



## The Director's Report

By William Penn Mott, Jr.

### Getting the Best!



On May 12, 1918, the National Park Service made a move which, had it been made known to the general public, might have created quite a stir. The "move" I am referring to was nothing more than the hiring of a single ranger. In and of itself, that is hardly something to get stirred up about, but in fact there was a little more to it than just that. You see, the appointment was different from others—for the first time in the National Park Service, the ranger being hired was a woman.

Today, it's hard to imagine that the hiring of Claire Marie Hodges sixty-nine years ago would be noteworthy. These days, we don't give a second thought to seeing a woman ranger or, for that matter, a woman lawyer, doctor, or law enforcement officer. Although still not completely accepted in all segments of the work force, women have done much over the years to enhance their opportunities to pursue careers of choice, and in time—soon, I hope—women will be fully accepted and integrated in all fields of employment and at all echelons.

While it is disappointing that obtaining complete acceptance and integration has taken so long and is likely to take even more time, it is important to realize that career opportunities for women have drastically improved in just a few generations. When Claire Hodges was appointed as a ranger in 1918, women were still two years away from securing the right to vote in this country. True, women were and always have been able to work, but for the most part only in those jobs considered "appropriate" for them. Those interested in pursuing different professional career paths were often treated as "upstarts" and viewed as anomalies.

A few, like Claire Hodges, did break in, however, by refusing to accept stereotypes and by exhibiting the spunk and talent necessary to take on and succeed in male-dominated professions. Such women have done much to change attitudes concerning the appropriate role of women in our society—their very important contributions should be recognized and remembered. Today, thanks to those early forerunners, there are not only more women in the work force, but more women occupying managerial positions.

In some ways, the movement of women into and through the ranks of the National Park Service has been a model for other organizations to follow. The hiring of Claire Hodges into a Service only two years old and the appointment of Gertrude Cooper as the first female superintendent at Vanderbilt in 1940 were both progressive actions for the time. In the ensuing years, the numbers of women within the Service rapidly increased. Women now make up almost one third of all National Park Service permanent employees. In addition, just under one quarter of all rangers are women—that's pretty impressive for a traditionally male occupation.

Although the overall numbers of women within the Service's ranks are increasing, proportionately few hold key management positions. There are a number of reasons for this and it seems to me that one of the more obvious is that it takes a while to "come up through the ranks." As the total number of women in the Service increases, so should the number of managers progressively increase. In the past, they simply weren't there to be selected. I also suspect that more women weren't selected to take on management positions because they weren't seeking to be selected. Most studies acknowledge that limitations have a lot to do with self-expectations. Obviously, that's not at issue today. There are competent, able women within the Service available for

and seeking management positions.

There are some who say we don't have more women in management positions because many managers feel more "comfortable" selecting men. While it may be the more "comfortable" thing to do, automatically disregarding an individual based on characteristics that are irrelevant to the job such as gender is not only unfair and illegal, it's just plain dumb. Managers have a responsibility to select the best qualified employee, and that is what I expect to be done. As time goes on, more women will be selected for key management positions: not because they're women, but because they're the best qualified.

Personally, it makes me uncomfortable to even discuss female employees as a separate category, somehow different from the rest of the employee population. I hope we are finally reaching a point in our society where that's not an issue. As far as I am concerned, employees are employees, and I don't expect more or less, whether they are male or female. All National Park Service employees have an equal opportunity to show what they can do.

Nevertheless, how one does a job relates to a prejudice I do have, a prejudice that has nothing to do with gender, race, religion, or cultural background. I expect all employees to do their best. I have little tolerance for those who don't want to work or won't enthusiastically do their jobs. I have no use for such individuals; they invariably limit the overall effectiveness of an organization and are a burden to their co-workers. Generally, that's not a problem here, for I have found the Service to be made of good, caring, hard-working people.

As Service employees, you are expected to perform your duties in a professional manner. In turn you can expect to be treated in the same way. I want everyone to have an even break in this organization, but I also expect employees to perform and, where they are not performing, I expect superiors to take appropriate action.

I think we all want the Service to be a healthy, well-run organization—that means we all have a responsibility to do our best, and part of that involves choosing the most qualified person for every position. We are lucky to be an organization with a mission that attracts bright, dedicated, and talented people. We can't afford to tie the fate of the system to the selection of managers based on characteristics irrelevant to the job. The best qualified, whether male or female, must be selected to lead us into the future.

## From the Editor

Women's contributions to the National Park Service are as varied as those who have dreamed and struggled to make them a reality. Such accomplishments are the work of employees and alumni alike, of women who lived and died before their work could be commemorated by a unit of the national park system, of women whose love and respect for the Service have shone brilliantly in efforts made as uncompensated rangers' and superintendents' wives.

And so, from time to time, it seems appropriate to pause, to look behind and ahead, to take stock of where we stand and where we seek to be. I hope this issue of the *Courier* will serve as a catalyst, providing a retrospective of sorts while stimulating thoughts of where we still might go in the years ahead. The focus is on the evolution of women's roles, changes that are as continuous as the process of learning and growth reflected in the lives of the individuals who are discussed here.

Conceived, in part, as a way to recognize Women's History Week, this *Courier* takes a look at some of the personalities whose histories have contributed to the identity of our parks: at celebrated women—Paula Sandburg, among them—and less celebrated—the unknown, faceless servants of the Van Buren home, as well as the women whose stories contribute to the history of Fort Union. It also presents people and issues of the present, those changing today's Park Service into whatever it may be in years to come.

This edition is far from comprehensive (a year from now, such a volume would probably feature different faces and different aims). Also, of necessity, it represents no more than a sampling of the creative women employed by the Service . . . Nor is such emphasis on women intended to ignore the contributions of men, past and present, to the National Park Service. As several writers this month observe, the ultimate goal of every NPS employee is always the same: the preservation of the natural and cultural treasures of the parks for the enjoyment of future generations.

With this said, and, I hope, the April issue placed in some kind of perspective, I have one more observation to add. Each of the women in this issue has taken responsibility for something: for the skillful execution of her job, for the impact of her work on a park, a region, and ultimately the Service as a whole. Because of such commitment, the work is accomplished, whether it appears specifically in a job description or not. In this same spirit of responsibility, there is another effort that I would like to see every Park Service person make more consistently. . .

Now and again, readers mention that some member of the NPS family has been hurt because a transfer or a retirement or an award went unrecognized in the *Courier*. When this happens, I too am regretful. Nevertheless, the editorial responsibilities of the job have been and continue to be primarily the function of one person. There is no bustling staff of reporters keeping track of the comings and goings of NPS people. As I mentioned several issues ago, I am working toward the development of a computer program to track NPS moves, essentially the old "Faces, Places, and Out of the Traces" column. This should help, but it does not fulfill the need to say a little more on occasion about individual accomplishments or new assignments.

The only way to cover such personal events to everyone's satisfaction is to ask each of you to take responsibility for such reporting. Write a brief paragraph covering the who, what, when, where, and how of the activity, then mail it to me. Shortly I will be contacting the regions, asking for volunteer reporters to collect a variety of NPS-related news and pass it on to me. Anyone interested in volunteering should get in touch with me directly at the *Courier* address. I hope that such a system will help to ensure better coverage of NPS events. There will be more details on this in the months to come. Certainly one way to be sure that the newsletter contains the information its readers need to know about is to take responsibility for writing it—and that responsibility is an important one for NPS women and men.



Ranger-naturalist Herma Albertson,  
Yellowstone NP, 1929

On the cover: the NPS woman then and now

# Women Then. . .

## The Women of Fort Union

Eve Smith  
Ranger  
Fort Union NM

### The Story Unfolds

The wind sweeps the dust over the quiet plains, its path interrupted by crumbling adobe walls that intrude on the stark landscape. It echoes through the labyrinths of the supply depot warehouses, vacant now, though once filled with crate upon crate of supplies. It whistles down the wide, silent hallways of the officers' quarters that once vibrated with music and dance.

In its journey, the wind collects stories from dusty corners and quiet hallways. Tales of Fort Union when, from 1851 to 1891, it served as military headquarters of the Southwest and sentinel of the Santa Fe Trail. Stories over a century old, of weary wagonmasters coming off the Santa Fe Trail to this safe abode in northeastern New Mexico.

The wind weaves its story as it departs. Many tales are often heard. Accounts of bloody Indian battles and dying heroes. An attentive listener, however, may hear what is seldom told. For Fort Union's story is more than a battle cry. It is the story also of the women who travelled the Santa Fe Trail into an unsettled land, and passed through the fort during its 40-year existence.

### The Journey West

It was, in the words of Agnes Morley, an early frontier woman, "no life for what the world calls a lady." Yet it became the life of many ladies. Fine eastern belles abandoned their carriages and feathered hats for side-saddles and sunbonnets. The security of home grew dimmer as each revolution of the wagon wheel cut deeper into the Santa Fe trail. What inspired these women?

Susan Magoffin's motivation is one

easily understood by modern women. Her burning desire was to be the first eastern woman to travel the length of the Santa Fe Trail. Married at 19 to a fur trader 27 years her senior, her dream became reality in 1846. Mrs. Magoffin possessed among her virtues a strong will and high spirits, which served her well in the mishaps that befell her during her travel.

Barely 200 miles from Independence, Missouri, Susan realized she was pregnant. Santa Fe, their winter destination, was still more than 600 miles away, and the rugged trail ahead proved detrimental. The final blow occurred when the wagon in which Susan was riding overturned at a river ford. Upon reaching Bent's Fort in southeastern Colorado, Susan lost her first child.

All women dreaded an encounter with "savages." Susan's initiation came within her own tent. She was preparing dinner when startled by a shadow in her doorway. She turned to the sight of a



Fort Union officers quarters

strange man, simply adorned in breechcloth, beads and hunting knife. Luckily, he was a friendly Kaw Indian and wanted only to examine her pale warpaint and get a bite to eat. Susan survived with shaken nerves and lessened appreciation for her safe abode. Others weren't so lucky.

Most women who were captured by Indians glossed over the subsequent captivity in their accounts. More were "passed over the prairies," as the Indian called rape, than ever cared to admit it. One Mrs. White suffered a particularly cruel fate. After being captured by the Apaches just northeast of Santa Fe, she was "passed over the prairie" by 20 members of the party, then forced to watch as they removed her dead husband's teeth for a necklace.

Ominous stories such as these haunted women as they began their westward journey.

An equally strong motivation to venture west brought the wives of many soldiers to the frontier. Martha Summerhayes expressed the feelings of these women when she said, ". . . I have cast my lot with a soldier, and where he was, was home to me."

They followed their husbands west, much to the distress of their families. The majority endured the bumpy ride from Independence to Santa Fe in mule-drawn army ambulances, suffering or relishing their husband's rank, even before they arrived at the post. Frances Roe had the misfortune of sharing a wagon with the family of her husband's commanding officer. The commanding officer's wife insisted upon sitting in her rocking chair in the center of the wagon, thus considerably cramping the other five passengers.

After long nights of half-cooked meals and blood-thirsty mosquitoes, and boring days listening to the wagon-master's colorful vocabulary and the endless revolution of the wagon wheels, the women eagerly awaited arrival at their new homes. With visions of plush accommodations, many were sadly disappointed by what they found at the trail's end.

### The Bitter

Quarters were assigned to an officer according to rank, not family size. A high ranking officer could evict a lower ranking officer and his family from their quarters at a moment's notice. One striking incident occurred at Fort Union when an officer, his wife and their children were ordered to vacate by a higher ranking officer recently assigned to the post. The family moved into smaller quarters, but had barely gotten through the door when orders arrived to



*Officers quarters: interior*

move again. They ended up sharing the hallway of a house with a single man. On each side of the hall lived another family. All these events transpired before the clock struck noon!

Some set up housekeeping in walled tents, others in houses so dilapidated that every gust of wind was felt by the occupants. Most tried to impose a touch of culture in the unsettled land. Packing crates were transformed into makeshift chairs and tables to supplement the elaborate furniture expensively transported from the east. Wool rugs were laid over bare floors and fine linen curtains hung on naked windows, later to be ruined by torrential rains or errant sparks from the stove.

Household help was hard to find on the frontier, and many a refined lady found herself scrubbing floors. Preparing meals for strangers when there was little in the cupboard posed a constant challenge. Lydia Spencer Lane, wife of William Lane, Fort Union's commanding officer in 1867, tackled this responsibility with the notion that she might be "entertaining an angel unawares." She questioned, however, whether angels even frequented her part of New Mexico and Texas, and figured that, if so, they kept themselves well disguised.

Even harder than finding a maid was keeping one. Initially, most maids were brought from the east at great expense. Unfortunately for the employers, however, many maids soon abandoned their employment for marriage.

Mrs. Frances Boyd, wife of Lieutenant Orsemius Boyd, attempted to solve this problem by stipulating that her household help be unattractive. Upon seeing the maid for the first time, Mrs. Boyd wrote, "The girl was almost a grenadier in looks and manners; and although not absolutely hideous, was so far from pleasing that we were confident of retaining her services, so made a contract for a year." Three days after her arrival at Fort Union, the maid received a marriage proposal. She declined this offer, and immediately received others. Five months later she accepted an offer from a man who had never seen her, but was simply aware of her existence at Fort Union. The unattached female was indeed a scarce species.

Life on the frontier necessitated some adjustments on the part of dignified ladies. The distance back home seemed even longer when postage cost \$12 per letter. Package delivery was haphazard at best, and freight charges often cost more than the merchandise. While at Fort Union, Mrs. Lane ordered a melodeon costing \$50. The freight was \$53. Although ordering a bonnet might seem safe enough, when Mrs. Boyd risked this financial investment she received a hat better suited for the opera than the dusty plains. The hat cost \$20, the freight \$22.

Merchandise prices varied, but were usually high since the civilian sutler, who had a contract with the Army to sell goods, had a corner on the market.

The meager income an officer received didn't stretch far with eggs at \$2.50/doz., butter at \$2.50/lb., and a gallon of kerosene ranging from \$5 to \$14.

Women on the frontier also had to contend with the harshness of nature. The open plains don't come much more plain or open than those upon which Fort Union was constructed. Severe winds blew fine brown sand under windowsills, doorcracks, and petticoats, and piled it up so high that roads were blocked and children had sandpiles to play on. There were few trees for windbreaks and grass was nonexistent. Attempts to seed the parade ground were futile, with the thieving wind scattering seeds and uprooting seedlings.

The fort was built of adobe in the Territorial style popular in the 19th century Southwest. Unfortunately, its design and construction necessitated constant maintenance. Walls and ceilings cracked and fell, inviting the entry of venomous beasts, mosquitos and dust.

Lydia Spencer Lane became the victim of poor construction soon after her arrival at Fort Union in 1867. Seventeen dinner guests waited in the parlor while Mrs. Lane put the finishing touches on the meal. As she recounts the event, "I was stooping over to straighten something when I heard an ominous crack above my head, and, before I could move, down fell half the ceiling on my back and the table, filling every dish with plaster to the top." This incident was of great surprise to Mrs. Lane since her quarters were barely a month old when it occurred. Maintenance problems were constant throughout the fort's active service.

### The Sweet

Despite misfortunes, most women grew to love this new land. New Mexico stirred fond memories as recounted in diaries and letters. Open skies, spectacular sunsets, and eternal sunshine perpetuated the vision of New Mexico as "The Trooper's Paradise."

The officers' wives managed to continue the social activities to which they were accustomed. Alcohol, and the evils derived from its consumption, was a popular social issue of the day. The Ladies Union Aid Society fervently expounded on the need for temperance during rallies held at the House of the Good Templars. Most of their cries fell on deaf ears!

Organizations such as the Crystal Social Club were formed to provide dances at the fort and in Las Vegas, New Mexico, 28 miles to the south. The soldiers performed plays, organized debates, and provided band concerts.

The Agassiz Society was organized for children at the fort, with the purpose of investigating "the anatomy of grasshoppers, crickets, and other wild beasts."

Target shooting was a popular sport for 19th-century women. In the 1880s, a supply depot warehouse was transformed into a shooting gallery and bowling alley. Women honed their shooting skills aiming at the hay bales set up as targets.

For the intellectually inclined, the fort had a library boasting 300 volumes, and subscriptions to *Harper's*, *The New York Times*, *Saturday Evening Post*, and, of course, *The Temperance Vindicator*. Every issue was read from cover to cover.

The officer's wife filled many roles at Fort Union—hostess, entertainer, midwife, cook, and musician. Her position in the post commanded respect, whether she was washing windows or hosting a party. She was adaptable, pure, domestic, usually submissive, and always a lady.

### The Less Esteemed

Life at Fort Union was much different for the laundresses and wives of the enlisted men. Hardships were magnified and there was little time for social activities.

Living conditions were cramped. Kitchen, living room and bedroom were combined into one small area, often occupied by a large family. Unless an enlisted man had his superior officer's permission, his wife wasn't allowed to live on the spot. His pay of \$13 a month didn't stretch far.

Most laundresses were honest, hard-working women, whose pay varied according to the number of families using their services. One source reports that a laundress received \$1 a month from enlisted men, \$5 from officers, and \$3 for each officer's family member.

Fort Union was notorious for its ample supply of "soiled doves." In 1852,

the situation was so bad that military authorities raided nearby caves and bordellos in an effort to divert the soldiers attention to their military duties. Men captured in the raid were sent to Santa Fe to stand trial, but Jesusita and Delores, two prostitutes captured in the raid, were detained in the fort's guardhouse. As punishment for their heinous acts, the commanding officer ordered the women publicly flogged, their hair cut off, and then that they be marched off the fort grounds to the sound of military music.

From the dignified officer's wife to the risque prostitute, many types of women played a role in the history of Fort Union. Regardless of social ranking, each woman was a cog in the mechanism of everyday life at the fort, and every cog was necessary for smooth operation.

### The End

By 1890, Fort Union was no longer needed on the frontier. The railroad bypassed the fort in 1879, replacing the Santa Fe Trail as the most vital link between the United States and the Southwest, and making Fort Union's supply depot obsolete. The Indian wars were over and the land was quickly being plowed and tamed by settlers. Many soldiers and their wives returned east, though a few had grown so enraptured with the land that they made the Southwest their home. With the loss of their clientele, prostitutes looked elsewhere for work. The west had been won, leaving Fort Union, with its crumbling adobe walls, an orphan of the plains, uninhabited, except by the wind.

In comparison to other military posts, Fort Union wasn't a bad place to call home. Regardless of the hardships suffered, the accounts of most women who lived at Fort Union reflect the opinion of Frances Boyd, who wrote "Every eye is said to form its own beauty. Mine is disposed to see much in Fort Union."



Officers quarters: the remains

# Stepping in to Save the Everglades

Pat Tolle  
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Everglades NP

It would be difficult to find a unit of the National Park Service that has not been influenced at some point by women . . . employee, family member, or volunteer. But it is unlikely that there are many parks which can trace their origin back to a tract of land donated by a group of women. Everglades National Park, unique in so many ways, claims this distinction.

Once upon a time, many years ago, long before most women had crept out of the kitchen, a fiery activist named Mary Barr Munroe learned of a spot in south Florida where magnificent royal palms grew wild and vegetation was so lush that those who had seen it called it Paradise Key. Florida was experiencing an enormous land rush in the early 1900s, and most of the Everglades belonged to the Model Land Company, the real estate arm of the vast Florida empire created by railroad king Henry Flagler.

Then, as now, development threatened the existence of wild places, and Mrs. Munroe, wife of novelist Kirk Munroe, met with Mr. J. E. Ingraham, a top Flagler executive, to discuss the future of Paradise Key. She was a woman who believed in direct action.



Royal Palm Lodge

To protest women wearing egret plumes on their hats, she was known to walk up to total strangers and suddenly yank the hats from their heads. The results were spectacular, especially when the hats were pinned to the women's hair.

If she wasn't afraid to attack the heads of fashionable women, Mary Munroe certainly wasn't going to be shy about telling Mr. Ingraham what she wanted: the donation of Paradise Key to the Florida Federation of Women's Clubs to preserve as a park.

A single visit by the Federation's president, Mae Mann Jennings, was all it took to convince her that this natural treasure must be protected. As wife of the governor of Florida (and daughter of a former governor), she had access to influential people, and ultimately the 4,000-acre Royal Palm State Park was established . . . owned by the Florida Federation of Women's Clubs!

To encourage visitation and raise funds for maintenance and operating costs, the ". . . well-equipped and inviting . . ." Royal Palm Lodge was built near the park entrance with ". . . pleasant rooms, hot and cold water, electric lights, and table service at reasonable rates." To raise money to build a moat around the hammock for fire protection, donations were solicited with a ". . . beautiful medal" given to recognize the gift.

Undaunted by fires and the killer hurricane of 1926, women continued to manage, fund, and protect Royal Palm State Park for nearly 30 years. In 1947, the Federation donated the land to the Department of the Interior to be included within Everglades National Park. The Royal Palm Lodge served as visitor center, ranger headquarters, and staff residence until the new visitor center was built in 1952. The lodge building was then sold and relocated to Homestead, Florida.

There is another woman whose love affair with the Everglades served to inspire and motivate legislators, politicians, and conservationists then, as now. At 96, nearly blind and extremely hard of hearing, Marjory Stoneman Douglas still actively defends and protects her beloved "River of Grass" against all who would harm it, either intentionally or through "utter ignorance." Her strong will and eloquent speech belie her frail physical appearance, and there is no question in anyone's mind that she speaks from first-hand knowledge as she did in her book, *The Everglades: River of Grass*, written in 1947, which begins: "There are no other Everglades in the world.

They are, they have always been, one of the unique regions of the earth, remote, never wholly known. . . . It is a river of grass."



Palm hammock in the Everglades, 1937

(Photo by George Grant)

## The Other Sandburg

Kathleen Triggs  
Curatorial Services Branch  
WASO

"To my wife Paula, who so often threw in with a rare mind and great heart," wrote Carl Sandburg in his dedication to *Abraham Lincoln: The War Years*. For the 59 years of their marriage, Mrs. Carl Sandburg was the woman of crucial importance to the emotional and physical support of the famous writer. In the dairy industry of America, however, the Sandburg name was famous, not for poetry and biography, but for Paula Sandburg's herd of dairy goats. Paula Sandburg was both the woman behind the famous man, and the woman in the forefront of a growing agricultural industry. Her life and achievements are a distinctive part of the Carl Sandburg Home National Historic Site.

Paula Sandburg's farm office is appropriately located in the center of the large, comfortable house in Flat Rock, North Carolina, where the Sandburgs lived for more than twenty years. Like all the rooms of the Carl Sandburg Home, it looks as though the inhabitants have just left. The desks are cluttered with correspondence. The office walls are covered with pictures of family and goats. One wall holds rows of prize ribbons her goats won at the big Midwest fairs that Paula Sandburg attended when the family lived in Michigan. Large file cabinets contain the papers and records needed for managing the goat herd, a 240-acre farm, and the family finances. From this office, Paula Sandburg conducted all the family affairs, giving Carl Sandburg the freedom to write and travel. It is also where she studied the pedigrees of her goats, calculating the percentages of bloodlines in order to make the breeding decisions that resulted in a herd of dairy goats with an international reputation for high milk production.

Chikaming was the herd name for these goats. The herd was started in Harbert, Michigan, in the early 1930s with four goats bought for family milk and butter. In just a few years, Paula Sandburg was a serious breeder of purebred Toggenburg and Nubian dairy goats. In 1937 she put the herd on official test, the dairy industry's method of determining milk production, and she continued testing until 1967, when the herd was dispersed. Herd size varied over the years, but at times there were close to two hundred goats, including kids.



*Mrs. Sandburg and her goats*

One of the reasons for the Sandburg move to North Carolina in 1945 was to have more pasture for the goats. After moving to North Carolina, Paula Sandburg and her daughter Helga ran a grade A dairy for several years, selling goat's milk through local distributors.

These goat activities are part of the interpretation at the park site. The barns and milk house are maintained by the Park Service, and there is a small herd of goats at the site for visitors to see. Besides the farm office, the house tour includes the basement "kid kitchen" where the new-born goats were fed.

Paula Sandburg's main work with dairy goats involved breeding and promotion. She was a very intelligent woman, graduating Phi Beta Kappa from the University of Chicago in 1904, when most women didn't even go to

high school. She studied the genetics behind breeding better animals and practiced line breeding to produce uniform and consistent families of goats that improved many of the herds in America. Chikaming goats were sold and shipped all over the United States and to numerous foreign countries. In 1960, Jennifer II, a Toggenburg goat of Chikaming breeding, established an all-time high milk production record that was not broken until 1982.

During the 1940s and 1950s, Paula Sandburg was probably the most influential promoter of dairy goats in the industry. For more than ten years she was a director of the American Milk Goat Record Association, and she wrote many articles for the national goat magazines. She was always willing to give time and advice to anyone in-

terested in goats. In addition, the publicity generated by the Sandburg name created prime opportunities for dairy goat promotion.

Why goats? Many Americans might question the importance of these animals, but for two-thirds of the world, goats and their products are a main source of protein. Paula Sandburg firmly believed in the practicality and usefulness of dairy goats and worked to improve and promote them in America.

Breeding better animals was also challenging to her. "I find my own herd very engrossing and the thousand problems that come up with milk goat improvement are real problems and interesting ones to tackle," she wrote in a 1940 letter.<sup>1</sup>

And how did the Sandburg family react to her activities? Paula Sandburg was a serious breeder of dairy goats, but that did not prevent the whole family from enjoying the animals. Daily life revolved around feeding, milking, evening walks to the barn. From winter to summer there were new-born kids jumping around in the basement. Two of the three Sandburg daughters were involved with caring for the herd, and the grandchildren grew up with goats for playmates. One daughter recalls the Christmas Eve they spent drying off two new-born kids in front of the Christmas tree. The goats were definitely an integral part of the family, and no description of Sandburg family life would be complete without them.

As for Carl Sandburg, he has often been called a goat farmer, although he had nothing at all to do with the management or care of the herd. He took great interest and pride in his wife's work and derived much pleasure from being around the animals, but the fame surrounding the Chikaming herd belonged totally to Paula Sandburg.

Carl Sandburg would be the first to agree. While in Hollywood in 1961, he wrote to his 78-year-old wife, "Today came those two photographs of Jennifer II. [P. Sandburg's record-breaking goat] . . . I tell people you are a champion breeder of a champion, that you are a geneticist, a naturalist, an ornithologist, Phi Beta Kappa and a sweet gal. This is so near a real love letter that I'm going to quit here and sign. Carlo"<sup>2</sup>

<sup>1</sup>Letter from Paula Sandburg to Mr. Gott, March 29, 1940. CARL collection.

<sup>2</sup>Herbert Mitgang, ed., *The Letters of Carl Sandburg* (New York: Harcourt, Brace, and World, Inc., 1968) 543.

## Women's History is Everywhere: the House Servants of Van Buren's Lindenwald

Patricia West  
Museum Technician  
Martin Van Buren NHS

We are all familiar with the NPS sites that celebrate the lives of the outstanding women of America's past: Maggie Walker, Clara Barton, and Elizabeth Cady Stanton, to name a few. But most of the women's history resources within the NPS remain untapped; there is women's history to be found at virtually every NPS historic site. With a close look, some research, and sensitivity to major interpretive themes, we may discover women's history where it is least expected.

At Martin Van Buren NHS, we have been experimenting with the inclusion of the Irish house servants in the interpretation of Lindenwald. This subject introduces the history of work, ethnicity, and, of course, gender. The first challenge to be met in undertaking this project was finding ways to use the subject of domestics to complement and support the major interpretive themes. After all, if such efforts only muddle our educational focus with the introduction of unrelated subthemes, we have not accomplished the first task of women's history: to demonstrate that women have been a part of history, including the history represented by a site's interpretive themes.

In the case of Lindenwald, its major interpretive subjects are: (1) Martin Van Buren's contributions to the American political tradition, and (2) Martin Van Buren's life at Lindenwald.<sup>1</sup>

Initially, the first interpretive theme may seem to have nothing to do with house servants. However, because Van Buren was politically active at a time when immigration, the working class, and the place of women in society were important issues, we can use the house servants to discuss the social and political features of "The Age of Jackson" in a way that relates directly to Lindenwald. Martin Van Buren's life as a politician central to the Jacksonian Revolution cannot be fully understood without some sense of the vast social changes that influenced him.

The second major interpretive theme, that of Van Buren's life at Lindenwald, may be approached in a similar way. For example, the formal parlor was of a type that could not have existed in that particular form without the availability of inexpensive domestic servants. If we look closely at the details of Van Buren's public and private life, we see that the hallmark is not isolation from other social groups (such as women), but rather interdependence.

The next challenge to this type of women's history is research. Unlike Van



Lindenwald, Martin Van Buren's home from 1841 until his death in 1862, has been restored by the NPS to its 1850-1862 appearance.

Buren and others of his social circumstance, house servants seldom left letters or diaries behind. Creative approaches must be taken to bring to light the lives of the so-called "inarticulate" occupants of the past. A variety of sources were used to create a strong general interpretation of the lives of Lindenwald's domestics: primary written sources specific to Lindenwald or Van Buren; primary material culture evidence at Lindenwald; general primary written sources; and visual data such as paintings or drawings. General secondary sources supplied context and perspective. These types of sources could be used in similar research at other historic house museums.

However sparse, primary written sources specific to Lindenwald or Van Buren comprise the core of the research. Van Buren correspondence, census data, and visitor accounts, all include some information about domestics. In letters to friends and family, Van Buren referred to his servants, albeit infrequently. These instances include an attempt to regain the services of a favored domestic, expression of Van Buren's displeasure at the amount of breakage of glass and porcelain, and the following discussion of a conflict between servants:

"The two women I made swear eternal friendship got jealous of each other, the cook could no longer keep down the Devil I saw in the corner of her eye when she first arrived . . . and I have sort of a Riot downstairs. Finding that soft words were of no effect, I assumed toward them an aspect more sour and ferocious than you can imagine, suspended the cook and a very devout Irish chambermaid who with all her piety is a devil of a bully whose plans are about to be forthwith supplied unless I am in the meantime appeased. . ."<sup>2</sup>

From these and other references, a number of historical facts can be demonstrated, such as uneasy relations between employers and servants, and conflicts among servants themselves. Both Van Buren's correspondence and visitor accounts were used to ascertain patterns of calling and receiving, nineteenth-century rituals for which servants were crucial. These same sources, which supplied descriptions of Lindenwald meals, combined with information from period recipe books, enabled us to reconstruct the labors of the cook and the waitress. Names and ages of servants, as well as their birthplaces and the lengths of time they had been in America, were taken from New York and federal censuses.

The next category of sources that can prove helpful are material culture resources—architecture and artifacts. Architecture can be used to illustrate the relationships between various social groups in a single household. In the case of mid-nineteenth-century architecture, halls separated work areas from family areas. Servants' quarters were tucked away in awkward spaces, and backstairs and servants' entrances obscured the process of housework from the family. Servants were, as Daniel Sutherland puts it, "in the household but not of it."<sup>3</sup> Floor plans such as Lindenwald's demonstrate that, in the "Age of Egalitarianism," there was a certain discomfort with the idea of domestic service in a democratic society. The spatial segregations, along with patterns of decorative detail, indicate a social stratification within the household.<sup>4</sup>

The few surviving artifacts relating to housework contribute much to our understanding of how work was done. Stoves, drying racks, laundry boilers, and parlor furniture, all point to certain labors and processes that made up the daily lives of the house servants.

Of course, the usefulness of material culture evidence can be enhanced by comparison with other sources. Primary written sources not specifically related to Lindenwald, such as household guidebooks, help to explain in more detail the process implied by the artifacts. They explain how stoves were used, how ironing was done, or carpets cleaned. Architectural manuals state plainly that the division of space in houses like Lindenwald was intentional; often the architect briefly explains how such separations were perceived.

Also used were diaries and letters by individuals who were of the period but not associated with the house. These sources, if carefully handled, offer some general impressions of servant-employer relationships. Nineteenth-century periodicals abound with articles on "the servant problem." Although these enlighten us only to the employer's point of view, they do capture certain elements of this strained institution.

Not to be overlooked are the primary visual sources of paintings, drawings, and cartoons. The latter, for example, often illustrate the nature of particularly deep-seated prejudices. Arrangement of kitchen tools and clothing worn by servants are other features of the life of a domestic that this type of source can reveal.

Lastly, secondary works can tie together this network of evidence. Books and articles on domestic service, housework and household technology, immigration and ethnicity, women's history, and the social and cultural

history of the period, all helped to illuminate the lives of the Lindenwald domestics. Fortunately, no matter what kind of person we are researching, there is no lack of secondary material. With some effort and creativity, there will be no lack of primary material, either.

Historian Gerda Lerner has said that, in reality, "there is no 'women's history' separate and unconnected from 'men's history.'"<sup>5</sup> By this she means that our efforts at women's history should do more than create an isolated subfield. We should strive to place women firmly in the context of history generally, recognizing that to do this our old categories as to who and what is historically important must be expanded. If we seek to explore the inevitable interrelationships between, for example, an Irish servant woman and an ex-president, we will avoid including her as a "token" figure in our interpretations.

The rewards of such efforts will be not only a proliferation of good women's history, but a more accurate and engaging "men's history" as well.

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1. U.S. Department of the Interior, National Park Service. *Interim Interpretive Prospectus*. George D. Berndt, 1985.
  2. Martin Van Buren to James K. Paulding, 4 January 1845, Archives of Morristown National Historical Park, Morristown, New Jersey.
  3. Daniel Sutherland, *Americans and Their Servants: Domestic Service in the United States from 1800 to 1920* (Baton Rouge: Louisiana State University Press, 1981), p. 6.
  4. Thomas Schlereth, "Historic Houses as Learning Laboratories," American Association for State and Local History Technical Leaflet 105, *History News* 33 (April 1978).
  5. Gerda Lerner, *Teaching Women's History* (Washington, DC: American Historical Association, 1981), p. 2. This publication is available from the AHA (400 A Street SE, Washington, D.C. 20003, \$5.00, prepaid). It contains an important essay by Lerner on the role of women's history, as well as valuable topical essays and bibliographies.

*Portions of this article first appeared in the Museum Studies Journal (Fall 1986) published by the Center for Museum Studies, John F. Kennedy University, San Francisco, CA, under the title "The New Social History and Historic House Museums: The Lindenwald Example." Lindenwald, the mansion to which Van Buren retired after his presidency, has been under restoration for some time. Though portions of the house have been open to the public throughout the period of restoration, the "grand opening" of the completed Lindenwald is scheduled for June 14, 1987.*

# The Beauty of Sweet Auburn

Barbara A. Tagger  
Park Ranger  
Martin Luther King Jr. NHS

During the 1920s and 1930s when the nation enjoyed financial prosperity and suffered through an economic disaster, Atlanta's black community—Auburn Avenue—became a symbol of social, political and economic achievement. For a black community, this accomplishment was monumental, considering most black societies throughout the country did not experience the tremendous success of Auburn. Known as "Sweet Auburn" Avenue, because of the political, economic and social opportunities it offered blacks, this area served as the center for some of the nation's leading black enterprises. For example, the headquarters for the Atlanta Life Insurance Company and the Citizens Trust Bank, as well as the country's first Black daily newspaper, the *Atlanta Daily World*, were established on Auburn. Along with these major companies, different types of businesses such as tailor shops, barber shops, hotels, restaurants, funeral homes, and nightclubs contributed to Auburn's economic growth. In addition, three office complexes—the Rucker, Odd Fellows and Herndon buildings—were constructed to provide space for black professionals, and their political and social organizations.

Although most of these enterprises were owned by men, some of Auburn's leading businesses were established by women. Geneva Haugabrooks, Carrie Cunningham and Scottie B. Sutton, who owned a funeral home, nightclub and restaurant, respectively, are just a few of the many women entrepreneurs who made contributions to Sweet Auburn. Among the particularly prosperous businesses founded and managed by women were beauty schools and shops. Located in the heart of Auburn Avenue were two of the nation's leading Black beauty schools, the PORO Beauty College and the Apex Beauty College.

The oldest of the two beauty colleges was the PORO College, part of the PORO System of Beauty and Culture. In 1900, Annie M. Turbo-Malone began her cosmetic company in Lovejoy, Illinois, by canvassing and demonstrating her product door to door. By 1902, she had moved the headquarters to St. Louis, Missouri. The demand for her product and numerous offers from those who wanted to be salespersons forced her to copyright the product and the

company name by 1905, created by Mrs. Malone's last name, POPE (from her first marriage), and her sister Laura's last name, ROBERTS.

In 1918, Mrs. Malone expanded the PORO company to include a beauty school, in order to train black women as professionals in the beauty field. By 1924, there were at least 32 schools located throughout the nation and as many as 75,000 agents working all over the world. Atlanta received a PORO beauty school in 1920. Located on Auburn, classes were conducted and offices were established in the Odd Fellows Building.

One of the graduates of the school, Ella Ramsey Martin, was named supervisor in 1935, and her talents were used to make PORO the best beauty school for blacks in the city. She not only devoted herself to expanding and upgrading the school, but Mrs. Martin was instrumental in getting a bill passed by the legislature that forced all beauty shop owners to have proper training and present a license proving they were qualified beauticians. She also fought to get beauticians on the advisory and examining Boards of Cosmetology and acted as liaison for the two groups. During the 1930s and 1940s, when Black Georgians were slowly regaining their suffrage privileges, Mrs. Martin encouraged beauty shop owners to become registered voters. Her activities in politics encouraged her to run for a seat in the House of Representatives; this made her the first woman, and the first Republican in Georgia to run for the office since the post-Civil War era. For fifty-six years the PORO College trained some of the finest and most successful beauticians and cosmetologists in the state.

Like its counterpart, the Apex Beauty College contributed to the success of beauty shops on Auburn by providing excellent training to its students. It originated in Atlantic City, New Jersey, in 1934. Between the years 1936 and 1952, Sara S. Washington opened nine schools throughout the nation. The Atlantic branch of the Apex Beauty College opened its doors in the Prince Hall Masonic Building in 1936, under the supervision of Louise Williams Hollowell. After one year of service, Mrs. Hollowell resigned. She was replaced by Alice Davis. Mrs. Davis later became part-owner of the school and, under her leadership, Apex concentrated on preparing students for the State Board of Examinations for Beauty Culturists. Like Ella Martin, Alice Davis



Annie Malone, founder of PORO Beauty College

actively promoted the cosmetology professions by improving various beauty methods.

In short, women made a significant contribution to the prosperity of Sweet Auburn. The PORO and Apex Beauty Colleges and shops are examples of this success. Auburn was the site for the branch offices of these two institutions and it was here that many women trained to become professionals. During a period when racial prejudice and segregation were prevalent throughout the nation, these schools were important to the black community. They gave black women the chance to choose a career outside of the traditional housewife role, and the opportunity to improve their living and educational standards. Women such as Ella Ramsey Martin and Alice Davis used their training and talents to upgrade the standards of professionalism in the beauty field. Their leadership skills also allowed them to pursue careers in politics and the improvement of beauty products for black women. Pioneers such as Annie M. Turbo-Malone and Sara S. Washington should be remembered not only for establishing beauty colleges to train black women in leadership roles and as professionals, but for contributing prosperous enterprises to black communities such as Sweet Auburn.

## Going After Sacagawea: Research Separates Myth and Fact

Scott Eckberg, Interpretative Specialist  
Fort Clatsop NMem

Embellished by time, her story has been a perennial favorite for generations of Americans. Her name was Sacagawea, and the image of her struggling through the Bitterroot Mountains, child in arm, evokes one of the most compelling memories of the 1803-06 Lewis and Clark expedition. Though not the romantic pathfinder of popular myth, this young Shoshone woman contributed nonetheless to the success of President Jefferson's pioneering Corps of Discovery, the first U.S. exploration of the far west.

Her first encounter with Captains Meriwether Lewis and William Clark was on November 4, 1804, at the Mandan Indian villages on Knife River, near present-day Stanton, North Dakota. Having completed the first leg of their journey from St. Louis up the Missouri River, the expedition now completed construction of their snug winter quarters. Here, at Fort Mandan, Clark noted the arrival of North West Company fur trader Toussaint Charbonneau and his two Shoshone Indian wives. In view of the fact they were to enter the

Shoshone country the following year, the explorers engaged the fractious French-Canadian as an interpreter. One of his wives would accompany as intermediary with her people.

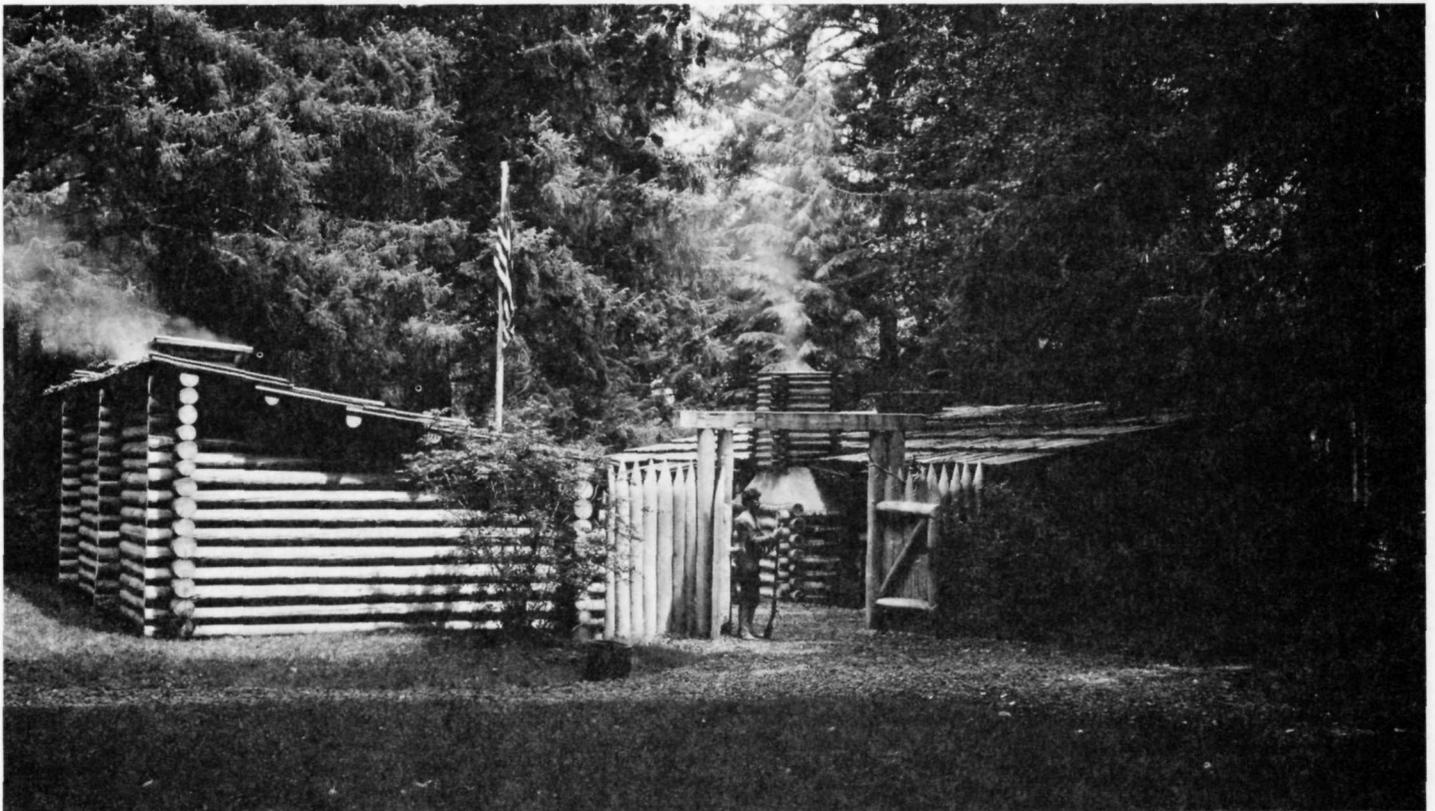
In the last stage of pregnancy, Sacagawea was only seventeen. Born near today's Salmon, Idaho, she was captured as a child by the Hidatsa Indians and eventually sold to Charbonneau as a wife. No description of her exists. But her name meant "bird woman" in the Hidatsa language with which she and her husband were familiar. Her native people had horses, and as Lewis and Clark knew, the river route by keelboat had to give way to overland travel if the Rockies were to be surmounted, the Columbia reached, and the goal of the Pacific attained. Before the prairie winter ended, Lewis assisted at the birth of Jean Baptiste Charbonneau—the youngest addition to the Corps of Discovery.

In late spring 1805, the keelboat was dispatched back to St. Louis with a wealth of plant and animal specimens, and voluminous notes on the country newly acquired in the Louisiana Purchase. Meanwhile, now numbering thirty-three, the expedition continued by

canoe up the Missouri, where the bird woman's value to the party was soon demonstrated. On May 14 the Charbonneau craft, carrying the party's scientific instruments and native trade goods, turned on its side and nearly swamped. As Lewis thankfully noted, "the Indian woman to whom I ascribe equal fortitude and resolution, with any person on board at the time of the accident, caught and preserved most of the light articles which were washed overboard."

Her importance to the success of the expedition was quickly realized a month later when Sacagawea fell critically ill. Through Lewis' ministrations, a supply of laudanum, and the providential presence of mineral springs, Sacagawea slowly recovered strength. "This gave me some concern as well for the poor object herself," Lewis wrote, "then with a young child in her arms, as from the consideration of her being our only dependence for a friendly negotiation with the Snake Indians on whom we depend for horses . . ."

Ultimately, contact was achieved with Sacagawea's people in mid-August. After a preliminary ceremony, the captains sat down to parley with the chief of the band of Lemhi Shoshones they



Site of the 1805-06 winter quarters of the Lewis and Clark expedition, Fort Clatsop was shelter to the only female member of the Corps of Discovery, Sacagawea.

encountered. What happened next was a scene of poignancy that no novelist would dare entertain in a work of fiction. "Glad of an opportunity of being able to converse more intelligibly, Sacagawea was sent for," wrote one chronicler. "She came into the tent, sat down, and was beginning to interpret, when in the person of Cameahwait she recognized her brother . . ." Between tears she interpreted the needs of the captains, whose corps would shortly continue their mission of discovery astride Shoshone horses.

Sacagawea's role as an interpreter was compounded by the involved process that communication between the Indians and explorers entailed. She spoke Hidatsa and Shoshone, but neither French nor English. Charbonneau spoke French and Hidatsa but not English, and Lewis and Clark did not speak French. So another expedition member, Private Francis Labiche, who spoke French and some English, was enlisted to aid the communication process. The captains conveyed their wishes to Labiche, who relayed them to Charbonneau in French, who conveyed them in Hidatsa to Sacagawea for translation into Shoshone. The patient diplomacy inherent to the process was a hallmark of Lewis and Clark's conduct toward the Indians, the high point in a relationship between two cultures that tragically deteriorated in the decades ahead.

Now convinced of the Shoshone woman's value to the overall success of the mission, the captains decided to bring Sacagawea along for the duration of the journey to the Pacific. This was a shrewd decision, for the presence of a woman and her child allayed native fears that the strange band was intent on waging war. Though popular historians and novelists later elevated her to the status of a guide, Sacagawea's role was seen at the time as an "interpretes" and intermediary. Her knowledge of native foods and plants further contributed to the well-being of the expedition. Beyond that, Sacagawea was little different from many another teenaged mother. "If she has enough to eat and a few trinkets to wear," Lewis once remarked, "I believe she would be happy anywhere."

Struggling over the mountains to the Columbia River, Sacagawea endured the hardships that accompanied the explorers to the big water of the Pacific Ocean. At Fort Clatsop National Memorial, site of the 1805-06 winter quarters of the Corps of Discovery, visitors are eager to learn of the role and fate of the enigmatic bird woman, whose room is depicted in the reconstructed stockade.

The Charbonneaus accompanied the corps on its return trip in 1806, after

which their trail becomes elusive. According to the best authority, Sacagawea died in 1812 at Fort Manuel, a fur-trading outpost on the upper Missouri, shortly after giving birth to a girl. Soon thereafter the fort was abandoned due to native unrest. Though initially assumed killed, Charbonneau resurfaced on the frontier during the next thirty years. In 1813 William Clark, now living in St. Louis, adopted the two Charbonneau

children. An epitaph for Sacagawea is best expressed in Clark's observation of her at the conclusion of their journey west. On August 16, 1806, he recorded in his journal: "Indeed she has borne with a patience truly admirable the fatigues of so long a route incumbered with the charge of an infant, who is even now only nineteen months old."

Thus began the legend of Sacagawea.

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## Keeping the Spirit Alive at Clara Barton NHS

Elizabeth Singleton, Park Ranger  
Clara Barton NHS

Turn of the century typewriters hammer out reports. Letterpress machines squeak with the copy of correspondence. Filing drawers slide in and out with the rhythm of a locomotive. Sounds in 1901 from Clara Barton's Glen Echo home. It served as the first permanent headquarters of the American Red Cross. With Miss Barton's resignation in 1904, the Glen Echo headquarters was silenced.

Fifty-one years later, Red Cross volunteers in the Washington, DC, area joined with others to save this historic site. Their efforts resulted in the establishment of Clara Barton National Historic Site in 1975. The once-busy offices of the organization now illustrate early Red Cross operations, as well as the boundless energy and drive of one woman, Clara Barton. To continue in the spirit of her contributions, certain Red Cross activities still are carried on at the site.

The NPS staff there welcomes the interest of local and national Red Cross volunteers and employees. Museum Technician Joe Burns coordinates Bloodmobiles with the local chapter in Montgomery County, MD, on a quarterly basis. "The general idea is to involve the National Park Service in the local community and expose some people in the community to the site," he explains. Park Service employees and visitors donate blood side by side, many for the first time.

Decisions concerning the relief organization are still made under the red tin roofs of Clara Barton's home. The Disaster Preparedness Council of the National Red Cross met in the spring and fall last year to revamp disaster services. In a room that once offered early Red

Cross volunteers a place to retire, the National Red Cross Financial Development Committee established current fund raising guidelines. Inspired by their surroundings, committee members rose to meet the challenges facing them in the 1980s. The installation ceremony of the Fairfax Chapter Board of Directors also graced the halls in 1986. Similar activities are being coordinated for this year. The first bloodmobile was held in January.

The feedback from these particular groups concerning the NPS role at the site continues to be positive. The staff notes that, "It was especially gratifying to receive a Christmas card from one of the committee members with the simple note, 'Thanks for keeping the spirit alive.'"

Besides coordinating current Red Cross activities, the staff strives to develop programs that will provide visitors with an understanding of Clara Barton's Red Cross organization. The anniversary of the American Red Cross is celebrated each March with exhibits, films, or guest speakers. A living history program interpreting the relief operations after the Johnstown Flood in 1889 is presented in May. A historic drama, written and performed by staff members, draws attention to the site's function as a home and headquarters in 1902. The staff feels it is important that visitors associate Red Cross efforts today with the founding of the organization and its presence in Glen Echo.

The contemporary Red Cross presence at the site and the National Park Service's preservation and interpretation activities there continue to strengthen the relationship between the two organizations. Clara Barton would have been pleased that the spirit is so vibrantly alive.

# Sewall-Belmont, Alice Paul, and ERA

Lynn M. Harding  
Sewall-Belmont House

The Sewall-Belmont House in Washington, DC, is a living monument to Alice Paul (1885-1977), founder of the National Woman's Party and author of the Equal Rights Amendment. A New Jersey native, Alice Paul established the National Woman's Party in 1913, following work with the suffragist movement in England. Just 28 years old when she organized the party, Alice Paul had the gift to motivate and mobilize women in the fight for suffrage.

The fight was long and hard. Massive demonstrations and parades for the right to vote caught the attention of the citizens of the United States—and of the police. The women were the subjects of police brutality; they were arrested for their protest actions, jailed, and even force-fed during hunger strikes behind the dirty prison walls of 1917 Washington. But Alice Paul and her group were relentless. Victory was captured in the form of a constitutional amendment enfranchising women. With the passage of the 19th Amendment in 1920, women were given the right to vote. But victory seized did not give rest to Alice Paul.

The 1920s brought change in the cause and headquarters of the National Woman's Party. The vote for women secure, Alice Paul turned the efforts of the Party to equal rights. She authored the Equal Rights Amendment in 1923 and had it introduced in the Congress that year, as has been done every year since then. She argued the cause of sexual equality at the League of Nations and helped ensure that a reference to sexual equality was included in the preamble to the United Nations charter; in 1938 she founded the World Woman's Party. At home and abroad, Alice Paul helped lead the way to promote equal rights. Home for the Party was to change during the 1920s, and the property known today as the Sewall-Belmont House became the headquarters of the National Woman's Party in 1929.

When the Old Brick Capitol, in which Party headquarters had been located, was taken by eminent domain to build the Supreme Court, the National Woman's Party moved across the street to the Sewall house. Restored under the direction of Senator Porter Dale from Vermont, who had purchased the home in 1923, the property was renamed the Alva Belmont House in honor of the Party's chief benefactress. The roomy Federal and Queen Anne style building was perfect. Just a few



Alice Paul

steps from the Capitol and Congressional offices, the house had plenty of room for Party offices and member clubhouse facilities. A large garden provided a location for quiet moments of relaxation for Miss Paul and her followers. Alice Paul resided in the house until 1972.

The Sewall-Belmont House had a rich historical significance even before the National Woman's Party made it home. The oldest house still standing on Capitol Hill, it incorporates part of the original structure constructed in 1680. Robert Sewall, for whom the house is now named, had it built in 1800, never living there, but renting it. The building served as home to Albert Gallatin, Secretary of the Treasury under Presidents Jefferson and Madison. It is believed that Gallatin conducted part of the negotiations for the Louisiana Purchase in the drawing room he used as his office. During the War of 1812, the only resistance offered to the British came from the house, and the front of the home was burned. Robert Sewall had the house restored, and it remained in the Sewall family until it was purchased by Senator Dale in 1923.

The Sewall-Belmont House was designated a National Historic Landmark in 1972. Congress passed a bill to restore the property in 1974, and the work was completed in 1981. The house is now maintained through a cooperative agreement with the National Park Service.

Today the Sewall-Belmont House serves a dual purpose, as the headquarters for the National Woman's Party and as a museum house open to the public for guided tours. As the National Woman's Party strives to obtain passage of the Equal Rights Amendment from its offices, visitors to the memorabilia-filled museum rooms can learn about Alice Paul and other pioneer suffragists and leaders of the women's rights movement. Furnishings donated by Party members and their families, portraits and busts of pioneer suffragists and leaders of the women's movement, historical photographs, and political cartoons are on permanent display in the beautiful house. The museum is indeed an appropriate tribute to Alice Paul and the many who worked with her for the causes of suffrage and equal rights. Alice Paul was inducted into the National Women's Hall of Fame in Seneca Falls, New York, in 1979.

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## A Salute to Women's Rights

As women of the Jefferson National Expansion Memorial in St. Louis, we've come a distance since women such as Elizabeth Cady Stanton, Susan B. Anthony and Virginia Louise Minor first started their uphill battle for women's rights in this country.

More than one hundred years ago the idea of women fighting for their rights in society materialized in the Old Courthouse of St. Louis. The controversy existed, but women such as Virginia Louise Minor, suffragist, were politically quiet until the indignity of their lack of rights became unacceptable. The idea of women being free to choose, to participate, to grow as intelligent, thinking individuals in a society that could see them as such became too important not to fight for. In 1872 Virginia Minor sued for her freedom to vote within the Old Courthouse, now part of the Jefferson National Expansion Memorial. When refused the right to register, Minor sued the registrar. Being a woman, Minor was required to sue with her husband as she could not legally bring suit by herself. She did not see her influence on the women's suffrage movement in her lifetime. She died in 1894, 26 years before the passage of the 19th Amendment to the Constitution legally gave woman the right to vote. It is her voice, however, and the voices of women like her that we hear as we walk contemplatively through the Old Courthouse.

Today at the park we see evidence of what the years of those combined voices have yielded for women. Of the 105 NPS employees, 30 are women. They are represented in all divisions, from curator to secretary to park ranger to laborer. Their skills are many including those thought of as non-traditional for women. Female rangers are also emergency medical technicians, responding to park emergencies. Five women serve in the field of law enforcement; others have firefighter status with the Midwest Region fire crew and traveled

west during the national fire callout during the summer of 1985. Three women rangers study and use American Sign Language skills to communicate with deaf visitors to the park. Most of these skills are acquired on employees' personal time, showing dedication for self-improvement. Women are making the idea of non-traditional professions a concept of the past. Striving for self and professional improvement, these women offer much to the park and the National Park Service.

If Virginia Minor could return to St.

Louis and the Old Courthouse today, she probably would be surprised at the changes. She would see how women have used the opportunities made available by her struggle for women's rights so many years ago. Minor's voice would join with the others of the past in congratulating today's women and encouraging them to continue the forward march. We salute the women, past and present, of the Jefferson National Expansion Memorial.

## The Distance Women Have Traveled

Rena Lowder  
Lincoln Home NHS

"The women of this generation can scarcely measure the difference between their status and that of their grandmothers. It is a milestone from which to measure the distance women have traveled since that day."

These remarks written by Carrie Chapman Catt for a November 9, 1918 article, compared the status of women then to those of seventy years earlier, in 1848. "What the National American Woman Suffrage Association Has Done" appeared in *The Woman Citizen*.

The Victorian years saw women travel an astounding distance—from total acceptance of their status as ". . . nearly a slave . . ." non-existent in custom and law—to fighting against and struggling to overcome inequities inherent to a woman born into a man's world.

More than a century ago, during Mary Todd Lincoln's lifetime, the endorsed and reinforced dominant view of women was that they were "frail, of low intellect, and had a restricted social destiny."<sup>2</sup> The popular periodical, *Godey's Lady's Book*, written by the Reverend Samuel W. Fisher, extolled acceptable womanly virtues and behavior as determined by fathers, grandfathers, brothers, clergymen, and educators, in a male-oriented century: "Graces, manners, and domesticity were supposed to compass a woman's world. . . There has been a long standing dispute respecting the intellectual powers of the two sexes. . . She may be capable of education but she must not leave her own sphere. She should 'share with man the sceptre of influence . . . without presuming to wrest from him a visible authority. . . When she forsakes the household and the gentler duties of domestic life for the labors of the field, the pulpit, the rostrum, the court-room, she always

descends from her own bright station, and invariably fails to ascend that of man."

A girl unmarried at the age of twenty caused surprise to friends and financial problems for her family, unless she came from an upper class family. The respectable marriage of the daughter in a wealthy family reflected directly upon the family image; through her marriage the family honor could be enhanced or destroyed. It was acceptable for the affluent female to marry later in life, after acquiring the education deemed necessary to mold her into a proper and desirable wife. Everything in women's education aimed at preparation for marriage, and it was generally accepted that knowing too much was not the best way to find a suitor.<sup>3</sup>

Once the honeymoon was over and married life began, the woman found herself entirely dependent, nearly a slave. Husband and wife were one, and that one was the husband<sup>4</sup>—master, law maker, keeper of the purse. His authority was uncontested. Until mid-century, the husband was allowed in most states to beat his wife, provided that he did so with a reasonable instrument, no matter what, from a riding whip to a stick no thicker than the thumb. . .<sup>5</sup>

Affluent women spent their time virtually idle, cloistered, in as useless a manner as members of a harem, while the poorer were also recluses, but tremendously overworked. A typical day in the life of a middle-class woman with domestic help was outlined in Gayet's *Everyday Life in the U.S. Before the Civil War, 1830-1860*: rising early, around 8:30 a.m. or 9 for a prepared breakfast, she must appear fully dressed even though the husband has left the house and the maid has gotten the children off to school. She then makes a round of the kitchen, but menus are quickly chosen and morning tasks are completed with three hours remaining.

Possibly there is a religious service or charity meeting, organized by the pastor, to attend. Noontime is reserved for the family lunch, followed by long afternoon hours of idle time until the husband's return. In the evening hours, husband and wife may attend a dinner, a welcome distraction to the wife, providing her with an opportunity to exhibit her dresses and jewelry, thereby doing honor to the husband's wealth.

"Like most American women in the nineteenth century, Mary Todd Lincoln lived her life outwardly within the confines of the female roles acceptable to Victorian society. The ideal of womanhood in nineteenth-century America allowed no opportunity for happiness outside the home and Mary believed in that ideal. Like more than 90 percent of American women in that time, she married. Like more than 97 percent of married women then, she never worked outside the home."<sup>7</sup> Within those accepted roles of wife and mother, however, Mrs. Lincoln exerted the force of a strong personality. Though a very proper woman, she was by no means a passive or weak-willed person. Insight into her high ambitions for Lincoln were apparent in a comment she made about her husband: "He is to be President of the United States some day; if I had not thought so I never would have married him. . ."<sup>8</sup> She was a "domestic feminist" in other ways as well; she married against her family's wishes; she shared her husband's interest in politics to the point of attempting to influence some presidential appointments during the Civil War.

Among Mary's Springfield neighbors were Harriett Dean, who was a schoolmistress, teaching academics and embroidery; another was Sarah Cook, who operated a photography studio out of her home; across the street, widower Henson Lyon's daughter ran his household. Also among Mary's

neighbors were the wives of socially prominent, wealthy, politically active men such as Jesse K. Dubois, Illinois State Auditor and powerful Republican politician and officeholder; Allen Miller, a prosperous leather dealer; Charles S. Corneau, druggist; Charles Arnold, local politician and two-term sheriff; James M. Morse, employed in the office of the Secretary of State and later Assessor and Treasurer of Sangamon County; and Solomon Allen, a local alderman.

Women of lesser means than Mrs. Lincoln and her neighbors occupied their time performing the "gentler duties of domestic life" by sewing and repairing clothes for the family, cooking from sun up to sun down, washing clothes, cleaning the house, and tending to the children. In addition, some of them worked as seamstresses, cooks, laundresses or household servants for upper class women and their families.

Beginning in the 1840s, most states granted married women title to their inheritance, any gifts they might receive, and their salaries. The first rumblings of the feminist movement were heard at this time, but it wasn't until 1848 that feminist agitation began to claim the public eye and not until 1854 when the first convention on women's rights was held in Philadelphia. During the proceedings a male member of the audience arose to interrupt, proclaiming that women should first prove they possessed any rights at all since both the church and state had already agreed they had none.

More than a century later, and as a result of the women's battle, "the high, seemingly impregnable stone wall surrounding our grandmothers has been worn down, stone by stone, until every woman can look over the top to the freedom beyond."<sup>9</sup> Women of today enjoy educational, legal and civil privileges for which other women have given their lives and their fortunes. The lifestyles of women in the parks have evolved to include a variety of employment classifications, but it is interesting to note that some of these jobs are still termed "non-traditional," such as park rangers/firefighters, maintenance laborers and law enforcement personnel.

Growing numbers of women hold down full-time jobs, are single parents raising a family, are heads of households, juggle conflicting schedules and lead lives that would both shock and amaze Victorian women; and yet it is because of Victorian efforts and struggles that the women of the 1980s enjoy greater freedom than ever before.

What legacy will women of today leave to their gender in the next century? What new privileges will they enjoy as a result of the "distance women have



Lincoln Home NHS

traveled?" Will wages compare better than a woman's 61 cents to a man's dollar a century from now? Will the 1983 statistics change from those reported by the Secretary General of the United Nations in an address to the U.N. Commission on the Status of Women: "Women are half the world's adult population; they comprise one-third of the paid labor force, and they actually perform two-thirds of the world's work hours. For this they earn one-tenth of the world's income, but they own only one percent of the world's property." Might the contributions of women throughout the history of the world receive appropriate recognition and more value than today? The U.S. Congressional Resolution designating the week of March 3-9, 1985 as "Women's History Week" stated: "American women of every race, class and ethnic background served as early leaders in the forefront of every major progressive social change movement, not only to secure their own right of suffrage and equal opportunity, but also in the abolitionist movement, the eman-

ipation movement, the industrial labor union movement and the modern civil rights movement; despite these contributions, the role of American women in history has been consistently overlooked and undervalued in the body of American history." Or must the distance women have traveled only increase in the next century, an infinite journey toward an elusive goal of equality?

1. Robert Lacour-Gayet, *Everyday Life in the United States Before the Civil War, 1830-1860*, p. 67.
2. Mark E. Neely, Jr. and R. Gerald McMurtry, *The Insanity File*, p. 31.
3. Robert Lacour-Gayet, *Everyday life in the United States Before the Civil War, 1830-1860*, p. 224.
4. *Ibid.*, p. 67, 69.
5. *Ibid.*, p. 69.
6. M. E. Neely, Jr. and R. G. McMurtry, *The Insanity File*, pp. 4-5, 95.
7. Ruth Painter Randall, *Mary Lincoln: Biography of a Marriage*, p. 103.
8. League of Women Voters, *The National Voter*, November/December 1986, Vol. 36, no. 4, p. 11.

# . . . *And Now*

## *Issues & Answers*

### On Creating Reality at Women's Rights

Judy Hart  
Superintendent  
Women's Rights NHP

Park visitors and NPS guests remark on the seemingly boundless enthusiasm and dedication of the Women's Rights NHP staff. The rangers bring history alive, they exclaim. And the rangers do bring history alive in a very literal sense: the history they impart during a tour of the park may be only a day old.

On an almost daily basis, Women's Rights NHP is creating women's history. The park staff and those who work with it delve into the material culture and the written history in order to clarify the outline of the past. Last year, preservationists and archeologists from the Denver Service Center found the historic Wesleyan Chapel within the boundaries of the laundromat, apartments, and parking garage now existing at the park: two test pits were dug before the third revealed the front corner of the building. The true dimensions of the Stanton property also were found, this time in a maze of deeds, mortgages, claims and counter claims. As recently as 1982, when the park first opened, the Stanton house and lot were assumed to be one-third the size we now know them to be.

It's new history at Women's Rights NHP, and it's creatively found history. It's history emerging from women's contributions in the past and everyone's detective work in the present. Very few resources are available, and some of these, including Stanton's autobiography, have been found to be in er-

ror. Pouring over nineteenth-century diaries, letters, and newspaper articles, as well as tax, employment, property and church records, associating small references from widely divergent resources: taken together, these efforts may uncover history previously unknown.

The challenge and the responsibility for the staff are immense, but we are inspired to meet them. We know that not only are we creating and bringing alive history: we are creating a future as well. Thousands of visitors come to the park each year knowing nothing of women's rights history. Their new knowledge of the events of 1848, and the cultural context of the nineteenth and twentieth centuries, creates, in many cases, a new perspective and an improved understanding of their individual lives in the larger context of society and its history. This new knowledge may well create a changed future for them also.

And of course, many issues pertaining to women's struggle for equal rights remain unresolved in 1987. These continuing efforts are also part of the future for Women's Rights NHP.

In all of this, process is just as important as conclusion. For the nineteenth-century woman, the central issue was not whether laws were just and reasonable; she wanted the right to vote them in or out. Process in current park programs continues as a dynamic issue. Park visitors and supporters expect both the interpretation and the operation to reflect a continuum of equal rights in an open, shared process.

The culmination of this is coming up in 1987. The Wesleyan Chapel was the site of the first women's rights convention in 1848. Yet after extensive research, we continue to know very little beyond the fact that it was brick, and plain, a simple structure. The front of the building is gone, as is the back, and one quarter of the roof. No plans, no descriptions, no drawings and, of course, no photographs exist. Yet because process is as important as conclusion, the park is sharing its challenge with the people of the United States. The National Park Service is co-sponsoring a national design competition with the National Endowment for the Arts for the Wesleyan Chapel. The competition will be open to all: to women and men, to professionals and non-professionals, in the spirit of equal rights.

The results will be a statement on the women's rights convention in 1848 that began a revolution, which is still continuing. They are expected to contribute to a major new statement on preservation: to combine the remnants of an unknown building, with previously unknown history and with the intense emotional responses of ongoing issues, all against the backdrop of an agency with a long and proud tradition of preservation. In a very real sense, the competition marks only one more part of the process, as the park and the nation create a future for women's rights.

# National Park Women—Then and Now

Cec Matic  
NPW Chairman

Up until 1952, the wives of superintendents, Washington Office staff, and regional personnel had never been asked to contribute their energies to the National Park Service as an organized group. But when everyone arrived at the Glacier Park Hotel, East Glacier, Montana, for the Area Operations Conference, they learned that the Director of the National Park Service, Conrad Wirth, wanted their help.

For many years, the NPS had struggled along with a minimum budget, but now that Mission 66 was planned, with its increased appropriations and its dreams of improvements, the Director needed extensive reports on housing throughout the system. And who better to provide this information than the women who ran the households. They had a vital interest in the subject, and he was confident they would provide NPS design offices with constructive ideas.

Those women attending the conference became charter members of the National Park Women's Organization (NPW) on September 9, 1952. They developed a plan of action, deciding that, because of their mutual housing problems, geographic areas rather than NPS regional boundaries would be their guide. They adopted this plan, and elected as their officers Mrs. George Baggeley, General Chairman, Lake Mead; Mrs. George Palmer, Northeast Chairman, Vanderbilt Mansion; Mrs. O. F. Northington, Southeast Chairman, Fredericksburg-Spotsylvania; Mrs. W. J. Kennedy, Central Chairman, Effigy Mounds; Mrs. Eivend Scoyen, Northwest Chairman, Sequoia-Kings; and Mrs. Paul Frank, Southwest Chairman, Zion.

During 1953 and 1954, the housing report got underway. A questionnaire developed by the organization was sent to every unit of the national park system. The final report contained detailed information from each.

But the women's involvement didn't end with their contributions to the housing program. They published two booklets, "The Guide" and "The Program," that included information on the Service and its goals, and were to be used for educational purposes. They also became ambassadors for the Service, sharing their feeling for the parks with civic clubs, schools, churches, and hospitals. They volunteered in park offices and served as hostesses to out-of-town guests, all without compensation or complaint, because they felt their ef-



Cecilia Matic

forts contributed to a more "family-like" environment within the NPS.

These dedicated women are still to be found in the Service, but their interests have changed over the past 30 years, because time and family needs have changed. Nevertheless, the by-laws of NPW remain the same—to promote friendship and understanding, to provide opportunities to communicate and discuss common areas of interest, and to undertake projects to benefit its members, local communities, and the Service.

Although there are no dues and no written membership requirements, members, as defined by the by-laws, are "all National Park Women"—employees, alumni, and wives of employees and alumni. No woman is forced to be a member; she has no obligations to the organization. To be involved, whether in a park or regional office, is solely her choice. Many women who were staunch supporters of the organization in the past have lost their affiliation to a new career, to divorce, to separation, to a shift of interests. But there remains a large following, despite the decrease in interested or available women.

These active members continue to make a valuable contribution to the

Park Service. They welcome new members of the organization, those who have transferred, and guests to the parks; they promote the parks outside the park environment; and they serve as auxiliary members at local hospitals. Most important of all is the role they play in the Employees and Alumni Association's Education Trust Fund. Completely supported by donations, the fund receives a large portion of its money from NPW. Just last year, organizations in the parks and regional offices have contributed more than \$10,000. These money-making projects, whether they be raffles, bake sales, or silent auctions, have served to keep members close as they work for a worthwhile cause that benefits many Park Service families.

NPW no longer stands as a group trying to hold on to the "good old days." That was then and this is now. We must leave those days behind us, and accept the changes that are taking place in our lives and within the Service, accept them all with a positive attitude, keeping in mind that the NPW plays a vital part in maintaining the "family tradition" that will always be a part of the National Park Service.

# Western Women Gain!: Update on 1979 Women's Conference

Becky Mills  
Resource Equal Opportunity  
Manager, Western Region

The Western Region took seriously the recommendations of the 1979 National Park Service Women's Conference, and followed up with two regional women's conferences, one in 1981 at Yosemite and another in 1985 at Hawaii Volcanoes. In 1984 a Regional Federal Women's Program Workplan was approved and issued after delegates from six regional "zones" compiled and presented recommendations from their zone conferences to the regional director and management team. Some of the actions taken to date follow.

*Objective:* Reaffirm the Western Region's support of dual career families.

*Actions:* The regional director encourages accommodation of dual career couples and credits employment of a dual career couple as a park accomplishment when appraising the performance of superintendents. Many couples have benefited from this encouragement. Some parks list expected future job openings on their vacancy announcements in order to assist couples in their planning. Regulations on nepotism and reinstatement rights have been distributed to dispel myths about employment of relatives, and a policy spelling out the regional director's position is in the final stage of development.

*Objective:* Recognize and support the importance of childcare for National Park Service employees.

*Actions:* Eight parks responded to a survey determining needs of their employees for childcare. A childcare center has been established at Yosemite National Park, and two more parks are actively working to establish centers.

*Objective:* Provide training to women employed by the National Park Service consistent with the representation of women in the park or area.

*Actions:* Parks have appointed career counselors; the Western Region Career Counseling Handbook has been issued; superintendents are held accountable for Individual Development Plan submissions; a tracking system has been developed to analyze training provision by ethnic group and gender.

*Objective:* Better utilize women presently employed.

*Actions:* A goal has been set and met to structure 10% of all vacant positions as Upward Mobility positions. Requests to fill positions must be accompanied by a plan for affirmative action, and many positions are announced as career ladder or multiple-graded positions. Some clerical positions have been redefined as bridge positions, including both clerical and technical duties.

*Objective:* Increase representation of women in Western Region consistent with civilian labor force.

*Actions:* In addition to the increases already noted in representation, special efforts have been made to increase women in non-traditional law enforcement and maintenance jobs. A Regional Intake Program was established for ranger and maintenance worker positions. Three women were trained as maintenance workers, and are now working at Channel Islands NP, Saguaro NM, and Petrified Forest NP. Several other parks have significantly increased the number of women in maintenance jobs. From 1984 to 1986, eleven women (50% of the total) entered the ranger ranks through the Intake Program, including five minority women. Ninety-nine women (47% of the total) have been selected as rangers, GS-5 or below, since 1984. The regional director continues to require superintendents to make good faith efforts to meet a goal of 40% in selecting women for permanent and seasonal positions.

Although not an objective in the 1984 Federal Women's Program Workplan, prevention of sexual harassment has been a major emphasis in the last two years. Training programs have been conducted by Special Emphasis Program Manager Alice Fragoza in a number of parks, and other parks have contracted with private trainers to accomplish this training. The region's Affirmative Action Advisory Group, composed of managers appointed by the regional director, has set as a goal for 1987 that every employee in the Western Region will receive training in the prevention of sexual harassment. The regional director issued a policy against sexual harassment in 1986. Disciplinary actions have been taken when sexual harassment has occurred.

Difficult barriers remain to be overcome. However, the National Park Service can take pride in the significant progress made to date in the Western Region. While many men and women have given of themselves to bring this progress about, Regional Director Howard Chapman has provided the leadership and sustained commitment, and has held others accountable.

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## Yosemite Child Care Center a Plus for Community

Stephen J. Botti  
Chairperson, Yosemite Child Care Center

The Yosemite Child Care Center (YCCC) opened in June 1984 after nearly two years of preparation, geared toward solving a major problem for working families in the Yosemite community. Like many other park communities, Yosemite had long been searching for a way to handle some of the major social changes of our time—the financial need for dual family incomes, as well as a desire of many spouses to enter the work force and seek career advancement. Until the YCCC opened its doors, the absence of a child care facility made these changes more difficult.

From the beginning, it was obvious the project would succeed only if a professional, full-time director and paid staff could be hired to run the center, under the supervision of a parent board of directors. Several earlier attempts to provide child care services had failed due to problems with establishing a center on an exclusive federal reservation, and finding suitable staff housing, not to mention a structure to house the center, when housing was already at a premium for park employees. Working parents lacked the time to contribute to the center on a cooperative basis. More fundamentally, the community desired more than a babysitting service. Parents wanted a professional staff capable of encouraging their children's social and educational development. They also wanted a staff that met all state certification requirements, even though the center could not be licensed by the state

because of the exclusive federal jurisdiction within the park.

With these needs in mind, the local NPS parent group formed a non-profit corporation under California law, and became the board of directors. Next, they expanded to include representatives from other parts of the community. The park superintendent provided support by making a large NPS residence available to house the center, under a special use permit to the corporation. The Park Service also undertook the renovations necessary to enable the structure to meet state and federal child care, health, and safety codes. An attached garage was converted into a large playroom. This expanded the capacity of the center to 24 children, in order to better meet the community needs. In addition, the park's main concessioner, the Yosemite Park and Curry Company, donated substantial funds to cover start-up expenses and has continued to provide a donation each year, thus enabling the center to continue operations.

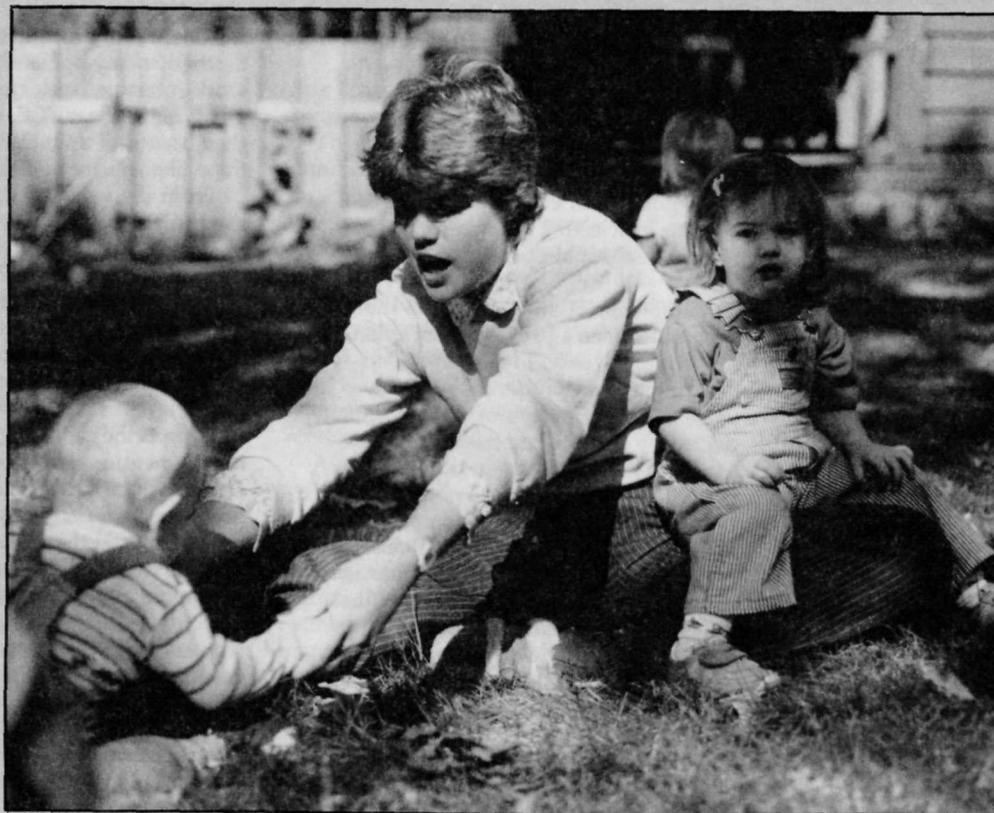
The YCCC has been welcomed enthusiastically by the community, and has reached capacity on many days. Nevertheless, all is not easy. The center

has never been financially self-sustaining; fees have to be kept low if the YCCC is to benefit the entire community. Annual deficits have been covered through donations from numerous fund-raising events (bake sales, raffles, and booths at the annual crafts bazaar). Continued financial support from the Yosemite Park and Curry Company also has been essential in maintaining center operations. The Park Service has absorbed rent and utility costs (about \$5,700 annually), as well as all major maintenance work on the structure (\$3,800 in 1986). Even with all this help, the center has had few reserves left to upgrade operations and maintain salaries at competitive levels. Adequate insurance coverage has been a recurring problem, and promises to get worse until a broader solution to the nationwide dilemma of day-care-center insurance is found.

Fortunately, like the parents, many staff members are dedicated to living and working in the park, even at personal sacrifice. Because of their dedication and the dedication of others, the center has become an integral part of the lives and daily routine of the Yosemite

community. As many as 63 families have registered to use it, and, because of its presence, many talented and qualified parents have had the opportunity to find work or to start families without sacrificing their careers or the welfare of their children. Women with excellent credentials in early childhood education also have been able to find employment in their chosen profession while contributing to the overall improvement of community life. On the average, between 60 and 70 percent of YCCC use has come from concessioner families, with the balance from the Park Service, the Yosemite Association, the Yosemite Institute, park contractors, and other park-affiliated families. All have benefited.

The effects of this bold step in community development are expected to ripple out for several years, as the Park Service and the Yosemite Park and Curry Company find themselves attracting more qualified employees as a result of their broader range of community services and dual career opportunities for working parents.



Yosemite Child Care Center

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## One Day in the Life of Rowena and Ramona, Park Rangers Par Excellence

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Christine Kinneary  
Park Ranger  
C&O Canal NHP

*Rowena and Ramona are Park Rangers at your favorite national park. It's 0600 hours and they are getting ready for work. Carrying a cup which says, "Ranger Rendezvous X," Ramona looks out their kitchen window as their red longjohns flap in the wind.*

**Ramona:** You know, Rowena, it seems that we should certainly come up with something better to wear to keep us warm than these red "union suits." Anyone passing by our house would think we wash clothes for Santa and his elves.

**Rowena:** You know I have no choice about what to wear. My Dad thinks I brave the arctic winds and snow each day. He's sent me about six pairs already. I'll never wear them out. But you're right, they sure do look funny.

**Ramona:** There are a lot of pluses to being a park ranger, but when I walk around in my longjohns with brown socks and boots on, ironing my gray and green, I really feel silly. Definitely the Eddie Bauer type, not Vogue.

**Rowena:** Since we're talking about the uniform, yesterday while I was in my Stetson, the wind kicked up and before I could grab it, it flew off my head and achieved Mach-2 speed. This is the third time this week that I've had to do a SAR event looking for my hat. You'd think that hat could be tailored to fit our size and frame. I've sat at cocktail tables smaller than my hat brim.

**Ramona:** (As she is ironing her shirt) I've washed this shirt in hot water to shrink it a little; but no. This has to be the toughest synthetic material known to exist. Doesn't budge an inch. I'll have to take it to the tailor and have her alter and taper it for me. I can't understand why these shirts have no darts, no pleats, and no shape. I still can't figure out what to do with the eight folds of material I have to tuck into my pants!

**Rowena:** Don't mention those pants—bell bottoms that would make a sailor sit up and take notice. Just what we need for climbing and hiking. Where is L. L. Bean when we need him?

**Ramona:** We make an all-out attempt to look sharp and professional, yet this uniform thwarts us. I don't even think Jane Fonda would look good in our uniform.

**Rowena:** Well, I wouldn't go that far.

*After a breakfast of Grape Nuts, skim milk, de-caf coffee, ½ a grapefruit and some chocolate-covered donuts, Rowena and Ramona toss their gear and some granola bars in the park's 4 × 4 "El Ranger Macho" and head for the wide open spaces of the park. They pull into the camp ground and begin their normal patrol.*

**Ramona:** The camping area looks good; there's enough wood for fires; the water pump works; the bathrooms are clean and well-stocked. . . .

**Rowena:** It looks like a disabled vehicle up the road, let's check this out.

*They pull up behind the motorist and assist him changing a flat tire. Later. . . .*

**Ramona:** He was sure reluctant to let us help; said he didn't feel right letting a woman help change his flat tire.

**Rowena:** When you told him not to consider us women but just park rangers, he seemed to acquiesce a little. Boy, those lug nuts were on tight.

**Ramona:** Oh, by the way, did I mention that the Chief Ranger wants me to present a talk on "Life as a Park Ranger" to the Parks & Recreation class at the community college?

**Rowena:** The last time I gave a talk there, I brought a copy of the 1926 letter that Horace Albright sent all prospective rangers. I read it as if it were our present qualifications. I had a good laugh with that one!

**Ramona:** I think I may try that approach. So, have the KSA's changed in the last eighty or so years?

**Rowena:** Let's see . . . they had to ride and care for horses, have experience in the outdoors, fight fires, do interpretive programs, handle all law enforcement and protect the natural features of the park. Oh yes, they also could not attend dances more than twice a week!

**Ramona:** Gee, what men!

**Rowena:** Isn't that the truth. It's been over sixty years and, if you add some other skills and qualifications, things haven't really changed that much. Except now we can say: Gee, what men *and* women.

# The Individual's Role: Personal Growth and Development

Lucia Bragan  
Training Division  
WASO

So much of today's literature emphasizes the need to set goals, establish timetables and go for it—the proverbial golden ring. Success will be ours if we follow these steps, we are told. The basic tenets of setting goals and planning are sound, but all too often the literature does not point out that the success or failure in realizing goals will be influenced by a number of external and internal factors. Furthermore, the individual doing the planning only has control over the internal factor, i.e., personal development.

Most of us have seen "My Fair Lady," the musical based on George Bernard Shaw's play "Pygmalion." In it, Professor Henry Higgins takes Eliza Doolittle, the ignorant flower girl, and through his efforts transforms her into an elegant lady. However, it is not his effort alone that brings about the change. It happens because Eliza is willing (though somewhat reluctantly at first) to put forth the effort to achieve this transformation. If she had not made the effort and suffered through the process, Higgins would have lost his bet. Higgins' role as teacher or mentor was significant, but Eliza's commitment to work toward the goal was essential!

The same is true for each of us. Unless we are determined to prepare ourselves for our future, we will not be ready when the opportunities present themselves. We must be willing to put forth the effort and suffer through the process as Eliza did. That is not very glamorous or exciting. It does take discipline, initiative, commitment and just plain hard work, but the end results can be very rewarding.

Personal growth requires certain knowledge, skills and attitudes. Certainly, you must know what is important to you in general. Another way of saying it is that you must know your value system. It will help you make decisions that will be right for you as well as help you avoid inner conflicts.

Knowing what you want out of life (values) is the first step. You must also realistically analyze your strengths and weaknesses, your skills and abilities. When these are known, you can begin to identify jobs and eventually careers that will be satisfying and challenging to you. You must reassess your values, interests and skills regularly because things are constantly changing and you will change also.

You are responsible for your own development whether for the current job or a future position in a totally unrelated field. Most individuals think that self-development means setting up a formal education program of substantial length. You certainly do not have to plunge into a major program at the local college. You can begin more gently—begin by reading.

## Libraries

Go to the local librarian, describe the subject you are interested in studying and what level of knowledge you already have. The librarian can identify books and articles on the subject. Next, find someone who is more knowledgeable than you on the subject and discuss what you understand from your readings. You can even take this a step further and set up a reading group of three to five people to discuss topics.

## Adult Education Classes

Local adult education classes frequently have courses on a variety of subjects at a fairly low cost. It is an excellent way to break into the study habit once again.

## Lectures

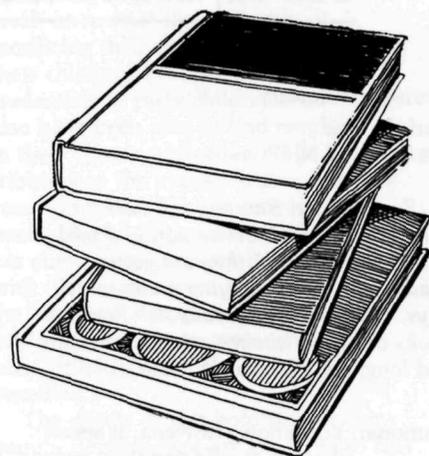
Attend lectures on your special subjects. Local organizations, as well as colleges and universities, frequently sponsor lecture series on a variety of topics. A check of the local section of the newspaper or a call to a college, museum or library will often turn up such information.

## Correspondence Courses

Take a correspondence course from a reputable organization. Many large universities have departments of independent studies which offer credit and non-credit courses. These programs generally require you to complete projects, assignments and tests which are reviewed and graded by subject matter experts. Remember that to complete an independent study course requires a great deal of initiative and self-discipline. Enroll in one only if you have the time and energy to see it through to completion.

## Journals/Magazines

Subscribe to journals or magazines that specialize in your subject area. Here



again, the librarian can help you identify what is out there and perhaps arrange an inter-library loan of journals.

## Local Organizations

Join an organization devoted to the subject area, attend the meetings and participate. Whenever possible, use the new information or practice the skill. If you cannot use the skill at work, use it in a volunteer or leisure group, club or other organization to which you belong.

Remember, too, whatever field or job for which you ultimately aim, there are certain skills that you will need to do well. They include writing, speaking, interpersonal communications, problem analysis and decision-making skills. Polishing these skills will hold you in good stead regardless of what your aspirations may be. They are the basic skills needed for most jobs and careers, and they must be practiced.

All of these suggestions are simple ideas but they are not easy to follow. To pursue any one of them requires commitment and follow-through and a great deal of initiative.

In her autobiography, Eleanor Roosevelt wrote ". . . if you prepare yourself at every point as well as you can, with whatever means you may have, however meager they may seem, you will be able to grasp opportunity for broader experience when it appears. Without preparation, you cannot do it." That very well sums up the individual's role in personal growth and development.

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## Sexual Harassment

Sexual harassment is an infringement of an employee's right to work in an environment free from sexual pressures of any kind. While sexual harassment need not necessarily involve a male supervisor and a female subordinate, this has been the most common situation in which the problem arises. But pressure can come from a person of either sex against a person of the opposite or same sex.

Here are some examples:

1. explicit or implicit promise of career advancement in return for sexual favors (e.g., promotion, training, awards, details, lax timekeeping, lower standards of performance);
2. explicit or implicit threats that the victim's career will be adversely affected if the sexual demands are rejected (e.g., non-promotion, poor performance appraisal, reassignment to a less desirable position/location);

3. deliberate, repeated, unsolicited verbal comments, gestures or physical actions of a sexual nature (e.g., touching, pinching, or patting another person).

Concern should be given to the options that are open to the victim of sexual harassment. What are those options?

1. Recognize it for what it is, and understand that it is not your fault. You have a right to complain and take action.
2. If possible, confront the offender directly if you think he or she can be reasoned with or scared off. Make it clear you are not interested and that this behavior is unacceptable.
3. Keep a written record of the incidents of harassment, and of your complaints and their results. If people are present during the harassment, say something like, "Did you see so-and-so do such-and-such. . . ? The observers will be

more likely to remember the incident. Get their names down in your documentation.

4. Talk to good friends, to co-workers, to relatives. It is important to have a strong support system at this time. If you keep feelings to yourself, you will most likely remain isolated and powerless. By speaking out and documenting the incidence and forms of sexual coercion, you help yourself as you contribute to defining sexual harassment as a social problem. A sense of being able to affect your own life replaces the sense of isolation.

To obtain additional information or to receive personal counseling, you may wish to contact:

your supervisor or a higher level management official; and/or the Federal Women's Program Manager or the EEO Officer.

## Women in the NPS—Trivia Questions

1. Name the woman who homesteaded in Estes Park before becoming the first woman to be licensed as a nature guide by the government in 1917?
2. Name the first woman seasonal ranger and the park that hired her.
3. Who hired Isobel Bassett to be a seasonal ranger at Yellowstone in 1920 because he was so impressed with a lecture she gave on park geology?
4. Who was the first woman to be appointed a year-round park ranger in the NPS?
5. Who was the first permanent NPS woman superintendent?
6. A woman served as the first NPS information officer and continued as NPS editor-in-chief, serving for more than 40 years. Who was she?
7. Name the NPS area where the first woman was appointed superintendent from the ranks?
8. Name the superintendent's secretary who is now secretary to the son of her former employer?
9. What park has a statue erected to women?
10. In what year did the first woman climb Mt. Rainier?
11. What park, established to commemorate a poet, attracts visitors interested in the goats raised by the poet's wife?
12. Why is Miss Una Lee Roberts listed among NPS officials?
13. Who was the famous archeologist who had the same last name as her famous father-in-law?
14. Who is Mama Bear?
15. The formal beginning of the women's rights movement took place with the Seneca Falls Convention, now commemorated at Women's Rights NHP in New York state. How many of the convention's participants lived to see women achieve the right to vote?



(Trivia answers on pg. 51)

# Dual Careers:

## Viewpoints and Policies

*People marry for love. They also join the NPS for similar reasons. But marriage and career have been known to conflict in some of the loveliest places in this country—the national parks. What follows is only a limited view of NPS dual careers. It defines the experience in its broadest sense—from the woman who shared her husband's career several decades ago, accompanying him to every park where he served, to the woman struggling to advance along with her husband and willing to separate from him for periods of time or endure long commutes in order to accept promotions. The NPS dual-career story is as individual as the couples who practice it. There are successes, but there are also sacrifices and frustrations. Even a cursory glance through the Dual Career Directory reveals an assemblage of highly dedicated, motivated professionals whose love of the parks and of each other runs so deep that they are willing to make extraordinary sacrifices in order to stay together and stay in the Service. Whether they should have to make these sacrifices or not is a question the Service is now beginning to consider.*

### Dual Career Couple Policy?

Alice Fragoza  
WRO Special Program Manager

Are you asking yourself, "Why does the National Park Service need a policy for dual career couples? Whose idea was this anyway?"

The need came to the attention of the 1979 Women's Conference in Reston, Virginia, as well as the Federal Women's Program Workshop held in the Western Region during the summer of 1983. Some married couples had experienced open resistance when they applied for employment in the same area or park, or within commuting distance of each other. There seemed to be an unwritten policy that the region would not employ both members of a couple because such employment would somehow affect their ability to responsibly perform their NPS duties. Of course, this was not a region or Servicewide phenomenon, but it surfaced in enough areas to merit attention.

As a result of issues identified at the 1983 FWP Workshop, the issue received attention at the regional level. In the form of objectives to be accomplished, it became part of the Federal Women's Program workplan. Action items with due dates were included as well as the officials responsible for carrying them out. Not simply a women's issue alone, it was brought to the attention of management for review and implementation. This process culminated in a draft policy for the employment of dual career couples, written by Susan Shaw, a former FWP manager for Southern Arizona Group. Comments on the draft have been received from the field and the final version should be issued in 1987.

The impact of this draft policy already can be seen in the way the Western Region handles vacancy announcements. These often contain a short notice of other current or anticipated vacancies in the same area or within commuting distance, so that dual career couples are aware of the employment opportunities that exist. Everglades NP distributes similar vacancy announcements.

The existence of a policy has had a positive impact on couples because they are now able to seek and obtain employment with better chances of success. Clearly, the Western Region does not seek to give preferential treatment to dual career couples; it does strive, however, to eliminate any artificial barriers to employment, and that includes marital status.

## Dual Career Directory



As two-career families become the rule rather than the exception, spouses occasionally compete for employment within the same agency. This is not a problem in most cases. But when both parties work for the National Park Service and when both feel as committed to their jobs as they do to each other, hardships sometimes result. To aid those couples trying to maintain family ties *as well as* continue gainful employment with the Service, a directory of dual-career couples has been published under the general leadership of Lorrie Sprague, with the generous assistance of several dual-career couples from the South Florida parks.

Stated simply, the objectives of the directory are as follows: 1) to show how common NPS dual-career couples are, 2) to establish a network for information-sharing among couples, giving them a better idea of which parks offer the best employment opportunities, and 3) to provide managers and supervisors in those parks where hiring a couple may be especially beneficial a chance to review the qualifications of interested individuals. Since the directory currently is not supported by any organization, its printing costs and other incidentals are covered solely by a participant fee. Thirty-eight couples, representing twenty-three NPS areas, participated in the first edition of the directory. Current plans involve revising the directory annually and distributing it each fall. For further information, contact Lorrie Sprague, Hodgdon Meadow Ranger Station, Yosemite NP, Groveland, CA 95321, or look for additional details in RANGER, the ANPR magazine. Those who wish can obtain a copy of the 1986 directory by mailing \$6.00 for postage and handling to Lorrie Sprague.

## Private Sector Policies

As part of the same brainstorming sessions that produced the dual career directory, a survey of private sector dual-career policies also evolved. Led by Mike Hill, Biscayne NP, those researching the topic contacted five high-performing companies noted for consistently outstanding management. These Fortune 500 companies included IBM, 3M, AT&T and GE. Because careers for both spouses within the same company are becoming increasingly commonplace, IBM and the other organizations surveyed reported policy-level efforts to deal with the issue. To enable these companies to keep good employees *and* to attract new talent, managers developed several successful approaches. First, they accepted the reality of two-career families within the same organization, though they stressed that employees should not supervise their spouses. They also tended to use the same criteria as the Federal Personnel Manual Chapter 310 for guidance, while allowing managers the flexibility to relax the rules as necessary. Secondly, they provided some assistance in job placement for the spouse of an employee. This included assistance in the preparation of resumes and the use of company contacts in the local community to find appropriate jobs. Finally, child care was made available either by company support of a local child care center or by company development of a child care facility in or near the workplace.

## Dual Career NPS Families

Bob Jacobsen

In the early '70s, here at Shenandoah, we became aware of an emerging phenomenon—dual-career NPS families—and began, as possible, to accommodate them. It was not an easy task for a park manager or supervisor, and still is not, for a number of reasons. These include a host of difficulties that can arise from perceived, if not real, discrimination in the filling of vacant positions; from allegations of favoritism in duty assignments, in tour of duty and leave scheduling; and in a potential loss of flexibility and fairness in subsequent intra-park reassignments. An occasional plus, of course, was an easing of quarters problems in remote locations.

Our response was to make the point, when beginning contacts with one member of such couples, that we were recruiting only one person to fill only one vacancy. If, however, a position were to open in the future for which the spouse was qualified he/she would be considered in competition with all others, and no favoritism would be given unless the spouse were found to be as well qualified as the best other applicant. This was necessary, of course, to retain the credibility of the merit system. Let's face it, simply because two NPS employees choose to marry one another does not, in itself, certify one or the other, or both, as being qualified for promotion or transfer consideration. We were also very careful that the individuals were assigned to different divisions or different districts or supervisory units within a single division.

This course of action has allowed a number of married employee couples, singly and in pairs, to work and live in Shenandoah—and to do so with a minimum of difficulty for their fellow employees, their supervisors, and park management. We feel that both the park and the married NPS couples have benefited from our careful arrangement.

# NPS Dual Career Couples

## Ginny Rousseau & Dennis Burnett

*Ginny Rousseau and Dennis Burnett are currently employed at Jefferson National Expansion Memorial in St. Louis. They have been employed with the National Park Service since 1972, and working as a dual career couple since 1978. She writes:*

In the 1970's a large number of new rangers joined the ranks of the National Park Service. Because of an emphasis on hiring minorities, women began to filter into all divisions. Most were young and single with career aspirations. A product of this influx has been the dual-career couple.

Do dual careers work? They exist, and with more and more frequency.. There are as many different combinations of dual careers as there are jobs in the Service. Couples with the most flexibility are those with varied disciplines or more than one area of expertise. If one spouse has the primary position and the other is working at a lower-graded job, there is more probability for success. The chance of both people simultaneously moving up the ladder and trying to maintain professional careers is slim. When attempted, it is seldom expeditious.

At whatever level a couple chooses to pursue dual careers, they must come to an understanding as to what compromises or sacrifices they are willing to make for each other and what kinds of positions they will accept and where. If they choose to have a family, additional complications arise.

Within the National Park Service there are a large number of seasonal, part time, and intermittent jobs, especially for those with reinstatement rights—and lots of volunteer work. If, however, both parties set their goals on supervisory mid- and upper level management positions, the chances of success diminish.

Within a large park, if a couple can remain for a number of years, they each may be able to advance and gain promotions. Several parks within commuting distance of each other can also offer opportunities. Some couples, however, live apart in order to maintain careers. If promotions are dependent on transfers, it can seldom be done without impeding one person's career and causing frustrations for both. The higher grade a person has held, the more difficult it may be to find satisfaction in a lower level position.

Can dual careers succeed within the National Park Service? Are the unavoidable frustrations and disappointments

worth the struggle? Each couple must decide.

Today, a growing number of couples around the Service are putting energy and effort into trying to make dual careers work. A number of park managers have made a concerted effort to assist competent dual-career couples maintain established careers. There has been advancement in the acceptance and use of trained and talented individuals who happen to be married to each other. The success of dual careers is dependent on each individual being able to stand on his or her own merit, being judged fairly, and having the opportunity to succeed. High standards must be maintained by both the couples and the parks.

## Mike & Jan Hill

I am the Chief Ranger at Biscayne NP and Jan is the Flamingo Campground Supervisor at Everglades. We met at Shenandoah where she was an entrance station supervisor and I was an assistant district ranger. We live at Flamingo in Jan's required occupancy. I commute to Biscayne, about an hour and ten minutes away. Last time, at Shenandoah, we lived in my required occupancy and Jan commuted about 45 minutes unless the road was icy; then it could take all day.

Our career and life goals are very broad and fairly flexible. We both enjoy working for the NPS. Staying productively employed in jobs that have both challenge and room to develop is more important to us than grade advancement. Our experience and interests tend toward natural areas but we seriously look at other types of opportunities. Since we both are protection rangers and, at the grades that we currently hold, park districts within commuting distance of each other or two parks fairly close together are options. We are both park medics and have experience in search and rescue. We have worked together on major SAR operations effectively but for day-to-day operations, a little distance between jobs is healthier. This "Park Service family" thing can be taken too far.

We want to have a family which means "time out" for Jan. She would be looking for seasonal work for a while, at least. We don't need to be near a big town, but electricity is nice. We like seasons. Molly, our brittany spaniel, likes to be where we can go bird hunting. We like outdoor recreation and get-



*Ginny Rousseau, Dennis Burnett, & family*

ting immersed in whatever is best to do in the area we happen to fall into. In Virginia it was canoeing on the Shenandoah River, taking advantage of the cultural opportunities in DC or Williamsburg and the surrounding area. In South Florida, it's water: boating, diving, skiing, fishing, cruising, etc. The biggest drawback for us to working as a dual career couple in protection is the irregularity of hours and shifts. When one of us gets regular hours, the other one gets some odd-ball shift.

We'll look at every opportunity from three aspects. The jobs themselves, the area opportunities, and the people we work with. The job is, of course, very important. It must have challenge, room to develop or grow, and be meaningful to us. "Meaningful" is very subjective but it's important to feel good about the job; it helps get over the rough spots. The area opportunities are what you make of them but we're looking for a variety throughout our careers. If we do it right, this Park Service career will be an opportunity to live in and find out about a lot of the USA. Of course you can't wrap up any talk about a Park Service career(s) without mentioning one of the aspects that keeps you going through the rough times, the people you work with. We will think very hard



Mike & Jan Hill

about the kinds of people we would be working with and living with for each job opportunity. We've been in a variety of situations, some good and some bad, and we will avoid any more bad ones at

the risk of passing up a good job. Fortunately, the vast majority of the people we have met and worked with we would happily have for neighbors anytime. That makes it worthwhile.

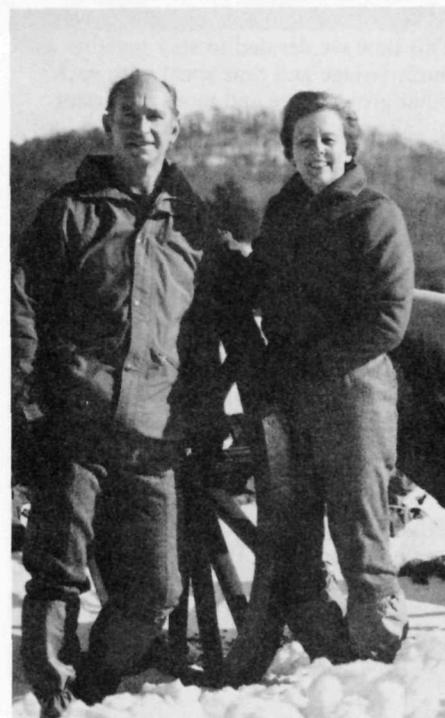
## Sue Hackett & John Earnst

Under the Interagency Personnel Act, Federal employees may be temporarily assigned to federal, state, local and Indian tribal governments, institutions of higher education and other eligible organizations. An IPA was my solution to dual careers. I was Chief of I. & R.M. at Fort Necessity when I married John Earnst, Superintendent of Gettysburg/Eisenhower in 1984.

I interviewed at several agencies in the environs of Gettysburg, including The Pennsylvania Historical and Museum Commission, a state agency in the capital of Harrisburg. They were interested in an IPA assignee and requested me as a Consulting Director for the Bureau of Historic Sites and Museums. Anne Ward, Chief of Staffing, MARO, researched and completed the necessary agreement forms with Susan Woods, WASO. Assignments are flexible from six weeks up to a maximum of four years with annual renewals.

My varied duties have involved operations evaluations of 27 historic sites including villages, battlefields, mansions, and a historic ship. I have prepared site development plans, management plans, and interpretive standards, organized workshops, and served as the agency representative to the State Recreation Planning Advisory Committee. I have shared NPS philosophy and processes. In turn, I have learned much about historic preservation, museum operations, and exhibit design. I believe that the avenues of communication that have been established will remain long after I leave.

This assignment has provided a valuable experience in management and planning. It has broadened my perspective and increased my knowledge of political processes and their impacts on an agency. I recommend an IPA assignment as a career development opportunity for any NPS employee.



Sue Hackett & John Earnst

# NPS Dual Career Couples

## Lorrie Sprague & Duncan Hollar

*In August '86 Lorrie wrote the following narrative for the dual career directory:*

We're interested in 1) ALASKA, 2) large mountain park, 3) large natural area. It's Duncan's turn to transfer us—he's looking for a GS-9 with supervisory responsibilities . . . Lorrie would like to maintain her GS-9 but will consider seasonal, intermittent or furlough . . . We usually seek remote assignments but not to the exclusion of other challenging positions . . . We have no children, pets or TV. Our woodstove and skis would like to see snow again.

*In October, Duncan accepted a transfer to Yosemite as a GS-7 supervisory park ranger as a result of an application he'd filed under the park's open announcement last March. Everglades placed Lorrie on LWOP so that she could retain her permanent status while seeking employment in Yosemite. Personnel and managerial staffs at both parks have been extremely helpful. Duncan comments:*

My accepting a transfer meant a decision by Lorrie to interrupt her career so we could begin a new phase of "our" career together. Many times over the past 10 years we've been separated while trying to maintain our separate careers. This time we decided to stay together as our marriage and time spent with each other grows more and more important.

Like many of our married friends, we met while working as seasonals. Because of that we have more in common than family, hometown or hobbies. We have Park Service careers in common, and that generates an intensity that can be positive and negative. At home, we try not to dwell on work-related conversation. At work, we try not to create awkward situations for our supervisors. We try to keep our opinions, ideas and working methods individual and independent.

On the other hand, we're able to offer each other insight into operations of different divisions or districts and to better understand why things may happen as they do. In turn, this perspective can be shared with co-workers and result in a more broad-minded approach to everyone's work.



Lorrie Sprague & Duncan Hollar

## Karen & Eldon Reyer

Twenty seven years ago when Eldon and I married we had a mutual career goal—to be part of the Park Service. Being a "Park Service brat," I had an idea of what that entailed.

We spent two summers at Canyon in Yellowstone while finishing college. I was limited to working for the Post Office so no questions of nepotism would arise. Each summer we earned enough to attend college one more year. Our first child was born just as college was completed. Then on to Maverick Ranger Station, in Big Bend. That was where my career as a park ranger's wife began. Eldon went on patrol while I dealt with visitors who had flat tires, had run out of gas or wanted to know where they were. Occasionally I worked in the Post Office in Terlingua, just outside the park, which helped me get to know the park neighbors. Lovely people!

After a two-year stint at Carlsbad Caverns we returned to Big Bend. Living in Castolon offered the opportunity to work in the little country store that served park visitors as well as people from Mexico. Relearning Spanish didn't take long. Administering first aid to park visitors and citizens from Mexico was commonplace. Canyonlands was next on the transfer agenda and for the first time in my life we lived near a town. Discovery time! I found that the local little theater group was a barrel of

fun and I worked with 4-H youth and a junior riding club. Some local ranchers even taught me how to punch cows. Yet, I continued to prefer a career as a ranger's wife.

Life in Mount McKinley, for obvious reasons, did not provide employment in the mid-1960s. Participating in community social activities was of paramount importance during the winter months. Summer brought sightseeing, entertaining seasonals, and loads of company. Our last summer in Alaska I spent living in Fairbanks while expecting our second child. The baby was born during a rampaging flood.

Next stop—Glen Canyon. Loads of entertaining and community participation one more time. We were *both* still enjoying our Park Service career. Activities centered around horses as a 4-H Horse Project leader, Big Dam Rodeo secretary, Rodeo Queen, occasional cow puncher near Canyonlands, and a new participant in a social sorority. The sorority provided an excellent forum for community service. A veterinarian began flying into Page one day a week. I became his receptionist and carried out treatments during his absence. This was fun!

As all Park Service wives know, the only way to properly clean a house, is to move out of it. Just to prove the premise we moved to Custer Battlefield. Being a superintendent's wife was a whole new ball game. We both

represented the National Park Service to the surrounding community, so we had to be apolitical when certain discussions arose. The chance to punch cows and work with 4-H were presented again.

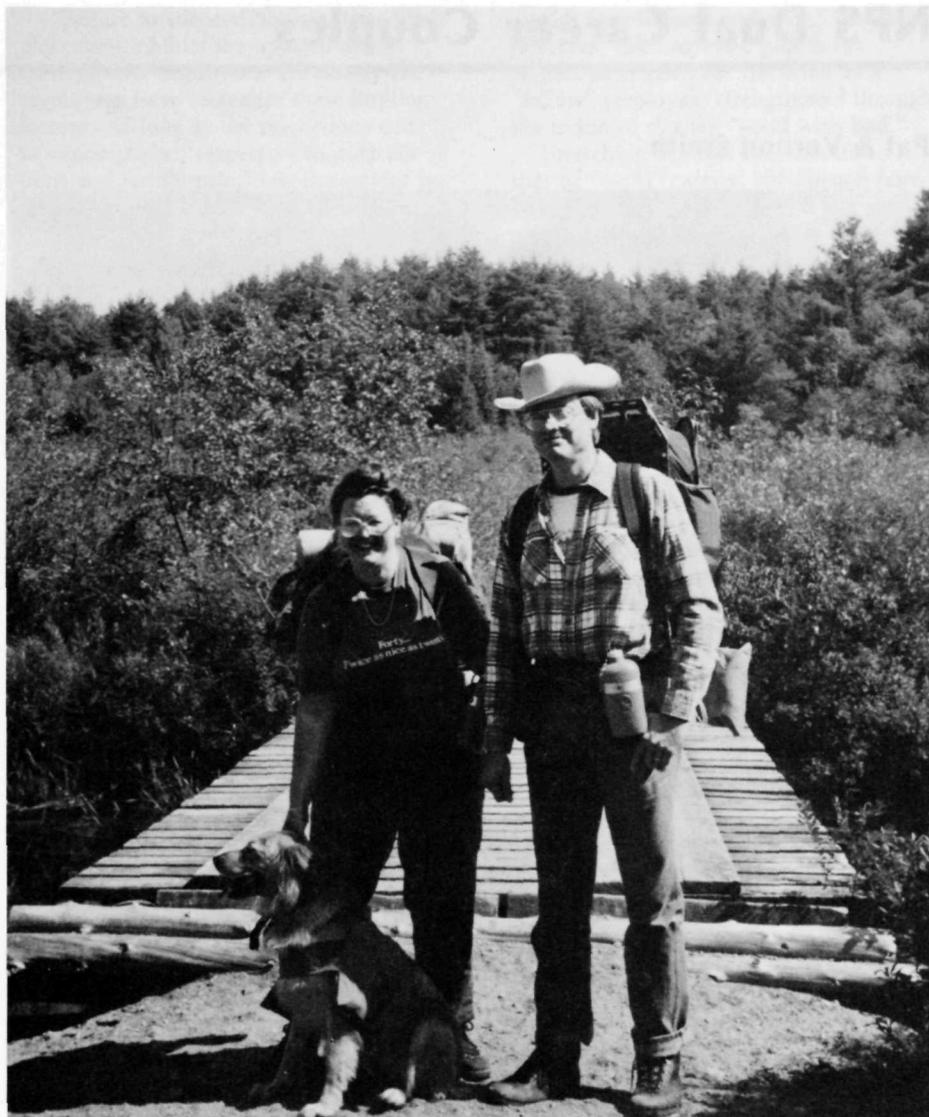
Meeting suburbia on the occasion of our next move to WASO was a giant adjustment for the whole family. Outrageous prices for everything required that I had to work for income for the first time. I began door knocking at veterinary practices and finally found a position. It soon became apparent that I would have to go to veterinary technology school to command the pay scale I needed. After graduation I went to work for the program I had just graduated from.

Now, I find I am readily employable in my second career if the community where we live has a veterinary practice.

## Janet & Otto Wolf

What do you do when you are a management assistant, GS-09, with five years of NPS experience, and you and a temporary park ranger/cooperative education student-graduate who works in your division decide to get married? First, you tell your superintendent, who then terminates your intended on your wedding day. What a way to start! Fortunately, Janet Wolf's husband, Otto, had a permanent job with the City of Baltimore and was only working weekends. He had hoped to get an NPS job, possibly in the administrative field. But his administrative experience, combined with their knowledge of the Service and Janet's desire to become a park superintendent led to their decision to follow Janet's career and avoid an NPS career for Otto.

Following one spouse's career meant a lot of trade offs! Six months after getting married, Janet was offered the superintendency of Fort Frederica National Monument in Georgia. Otto certainly couldn't work for the City of Baltimore there. After looking the area over, and exploring job possibilities, the decision was made to accept the position with the condition that if Otto couldn't find a job or did not like the area at the end of a year, Janet would look for another position, even if it meant leaving the NPS. At the end of the year, after a period of unemployment, Otto had a temporary job with the Social Security Administration, which became permanent a year or so later, just when Janet should have been considering a move. Since it was important to establish Otto's career status and since they had a commitment to the managers that went out of their way to hire him, Janet began volunteering for special



*Janet & Otto Wolf*

details to offset the experience she would have gotten through a move.

As an agency, Social Security Administration shows a great deal of understanding for couples in this position. They twice have moved Otto on the same day as Janet to nearby communities—40 miles and more than an hour commute. Not perfect but certainly not bad—and both times Otto has competed for and received transfers to office locations near Janet's. In Atlanta, they were able to commute together and today Otto works in Morristown, NJ, about two miles from the Headquarters unit of Morristown NHP where Janet is superintendent.

And being superintendent, for Janet, is a family affair. "It is great to have someone who understands the Service and can be supportive," she says, "someone who can help entertain, and whose 'in' with Social Security has been handy for several park staffs."

What made their moves and dual careers go smoothly? The support of a number of Park Service managers, such as Dave Thompson who was willing to find a way for Janet to fly down to Fort Frederica before she accepted the position; or Joe Brown who gave her the opportunity to head the new area study for the Martin Luther King, Jr., National Historic Site while still at Frederica. The special details they and others in the Service nominated Janet for gave her invaluable experience. . . . Not to mention the understanding attitude at Social Security and the agency's ability to respond within a matter of a week or so to Otto's requests for reassignment. But despite all the support, without a willingness to compromise, adjust goals, and seek alternatives it wouldn't have worked.

# NPS Dual Career Couples

## Pat & Vernon Smith



Pat & Vernon Smith

Vernon and Pat met in November 1971 in Denver, Colorado, when the Eastern (Washington, D.C.) and Western (San Francisco) Service Centers were consolidated. They brought the east (Pat) and west (Vernon) together when they married in August 1972.

Their approach to the problems of dual careers has been to consider each opportunity or action on its own merits rather than follow a preconceived plan. When she first married, Pat's career was fairly stable, while Vernon advanced from a position as an architect in the Estimating Branch to Chief of the Historic Architecture Branch in the old Historic Preservation Division. Their first major decision was to move to Washington when Vernon lateralled into the Chief, Design Services, position at the National Capital Region in 1978. It was an opportunity for Pat to return home and a better alternative for Vernon who was being reassigned in the Denver Service Center reorganization that abolished the Historic Preservation Division.

Pat had to give up her job in the move to Washington, but the Park Serv-

ice helped her locate a new position as a program analyst to Jim Tobin, then Associate Director of Park Operations. While Vernon's career has stabilized, Pat's has advanced to her current position as Housing Officer for the Service. Pat and Vernon support each other and so far have not had to overcome any major conflicts. Discussion about work is rare, but problems and frustrations are occasionally shared for the sound advice that only a loving, caring spouse can provide.

Both think that the Service has been helpful dealing with their dual careers, but primarily that help has come from individuals within the NPS family. Pat and Vernon feel that the Service should do more to help dual career employees as an institution to encourage and perpetuate the "endangered" family spirit. Both give the same reason for concluding that the advantages of a dual career in the Park Service outweigh the disadvantages. The Park Service attracts the kind of people each of them likes to work with and especially to have as friends.

## Cherry Payne & Bob Howard



Cherry Payne & Bob Howard

Bob Howard and Cherry Payne met in Grand Teton, where Bob was a climbing ranger at Jenny Lake, and Cherry was an Intake Review Trainee in interpretation. It wasn't long before Bob had impressed Cherry with his '64 Plymouth Valiant, and by 1980, they were married, and their dual career commenced.

In 1981, they heard that the Flamingo District naturalist's job and Frontcountry Subdistrict ranger's job were open in the Everglades. Bob applied for the protection job, and Cherry approached then Chief Naturalist George Robinson about the possibility of lateralling into the naturalist job, should Bob be selected. After George had reviewed Cherry's SF-171, and Bob was selected, all the pieces fell into place and they arrived in South Florida that July.

During their two years in Everglades, both worked extremely hard to demonstrate that dual careers *do* work, and that there are advantages to having married couples, particularly in areas where housing is a problem. Bob feels strongly that those in dual careers must maintain a particular sensitivity to inter and intraoffice politics: "If one spouse is having problems with a supervisor, or an employee, the other spouse has to ignore that in all professional dealings with him or her. By the same token, one tends to become an advocate for the other's mission—you understand why they do what they do." Cherry notes, "A lot of the district's problems and issues were discussed late at night when neither of us could sleep. And I think we, and other dual career couples, have a unique opportunity to see the workings of a park not only from our own perspective, but through the eyes of our spouse."

After two years in Everglades, the Wild Basin Subdistrict job in Rocky Mountain came open. Bob was selected for the position, and Cherry and Bob faced the first real test of their dual career, as nothing was available for Cherry. "I requested, and was granted, leave without pay for 6 months, to give me an opportunity to find a job with NPS in Colorado," says Cherry. Four months later she went to work as the program analyst for the Water Resources Division, Natural Resources Directorate, WASO, which had recently relocated to Ft. Collins as part of the realignment.

Cherry and Bob are optimistic that they can have successful dual careers. "I think the most important thing we've learned is to stay flexible when setting career goals, work to make opportunities happen, and do the best job we possibly can so that supervisors will be willing to take a risk," says Bob. Adds Cherry, "I think our biggest frustration with our dual career is not so much that we have found animosity for dual career couples, although we suspect that may exist. Sometimes it seems that management just doesn't think about the possibility of advertising vacancies in an area concurrently, so that those of us looking for two jobs can apply. Yet, we both agree that without innovative managers, our dual career to date would not be a success story."

There are no easy answers to the dilemma of dual careers. And both know people who have left NPS because they have become frustrated with their inability to work things out, or because one spouse moved up in the organization and nepotism became a problem. "We think it is a real tragedy to see the NPS lose trained, productive and effective employees because a dual career problem cannot be resolved," notes Cherry.

## Merrie & Norm Hinson

It is not always an easy task for the Service to promote or relocate two individuals pursuing career ladders. Dual career situations are not made in paradise.

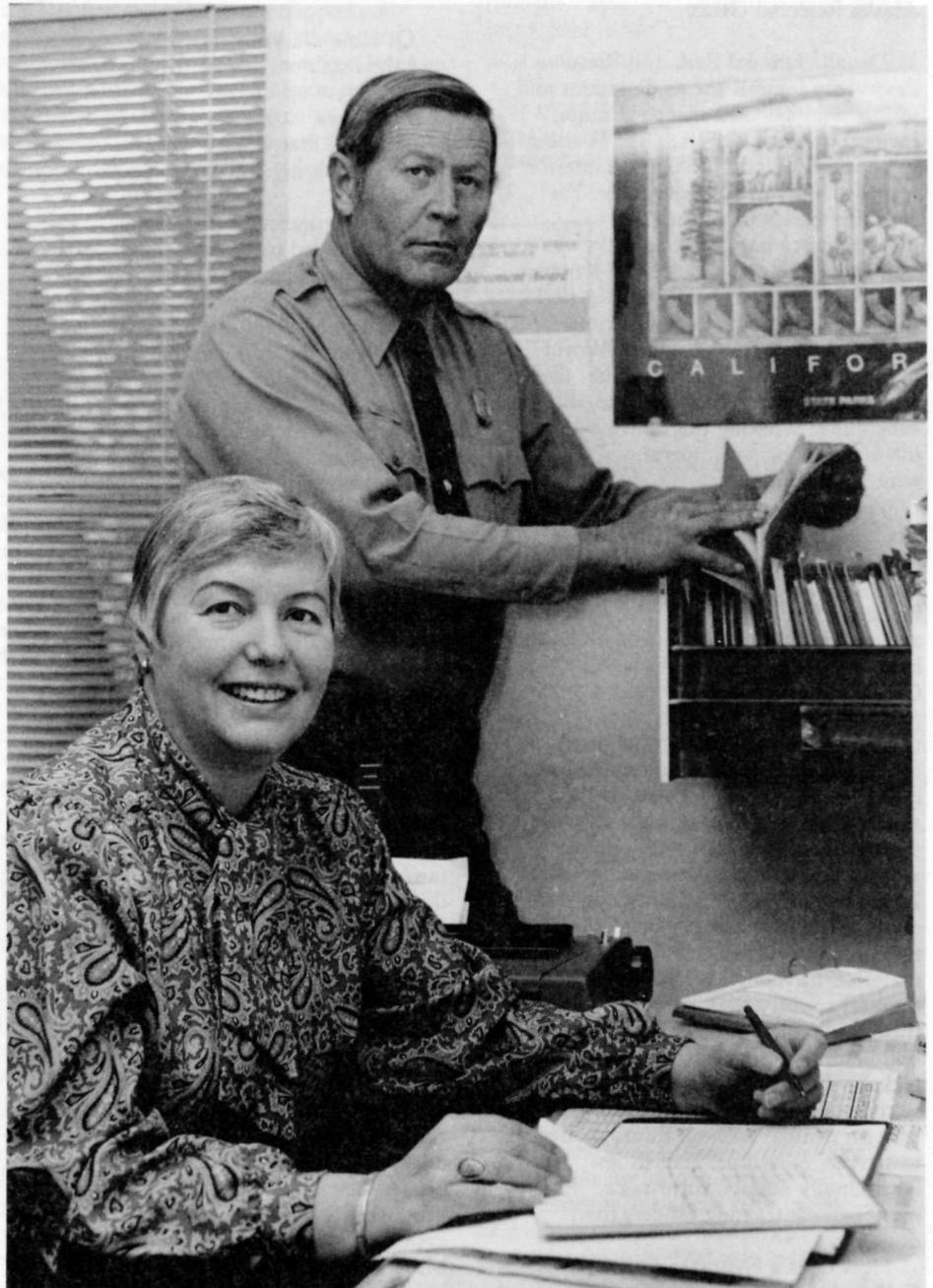
Within the diverse area of expertise required of a park ranger and the narrower field of government housing, Norm and Merrie Hinson have found that the limitations restricted them from being mobile and thwarted advancement opportunities. Recently, a promotion offer for one had to be declined when placement for the other failed . . . definitely affecting career direction for these two, forcing them to re-evaluate their needs and desires.

"Failure to successfully negotiate job placement inhibits the upward movement of two employees. Obviously the employees have to realize these limiting factors. As long as the relocations can be accomplished respective to duty stations and family priorities, the service is sitting on a gold mine," perceives Merrie. Dual opportunities relieve government housing pressures in critical problem areas. It enhances the esprit d'corps, and provides continuity of mission.

"Couples must all set their own priorities and work cooperatively with one another to achieve the best of two

worlds for husband and wife," Norm observes. Each agrees a plus is the respect each gains for the other as a "fellow" employee, strengthened through the union of sharing "good with bad."

Stretching beyond dual careers to that of "multi" careers, the Hinson family of five all worked for NPS last summer, totaling more than 1,000 hours of service. Daughter Jenny served as a seasonal park ranger at Grand Canyon, while son Scott worked in the same capacity at Glen Canyon. Fifteen-year-old Jeff worked in the YCC program at Yosemite.



Merrie & Norm Hinson

# Women of Accomplishment: Dedicated, Energetic, Creative. . .

## Mushing on the Last Frontier

Eleanor Pratt  
Equal Opportunity Manager  
Alaska Regional Office

Denali National Park and Preserve is deservedly famous for its abundant and visible wildlife. Dall sheep, grizzlies, caribou, moose, wolves, and fox roam its six million acres of Alaskan interior in the shadow of Mt. McKinley. Yet from the park's inception, one of Denali's more important animals was domestic—the sled dog. Harry Karstens initiated poaching patrols by dog sled when he became the first superintendent in 1921. Except for a few post-World War II years when snowmachines were tried and found to be unreliable substitutes, working dogs have been an integral part of park operations, both winter and summer.

The woman who for the last 12 years has built upon that tradition and strengthened Denali's sled dog program is Sandy Kogl. Sandy is responsible for breeding, feeding, doctoring, training, and outfitting the park's 25-30 Siberian Husky, Alaskan Malamute, and Greenland Eskimo mixes. With a wage grade alias of "animal caretaker," official title of "kennel manager," and an unofficial designation from Superintendent Bob Cunningham as "one of the best rangers I've got," Sandy takes the lead in providing park staff with reliable winter transportation and giving visitors an authentic look at Alaska's dog sled-dog past. Besides animal care, this dual function involves developing interpretive material, traveling 1,000-2,000 miles in the backcountry each winter to haul trash and replenish patrol cabin supplies, building freight-hauling sleds from hickory and rawhide, and training green summer seasonals to put on the daily "doggie demos" without injury to dog, employee, or visitor. Half in jest, Sandy occasionally admits, *sotto voce*, "I have more trouble training rangers than dogs."

How does a Nebraska-born, California-raised woman become the epitome of mushing expertise in the Na-

tional Park Service? From my warm office in Anchorage overlooking the wheeled traffic whooshing by in the snow on the Seward Highway, I called Sandy to ask some questions about how she got where she is today . . .

**Q.** How did your interest in animals and the outdoors develop?

**A.** I grew up on a small farm with cows, horses, dogs—the usual. I guess it was natural that when I went to UC-Davis, I took my B.S. in zoology.

**Q.** What took you to Alaska?

**A.** I decided to do graduate work in wildlife management at the University of Alaska-Fairbanks. After a year and a half of school, I got married, with grandiose dreams of subsistence living: a cabin in the woods, our own team of dogs. We built the cabin (five miles from the nearest road), had two babies, and put together a dog team the hard way—from other people's rejects.

**Q.** And how did the Park Service enter the picture?

**A.** After 9 years of raising kids, running trapline, hunting, fishing, and running dog teams, I learned the park was looking for someone full-time to train and breed their dogs and upgrade their teams.

**Q.** What were your significant achievements during those early years of managing the program?

**A.** I began breeding for smaller, faster, healthier, and more manageable dogs. Good disposition is essential with 30,000 visitors to the kennel each summer. A good utility sled dog should be between 60-80 pounds and have tough feet, a dark nose (less danger of sunburn), a not overly long coat, and enthusiasm about working in harness. I also feel proud of having built smaller, lighter weight, more maneuverable sleds, as well as training both park staff and dogs for extended winter patrols.\* And, oh yes, since dogs are great solid waste producers, I devised a composting system, useful for revegetation projects. More recently I've enjoyed being involved in planning and executing rehab projects for historic patrol cabins.



Sandy puts booties on one of the dogs. Booties are used to protect their feet against hard snow or ice conditions.

**Q.** What was your scariest moment on the trail?

**A.** Being out of control, sliding down a cascading icy flow with the sled backwards and overtaking the dogs. I came out all right, but my adrenaline was running high.

**Q.** Have you ever been hurt?

**A.** Well, let's put it this way: dog sledding is a contact sport. Besides the usual bruises, scrapes, and sore muscles. I did break a leg once, but the circumstances couldn't have been more ideal if I had planned it. There were two of us; we were six miles from the road; and the radio worked. By the time we mushed to the trailhead, the ambulance was waiting. Plus it was late spring and the sledding season was nearly over.

**Q.** When you first started out, did you conceive of what you're doing as a career goal?

**A.** I had a relatively traditional upbringing—getting married and raising kids were what I thought was expected

# Shaping the NPS of the Future

of me and any career would be incidental. Initially, I was looking for income and the opportunity to use some of my skills working for an outfit compatible with my conservation ethic. Becoming a single, working mother, living in rural Alaska without running water, electricity, and other amenities available to urban women left me too busy just coping to look much further ahead at career goals. But as I've gained experience and gotten the Park Service in my blood, I see that I really have been able to contribute significantly to Denali, and that, with other skills learned along the way, I will have more to offer in the future.

Q. What are your aspirations now?

A. I'd like to enter the ranger series and get into some level of park management. A wage grade position doesn't allow for much upward movement in my field, and my responsibilities over the last few years have overlapped considerably with those defined as ranger activities. I want to work on supervisory skills and a law enforcement commission if I have the chance. Resource management and visitor protection are my special interests now.

Q. So, all in all, you're happy you crossed paths with NPS?

A. No doubt about it! I feel some real close ties to Denali, maybe too close. But it's been my home and it's been an important part of my life. The experience has been unique—no, *priceless*. On so many occasions I've thought, "Hey, I'm doing this and I'm being paid for it!"

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\*For more detailed information, see *Sled Dogs of Denali*, by Sandy Kogl, 1981, Alaska Natural History Association.

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## Mary Vavra, Self-Starter

Delores M. Mescher  
Planning & Grants Assistance Division  
MARO

"I don't believe anybody owes you anything; you go for it, you work for it and you get it." Mary Vavra doesn't preach much, but she certainly practices what she believes—she could well be the prototype for that all-time favorite of employers, the "self-starter."

Mary always did well in high school and was offered a college scholarship, but didn't pursue it because she was "burnt out on studying." Instead, 17 years old in 1960, she began full-time work as a GS-3 secretary at the Corps of Engineers; she moved to the Economic Development Administration in 1971 to get a GS-4 and rapidly advanced to a GS-5.

A move to the Bureau of Outdoor Recreation in 1973 was the last change Mary made, but the agency itself went through a series of changes: BOR became the Heritage Conservation & Recreation Service and began administering the Urban Park and Recreation Recovery Program; in 1981 HCRS became part of the National Park Service.

With the move to BOR, Mary's drive became more focused and her goals more clear. "I always liked being a secretary but . . . I always knew I could

do more and never liked the way secretaries were treated. . . ." So she found a way to make her job more interesting and useful by creating a clearinghouse of information on outdoor recreation. Soon she was gathering and dispensing so much information that she no longer had time to do secretarial work herself: in fact, *she* needed a secretary, and she became an administrative assistant. About the same time she married and, realizing that she could go no further in her rating without college credits, started working toward an associate degree in night school while working full time. Soon her husband was going to college too, but full time, while Mary continued to plug away at her new goal (the drive for education ended in 1982 when she earned a BA in Social Sciences at Saint Joseph's College in Philadelphia—with a 3.9 average—just after giving birth to her son, John).

Mary says she owes a great deal to her supervisors and mentors at BOR and HCRS. They encouraged her to go back to school and helped her get funding for some of her courses. They kept urging her on when the night school routine became really heavy. They gave her the opportunity to become an Outdoor Recreation Planner Assistant—a step that was essential to her further progress—and they always challenged and pushed her to do more than she thought she could do by giving her assignments that she thought were beyond her abilities.

Mary succeeded so well that by 1980 she was a GS-11, and when the Urban Parks Program came along she says "I found my niche—I felt more comfortable in that program. Being in a program when it's new enables you to make many changes and do many things before the bureaucrats take control. In that program I truly believe we had an impact . . . we worked directly with mayors and cities, got to do things quickly and effectively; and we saw that we made a difference."

Making a difference and helping people get things done are Mary's motivations at work. She is a firm believer in the revitalization of the urban environment and will do everything in her power to help the people with creative ideas see their visions through to completion. Although many people are frustrated when dealing with the complexities of federal programs, Mary sees a rule as a guideline—a way to help meet a challenge and make things better.

It's hard to catch up with Mary and get her to sit still long enough to reflect on her career and offer advice, but she responds with well thought-out suggestions;

Learn how to listen—not just hear what people are saying and asking;

Learn to get along with people—extend yourself to understand the different personalities that you meet;

Learn to communicate clearly—be willing to speak up about things and identify the negatives you see as well as

the positives; be direct and to the point. (Mary does this expertly and with a humor that really gets her message across);

Explore options, pursue your special interests through extra education and give yourself every opportunity to be prepared, with skills, for the job that requires more than you are currently doing.

Mary has found that the more knowledge she has acquired, the more it has been put to use. She has looked carefully to find areas that have not been explored, developed her own

knowledge and expertise, and used those skills to move ahead.

The real secret of Mary's success may be that she always looks for the opportunity to do something out of the ordinary, beyond routine, to use her brain as much as possible. She likes to see a logical progression in the work that she has to do, so she thinks in outlines and makes lists of steps to be taken to achieve a specific goal. She is always focused on the end result and how she will get to her objective. She is incredibly organized.

In addition to the Urban Parks Pro-

gram, Mary has become a specialist in park planning, with expertise in private sector involvement (friends groups, gift catalogs, corporate donations) in the national parks, and is now in the process of competing for a GS-12 position. Not bad for a woman who started as a GS-3 right out of high school. It shows what intelligence, energy and organization can do, with some good encouragement along the way.

## Mary Herber: Never Say No to Opportunity

J. Hanna

Mary Herber never sat down to formulate a master plan for her life's work. She never had time. Skill refined through practice on the job, knowledge gained from formal training, and natural ability have brought her steadily upward through the GS scale and earned her the title of division chief. Her Museum Production staff at Harpers Ferry Center turns blueprints into professionally crafted exhibits for park visitor centers.

Mary remembers her first day as a newly appointed exhibits specialist. It was early 1970 and the interpretive design divisions were still unpacking from their recent move to Harpers Ferry. "Of course, I wore a dress, thinking I'd be working at a drafting table with two-dimensional media." What she encountered instead was the buzz of power tools and sawdust underfoot; the staff was working full-tilt just to complete the workshop and Mary was invited to join right in.

"I didn't start out doing every aspect of exhibit production at once," she recalls about her early career in the division. "One thing sort of led to another. For example, once I'd learned how to mix paints, the painter suggested, 'Why not learn how to use the paint sprayer?' Then I began learning to use handtools, picking up simple wiring techniques, and using larger shop tools." All the while she attended night classes. At one point Mary was driving four nights a week from her home near Frederick, Maryland, to a suburban Washington community college—a round-trip distance of 60 miles.

As the demand for exhibits increased, more and more projects were contracted out. To tackle the paperwork Mary switched from classroom training in architectural disciplines such as

mechanical drawing and construction materials to business courses. And then there were the "panic situations," as project deadlines closed in. "You can learn an awful lot very quickly when you're under pressure," she says.

The Servicewide gear-up for the 1976 Bicentennial celebration was a time when the seemingly unrelated things she had learned over the years began to make sense as a whole. "It all came together at once, and at that point I felt I was able to handle any situation." Her confidence did not go unnoticed; she was soon promoted to Project Management branch chief. Now she heads the entire division.

Mary has seen her division evolve from a fabrication shop into a highly sophisticated operation demanding the use of computers and other complex media. "We have an obligation to keep up with what's going on elsewhere in the field. The public expects it." These days all custom production work is contracted out to individuals who are, in her words, "the best for the dollars."

The Museum Production staff today includes three other women as project supervisors, quite a change from Mary's early days at the center. "When I came here I was the only woman on the shop floor. Even today I see very few women in the exhibit fabricators' shops." Mary is encouraged by the increasing number of women in the Park Service. "Every time I go to a park or a professional meeting, I see more women, and they're occupying higher-level jobs."

"If there's a message in my story it is that women should look for gaps in their job qualifications and start filling them in." Her Park Service career has put this philosophy to work. As mother and sole support of five children, she could not afford to take a job that was likely to remain low-paying. Talent in



Mary Herber

graphic arts landed her in the advertising office of a local department store chain. The need for long-range job security brought her into the federal government. Where on-the-job experience was insufficient to fill the gaps in her knowledge of exhibit production, she sought specialized training. "Even now I have to keep upgrading my skills. I'm still taking classes, and probably will be until I'm 80 years old."

And Mary does not dismiss the importance of a little luck along the way. "But I feel I've taken the lucky breaks a step further, adding to them to make them of even greater benefit."

## Shirley Caniford: Growing in the Job at Harpers Ferry Center

J. Hanna

"It seems as if I've always been in the right place at the right time," recalls Shirley Caniford about her Park Service career. "Good jobs opened up here in this area, where I wanted to live, and I took advantage of that. Also, I had a reputation as a desirable employee. That helped."

Embarking on a career in the federal government 21 years ago as a GS-2 clerk-typist for the Department of the Army, she presently heads the Personnel Office at Harpers Ferry Center. And she is always looking ahead.

If the diverse jobs Caniford has had have anything in common, it is that they have all been opportunities to see new programs through from the planning stage to implementation. As a clerk-typist at the new Job Corps Center in Harpers Ferry, she saw that operation "built literally from the ground up," and finds it rewarding to have contributed to its growth. It was in that job that she was first exposed to a wide range of personnel work.

Residing in an apartment in the building that now houses the Appalachian Trail Conference in Harpers Ferry, she applied for a typing job at the Mather Training Center. The location appealed to her since it was a block away from home. She remembers that job as her introduction to the Park Service family. "The trainees at Mather were some of the most interesting people I've ever met. Some who came here as GS-4's and 5's are now superintendents and regional directors. The thing that most impressed me was their dedication. It rubs off on you and makes you want to be equally dedicated."

The relocation of the interpretive design staff to Harpers Ferry once again gave her the opportunity to see growth in progress. The only job open when Caniford applied at the still unfinished Harpers Ferry Center was that of switchboard operator, which she promptly filled. Once she was in, she moved to Exhibit Production as an office assistant, then to the recently decentralized WASO NPS training office. Her supervisor was usually away from the office on business, leaving her in charge. When the training office was dissolved, she was reassigned to the Personnel Office where she handled training—of course—and a good deal more. Caniford was part of a staff of three, in one of the two branches in the center headed by a woman.

"There are five aspects of personnel—staffing, classification, labor rela-



Shirley Caniford

tions, employee relations, employee development—and I eventually learned them all. As I moved into each new aspect, I got on-the-job training as well as specialized classroom instruction." Well-versed in the business of personnel, she became the prime candidate to replace her predecessor when he left in 1985.

Caniford has seen—and been part of—a great many changes at the center in the last 17 years, "I've seen trends come full circle, for example with the move from centralization of administrative services to decentralization and back again." She has worked closely with women's issues throughout her stay at Harpers Ferry, doing a stint as the Federal Women's Program Coordinator, and has seen the male-female ratio balanced out considerably. "I've also seen changes in myself. I'm not so intimidated when it comes to dealing with supervisors. But that comes with the increasing capability to show them that I know what I'm talking about."

Caniford has a pet project she would like to see become part of the workings of the center. As with most organiza-

tions, the personnel office receives a barrage of job-related questions, both from long-time employees and those who have just come on board. Putting to use an outside interest in writing, she is compiling a personnel handbook to help clear up certain mysteries concerning how the system works. "It's strictly something I'm doing on my own time," she adds. "Even if I wanted to work on it in the office I don't have time."

Lately her office hours are taken up with a more immediate concern: staying abreast of federal employment regulations that seem to change from day to day, and instituting programs to enact them. The new federal retirement system is one such program. Caniford thinks that information on the complex system should be imparted to employees via individual conferences.

"My biggest concern at this time is that we keep aware of all these changes so we can pass them on to the rest of the staff at the center. It's a new era in personnel management—very exciting but also frustrating. It's a good thing I like my job."

## Tackling the Non-Traditional and Loving It

Ann Schaffer  
Dinosaur NM

The NPS is full of unique and interesting jobs. You can see them as you travel from unit to unit: jobs that make you stop and think that you'd love to be able to build trails in the Tetons or relive history at Gettysburg. I'm very fortunate to have one such job. I expose dinosaur bones at Dinosaur NM in Jensen, Utah.

Like most NPS employees, working for the Park Service was a childhood dream. That dream seemed unlikely when I decided to major in geology at the University of Vermont, nearly impossible when I specialized in paleontology in graduate school at Utah State University (there are only five paleontologic positions in the entire NPS). So, though the Park Service was responsible for the protection of some of the most significant and famous paleontologic areas in the world, I didn't consider it as a possible employer. But one day while doing what all graduate students do when they are about to defend their theses, visiting job service, I saw a one line announcement: "Museum Technician (Geology) Vernal, Utah. GS 07/08." The register had been open 7 days and had 5 more to go. Six months later I became a permanent employee of the National Park Service.

My duties are diverse and vary from season to season. As a member of a three-person paleontologic subset of the interpretation division, comprised of a research-oriented paleontologist and two museum technicians, I'm involved with scientific projects as well as visitor interpretation. In summer I work on the cliff, a 40 foot high, 178 foot long wall of sandstone that also serves as a wall of the Dinosaur NM Quarry Visitor Center and is the main attraction at the monument. Approximately 500,000 visitors come through the visitor center annually and see dinosaur bones actually being exposed in the same position that nature deposited them 140 million years ago. Over 2,000 dinosaur bones are exposed in relief on the cliff face, with 1/3 of the total area yet to be excavated. Though the bones are left in-place for future generations to see, the visitor center quarry is far from a stagnant display. This particular quarry is known around the world for its significant discoveries; therefore every new bone uncovered is identified and studied very carefully. Uncovering a bone is a very slow process. Though it begins by removing 3 feet of overburden with a 50 pound jackhammer, most of the work is done

with small hammers and chisels, with the last layer of rock removed vertically a grain at a time. Visitors seem to enjoy watching the work on the cliff face; they realize what they're seeing isn't a demonstration, but the science of paleontology in action.

When the time allows, I get to brush up on interpretive techniques by giving talks and occasional campfire programs. I also deal with many of the newspaper reporters who come to the quarry, as well as participate in long-distance teleconference calls from school groups. Every now and then I even get to dress up in a pink allosaurus suit and discuss feeding habits with elementary school kids.

Other summer duties include working with visiting paleontologists who come to study the collections. This is a particularly interesting aspect of my job because I get a chance to converse with world-renowned paleontologists from Canada, China and Russia, as well as the U.S. Equally enjoyable is speaking to school groups that visit the quarry. Seeing dinosaurs through the eyes of second or third graders always reminds me how lucky I am to have this job.

Because the quarry is so famous, film crews from around the world come to the area. I may be asked to work on a particular bone on the cliff face where the light is best or to answer questions on film. Not all of the crews speak English, but somehow we always communicate. Film segments of the quarry have appeared in the PBS programs, *The Living Planet*, *The Making of a Continent*, and *Reading Rainbow*, as well as many private educational films.

During the spring or fall, if time allows, I supervise volunteers who help work on paleontologic sites throughout the park. With a staff of only three, and with more than 110 paleontologic sites known at the present time, volunteers are very important. One gentleman traveled all the way from Chicago just to fulfill his dream of digging up a dinosaur. It's a rewarding part of my job.

In the winter, most of my work is done in the paleontologic lab. It's a time to finish preparing fossils that were collected during the summer, accession and catalog new material, complete special projects requested by visiting paleontologists and develop new fossil preparation techniques. I also attend the meetings of the Society of Vertebrate Paleontology each year. This particularly gives me a chance to communicate with my peers in the public and private sector as well as providing me with



Ann Schaffer

some career development training, since the NPS does not offer any training opportunities in paleontology.

Though dinosaurs can easily consume all of one's life, I do try to stay diversified with outside interests. Like many NPS employees stationed in small, western towns, I've found that being active in the community is very important. I volunteer at the local state museum, passing on some of the curatorial training I've received through the Park Service. I work with high school youth at a local church and associate with non-NPS folks by playing city-league softball, volleyball and racquetball. I also soak up small town culture by playing in the community band that performs in the 4th of July parade and whenever the Governor comes to town.

Environmental concerns are important to me, as they are to most NPS employees; so I'm active in the local environmental organization. But my greatest love is the outdoor opportunities available in the area. With the Tetons, Yellowstone, Rocky Mountain, Zion, Bryce, Arches, Canyonlands and the Grand Canyon all within a day's drive, the opportunities for skiing, backpacking, white water rafting and hiking are endless. The area also offers some of the best high-elevation desert lake scuba diving in the country.

Anyone who works for the NPS is fortunate. I am particularly lucky to help protect and study one of the internationally significant fossil units entrusted to the National Park Service. There are few women working in any of the branches of paleontology. I hope that will change in the near future.

## Lisa Vogel

Loretta Farley  
Golden Gate NRA

Glittery coins shower a young woman dressed in the dark blue uniform of the Gretna, Louisiana, police department as she watches partygoers celebrate Mardi Gras. A quick reminder to folks to drive safely and she continues along her beat. It's another night for Reserve Officer Lisa Vogel. But come the next morning she'll hang up her revolver and blue suit and change into the well-worn green and grays of a National Park Service ranger uniform, then head into the swamps of Jean Lafitte National Historical Park.

Beeping pagers sound the alarm and feet are hastily jammed into boots; helmets are quickly fastened on as volunteer firefighters are called out on another emergency in the Terrytown Fifth District region near New Orleans. After bandaging up the victims of a car accident or mopping up the fires of a burning dumpster, firefighter Lisa Vogel will trade in her protective helmet for the familiar "Smoky the Bear" stetson of the National Park Service.

Walking a police beat or hoisting fire ladders are not exactly your average hobbies but they are all in a day's work for Ranger Vogel. Originally from New York City, she traveled west on a vacation and was introduced to the wide open spaces of the western national parks. She left the canyons of Brooklyn for the canyons of the Sierras and a career with the NPS. Following seasonal work, she has settled into her first full time position as an interpreter in the Barataria Unit of Jean Lafitte NHP. The park was established in 1978 to preserve cultural and natural areas such as coastal wetlands in Barataria (freshwater marshes, swamps, and hardwood forests), Chalmette, where a decisive battle in the War of 1812 was fought, and the French Quarter, where a folklife center interprets the cultural diversity of the Mississippi Delta region.

Lisa decided to build on the interpretive skills she had gained in various positions at Death Valley NM and Golden Gate NRA by enrolling in not only law enforcement training but also emergency first aid classes. "All my life, I've been brought up to think that women can do what they can do. There are some things I can do and some things that I can't do. But that's not because I'm female." That thought was born out as Lisa trained as a police officer/ firefighter/emergency medical technician while holding down a full time job. After long months of night

classes she was voted into the volunteer fire department and eventually qualified to serve as a member of the reserve in the Gretna Police Department.

Her classroom training covered diverse topics from criminal law to domestic violence crisis intervention and was complemented by "hands on" training that ranged from rappelling off a five-story building in aerial rescue classes to searching prisoners in the local jail. "I went from the bars at Alcatraz to some real ones in Louisiana," Lisa remarked.

Ranger Vogel's involvement with the local police and fire departments is in contrast to her day-to-day work. At Jean Lafitte NHP, she is involved with interpretation, staffing the visitor center and leading a variety of walks in the Barataria Unit. Her job takes her

through the swamps and bayous where huge live oaks draped with Spanish moss shade the landscape and where muskrat, otter, nutria, alligators and some 200 species of birds enjoy the accommodations. Her training and the time she volunteers in the police and fire departments is essential—"I thought this would be a great chance to take the challenge and do something positive. I feel very strongly—I've made a commitment to my community."

Lisa's skills and experience have not only expanded her career options with the National Park Service but also contributed to her professional growth—"We are all examples and when we do something that women can't do and when we succeed, it's remembered."

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## Women of WACC

Call the roll of women on the permanent staff at the Western Archeological and Conservation Center, and you get names which conjure up no special images—they could belong to women you meet every day at any work place: Doris Cummings, Sandra Elliott, Gloria Fenner, Chloe Fisher, Anne Trinkle Jones, Vonna Mason, Carol Martin, Mary Jo Mills, Lynn Mitchell, Beverly Mohler, Sandra Reyes, Susan Shaw, Brigid Sullivan.

But special images are certainly there. Take some time to find out about these individuals, and one discovers that the exception is the norm. What most people consider uncommon is not rare at all.

Take for instance, Carol Martin, more commonly known as "Carla". As chief of the Center, at GM-14 she is one of only a few women holding a high-level management position in the NPS. She has a few firsts in her record: first woman to achieve a superintendency from the regular career ranks (Tuzigoot NM in 1971); first woman to manage one of the NPS' professional support centers and the first non-archeologist to manage an archeological center (although a return to school at the University of Arizona, while continuing to work full time, netted an MA in Anthropology in 1980). But she's not the first to be a single parent, to face problems juggling a career and raising a family without relief from the daily responsibility. Nor is she the first to feel that results justify the effort, with one son readying himself to follow her into the NPS and the other making a talented beginning in commercial illustration.

Or Brigid Sullivan, conservator in charge of artifact conservation programs at the center, who identifies and corrects what she can of specific deterioration problems among park collections—finding out why the skin of a mummy found at Montezuma Castle has an oily ooze; removing active corrosion products from metal objects excavated at Fort Bowie; carefully re-attaching painted plaster from a mural in the dome of Tumacacori Mission, on scaffolding 30 feet above the adobe brick floor. She, too, improved her job qualifications by going to school part-time to get specific training in her field, including getting a grant to attend the International Centre for the Study of the Preservation and Restoration of Cultural Property (IC-CROM) in Rome, Italy, a "creme-de-la-creme" opportunity for conservators.

In fact, many of the center's women have juggled full-time work with part-time school and home management. Photo Archivist Lynn Mitchell, Administrative Officer Beverly Mohler, and CPSU/U of AZ clerk Susan Shaw have either completed, or are in the process of completing college degrees to enhance their careers.

Lynn plans to defend her Master's thesis in Museum Studies this spring at the University of Oklahoma—not something one does on a casual commute. She holds the record for working at half of the Service's archeological centers (transferring to WACC a few years ago from the Midwest Archeological Center in Lincoln, Nebraska). Her thesis research is in frontier photography. Some of her research was published recently in *The North American Indians*

in *Early Photographs* by Paula Fleming. Lynn is active in the American Association for State and Local History and was just appointed membership chair for Arizona.

Beverly has finally found a spot where she can put to good use years of experience gained working in many different types of jobs while she followed her Border Patrol husband to his various transfers in the Southwest. Successfully completing Western Region's Professional Development program, and building up college credit at Pima Community College, she received an Upward Mobility appointment as the center's administrative officer last spring. Beverly is also active helping provide career development opportunities for other women. She served as the center's collateral duty Federal Women's Program Manager when she was Archeology Division secretary; also she is a past president of the Southern Arizona Federal Women's Program Interagency Council. She is a charter member and current vice president of the Saguaro Chapter, Federally Employed Women, Inc.

Susan combines a variety of responsibilities with great aplomb. She is working on a bachelor's degree in business administration (moving on from a recently completed associate's degree); she is a competent bulwark of administrative and clerical support to the Western Region's team of natural research scientists in the local Cooperative Park Studies Unit; and she is extremely active in women's organizations focusing on equal opportunity. She was collateral duty Federal Women's Program Manager for the Southern Arizona Group (11 widely scattered sites) for 3 years before transferring to the CPSU; served 2 years as president of the Southern Arizona Federal Women's Program Interagency Council (and chaired the Council's first highly successful training seminar); she is the organizer and first president of Tucson's Saguaro Chapter of FEW, Inc. Her wide range of talents, especially her organizational abilities, have earned both respect and awards inside and outside the NPS.

Clerk-typist Vonna Mason and Secretary Sandra Elliott of the Division of Archeology also find scope for their many talents inside and outside the workplace. Vonna's excellent skills as a typist and word processor operator enhance the professional appearance of the Division's many archeological publications. She is both an instructor and a trainer of instructors in CPR and first aid. Vonna is highly skilled in a variety of needlecrafts and is generous in teaching others. As if that were not enough, she expresses her deep religious

commitment as seminary instructor for the Desert Chapel Bible College, editor-in-chief and publisher of the Desert Chapel newsletter, teacher, musician and part-time speaker for her church.

Sandy came to the Center last spring from Saguaro NM where she started her career as a "re-entry" worker-trainee, having spent a number of years at home raising a family. She drew on that NPS experience to help her "hit the ground running" in her new duties of keeping a wild-eyed set of professional archeologists within bureaucratic bounds. She, too, is a charter member of the Saguaro Chapter of FEW, and is presently co-chair with Susan Shaw of the Chapter's upcoming 1987 training seminar. A big job to coordinate 2 days of workshops and speakers, assuring all the myriad details are accomplished on schedule. And she tops it off by being active as a Girl Scout leader (10 years), currently serving as Service Unit director for her area.

Another "re-entry" worker is Personnel Assistant Mary Jo Mills. After more than 20 years of being wife, mother, volunteer, do-fer and go-fer (all over the world, with a military husband), Mary Jo re-entered the Federal workforce as a temporary clerk-typist for WACC's former Division of External Archeological Programs. She soon got her permanent appointment and, taking advantage of local training and special detail opportunities, plus a couple of college courses, Mary Jo became Division secretary, then personnel clerk and finally Personnel Assistant—all after the age of 50.

Solid support from family and mentors who encouraged interest and ability, convinced the chief's secretary, Chloe Fisher, and archeologist Ann Tinkle Jones that hard work towards a defined goal leads to success.

Chloe had no real career in mind when she started supplementing the family income. But a variety of work experiences gained at each place her NPS ranger husband transferred, and her belief in herself gained from a supportive family meant ultimately that diagnosis of kidney failure in a young son, and a husband who had to take disability retirement spurred her not to discouragement, but to see that her experiences "turned out to our advantage, rather than our disaster." Previous assignments as a superintendent's secretary, a regional director's secretary, a regional Federal Women's Program manager for 5 years, and secretary to the Midwest Regional Advisory Committee has given Chloe a depth of knowledge advantageous to the center. She passes on that concept of support and encouragement both formally, as a trained career

counselor, and, informally, as a fount of knowledge of where to turn next to solve a thorny problem.

Trinkle, who only answers to her middle name, had a father who convinced her she could do anything, as long as she was willing to work hard toward her goals. That held true in spite of his objections to developing a childhood interest in archeology (sparked by a brother's stories of Indian villages in the valley below her home) into a career. Resistance, she says, only makes her more determined to succeed. It wasn't so easy to succeed either. Trinkle began her NPS career as a Volunteer-in-Parks at Grand Canyon, and for six months paid her expenses by working as a part-time cashier in the general store. Impressed by her ability and enthusiasm for her work, a supportive supervisor helped her get research grants and seasonal positions until she was selected for a permanent park archeologist position. He also encouraged her in her decision to upgrade her skills by doing graduate work at Arizona State (she got her MA in 1983). Trinkle feels a solid education that taught her discipline, and the support of mentors, supervisors and family are major reasons why she has advanced in her chosen profession.

Curator of Collections Gloria Fenner seconds the value of mentors and a good education. Gloria says she, too, has been interested in archeology since she was a small child. In an era when women were not well accepted as professional archeologists, Gloria's abilities gained her the enthusiastic and professional guidance of faculty members at the University of Illinois. They saw to it she not only got a BA and MA in anthropology, but received a thorough grounding in the discipline from fieldwork to published report, including the collections management element, as a natural and logical part of archeology. Gloria spent 15 years as an archeologist at the Amerind Foundation in Southeast Arizona, famous in anthropological circles for having one of the finest private museum collections of ethnographic and archeological materials anywhere. With professional support and encouragement from Amerind's director, Gloria became the junior author of the 8-volume Casas Grandes report, which she considers her proudest achievement as an archeologist. She also says both confidence and experience were put to a severe test when she arrived at WACC to take up her duties as the curator of collections. WACC was just getting settled in its new building, and Gloria's domain consisted of a half-acre of concrete floor surrounded by 14-foot-high cement slabs and a leaky

roof. That impact of the room was diminished, however, by her first glimpse of a tremendous mound of cardboard boxes containing close to a million artifacts, all stacked in the middle of the floor, awaiting her attention. As if that weren't shock enough, a rumbling noise in the hall outside heralded the arrival of one of the center's student employees on his Harley-Davidson. He made a big circle of the room and cheerily waved at everyone before roaring off down the hall again! Nevertheless Gloria stuck with the center and worked miracles.

Providing a solid foundation of clerical support and continuity for professional activities of the Museum Collections Repository is Secretary Doris Cummings. Doris has been with the Center through most of its Tucson metamorphoses. Starting as a GS-2 clerk-typist doing mail and files, she became a secretary in the Division of External Archeological Programs. She stuck with DEAP through its transformations into the present repository with 8 permanents, 15 to 30 temporaries and a budget of over \$500,000. "Ask Doris, she knows," is the common response to panic over everything from where the security keys are to what the status of accounts is to who is away on which field project.

Even the youngest woman on the permanent staff, worker-trainee Sandra Reyes, exhibits the personal qualities, ability to learn and willingness to handle anything that comes her way that characterize the rest of the staff. Sandra started as a GS-1 information receptionist barely a year ago in her first real full-time job. Her eagerness and quickness to learn, to plunge in and do, gave her skills in mail and files, in doing the payroll, in using the computer and in operating the magnafax that ultimately made her a natural replacement for the mail/files clerk when that position became available last fall.

What makes the above listing of special capabilities and accomplishments noteworthy is that it is not a carefully chosen selection of outstanding individuals—the stories above cover 100% of the women on WACC's permanent staff! Perhaps the lesson to be learned is that the passion for excellence, the willingness to reach out and dare for a desired goal, the power to change, are not unique. They are found every day in any workplace, among men as well as women. Even yours.

## Women at Grand Canyon

Barbara Sharrow & Janet Balsom

Traditionally, positions of backcountry or river ranger at Grand Canyon National Park were held by men. A few hardy women worked in the canyon in the 1930s through the 1960s. It wasn't until the 1970s, however, that women started becoming more competitive for inner canyon work. They started developing skills that enabled them to expertly hike difficult trails and routes in the canyon. They issued permits for hikers, giving advice about white water rafting and spending long periods of time in remote areas of the backcountry.

One of the most remembered women to work at Grand Canyon is Gail Burak. She spent a good portion of her life working in and around the canyon, being hired by various companies and finally by the National Park Service as a backcountry ranger. Gail was in love with the canyon and spent a great deal of her free time hiking, adding to her expertise. She was the first and only NPS employee to live in the inner canyon at Hermit Creek for an entire summer of 120 degree heat. Having only a canvas tent for shelter, she used the creek for her water supply and carried almost all of her food into the canyon for her ten-day tours. Gail was over 60 years old when she took on this assignment. In addition to living at Hermit Creek, she worked at Indian Gardens and Cottonwood Campgrounds in the inner canyon, teaching and instilling a love for the environment to everyone she met.

There have been other women, also, who played an important role in developing the backcountry as it is used today. Cathy Green was the first person to set up and operate the backcountry reservation office. Mary Langdon worked for her and eventually took over the position. As hiking became more popular in the mid-1970s, a more formal system was required than simply issuing permits at the visitor center desk when the interpreters had time. Other women were to follow Cathy and Mary, although none have held supervisory positions. Some of these early leaders were Pat Baker-Buccello, Sue Vulich, Marie Tuxhorn, Randi McPheron, Meg Benke, Barb Sharrow and Ann Carter. Most of these women have gone on to develop skills in new areas, but nevertheless, they have managed to leave their legacy in the Backcountry Office.

Sonja Hoie was the first permanent woman to run a developed campground in the inner canyon. She was chosen for this position in 1978. This was an important breakthrough as it was deemed unsafe prior to this time for a woman alone to be in charge of a campground. Today we have two permanent and several seasonal women working at inner canyon campgrounds.

Beginning in the late 1970s and early 1980s, women became involved in the increasingly popular sport of white water rafting. Sid Martin was the first woman to row a boat for Grand Canyon NP. More women were to follow. Kimmy Johnson was the first woman to



Jan Balsom using short plane table to shoot below trees

become permanent in the river sub-district and incorporated a kayak patrol of the river in 1983. Mary Lou Mauer, Becca and Jennifer Lawton, Ruthann Murray and Cindy Burns also rowed boats for the river patrol. Although most of these women initially gained experience working for commercial river companies, Cindy and Ruthann began their careers as river cooks, gradually learning the job of rowing. Julie Jackson is the most recent river cook and is following the tradition of the others.

Unlike the park ranger field, archeology has always allowed women to take an active role. But in the last 20 years that role has become more active. Nowhere is this more apparent than at Grand Canyon NP. The permanent position of park archeologist was created in 1982 and has always been held by a woman: first by Anne Trinkle Jones (now with WACC) and currently by Janet R. Balsom. These women are typical of the new breed of woman professionals in the National Park Service. Involved with the day-to-day protection of our cultural resources, both are active in their profession and in ensuring that the highest quality work be performed.

The cultural resources program at Grand Canyon has been particularly supportive of women in the field. The abundance of women in the profession is reflected in the hiring of all female crews in 1982, 1983 and 1984. Initially under the direction of the park's research anthropologist, Robert C. Euler, and currently under the direction of its cultural resources management specialist, Doug Brown, women have performed the majority of archeological work at Grand Canyon. From the mid-1970s until the present, they have been and continue to be in the forefront of archeology at Grand Canyon.

The natural resources program at Grand Canyon has also been heavily influenced by its female employees. Susie Moran compiled the first water resource inventory of the park while Jennifer Burns assisted in writing the 1983 Backcountry Management Plan. Kathleen Davis (now with SOAR) was an invaluable asset to the park, dealing with pest management, hazard trees, prescribed burns, and plants. Currently, issues concerning the management of the Colorado River are handled by Martha Hahn-O'Neil.

All of these women and the many seasonals who have worked for the Resource Management and Planning Division have had a positive impact on the cultural and natural resources of Grand Canyon. They are the new professionals.

## The Park Ranger Who Knew John Muir

Steven J. Burke  
Ranger, John Muir NHS

Margaret Swett Plummer, a park ranger at John Muir NHS, was given a polished five-dollar gold piece on her tenth birthday. She enjoys telling the story to park visitors because the person who presented the handsome coin to her was John Muir. The year was 1912.

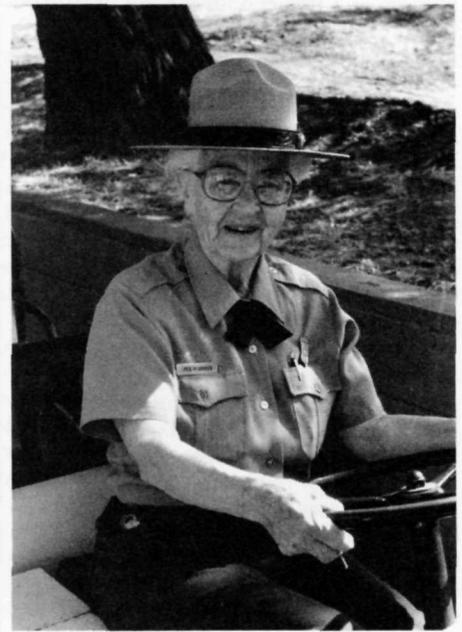
Margaret, who prefers to be called Peg, jokingly calls the money "advance payment for working here at the Muir site and telling the story of Muir's life."

Peg, now 84, has shared her childhood memories of the Alhambra Valley and Muir for the past 14 years with visitors who come on Sundays to talk to "that famous ranger," as they call Peg. Her grandfather, John Swett, a pioneer educator and an early superintendent of schools for the state of California, purchased a 185-acre fruit ranch adjacent to Muir's property for \$7,000 in 1881. The two men became close friends and frequently relaxed in porch chairs on Sunday afternoons to discuss horticulture, education and current politics. The conversations between Muir and Swett sometimes escalated into heated debates, Peg recalls. She goes on to say that they were often seen gesticulating to each other as they stood at the property line between their ranches while curious townspeople rode by in carriages.

"We (Peg and her sister) were noisy youngsters, playing around our grandparents' house, and, whenever Muir visited, our grandmother would lure us up to her room and read us a story. She'd tell us that both men were busy discussing their books," Peg recalls.

The retired librarian and former high school history teacher still lives on her grandfather's Hill Girt Ranch in a house built by her father Frank Swett in 1914. The ranch produces pears, Santa Rosa plums, Concord grapes and Christmas trees. Like Muir's wife, Louie, Peg handles the financial end of things. And when she's not updating the accounts, she opens her home to people interested in California history. Some of the people are famous like author Irving Stone, and others are less noted; some stop by, barefooted, with backpacks, rambling the countryside as Muir did.

Peg feels strange, rummaging through her attic, pulling out pictures of her grandfather and Muir for authors, historians and university professors. The men were simply part of her everyday life; they became famous, according to Peg, at a time when it was easier to accomplish this, in the more sparsely populated California of 100 years ago.



Margaret Swett Plummer

Because of her link to the past, the modest park ranger has gained a slice of public notoriety herself. Many newspapers, including the Los Angeles Times, have printed feature stories about her and her ancestry. Every reporter makes a big deal about her age, she says. An NBC television affiliate reporter labeled her a "national treasure." Peg remarks: "Isn't that ridiculous? The last thing I aim to be is a national treasure. It makes me sound so ancient. Don't you have to be at least 100 years old to be a national treasure?"

A 1923 graduate of the University of California, Peg was "drafted" into the National Park Service after six weeks of volunteer work at the Muir site in 1972. Prior to her employment, she served as an active member of the John Muir Memorial Association, a locally-based citizens' group that lobbied heavily for the establishment of John Muir NHS in the early 1960s. She once brought her dog, Gypsy, to the veterinary's clinic that since has been transformed into the site's visitor center.

Her background in English, history and agriculture, as well as her personal acquaintance with the famous naturalist have made Peg an instant hit as an interpreter. But her first-hand knowledge of Muir doesn't curb her nervousness in front of large groups of people. "I remember the principal calling me into his office at Alhambra Union High School and wanting me to give the valediction at graduation. I was a shy,

modest, shrinking violet. I started to flunk all my classes so I wouldn't have to give the speech, until my family found out and gave me encouragement and support in composing my talk."

Her talent for speech and story telling makes Peg a favorite among park visitors and fellow rangers. Ranger Pat Thomas cites her ability to make everyone feel like he or she is special as another one of Peg's attributes. "She,

like Muir, has retained her curiosity and enthusiasm for people and life in general," Thomas says.

Besides leading tours of Muir's 17-room Victorian mansion, Peg works in the visitor center, answering telephones, issuing self-guiding tour books and encouraging visitors to read one of Muir's many books about his travels, conservation philosophies and crusades for national parks. "I like

working for the National Park Service. It's been a real education for me. The only thing I don't like is wearing the Stetson hat. It's so unbecoming on me and it falls off my head in the wind. It's just not my idea of a hat. I'm proud of the rest of the uniform."

When asked how long she was going to continue working at John Muir NHS, Peg replied, "As long as I can . . . And besides it looks good on my resume."

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## Who's Who Honor Roll

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**Lisa Smith**, Pinnacles NM, oversees and provides technical assistance to an extraordinary 15-person crew building the monument's cattle and pig fence: the Gavilan Conservation Crew from Soledad State Prison. **Cecilia Bjornerud**, also at Pinnacles, is a retired teacher who has volunteered for the past six years as the resident botanist, adding over 200 first collections to the herbarium. Her spring flower walks are eagerly awaited by park staff and visitors.

**Nancy Cocroft**, Denver Service Center Branch of Construction, Central Team, is a professional architect, assigned to major construction projects ranging from Roosevelt Lodge rehab in Yellowstone to the Fordyce Bathhouse renovation in Hot Springs. She does an outstanding job in a field once considered an all-male domain. **Gayle Smith**, environmental planner and project inspector, Central Team, works on projects in Yellowstone and Mesa Verde, between environmental compliance bouts and full-time school work. She, too, has succeeded in a normally all-male environment.

**Theo Hugs**, Bighorn County North District interpreter, serves as liaison between her own Crow Tribe and the Park Service. In this capacity, she builds bridges across cultural chasms, enabling each group to better understand the other. Theo joined the NPS in 1973 as a GS-3 park technician. In 1980, while raising four daughters and adopting a baby boy, she received her degree in history while maintaining NPS ranger status. Theo credits NPS flexibility with allowing her to grow professionally and still remain in her homeland to carry out her and her husband Elias' family traditions. Theo admits her life would not have been as full without the strong support of husband and family. *Baa aah chi lash*, Crow for a person with good luck, is what she considers herself to be.

**Leslie Patterson**, Channel Islands, is the lone ranger on Anacapa Island, 14 miles from the mainland, a place accessible only by boat or air. Patterson had dived extensively as part of the underwater interpretive program, and has many stories to tell. Once she cited campers for stealing an NPS inflatable raft to go diving. The following day she used the recovered raft to save their lives. **Beverly Bigley**, also Channel Islands, has been the only permanent woman maintenance worker in each park she has been assigned to. She signed on with NPS in 1982, joining the in-take program in 1984 at Sequoia. Wherever she goes, her carpenter husband goes too, always finding work not only in his field but also at a Navy base where he can complete his reserve work. **Peggy Broersma** joined the Service after 16 years as a *domestic engineer* and mother of five. As secretary to Superintendent Ehorn, she serves as liaison between the Friends of Channel Islands and the park. **Karen Johnson**, versatile assistant to the chief ranger at Channel Islands, first volunteered in 1981. Since then, she has held positions that required her to become an interpreter, underwater diver, secretary, computer specialist, and radio dispatcher. Johnson played a vital role during a scuba accident involving a diver missing in 120 feet of water off Anacapa Island. **Cheryl Davidson Fitzgerald** and **Jack Fitzgerald** are a dual career couple at the park, who met while taking a training course at Grand Canyon. When Fitzgerald transferred to Channel Islands, she became the first female permanent park ranger there. She supervises visitor center operations at park headquarters in Ventura, while Jack serves as the park ranger on Anacapa. **Cindy Nielsen** is the park's chief of interpretation. After completing her first year in southern California, learning to scuba dive in the kelp beds and observing 8,000 elephant seals

on the beach, she says she's just about recovered from the *nature shock* of her new job.

**Sandi Fowler**, Yellowstone, works full-time in the resource management section of the ranger division. Her multifaceted job consists of supervising the backcountry office with its complex reservation system, and monitoring bear activity, thus coming in contact with Yellowstone's controversial grizzlies.

Just a few months before the divestiture of the Bell System and the deregulation of the telecommunications industry, **J. Joyce Ludwig** accepted a management assistant position with the Branch of Telecommunications at Yellowstone. In spite of the fact that she had no previous telecommunications experience, and consequently faced a severe learning curve, she worked closely with the telephone company's personnel, monitoring the bills for errors or changes that could yield savings, thereby contributing much to the development of procedures and record keeping systems required for park professional management and planning.

**Elfreda Kaminski**, Yellowstone's computer wizard, teaches struggling novices the wonders of these machines. Converting a skeptical, reluctant student into a believer is one of her greatest satisfactions. Mother of three and grandmother of five, she began as a GS-2 clerk/typist in the Midwest Regional Office. Now, in keeping with her pioneer spirit, she would like to become a superintendent and relishes the chance to try her hand at interpretation.

**Sally Snyder**, DSC, also started as a typist. But she graduated in 1985 with honors from Metropolitan State College, Denver, with enough credentials to qualify her as an outdoor recreation planner, a goal she reached in May when she was detailed to the professional ranks.

1949 established a direction for **Lucille Chambers** that eventually

brought her into the NPS family. That was the year in which she and her husband, Woodie, drew a homestead in the Tulelake Basin. When the newspaper in Lucille's home town of Modesto, CA, announced that the young Chambers couple had been drawn in the homestead lottery and that they would be eligible to select a 100-acre plot, they became part of a small group of people who would sow and reap and build homes and barns from the materials contained in the abandoned structures of the nearby WWII Japanese Internment Camp. Working together as their family grew to include three children, the Chambers created a home and successful business from the 100 acres that had nothing but four corner posts when they began. For more than 10 years now, Chambers has shared her knowledge of those resources and the community with the National Park Service in her role as administrative clerk at Lava Beds. The same strengths that enabled her to meet the challenges of homesteading have seen her through many changes in the operation of Lava Beds where she is regarded by all as the key staff member.

**Lila Jo Mohesky-Roybal** rides patrol, coordinates a 36-member volunteer mounted unit, grooms the horses, handles law enforcement duties daily, and, in spite of current day dual-career couple status, resolutely believes in traditional family values. Her favorite duty at Santa Monica Mountains NRA is horse patrol. Mohesky-Roybal has entered 15 parades, including two Rose Parades, bringing home 11 equestrian plaques and trophies. It is difficult to separate the Roybals' from the NPS because they live their lives as 24-hour rangers, responding to off-duty emergencies. "Most of those calls seem to come when I'm standing over the stove cooking dinner," Mohesky-Roybal laughs.

Two dedicated NPS employees, **S. Elizabeth Sasser** and **Marilyn Snell**, both with DSC, fill another type of non-traditional job. They recently worked on the Everett Road covered bridge crew, carrying 8 x 8 timbers and pounding in 60p nails on the decking. While local old timers watched, wagering whether the work could be done, the women helped to build a 100 foot span covered bridge the old fashioned way from scratch, and won the respect of even the most hard-nosed observers.

**Alice Fragoza**, Special Emphasis Program Manager, Western Region, is responsible for the Hispanic Program, the Black Employment Program, and the Federal Women's Program. Starting as GS-3 with the Veteran's Administration,

she now develops training programs dealing with the prevention of sexual harassment, and handles the enhanced recruitment program for Hispanics. After work, in addition to family responsibilities, she serves as a mentor in the community Puente Project, a program to build bridges for Hispanic youth in the educational system.

**Lynn Guidry**, Personnel Staffing Specialist, Western Region, once told the Civil Service recruiter who came to her high school that she wanted "to do what you do." She worked her way up from a GS-2 with the Commission, later joining NPS as a GS-5 and continuing her professional growth. Lynn recreates as a drummer and manager of the Rave Ons 50s and 60s rock'n roll band. "I used to sit around and beat on things," says Lynn, "but my Mom and Dad would never let me play the drums; they thought little Italian girls should play the piano." After her husband seriously took up guitar, she rented a drum set and learned to play. A versatile lady, she also became a caterer after seeing a cooking class advertised. She took the class, and went on to study pastry-making at La Varenne Academy in Paris, then opened her own catering business, "Sweet Affaire."

**Beverly J. Siglin**, Effigy Mounds administrative technician, gives hundreds of hours of volunteer time to the community theater. "It all started when Superintendent Tom Munson called my attention to an article about a meeting to form a local theater group. Tom knew of my theater degree and was trying to help." Siglin jumped in as assistant director of the musical, and as the actress playing the irascible Mammy Yokum with her corn cob pipe. Now she can indulge both loves: the theater and the NPS.

**Pat Jasper** and **Yvonne McMillan** are a winning team at Joshua Tree NM. Seasonal botanist Jasper's first assignment was constructing a native plant nursery in the Mojave heat. The nursery was required to grow native vegetation for areas denuded by road realignment. Help came when McMillan, a retired teacher, joined Jasper collecting seeds from around the park, germinating them between newspaper rolls, and transferring them to potting tubs, some weighing up to 100 pounds. Thanks to their teamwork, the native plant nursery contains about 3,000 plants of some 35 different species.

Fort Scott's seasonal ranger, **Alice Maffett**, has helped the site strengthen its presentation of historical women through program development on the

role of laundresses and officers' wives and through the acquisition of period clothing. **Lydia Ferraro**, a full-time boat operator for Apostle Islands NL, also works as an EMT and is credited with saving a fellow-employee's life. **Margaret Ludwig**, the superintendent's secretary at the lakeshore, is actively involved as a volunteer in two resource management research projects, the first with bald eagles, the second with bears. **Phyllis Gordon**, purchasing agent for Apostle Islands, also holds a foster care license for the Red Cliff Band of Lake Superior Chippewa and takes in Native American children as the need arises.

**Maureen Finnerty**, Associate Regional Director for Management and Operations, Mid-Atlantic Region, has taught political science and history at the high school and college level, served as a staff assistant to Senator Paul Fannin, worked as a legislative assistant to the Senate Interior and Insular Affairs Committee, been the assistant superintendent at Everglades NP prior to stepping into the position of acting superintendent, and just completed a two-year term as president of the Association of National Park Rangers. **Sandra C. Rosencrans**, Mid-Atlantic's Associate for Administration since March 1980, has served as the administrative leader for both the Southeast Regional Office's and Alaska's Operations Evaluation, and team chief for the Shenandoah NP Operations Evaluation.

**Karen Wade**, superintendent of Fort McHenry National Monument and Historic Shrine since August 1985, was cited in 1982 for superior service in protecting and managing the Appalachian National Scenic Trail. **Katherine Cole Stevenson**, recently appointed Mid-Atlantic Associate Regional Director for Cultural Resource Management, holds degrees in art history from Skidmore College and from the University of Delaware. She has been a supervisory historian with the National Register and, prior to her most recent appointment, chief of the Division of Cultural Resources, Rocky Mountain Regional Office.

**Maryanne Gerbaukas**, the supervisory park ranger responsible for North District hunting programs at Assateague Island NS, serves as the game warden for the district. She and her staff operate a hunting program for waterfowl and small game and deer during state seasons. **Patricia Welles**, Office of Programming and Budget, Pacific Northwest, has put her degree in business administration to good use. A native of Arizona, she has been honored with a

special achievement award for work on the Project Management System and related programming and budget activities, **Elizabeth E. Disrude** worked her way up through the ranks from a part-time GS-2 clerk/typist at Perry's Victory and International Peace Memorial to the position of site manger for Hopewell Furnace NHS. **Candyce M. Moger** also worked her way up from a GS-2 position to that of acting public affairs specialist and management assistant for the Pacific Northwest Regional Office. **Cynthia Orlando**, concession management assistant for the Pacific Northwest, has been a guest instructor at Mather and Albright Training Centers, was on the steering committee for the First World Conference on Cultural Parks, Mesa Verde, 1984, and received a special achievement award for her work with special populations. **Jeri Andrews**, North Cascades administrative officer, attributes her successful career, advancing from a GS-4 seasonal park technician to her current position, to the support of her husband, who encouraged the pursuit of her goals, to her own willingness to accept new assignments as a chance to enhance her skills, and to her ability to move whenever and wherever a career opportunity presented itself.

At Mammoth Cave, **Cindy Purcell** is one of nine female rangers. She works in the resource management division, doing cave security checks and riding horseback on trail patrol. **Sandra Cassidy**, the park's purchasing agent, assists the procurement specialist, while **Mary Jo Veluzat**, a physical science technician, helps monitor radon gas levels inside Mammoth Cave. **Etta Reed** guides cave tours.

Cape Hatteras' **Linda Pearce** represents the NPS in the administrative division, after a variety of other experiences, among them first-person costumed interpretation which she performed at Fort Raleigh as Roanoke colonist **Elizabeth Viccars**. **Deborah Pope**, also of Hatteras, assists visitors to park headquarters and responds to inquiries concerning the three park areas represented in the seashore group. At Fort Raleigh, the immaculately maintained visitor center looks almost brand new, thanks to the work of **Geraldine Moore** and **Sylyster Berry**.

If you knew **Betty Janes** by reputation only you might be surprised by your first introduction. Her reputation somehow seems larger than her person at first acquaintance, for she is quiet, unassuming, and modest. Yet many consider her to be one of the bright young stars of the National Park Service.



In January of 1975, freshly armed with her Masters degree from Colorado State University, **Janes** landed a job as a sociologist/planner with the Denver Service Center, and her career was launched. Rising quickly, **Betty** became a planning team captain in 1978, and was soon assigned more and more complex projects. Over the next several years, she served as the team captain for general management plans at Coulee Dam, Yosemite, and Katmai, as well as for the U.S. 101 Bypass environmental impact statement at Redwood, and for several smaller projects. Despite her growing workload, she also found time to become an EEO counselor for the Denver Service Center. In 1982, **Betty** was selected from a rich pool of over thirty candidates as the chief of the Branch of Planning, Western Team.

In her spare time, **Janes** was one of the founding members of the Park Arts Association, an organization established to foster values related to quality design, planning and management of park settings. She served as program coordinator for the Association's annual "Gathering," which brings together professionals of various backgrounds to discuss current developments in park planning and design, and currently serves as the vice-president of the association.

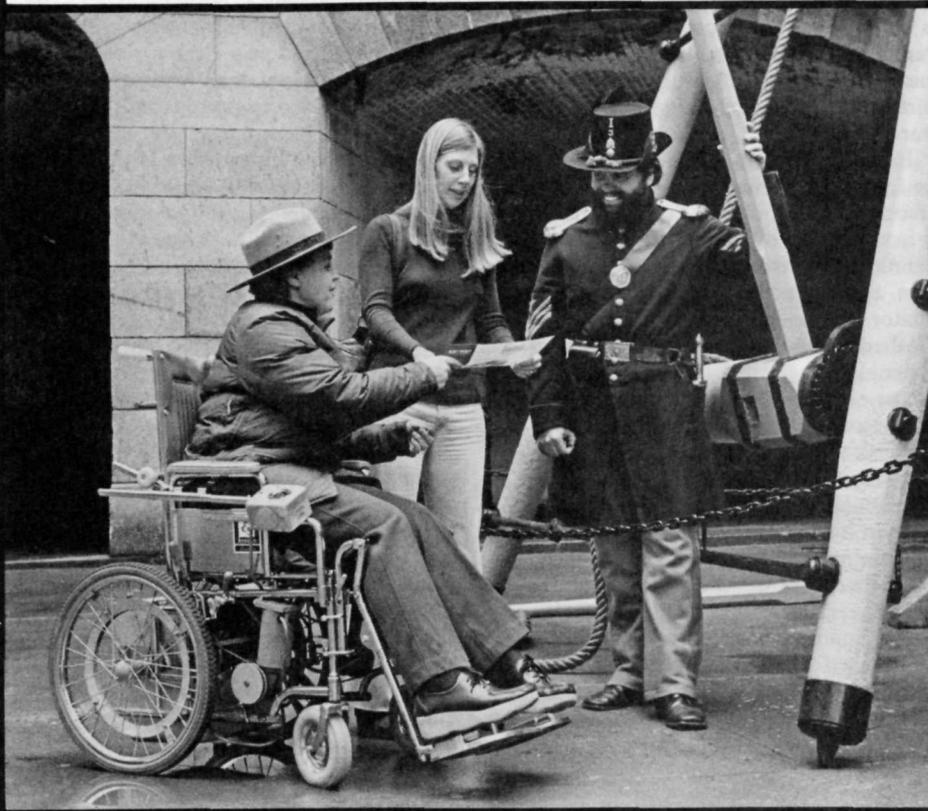
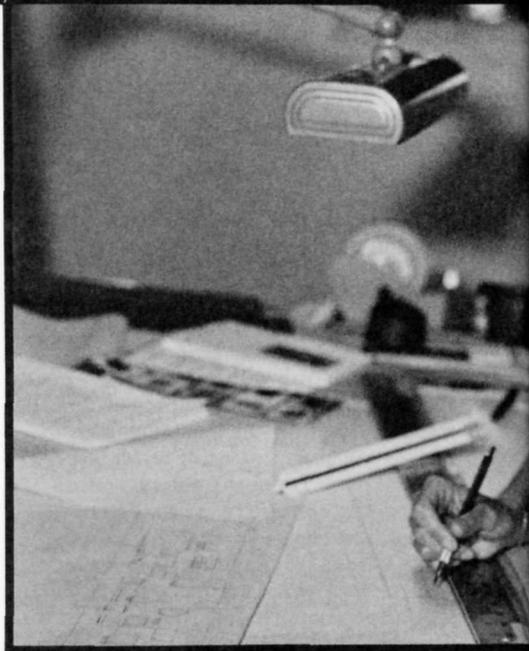
Through it all, she has quietly put her own indelible stamp on the Branch of Planning. Always seeking consensus rather than confrontation, always firmly stressing quality over expedience, and always finding a way not only to lead but to learn and teach, she has become a polished and effective leader, a trusted colleague, and a highly valued employee.

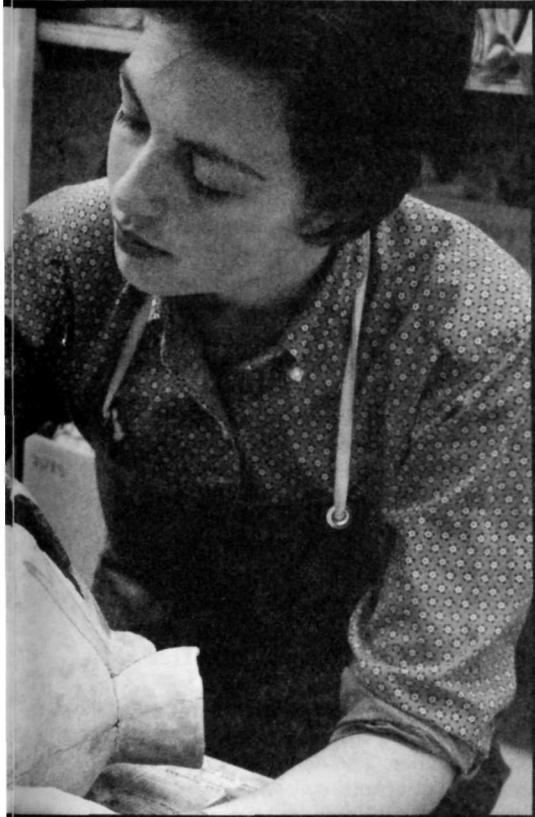
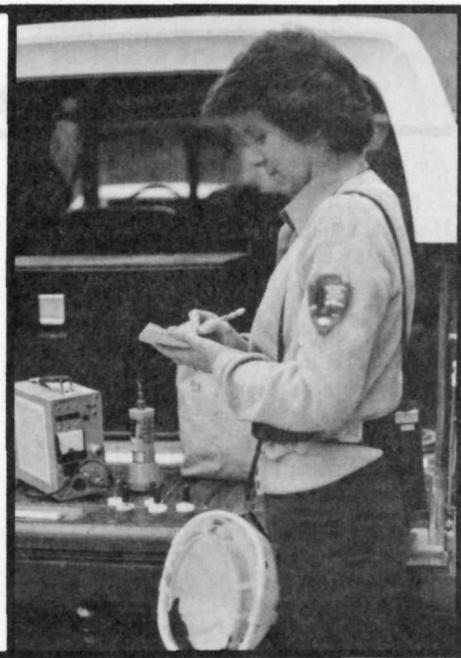
**Betty Gentry** began her NPS career as an information receptionist at Vicksburg NMP in February, 1961. A variety of experiences in the NPS, ranging from attendance at the Albright Training Center to work as the site manager at Sagamore Hill NHS finally brought her to Pea Ridge as the superintendent. She ended 30 years of federal service in December, 1986.

People say "dynamite comes in small packages," and those words are certainly a perfect fit for **Rose Fujimori**, ranger-in-charge at Puukohola Heiau NHS, and, in effect, that park's area manager since the superintendent is 60 miles away. The only native Hawaiian manager in the NPS, she started as a clerk typist at Pu'uhonua o Honaunau NHP in 1964, after she decided to retire from the role of housewife to do something easier. She switched to the Interpretive Division during its formative years at the park, eventually advancing into a special two-year upward mobility program, then into her current assignment. Under her guidance, Puukohola Heiau NHS has emerged as a fully operating park.

**Judy Churchwell** started her NPS career in 1971 as a GS-2 switchboard operator (she jokingly does her imitation of Lilly Tomlin's snorting operator and boasts of being proficient with antique equipment). Within the next five years, she was promoted to radio dispatcher, a secretary in the superintendent's office, and secretary to the Chief of Concessions. It was in this capacity she had her first opportunity to acquaint herself with the concessions operation in Yellowstone. In her present position as a GS-11 concessions specialist, her experience, energy, and good humor make her an indispensable member of the Yellowstone team.

# NPS Women





# *A Great Natural Resource*



## Park Briefs

NCR, DC—Interior Secretary Don Hodel assisted U.S. Park Police and NPS officials kicked off a special drug awareness and education program that mixed showmanship with a serious lesson on drug abuse. The one-hour presentation included exercises by trained drug-detecting dogs, a video presentation, and displays of drug paraphernalia. Officers Gregory Nestor and James Rice introduced their partners, two German shepherds named Antares and Barron. Both dogs showed off their agility jumping hurdles, crawling through tunnels, climbing ladders and jumping through flaming hoops. The Say-No-to-Drugs campaign inspired by President and Mrs. Reagan has helped police departments nationwide. As Secretary Hodel said "The drug problem in the federal parks of metropolitan Washington is in many respects similar to what is found in the local communities. Many of the drug violations that occur in park areas involve both use and sale. If through this program, we can reach more of our school-age population, then these efforts will have benefited many people." Park Police Chief Lynn H. Herring observed that in 1986 the region's aviation unit successfully located and destroyed approximately 1,096 plants, with an approximate street value of more than one million dollars. The U.S. Park Police are encouraging youth organizations and schools interested in the Drug Awareness Program to write to the Chief, US Park Police, 1100 Ohio Drive, SW, Washington, DC 20242.

Major Carl Holmberg

**WHISKEYTOWN-SHASTA-TRINITY NRA, CA**—Superintendent Ray C. Foust recently received a check for \$9,920, presented by the Whiskeytown Natural History Association for projects at Whiskeytown Lake. Peggy Parker, chairperson of the association, handed over the funds to be used for enhancing interpretive, educational and research programs. "These funds were made available due to the recent merger of the Whiskeytown Natural History Association with Southwest Parks and Monuments Association, Tuscon, Arizona. The merger will allow opportunities for the area, including the publication of new books, funding for sales assistance, and development of research programs," stated Foust.

ZION NP, UT—Based on an idea from seasonal laborer Bert Chamberlain, Zion developed a way to thank park visitors for extra effort maintaining or protecting park resources. Employees carry and distribute a pocket-sized card expressing appreciation. The card entitles the visitor to a copy of "Footpaths in the Parks," a beautifully illustrated Natural History Association brochure that usually sells for a dollar. The opportunity for a personal "thank you" has been well received by both employees and park visitors.

WASO, DC—In an end-of-the-year letter to Director Mott, departing Maryland Governor Harry Hughes acknowledged Mott's award as "Tree Hugger of the Year," presented during the Annual Maryland Conference on Parks and Recreation. He went on to say "As I leave the Governor's Office, I would like to thank you for assisting me and the State of Maryland with the annual administration of the Land and Water Conservation Fund. It is one of the best federal programs and your leadership during the last nineteen months has been a motivating force behind its success during a difficult financial time. Good luck and best wishes to you as you continue in a most important mission to our Nation."

**MATHER TRAINING CENTER WV**—A workshop was held to develop curriculum and instructors for a "Competencies for Administrative Technicians" training course to be conducted at the region or park level. During the workshop, the participants collectively put up \$200 to be donated to the Horace Albright Fund. Kaye Laughlin from the Alaska Regional Office, "ringleader" for the donation campaign, challenged all future classes at Mather as well as the other training centers and all other organized NPS training courses "to match or beat the amount collected and donated by the Admin Tech Instructors group to the Albright Fund." Superintendent Bill Wade has already put the challenge to his counterparts at Albright Training Center and FLETC, and said, "it's gratifying when a group such as this, on its own, recognizes that they have some responsibility to assure quality employee development in the NPS and chooses to contribute to it by way of a donation to the Albright Fund."

## E&AA

### Taking Responsibility for the Education Trust Fund

Thomas W. Lucke & Terry Wood

Over the years, the Employee and Alumni Association's Trust Fund has provided interest-free loans to the dependent children of NPS employees and alumni who are seeking a BA or BS degree. The Trust Fund, established in 1974 by Howard Baker, then regional director in Omaha, with an initial contribution of \$27,000, has grown to approximately a quarter of a million dollars. While this may seem like a lot of money, the requests for loans are on the increase. Indeed, with the costs of a college education continuing to escalate and certain loan sources no longer being available, the requests for loans from the E&AA Trust Fund are sure to increase even more.

The Education Trust Fund is supported completely by donations. Consequently, it must rely on full and timely repayments to keep the fund revolving and available for the next group of students whose families need financial assistance. When a family does not live up to its obligation to the Trust Fund, it directly deprives another child of the benefit of a loan. Fortunately, almost 95% of the monies out on loan are returned in a timely manner, with some families even giving an extra bonus or donation as a *Thank You* to the Trust Fund.

It is unfortunate that a few families have not repaid the Trust Fund in a timely manner. The delinquent loans diminish the corpus or body of the trust, deprive other children of loan opportunities, and cause a great deal of hardships and heart-aches for those involved in administering the fund. While special family circumstances, personal hardships, or unique situations will require the extension of the loan repayment period, it is the general policy of the Trust Fund Board to insist on prompt repayment. Serving in a position of Trust responsibility for these monies, the board cannot do otherwise. There are

serious trade-offs involved when the board decides to pursue a delinquent loan. As an example, two loans are now being pursued through a collection agency. But, in these situations, the Trust Fund only receives one-half of the loan, with the other half going as a fee to the agency. If the Board chooses to sue for non-payment, lawyers' fees and court costs are involved. In such situations everyone loses. It is the hope of the board members that delinquencies will be a thing of the past, and that all loan recipients will fulfill the obligations they assume when they receive a loan for their children's education.

To employ a phrase used by E&AA Chairman John Cook, we will "praise in public, punish in private." When loans are outstanding and delinquent, the board intends to pursue repayment in a vigorous and firm manner. To not do so would be to renege on an affirmative duty to protect the funds entrusted to its care.

Many people give of their time, money and talents to insure the success of the Trust Fund Program. Here are examples:

- Maureen Hoffman, the treasurer, spends many hours searching out banks in an effort to deposit the Trust Fund in a high-interest-bearing account. She invests the money between semesters in an effort to get good interest rates and to have the funds stretch as far as possible. She

is employed by the Denver Service Center at Bailey's Crossroads in Virginia and volunteers her expertise and knowledge in the evenings and on weekends to the E&AA for the benefit of the fund.

- The Trust Fund Board, made up of Trustees David Gackenbach, Richard Powers, Mrs. Douglas Scovill, Mrs. David Wright and Mrs. Richard Maeder, spend their time willingly and voluntarily to help administer the fund and disburse the money to the families, with the interest of the Trust Fund and its mission in mind. Scovill, Wright and Maeder travel from their homes in Virginia, to Trust Fund Board meetings at their own expense.
- Terry Wood and Lou Krebs spend many hours each semester on the numerous loan applications received, on the preparing and typing of letters, documents, files, etc., in administering the fund. They also have to take on the unpleasant task of working with delicate situations as they do their jobs of trying to collect the delinquent loans. On the other hand, it is with delight and pride that they get to write the 95% of the families telling a loan is due and then receive payment in full from these families.
- The National Park Women (NPW) continue to be the strongest supporters the fund has enjoyed over the years. Every week the Schedule

of Receipts carries at least one donation from the NPW. Proceeds from the sales of *What's Cooking In Our National Parks* (Western Region cookbook) and *The Seashore Sampler* (Cape Cod cookbook) brings dollars into the Trust Fund, as do proceeds from the Kowski Golf Tournaments. In recent years, memorial contributions have also been a source of funds. In short, the donations to the Trust Fund come from a broad range of employee- and alumni-related activities and events.

The following list (prepared by Lou Krebs) gives a general picture of the Trust Fund.

If anyone has questions about the chart, please feel free to contact Terry Wood. In addition, we ask that you consider possible donations to the Trust Fund. The cause is a good one, and 100% of the donations go to loans; no dollars are used to cover administrative costs.

Contributions to the Education Trust Fund are tax deductible as it is an IRS tax-exempt non-profit organization. All contributions will be gratefully received and acknowledged. Please make checks payable to the Education Trust Fund, c/o E&AA, P.O. Box 1490, Falls Church, VA 22041.

#### Education Trust Fund Recipients

Region	Number of Loans	Amount of Loans	Number of Loans Repaid	Amount Repaid	Amount Delinquent	Amount Outstanding	Amount Donated by NP Women to Date
Mid-Atlantic	21	\$ 19,750	13	\$ 13,100	\$ 1,021	\$ 6,650	\$ 5,288.25
Midwest	11	12,820	7	9,220		3,600	8,542.91
Southeast	68	62,698	35	32,868	1,000	29,830	9,022.99
Southwest	37	39,194	30	32,844	4,800	6,350	11,461.74
Western	45	42,634	24	23,784		18,850	33,895.19
North Atlantic	41	39,750	29	28,400	3,320	11,350	26,646.74
National Capital Region	26	24,050	3	3,600		20,450	1,438.00
Rocky Mountain	58	52,836	29	26,836		25,950	20,204.23
Pacific Northwest	11	9,550	6	5,050		4,500	6,382.34
Harpers Ferry Center	4	4,200	2	2,200	675	2,000	2,733.53
Denver Service Center	19	24,350	7	6,250	250	18,100	2,946.12
Washington Office	48	44,825	29	28,625		16,200	273.00
Alaska							5,780.51

# Thomas William Lucke: In Remembrance

*Editor's note: Tom Lucke was special in the National Park Service. Everyone who knew him—whether casually for the first time, or personally after many years of working together—felt close to him. They recognized Tom for what he was—a caring, loving, selfless friend. What follows are remembrances of "his good character" written by some of the people he shared his life with. Let them serve as tokens of love and respect to help send him on his way.*

Once in a while our lives are made better or richer because of a lasting relationship with another person that has matured through time. Generally, such a relationship grows out of understanding one another, and having true sensitivity for the other person's needs and values. Tom Lucke was a person who made my life richer, and who touched the lives of so many other people.

I guess I knew Tom Lucke about as well as anyone. We first began working together in the mid-1960s as seasonal park rangers at Mesa Verde National Park. Tom was full of energy, articulate, and a natural leader. He had a smile and a personable manner that put park visitors at ease the minute he introduced himself. Not that everyone was at ease with Tom all of the time: I had my first disagreement with him over his management of the ranger dormitory at Mesa Verde and the collection of fuzzy things that he allowed to accumulate in the refrigerators. He seldom took any argument personally though, and Tom and I developed a healthy respect for one another. Any disagreements we had in later years were of a friendly nature.

Importantly, our relationship grew and lasted, even through the time he was away in Nepal working for the Peace Corps. Returning to Mesa Verde, Tom met and fell in love with Louise (Liz) Zimmer, a seasonal park ranger from Santa Fe, New Mexico. Everywhere he went he had a mystified infectious grin on his face, all the while

convincing Liz to marry him. She did, in Cortez, Colorado, within sight of the Mesa Verde. For my part I knew they were right for each other. Liz had been a student of mine at the University of New Mexico and I knew that her warm soft-spoken manner was just perfect. Tom and Liz must have been well matched: the children, Anne, David and Robert, share their parents' best qualities.

Well, Tom finally landed a permanent job with the National Park Service in 1971 as a legal assistant in the Western Regional Office. A year later the lure of his Midwest homeland was so strong as to take him to Buffalo National River as a legal assistant in land acquisition. So began a career in the NPS that would not only be distinguished, but that would provide opportunities for Tom to meet people from all walks of life and affect changes in their outlook that would be of lasting value. Tom's earlier time in a Catholic seminary seemed to have expanded his compassionate nature and concern for others.

Tom constantly exercised his knowledge of history and law, on and off the job. The house was always full of people—friends—friends he casually invited to "come over for dinner," or for a glass of wine and some conversation. When you had a problem you could discuss it with him and come away feeling better. When you needed his legal skills to settle an estate or clear up a legal question, Tom volunteered. When special National Park Service projects and task forces came along, Tom volunteered. He thought highly of persons like Joseph Sax, and he had a strong desire to somehow bring the National Park Service together with conservationists for the good of the system. He read about it and wrote about it, and he shared both with his friends. To put it simply, Tom was a helpful person . . . he helped anyone who had a need.

Now, I have to say that Tom wasn't too handy. Liz ran the house, and that was just fine with Tom; he'd run the

garden out in the back yard. I think about the closest he came to performing a "Mr. Fix-It" chore was the time he replaced a kitchen faucet that came as a kit with a phonograph record of instructions for installation. It took him most of the day, but he managed to master the illogical nature of the thing. On the other hand, I think Tom's midwestern upbringing must have had something to do with his being a good gardener . . . he grew the best vegetables around, and shared them with the whole neighborhood.

Tom liked the outdoors and he hiked and walked a lot with his children in the hills around Santa Fe, teaching them the wonders of nature. But, if there was one thing he liked above most other things it was basketball. He had a hoop at the edge of the driveway where he stood in tattered sweatshirt and faded levis perfecting his one hand push shot. If the Iowa Hawkeyes were playing basketball on television there was no competition for his attention. The last time I saw Tom he was dressed in his best Iowa Hawkeye sweatshirt.

So, this was and is Thomas William Lucke as I like to remember him. He was a friend, colleague, ambassador for the National Park Service, sportsman, attorney, writer and historian. He was a father and a husband. He was easy to like. It didn't matter across whose table you had that glass of wine and conversation, he felt at home everywhere and with everyone. Our world is a little better because Tom passed through it. In many ways Tom was the epitome of what is good about the National Park Service. I feel a lot closer to Tom now that I have put a few things on paper . . . maybe those of you who knew him do too.

Ronald R. Switzer

Those of us who worked with Tom Lucke were privileged indeed. In him, we found a leader, a mentor, a friend. For many years Tom waged a one-man campaign to keep NPS people up-to-date on recent court decisions that impact us. His mailings were copious. He regularly taught classes on national resources law, water resources, water rights, mineral extraction in NPS areas, cultural resources, Native American issues and counseling and appraisal. Tom was particularly concerned about the young rangers and resource managers in the NPS, for in them he saw the future preservation of the cultural and natural resources that make us what we are. For those of us who knew him, the loss is profound. Yet, our lives are so much richer for having known him. On days

when things were particularly stressful, when we were caught up in the bureaucratic humdrum that is such an inevitable part of our daily lives, Tom would come by and say, "Keep smiling!"

And so we will, Tom, especially when we think of you.

Cherry Payne

All who knew Tom Lucke have suffered a loss. A respected man, he was rightly considered to be among the Service's "best and brightest."

How often Tom served as the sounding board, the mediator, the "level head." How often he held others in a firm but gentle grip as he reasoned his way through an issue and pulled us along to the right answer. How often his vision penetrated to what others could not see.

We mourn our loss. His light was extinguished far too early. But he has left a continuing legacy. While some small part of us may have died with Tom, we are nonetheless heirs to the memory of his wit and humor, and of his great knowledge, intuition and ability. That has not died, but will endure.

Dave Jervis

With the untimely death of Tom Lucke, Chief of the Fort Collins, Colorado Water Resources Division, on February 25, 1987, the National Park Service lost more than just another division chief.

Sometimes listing in an obituary all the schools, degrees, jobs, and places that a person has been doesn't really tell us about a person's true worth.

This is the case with Tom Lucke, whose passing marks the Service's loss of somebody who was doing more than a good job running the water resources program. Tom did all the little things that mean a lot in restoring the human dimension to NPS day-to-day activities. He always had a kind word, a thank you, a pat on the back, for those near and far that he was involved with. He took the time upon his return to Fort Collins to send hand written thank you notes to the members of the clerical and secretarial staffs who assisted him on his visits to the Washington Office.

Tom was devoted to the cause of perpetuating all that the National Park Service stands for. Because he was a great believer in "spreading the word" he spent a great deal of his personal time collecting and distributing, throughout the Service, articles and news items relating to issues of concern to the Service. His commitment to the NPS

Employee and Alumni Association was reflected in his service, while stationed in the Southwest Region, as the region's E&AA representative and in his successful membership recruitment efforts. While in Ft. Collins his assistance to the E&AA continued.

Others can testify (particularly former students of his) better than I can to the great deal of time and effort Tom devoted to teaching Ranger Skills and other courses at the Albright Training Center—a true reflection of his strong belief in and devotion to the principles and ideals of the NPS. Perhaps a fitting tribute to his unselfish contributions to the Service would be the dedication of an Albright training or conference room in Tom's memory.

Vic Berte

Early this morning I learned the tragic news that our Water Resources Division leader, Tom Lucke, had died of a heart attack. The shock is indescribable. I think first of Tom's family, his wife Liz and their three children, to whom he was so closely tied. I grieve for them in the greatest loss they will probably ever know. Now is their time to know it, and it seems much too soon and incomprehensibly huge. I grieve for us in the Division, for Tom did everything he could to hold us together as a unit, as a collection of individuals who, although representing a wide assortment of personalities, represent also an impressive array of skills and abilities. Tom worked like crazy to keep the Division with its four branches on track and true to its advertised services. Sometimes this meant arbitrating between people with diametrically opposed views and/or sticking his own neck out for what he thought was right or best for the Division and its purposes. He did, I think, love the Park Service and all it stands for. The importance he placed on helping parks with their water concerns, in being of real service to them and teaching and training and supplying them with all the information they might need to effectively address those problems, whether directly or through those of us working for him, was tremendous. He believed in this work. He believed in his workers, too, and is one of a very few managers I have known who took time to commend his staff members on their major and seemingly minor accomplishments. He did this for me, and it has meant a great deal.

Tom was also a man who valued a person's thoughts and observations, and gave an equally attentive ear to anyone who had something to discuss with him,

be they lower or higher on the hierarchical ladder. He really cared about people on his staff and their collective mission. Even when he was otherwise burdened with astronomical responsibilities and the accompanying worries, he would be warm, upbeat, and cheerful. This compassionate man is the Tom Lucke I came to know, the one I shall long remember, the one I and others shall miss hugely, the man who, though the shock is still with me, I miss so much already.

Please remember his family in your thoughts and prayers.

Juliette Wilson

One of the nicest and most flattering things that happened to me in my 35-year National Park Service career was being asked, in my 32nd year of service, to serve as the Washington Office rep on the E&AA Board. This was a two-hat job, I was told, as it also included serving as the Education Trust Fund Officer.

The role of Education Trust Fund Officer is a highly responsible one and I took it seriously. From the beginning I called upon Tom Lucke for advice—why? I do not really know why I would stop him in the hallway or corner him at a Christmas party luncheon. I just personally appointed him as my unofficial advisor. I got to know Tom better in March 1983 when he served with me and others on the E&AA Revitalization Committee appointed by Russ Dickenson and chaired by John Cook.

I was elated in October 1986 when Tom graciously volunteered to serve as the Education Trust Fund Officer and WASO rep. Tom in his inimitable style assessed the Trust Fund problems and shortly before his death gave me wise advice on how to handle them. Although Tom was a thoughtful, caring man, this did not mean he allowed anyone to take advantage of the Trust Fund. His style of appealing to a person's better nature was already beginning to bring results. I found it a pleasure to talk to Tom because he was always able to suggest solutions to problems with the added strength of his legal mind.

The horrible news of Tom's death came to Lou Kerbs and me on Thursday morning, February 26, when we were in the middle of Education Trust Fund work. Although my immediate thoughts were of Liz and their three children, Anne, Robert and David, my second thoughts were very selfish—what about us—what will we do without Tom.

I can still hear his kind voice, always ready and eager to help—genuinely

charming—ready to share his expertise and wisdom in an unassuming way.

Tom was a very great person, a loving, caring employee of the National Park Service and, therefore, of its E&AA and of what the E&AA does and can do for the employees and the alumni, the Park Service Family. E&AA has suffered an irreparable loss. I will always remember Tom Lucke and will keep in mind his caring and his words of wisdom, and let them guide me in my work for the E&AA and its Education Trust Fund.

Terry Wood

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*Thomas W. Lucke, Chief, Water Resources Division for the National Park Service died suddenly on February 25, 1987. He was 46. A twenty-year veteran of the National Park Service, Tom's previous assignments included Mesa Verde National Park (Interpretation), the Western Regional Office (Land Acquisition), Buffalo National River (Legal Assistant), Fort Larned National Historic Site (Supervisory Park Ranger), Denver Service Center (Cultural Resources Management Specialist), and the Southwest Regional Office (Chief, Division of Environmental Coordination). Prior to his coming to the National Park Service, Tom served two years as a Peace Corps Volunteer in Nepal.*

*A native of Bellevue, Iowa, Tom received a B.A. in classics and history (1963) from Loras College, Dubuque, Iowa; a M.A. in history (1965) from the University of Colorado; and a J.D. (1971) from the College of Law, University of Iowa. He was a life member of both the Association of National Park Rangers and the NPS Employee and Alumni Association. He was recently appointed Trust Fund Officer for the E&AA, and a member of the editorial board for Park Science.*

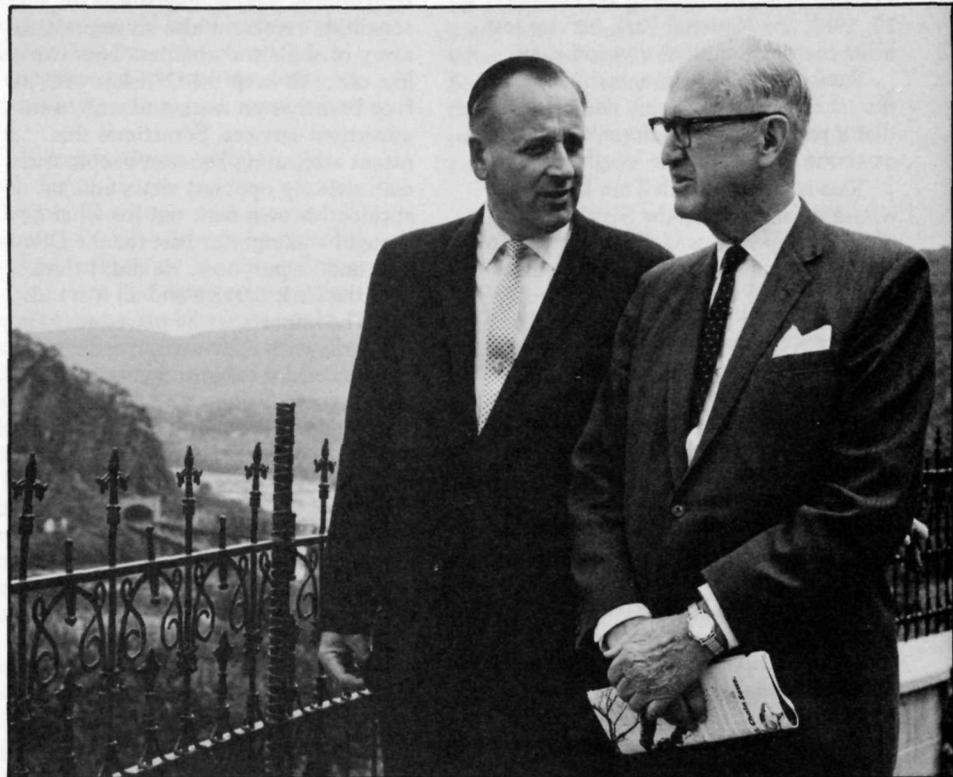
*Tom is survived by his wife, Liz, and three children, Anne, David and Robert, of Ft. Collins, CO; his parents, Esther and Robert Lucke, and his brother and sister-in-law, Bob and Judy Lucke, all of Bellevue, Iowa; and a brother, Will Lucke, and sister, Ann Benson, both of Denver, CO. The family requests that in lieu of flowers, donations be made to the Employees and Alumni Association Education Trust Fund, PO Box 1490, Falls Church, VA 22041.*

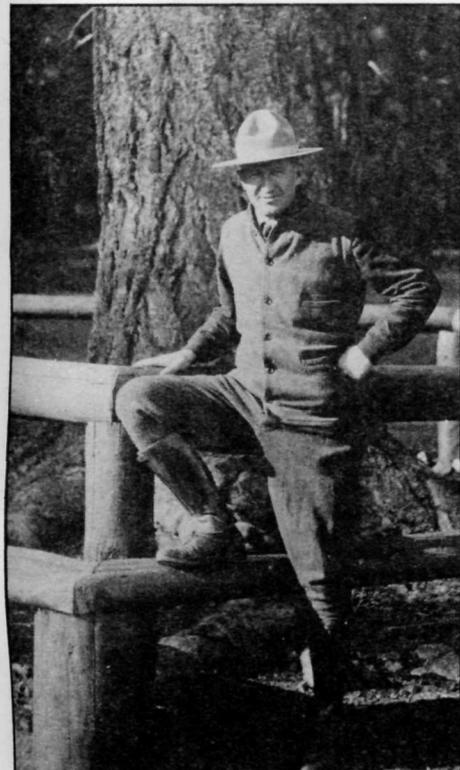
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## Horace Marden Albright

January 6, 1890 - March 28, 1987

*A special tribute will appear in the May Courier*





## Trivia Answers (From pg.23)

1. Esther Burnell became the wife of Enos Mills, father of Rocky Mountain NP.
2. Clare Marie Hodges, was hired to ride mounted patrol as a Yosemite seasonal ranger in the summer of 1918.
3. Horace Albright.
4. Marguerite Lindsley (later Arnold), hired on December 28, 1925, at Yellowstone and served until 1931.
5. Gertrude Cooper was appointed by FDR on June 29, 1940, to serve as the superintendent of Vanderbilt Mansion NHS. She filled this position until May 1945.
6. Isabelle Story.
7. Tuzigoot National Monument where Carol Martin became superintendent in 1971.
8. Irma Buchholz at Sequoia/Kings Canyon serves under Jack Davis, son of John M. Davis.
9. The Women's Monument to "the Heroic Women of the Lower Cape Fear" at Moores Creek NB. The monument first was erected as the Polly Slocumb Memorial. Slocumb was said to have ridden horseback 60 miles to find her husband and dressed the wounds of 20 men there, after having a dream that her husband would be wounded at Moores Creek.
10. Fay Fuller climbed Mt. Rainier in 1890.
11. Carl Sandburg Home NHS.
12. She served as acting superintendent of Platt NP in July 1919 for two weeks.
13. Jean Pinkley, whose father-in-law was "Boss" Pinkley.
14. Lorraine Mintzmyer.
15. Only one was still alive seventy years later when women were enfranchised: Charlotte Woodard.

### Acknowledgement

The *Courier* wishes to thank Polly Kaufman as well as the following FWP managers for their contributions to this issue: Alice Fragoza (WR), Carmen Pinzon (MWR), Diana D. Amos (PNR), Carol Martenean (SER), Colleen Spicka (NCR), Beryly Grifone (NAR), Gwen Campbell (MAR), Judy Kussman (RMR), Magaly Green (HFC), Eleanor Pratt (AR), Joni Rodriguez (SWR).

## Letter

To the Editor:

In the December 1986 issue of the *Courier*, I was interested in the letter from my good friend, George Fry. He is completely correct in his remarks that active employees think that upon retirement "all they get for membership in the E&AA" is the *Courier*. As George accurately points out, they will find out they get *nothing*.

The *Courier* and E&AA remain the only links the Service retiree has with the organization by which he was formerly employed, often for many years. In some places where there are large numbers of NPS retirees, they have a formal organization and gather together frequently on a social basis. But all too often, only small clusters of retirees and their spouses have informal luncheons and other gatherings. This is extremely unfortunate.

During the holiday season, I noticed that the retirees of several large Omaha-based corporations scheduled luncheon and dinner get-togethers. Too bad this can't happen in the Park Service.

Burton V. Coale  
Council Bluffs, IA

## COURIER

The National Park Service Newsletter

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