-scale watershed restoration work on grazed lands
- Train experienced agrarians in effective mentorship for regenerative agriculture
- Cultivate place-based agrarian learning communities in the form of large landscape agricultural apprenticeships across the West
- Create more pathways for young people to enter and stay in careers in regenerative agriculture
- Strengthen and grow the national network of non-traditional agricultural education providers
- Partner with other organizations to host Quivira’s annual convening
● Produce and publish media, including podcasts, videos, articles, lectures, and field guides for land stewards on adaptive techniques and strategies for soil and watershed health

● Create and disseminate media including podcasts, videos, and articles for the general public to illuminate the social need and value of good land stewardship

● Hold space for community dialogue about cultural shifts required to address climate change

● Teach and inspire a broad audience to engage in practices that support regenerative agriculture and soil and watershed health

Quivira’s work, at its foundation, advances the current shift from extractive to regenerative culture and economy. We have four core values which inform the ways in which we conduct all of our work: Iterative work and learning; Practice of the radical center; Diversity, equity, and inclusion; Open source information.

MEASURING SUCCESS

Through lessons learned from savvy and seasoned land stewards, we understand that working at scale on vast western landscapes requires many ways of collecting information and interpreting it. We believe that success is as much a learning process as it is a fixed goal. Like landscape-scale restoration, Quivira documents and measures progress with a variety of qualitative and quantitative tools appropriate to the project and tailored to provide information that enables us to understand our impact and to better serve our community. With these key values in mind, we will measure our progress and success with a concentration on:

● The land stewards engaged in Quivira’s educational programming and actively sharing knowledge as a result

● The minds and hearts touched by Quivira’s media

● The acres restored through research, partnership, and Quivira-led educational initiatives

● The relationships built with partner organizations to scale our collective impact

We rely on a variety of data collection tools, ranging from scientific methodologies required by federal, state, and county contracting agencies to registration and social media. We also gather qualitative evidence through formal and informal conversations and with all stakeholder groups and documentation of our work in action. In the coming year, we will continue to improve our methods for evaluating internal systems.