

COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE



VOL. 37, NO. 1

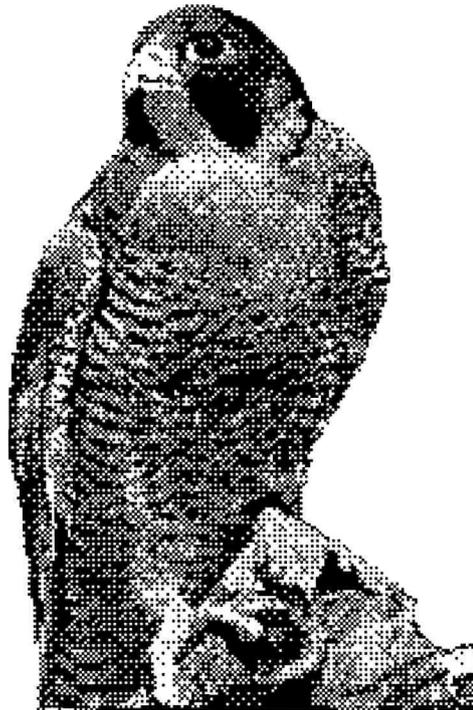
JANUARY 1992

COURIER

NEWSMAGAZINE OF THE NATIONAL PARK SERVICE

Volume 37, Number 1

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COVER

David Halpern's 1989 photo, "At Painted Wall Overlook," captures the drama of a favorite peregrin falcon hunting area. The allure of the bird and its territory is ably told by Maple Taylor in this issue.

The back cover photo came from Independence NP. In September 1990, the Dalai Lama visited the Liberty Bell. His reaction was summed up in the peace sign he flashed to on-lookers, a reaction as timely and timeless as the Bell, itself.



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1992 - BUILDING DIVERSITY!

January is the start of a new year, and I hope you've all come back to work refreshed and ready to take on new challenges. This year we will be implementing recommendations from the Vail Symposium, establishing a Strategic Planning Office, and working at a variety of creative new partnerships, just to name a few exciting directions. But today I particularly want to highlight one important goal that I am challenging each and every one of you to meet—to achieve diversity in our organization! It's something Secretary Lujan wants to see; it's something I want to see; and it's something that managers and supervisors throughout this organization must want to see done. We all have an important role to play in achieving this goal.

The national park system protects and preserves areas that are noted for their diversity, reflecting this nation's cultures, people, and resources. It's unfortunate and perhaps ironic that, for the most part, the Service lacks similar diversity in the composition of its workforce. Diversity means representation of the full spectrum of the American population. Now, I don't want to dwell on past actions because they aren't under our control. And I do acknowledge that the Service has made some progress in bringing women, minorities, and individuals with disabilities into the workforce. I think we can do more. By not being a diverse, multicultural organization, the Service (and each of us as individuals) misses out on the contributions and perspectives of females, minority group members and people with disabilities whose special experiences and insights help us be responsive to the public and enhance our ability to carry out our mission. Therefore, I do want to deal with what we do from this point on; we *do* have control over today, the coming months, and the years ahead.

The lack of diversity in our workforce is not simply a National Park Service problem. When I attend meetings with other resource management organizations, whether at the federal, state, or local level, I can't help but notice that the story is much the same. Traditionally, white males have dominated the culture of these organizations for any number of social and historical reasons, including demographics and occupational traditions. But we now have the opportunity to change.

We need to provide women, minorities, and the disabled with better opportunities to compete and advance in the Service. That doesn't mean placing people in positions and then stepping back to see if they sink or swim. I'm talking about recruiting and mentoring talented people with high potential, and cultivating that potential. Unfortunately, research shows that the tendency is to mentor those people who are most like ourselves. It's human nature to be comfortable with the familiar and to preserve the status quo. But that doesn't make it right or good, either. If an organization becomes too homogeneous there's often no room for



new ideas or different ways of looking at issues. I believe that people with different backgrounds and experiences can help produce an organizational mentality that nurtures creative, innovative and broad-minded thinking.

I want to reiterate my strong commitment to providing equal opportunity to all employees and prospective employees. To accomplish this, we are going to increase the representation of women and minorities in all employment categories and occupational series, but with particular focus on those where they are underrepresented. One thing that means is increasing the representation of women and minorities in management. We have a fairly substantial number of women and minorities

who have come into the Service since the 1960s, and they are now advancing in this organization. But we still are a ways from reaching the level of diversity that we should have, and it will not "just happen."

The Park Service has one of the lowest turnover rates in government, and our workforce is not expanding to any significant degree, so our opportunities to mold the kind of workforce we want are necessarily limited. Therefore, we must use the opportunities we have to maximize the diversity we seek with the most talented, capable people we can find. By recognizing and appreciating the benefits that diversity can offer through varied experiences, perspectives and styles, we bring that much more talent, insight, knowledge, creativity and ability into the National Park Service. I believe the cookie cutter approach to staffing an organization can be as inherently unhealthy for the organization as inbreeding can be in wildlife populations.

Our challenge this year and into the future is as much one of philosophy as practice—we must be an organization that fully appreciates the intrinsic values of diversity and provides equal opportunities for all. Much of the strength of this country is founded on the principle of tolerance and appreciation of diversity. The National Park Service must similarly assure tolerance and an appreciation for diversity within its own ranks.

A handwritten signature in dark ink, appearing to read "James M. Ridenour". The signature is fluid and cursive.

James M. Ridenour

FROM THE EDITOR

By most counts, 1991 was a year for quilts. Special 75th anniversary projects produced them for raffle or display. One quilt, sponsored by the Midwest Regional Office Federal Women's Advisory Committee, contained 41 squares representing the region's parks and programs. George Washington Birthplace NM also created a quilt, this one with 250 decorated squares. Another, produced by the North Atlantic Region's Boston NHP and raffled to support the Employee and Alumni Association, was billed as a "gem quilt," playing off the Service's diamond anniversary and the official logo incorporating that image. Likewise, Rocky Mountain Region's National Park Women's Association can be credited with a quilt in 1991.

So what's the appeal of quilts? Why did commemorative efforts take this particular approach? I suspect that the appeal is the same now as it was when the first quilts were pieced together. This art form is a group endeavor, calling on the creative powers of those whose individuality is best expressed within the boundaries of community. Indeed, by its very existence, a quilt celebrates community. In every way it represents the coming together of divergent personalities dedicated to the creation of a solitary vision, yet a vision that celebrates rather than suppresses individual voices. And so idiosyncratic, unexpected stitches are respected here for what they contribute to the singular beauty of the whole.

In 1991, quilts drew together parks and employees with dramatically divergent identities. These artistic creations came to stand for the beautiful diversity that is the system and the Service, held in place by the single fabric that traditionally makes whole cloth out of all such individual contributions. Shaped from thread and bits of colored material, these are the quilts familiar to us all. But there are other quilts also, those that simply living every day seem to weave—the bringing together, whether consciously or unconsciously, of the disparate aspects of ourselves into one colorful creation: what we do with our lives for our own pleasure, what portion we share with family, and what we contribute in some useful fashion to our employers and the communities of which we are a part. Certainly these quilts are less obvious, and, primarily, we who possess them alone appreciate their individual intricacies, but they are quilts nevertheless and, like their

more traditional counterparts, they show best within the context of community.

Now let me stretch the analogy a bit further. This month's *Courier* is also a kind of quilt, stitched together with contributions by individuals from across the country and around the globe. From Black Canyon of the Gunnison comes the lead story by Maple Taylor on peregrine falcon recovery—a well-crafted blend of story and style. Janet Edwards' contribution is the result of her years in Sweden learning the ropes of another culture. What she says about the positive ways in which all of us can handle discrimination has universal application. Costa Rica's national parks director, Alvaro Ugalde, first delivered his remarks, reprinted here, at the Vail Symposium. His query—"What good would it be to humanity if only a few countries succeeded in having an excellent park system?"—has something in common with the philosophy inherent in all good quilting. As Ugalde sees it, "there will be no success unless the whole of Central America and North and South America accomplish their conservation goals." Each part of the global environment uniquely contributes to the beautifully diverse whole—each square of the quilt must fit within the context of community.

Ugalde, Taylor, Edwards, and the others in this issue draw their remarks from the multifarious experiences that have created who they are. What they give us to consider may become yet another element sewn into the patchwork of who we are and the ways in which we treat each other—or it may not. Such things are up to us as we determine the individual pieces of fabric we will bind together. When Edwards' says, "if people weren't there when you needed them... forgive them," hers is an idea requiring special strength of character to put in practice. So too is Ugalde's advice not simply to stop with individual success but to bring the world community along. We're practiced in thinking about self. In part, that's how the species has survived. But now at this juncture, we may need to enlarge the paradigm, to place more focus on community, if such survival is to continue to be healthy.

Forgiveness, because that's what binds one individual to another; and the good of the whole sought without sacrificing the integrity of the part: these are difficult tasks for even the most skilled quiltmaker, the most accomplished creator of paradigms. But they're tasks we've always known we should aim toward, something achieved more easily

in theory than in practice. The more the merrier is one bit of folk wisdom suggesting the contributions individuals can only make together. Many hands make light work, or so another cliché instructs us. And of course, there is always the view of the ground from the air that shows us how interconnected we are—that leaves us to admire the patchwork quilt effect of one land parcel neatly fitting into the space left by another.

The quilt is a distinctly American folk art form, one way we express our individuality as well as our dependence on community. Simply and eloquently, it stood for this duality during the Service's 75th anniversary. Its dualistic principles are what we must continue to apply, as, with Alvaro Ugalde, professionally and personally, we seek to assure that the good of the whole is advanced and the value of the individual preserved.

ANNOUNCEMENTS

The George Wright Society's Seventh Conference on Research and Resource Management in Parks and on Public Lands is extending a call for papers faxed or postmarked by February 15. Send abstract of no more than 150 words plus name, affiliation, address, phone number, and fax number to The George Wright Society, P.O. Box 65, Hancock, MI 49930-0065 (906/487-9722, or 906/487-9405 for fax). This year's theme is Partners in Stewardship and covers such possible topics as the sharing of agencies' mandates, tools for management, resource managers on the firing line, global change, heritage education, biological diversity and endangered species.

We need you! Can you spare a bit of your summer? The Museum of the National Park Ranger in Yellowstone NP needs your reminiscences. We are seeking former NPS employees to volunteer their time to share their experiences with today's park visitors and answer questions about National Park Service life. Housing will be provided free of charge in exchange for at least 32 hours a week. Two- to three-week stays are recommended. The season runs mid-May through September. We'd like to complete scheduling by May 1 for the 1992 summer season.

Interested? Check your schedule, then contact Sandra Snell, Division of Interpretation, P.O. Box 168, Yellowstone NP, WY 82190 or phone 307/344-7381, ext. 2357.

Gateway is seeking alumni. Kevin C. Buckley, general superintendent of Gateway NRA, has issued a call to all former park staffers to make their whereabouts known. As part of the year-long celebration in 1992 to mark the 20th anniversary of the enabling legislation for Gateway, the park will compile a directory and diary of former employees to be included in a historical document made part of the park's permanent file.

"We plan to contact as many former Gateway people as possible and ask for brief biographical sketches, reminiscences about how their Gateway experiences contributed to their career growth and development, and any other comments they might wish to share with past, present, and future members of the Gateway staff," Buckley said.

The general superintendent noted that many men and women who worked at Gateway have gone on to important new assignments in Washington, regional offices, and other parks while some have left Park Service for other agencies, the private sector, and retirement. "We wish very much to contact them and look forward to hearing from all of them," he added. Individuals interested in participating in this project are urged to contact Gateway's Public Affairs Office, Floyd Bennett Field, HQ Building 69, Brooklyn, NY 11234. They may also call 718/338-3687.

Keep your calendar open!

Fundraising: Myths and Realities, a training course to be held April 21-24, 1992 at the Stephen T. Mather Employee Development Center in Harpers Ferry, WV, will provide participants with a general knowledge of fundraising principles and relevant NPS and other federal guidance. Geared toward NPS employees directly working with Friends groups and other nonprofit organizations, the course points out the pitfalls and emphasizes the opportunities inherent in effective fundraising campaigns. Participants will hear from superintendents successfully working with nonprofit organizations raising funds on the park's behalf; obtain the perspectives and experiences of senior representatives of nonprofit organizations actively fundraising for the parks; and explore fundraising essentials with experts. For general course information, contact your regional training officer or Chuck Anibal at Mather (304/535-6401). For specific course information, contact WASO Program Manager Tracy Fortmann (202/208-7469).

Four Responsive Management Training workshops will be conducted in Orlando, FL, February 24-29. Topics range from public opinion and attitude polling for natural resource managers to communication and dispute resolution, marketing in a fisheries and wildlife organization, and responding to change (also geared toward natural resource managers). For more information, contact

Responsive Management, 3375-F Capital Circle NE, Suite 205, Tallahassee, FL 32308 or phone 904/422-3709.

Symposium Update: Look for the February *Courier* for coverage of the Vail Symposium. Articles, photographs and more...

CONGRATULATIONS!!

United States
Department of the Interior

NATIONAL PARK SERVICE
Mount Rushmore National Monument
P.O. Box 268
Keystone, South Dakota 57751-0268



Office of
The Superintendent

Director Ridenour,

The White House recently forwarded this photograph of a portion of the National Park Service team responsible for the Mount Rushmore event with President and Mrs. Bush. Thought you might like to have it as a reminder of a special day at the Memorial.

The events of the Golden Anniversary made for an incredible year. Not without challenges, enjoyment and cost. I would like to thank you for your support to insure the necessary protection was in place at the Memorial. It was an intense year but we would do it again in a minute.

The staff at Mount Rushmore wishes you a Happy Holiday Season!

Dan Wenk



FLYING FALCONS AND FROZEN SERPENTS

PEREGRINES OF THE BLACK CANYON.

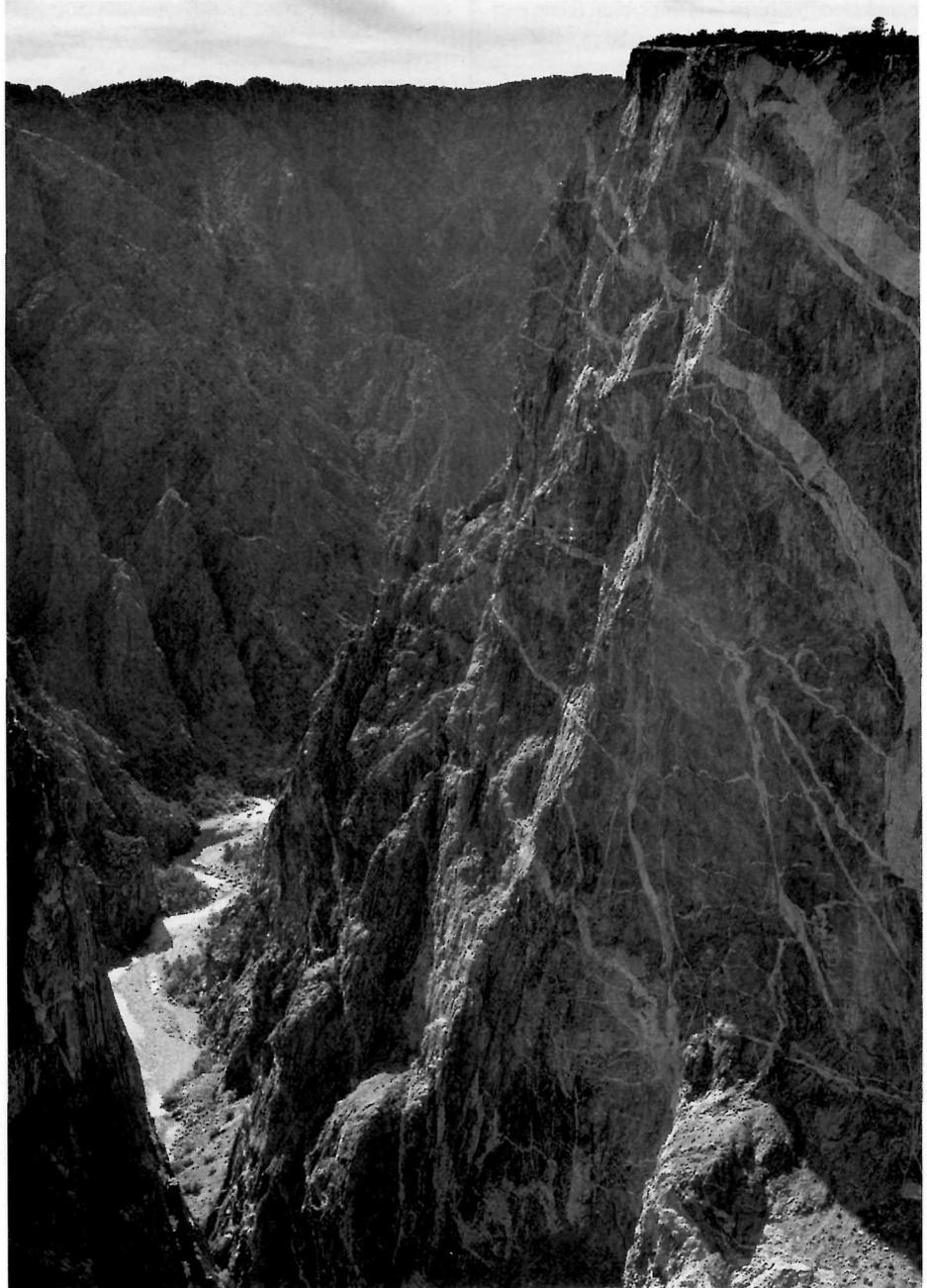
Two thousand feet. Straight down. That is where the river flows if one walks up to the edge of the rim and looks down over one's shoes. But some never see the river, never quite make it to the rim: white knuckles on the interpretive sign is as close as they get.

Two thousand feet. That's a long way down for anyone, and even those of us who aren't possessed with such fears, once we look down, are overwhelmed with a ghastly fantasy of jumping—a moment of madness where flight seems possible (or is it just the hidden, primal fear of losing grip and reaching the velocity of death?). In spite of this enormity, the overlooks are crawling with visitors. At one such overlook, an extremely sheer and narrow one, visitors are greeted by two enormous serpents that appear to have been painted across the far wall. Pointing to the pink bands of "pegmatite" a uniformed park ranger speaks to a gathering about molten material, great pressures, and base rock. While the ranger speaks the visitors whisper to one another, pointing out the head, the tail. Pointing and whispering and snapping their cameras, they come and go.

Three long hours. I have been sitting on a hidden, shaded ledge not far from those same serpents. My eyes are strained from the binoculars and intensity of looking for what it is I'm looking for. So I lie back and rest for a bit. Below, the river rolls ponderously. Swallows twitter about and swifts swipe at me from all directions. Warm air flows up the canyon walls: dark rock, bathed in hard sun, sheds its heat all too eagerly. A sudden breeze rudely flips the pages of my notebook. Just as suddenly it is calm.

Fffffffop!

I flinch, then jerk my eyes towards the sound of an arrow striking its target. Peregrine! It is extremely close, just over my

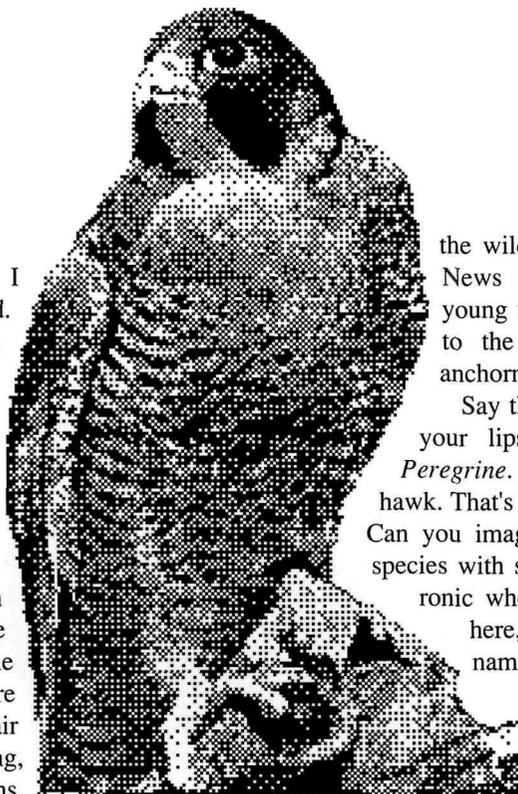


At Painted Wall Overlook, looking downstream, afternoon light.
Photo by David Halpern.

head, and in its grasp a stunned swallow flaps a wing reflexively. Before I can even reach for binoculars the falcon vanishes below with its fresh catch.

Fffffffop!

The sound echoes in my head and I cannot believe that it came from a bird. When I took on the peregrine falcon survey for Black Canyon of the Gunnison NM (CO), I knew that the peregrine was one of the fastest birds in the world and caught its prey in mid-air, but what had just transpired absolutely astounded me. Scribbling in my research notebook I documented the incident, the first of several such incidents I would experience while conducting the study. By the end of the project the notebook's pages were ravaged with data: notes on mated pair behavior indicating stages of nesting, dates, times, exact details of observations,



nestling and fledgling behavior and success. The data compiled from the many and lengthy observation periods from April to September confirmed that we had two nesting pairs of endangered peregrines in the monument and they would hatch and fledge six young: ten peregrine falcons in the Black Canyon when less than twenty years ago the species had all but vanished in Colorado's canyons.

The park was abuzz. Maintenance workers. Fee collectors. Administrative personnel. Park rangers. Volunteers. Almost everyone took an interest in the falcons. They would time their work breaks so that they could peek through the spotting scope and look at an adult perched on a ledge or awkward nestling bumping about its nest. Everywhere I went it was, "How's the peregrines?", "How's the birds?", "They hatch yet?", "How many babies?". One of the maintenance people, an amiable, curiously intellectual sort who had the unwieldy task of cleaning 15 restrooms twice daily, became remarkably well-versed in falconese. He'd use words like "eyrie," "switch," and "Tiercel," and ask some very good questions. Some of them were *too* good, and I thought that maybe he was the one who needed to be looking through the spotting scope and maybe I should be the one wearing the rubber gloves!

The enthusiasm shown by my fellow employees was somewhat overwhelming. I began to wonder why they were so taken, so fascinated with the birds. Part of the reason, surely, was good press. It's amazing how many people have heard about the peregrine falcon and its demise due to pesticide-related eggshell thinning and inability to reproduce. And who hasn't heard about programs where eggs are taken from the wild and hatched in laboratories, the chicks raised in captivity, then released back into

the wild or on the roof of a big-city skyscraper? News teams flock to such ceremonies where young falcons are released downtown. And listen to the name when spoken by the 9 o'clock anchorman. *Peregrine*.

Say the word yourself and feel how it begins on your lips but then ends deep in your throat. *Peregrine*. Then say "duck hawk." That's right—duck hawk. That's what the peregrine falcon used to be called. Can you imagine garnering support for an endangered species with such a name? Duck hawk's a little oxymoronic when you think about it—what have we got here, a duck or a hawk or what? Not a good name for a bird. Especially *this* bird.

Bird? Did I say *bird*? Perhaps herein lies another part of our answer. To call a peregrine falcon a bird is like calling a stealth fighter jet an "aeroplane." Birds don't scream through the atmosphere at 300 feet per second, faster than an archer's arrow; birds don't thunder out of the clear blue and dispatch their targets like some cork-screwing missile of doom. But what is most startling to me is the contrast—cruising silky albatross smooth one moment, falling fiercely out of the sky the next, a sizzling bullet with feet. Imagine the creamy and delicate hand of a ballerina clenching suddenly into the iron fist of a karate master and smashing through a solid block of ice.

That is the peregrine falcon.

The embodiment of agility and grace, raw speed and brute power, the peregrine is no mere bird. No more than the serpents on the Painted Wall are mere "pegmatite." Now harmlessly frozen, once upon a time those huge and horrible monsters slithered among the rock and breathed the fire of a thousand dragons.

Fffffffop!

Maple Taylor worked as a biological technician (temporary) assigned to Black Canyon of the Gunnison NM (CO) to monitor peregrine falcon activity. He now is working for the Soil Conservation Service.

BEING A MINORITY



Minorities in Scandinavia learn more than linguistic fine points in the course taught by Tove Klette.

During two years of visiting and studying national parks in Scandinavia, I learned something else equally valuable—what it means to be a minority. Many experiences, such as working as an equal opportunity counselor, leading a federal women's program, or steering a handicapped access committee, can help employees develop an understanding for minorities and what confronts them. However, nothing can replace the experience of walking in our shoes.

Several experiences working with professionals in Sweden have indirectly provided examples of what to do and what not to do when working towards solving minority issues. Of all the colleagues, teachers, and other professionals that I met during the two years, Tove Klette, a supervisory teacher for an adult school associated with Lund University, gives students a strong first footing in the country. Having a remarkable talent for working with minorities, she helps foreign students build self-respect by recognizing their knowledge and talents, then forcing them to demonstrate their abilities. She assigns them leadership roles in the classroom. When the course is completed the students not only are more proficient in Swedish, but they leave with a feeling that they have something to offer both Sweden and their respective home countries. Tove gives her students tools that enable them not only to survive in a foreign country, but to succeed. She opens doors for them, introducing them to professionals within their academic field and to other immigrants who have successfully cultivated a professional life in Sweden.

Having faced discrimination a number of times, I know that although there are many people who grease the skids for minorities on their way to being fully accepted, there are also many that are equally adept at closing doors.

In the work place discrimination is most often indirect. Rarely do people come right out and say they don't want you to succeed, or they don't want you on their staff. More commonly discrimination occurs by withholding information, often that which could help you with your job or advancement in your career.

Here is a course of action that can counteract discriminating behavior. It consists of five parts: response, mask, tunnel, gamesmanship, and image.

RESPONSE. When faced with discrimination, our immediate reaction is to feel despondent, lose our sense of self-confidence and perhaps feel angry. We must accept our own feelings whatever they may be and then steer them in a more positive direction. It is only after one admits that one can stand up to discrimination in a mature way, that one can see it in another light. Often, discrimination can simply be a matter of two people speaking a different "language." Sometimes I thought people were discriminating against me, when it was actually a simple misunderstanding or a lack of communication.

It is interesting how I experienced much less discrimination and its associated pain after the close of the first year. Did the Swedes change or has my outlook changed, thereby improving the situation?

We all have prejudices. It is a mechanism that allows us to see ourselves as worthwhile. Thus, we discriminate to reinforce what is good about ourselves. Many people are afraid of losing their identity and often lack self-confidence in their own abilities and performance. That is when discrimination becomes troublesome.

MASK. In almost all cases of discrimination an individual will be confronted by a "mask" which covers the motives of the discriminating official. The mask hides their true feelings towards you and their secret desire that you will fail. Trying to take down the mask is most often in vain, since only that person can eventually put it to rest. It is best to accept it. When you are confronted with a situation where you know someone is withholding information, look them in the eye and say, "I see." Let the silence do the talking.

TUNNEL. Upon accepting the mask as a road block, begin the next course of action, tunneling. A tunnel implies that there is a protective roof overhead and an obstacle to circumvent. Use any professional means you or those who mentor you can suggest. Build the tunnel where it is most practical, through excellent job performance, volunteering to complete important projects, being active in committees. Others will see your willingness to work for common goals. Follow up on all advice offered. Talk to everyone recommended to you. Take careful notes and follow through. When seeking a job, keep a notebook of all the people who you talked to and draw a star by those who could potentially steer you along a good course.

Writing can be very helpful during this process, not only in preparing for new encounters, but also for recovering from disappointments. Write out everything you experienced and how it made you feel. Or go talk it out among the trees, expressing emphatically how you felt and what you wish you could do about it. Both techniques serve to release tensions that could build and become rather self-destructive or even lead *you* to become prejudicial.

If you are determined enough, you will reach your goals no matter how large the obstacles or how great your fears. Visualize how things will be once you have reached your goal. Use that vision to propel you. Concentrate on your job, instead of the obstacles. In time you will see the light at the end of the tunnel.

Supervisors, when you see a minority building a tunnel, take a moment to help. Often supervisors are reluctant to get involved because they think it will take too much time or because they lack the skills to solve the problem. But solutions can surface in as little as ten minutes, if individuals only listen. The minorities themselves often have the solution at hand but can't implement it without help from someone with influence in the workplace. One of the most important things in solving minority issues is timeliness. Stop the problem, or at least satisfy the complaints of the grieved one, before the problem becomes too deeply rooted.

GAMESMANSHIP. During the tunnel-building process you can build your own skills of gamesmanship. Enhance your ability to fit in with the team: supervisors, coworkers, and managers.

Most people are discriminated against because they are different. Therefore, despite our need to maintain individuality, common threads are necessary. Without a few, there is little chance you will ever be truly accepted. Weave the threads carefully through the budding relationship to give others the security they need to accept you. Seek out those shared interests and goals on the job and outside, keeping in mind your own limits. Know when to blend and when to work independently.

In Sweden I have had to learn what questions I can and can not ask, and how to discuss matters in Swedish fashion. Getting to know the Swedes has helped both them and me become more accepting of our differences.

IMAGE. No matter how difficult the challenge or what kind of rejection or misunderstandings you face, never lose faith in yourself. And if people weren't there when you needed them... forgive them. You'll be a better counselor or supervisor when you find yourself in that position somewhere in your career.

Although the majority want you to have common links with them, what you are appreciated for eventually are your unique personality and skills. As long as you never forget to recognize the strong points of others, they likely will admire yours in return.

After you have tried these five steps, think of the Swedish classrooms where people from Bolivia, Palestine, India, El Salvador, China, Vietnam and countless other countries plug along, day by day, learning a new language and a culture that was once 100 percent foreign. As a classmate, now speaking fluent Swedish and on her way to a brilliant career, says: "Never give up!"

Janet Edwards, most recently a natural resource specialist in the Pacific Northwest Regional Office, is living in Sweden, learning about Scandinavia's park resources.

SEEKING SIBERIA'S PEARL

The sheep's head sat serenely at the center of the table, surrounded by the bones that had made our dinner. I drained a potent cup of fermented mare's milk, and contemplated my dining companion. She was a tiny, wizened woman of venerable age, wearing red robes ornamented with beads. Though I could not understand her, she seemed to have opinions on many topics, and the way she freely interrupted the speeches of the village leaders made it plain she commanded great respect. Her teeth were gold, her laugh a cackle, and every few minutes she spat vigorously over her shoulder.

As she rose to sing in her native Buryat, I realized I found her beautiful.

The Buryats are among the indigenous peoples of Siberia. Their ancestors once followed Genghis Khan to martial glory, but in a sadly familiar story, their culture receded before an expanding European power. Centuries of Russian domination and seventy years of Communist collectivization have not extinguished Buryat identity, however, and Buryat nationalism is one of many currents in the confused tide washing the Soviet Union today.

The song had a haunting beauty, and when my companion finished, she reached over, tugged my arm, and addressed me in Buryat. I waited as her words were translated first into Russian, then from Russian to English.

"She says it's your turn to sing now," the interpreter said.

Surely there's a translating error here, I thought. My voice alone could sour Soviet-American relations for years.

Then I looked down, and she gave me an encouraging smile. I knew I could not disappoint this charming woman. Perhaps it was the mare's milk, perhaps it was the company, but somehow this ranger found the courage to rise and bellow a verse of "Dany Boy" to the Siberian sky.

For three weeks during the summer of 1991, I was a member of a delegation that travelled to Siberia to advise Russian park authorities on the development and management of national parks surrounding Lake Baikal. Comprising the group was a mixture of U.S. and Canadian park professionals and academics; representing the NPS were Superintendents Jim Thompson (Rocky Mountain NP) and Art Sullivan (Ozark National Scenic



View of the lake from the boat on which the delegation travelled. At left is a regulatory sign in Pribaikalsky NP.



Riverways), Yosemite park planner Don Fox, Canyonlands biologist Jayne Belnap, and myself, a park ranger from Harpers Ferry.

Lake Baikal, "the pearl of Siberia," is the world's oldest and deepest lake. Greater in size than the state of New Hampshire, the lake holds fully one-fifth of the world's fresh water. It is home to many unique species, including the world's only fresh-water seal, and its water is crystal-clear through the filtering action of endemic crustaceans. Moreover, the lake holds an almost mystical significance for the Russian people. Called the "glorious sea, holy Baikal" in one folk song, the lake is esteemed as a national treasure by Russians living in cities thousands of miles away.

The love of the Russian people for this lake was demonstrated forcefully in the 1960s and '70s when the Soviet government profaned its shores with a huge pulp mill. The mill pumped toxic effluent into the pristine lake waters, and fouled the air with smokestack emissions. This travesty provided the impetus for the beginnings of a Soviet environmental movement. In those pre-*glasnost* days, protest activities were risky, and some activists were harassed and beaten by security forces. Nonetheless, popular determination seemed to prevail. Plans were announced

for a gradual phase-out of the mill, and large portions of the lake's shoreline were set aside as national parks.

The battle for Baikal is far from over, though. The mill still operates, in defiance of the plan, and the parks face many problems. Their hastily-drawn boundaries do not adequately protect the Baikal watershed; their management authority is ambiguous; and their jurisdiction severely limited. In many ways, I was struck by a feeling that the Russian parks are in a situation comparable to that of our own parks before the passage of the 1916 Organic Act establishing the NPS. Several national parks exist, but there is no overall national parks agency. For example, Pribaikalsky NP, on the lake's west shore, is administered by the Ministry of Forestry. The park's director is an ardent and adroit preservationist, but he must report to superiors whose main concern is timber production.

As in the U.S., many problems stem from a lack of funding. Rangers are poorly paid, and recruitment is difficult. Equipment is poor and scarce. There is a desperate need for vehicles, boats, and radios. Sometimes these shortages have tragic results; during my visit, one ranger, without radio contact, failed to return from a backcountry patrol. A search was unsuccessful, and his fate was still unknown when we left Siberia.

Increasing public use of the parks also causes problems. Economic reforms have resulted in the birth of some forty private tour companies offering excursions through Pribaikalsky NP. Our delegation sat appalled as one entrepreneur gave a slide show depicting the off-road vehicle caravans he conducts for foreign tourists. Pictures confirmed his boast that when the muddy roads became impassable, his guides took out chain saws and cut new paths through the *taiga* forest. The park director, sitting with us, explained in frustration that he had no legal authority to ban this firm from the park; the best he could hope was that a ranger might catch one of the guides felling a tree and write a citation that resulted in a small fine.

At the end of our trip, we presented park administrators with a report detailing our impressions and our recommendations for park management. As our Russian hosts requested, the report was wide-ranging and no-holds-barred; our recommendations ran the gamut from boundary realignments to a suggestion that the blades of fire shovels be sharpened for more efficient use. The report was well received, although politics and economics will make many aspects of implementation problematical. There was no doubt, however, about the sincerity of our colleagues' appreciation and the strength of the bonds we forged, and parting from our new Russian friends proved extraordinarily difficult.

On Friday, August 16, our group left Moscow. Forty-eight hours later, tanks assembled in the city's streets, in a coup that threatened to undo the progress that the Soviet Union has seen in recent years. Just a few days later, as I write, my television screen shows cheering crowds painting contemptuous graffiti on the KGB headquarters and pulling down symbols of totalitarian rule. It is far too soon to tell just where this process will take the Soviet Union, and it seems clear there will be many difficult times ahead. It is also certain, however, that the Soviet people

For the Sake of Nature and Its Use

The national park—a great invention of the Americans! At one time, the Americans were expanding westwards, all the time assimilating new lands. And a decision was reached that turned out to be full of wisdom and foresight—to preserve for their descendants the untouched wild and beautiful natural areas. In this way the national parkland called Yellowstone was created. The U.S. congress declared in a bill that: "...by this act, these lands will be set aside for the use of the people, free from development, settlement, or sale; they will be opened with ceremony and transformed into a national park."

How exalted these words sound! But in them you can sense a profound faith in those people entrusted with preserving and defending these parks, these unique corners of our planet. Now it's not for nothing that you become a national park official in America—it's near to being one of the most prestigious and well-paid occupations in the States. In such a highly competitive field, the park people there turn out to be highly educated, physically robust, versed in the use of all sorts of transport equipment (including helicopters) and are even...attractive to look at.

Yellowstone was created over 100 years ago. This means that we here have fallen behind by more than a century, and we have been hurrying to catch up. But, as often happens with us, we have rushed into this—and yet again we have only led people to laugh at us; we have created a caricature of a park; or more precisely, it is not known in general what was created....

In our park there is indeed still something to protect for the present. Within its territory you'll find some 56 species of vertebrates listed in the "red book," and another 58 that are rare and disappearing. The largest flyaway in Eastern Siberia for wintering waterfowl is located at the mouth of the Angara River. And we have been entrusted to protect all of this and more.

We have been entrusted with, but have been given nothing to this purpose—no rights, no money, not even firearms. So it turns out that this trust is nothing but a sham, only words.

Nevertheless we don't lose hope. A hope that even our park will someday be able to serve the public for its use, as is the case in Yellowstone and in other of their national park systems.

One of these days we must grow wiser.

Pyoty Abramyonok
Director, Pribaikalsky NP
Excerpted from *Nash Baikal*,
February edition

have realized and demonstrated the power of a determined citizenry; and that one of the values they hold strongly is a commitment to protect the "glorious sea, holy Baikal." It was the thrill of a career to work with them in the furtherance of that goal.

Bob Mackreth is the assistant chief ranger at Harpers Ferry NHP.

REMARKS FROM THE VAIL SYMPOSIUM

When I was told by our first director of the [Costa Rican] Park Service and today the Vice-Minister of Natural Resources to speak to you about the role of the NPS in the present and future challenges of the world park community, I didn't really think about the topic until I was already flying over one of my national parks on my way to Vail. It was at that moment that I asked myself "what in the world am I going to tell them?" After all, much of what I have been able to do in Costa Rica was inspired by you....

I am here then, more than to advise you, to give you a progress report 22 years after having participated in the International Parks Seminar and having been part of the Albright Training Class in the Fall of 1969.... Based on the experience of those two courses, and travelling through the national parks of this beautiful part of your country and some parks in Canada, I went home full of dreams and enthusiasm, ready to take on the battles necessary to create in Costa Rica a system of national parks full of [what] I found among you. Because, very frankly, it was the love and dedication of the Park Service personnel which moved my soul and mind, and gave us the strength to do what we have done.

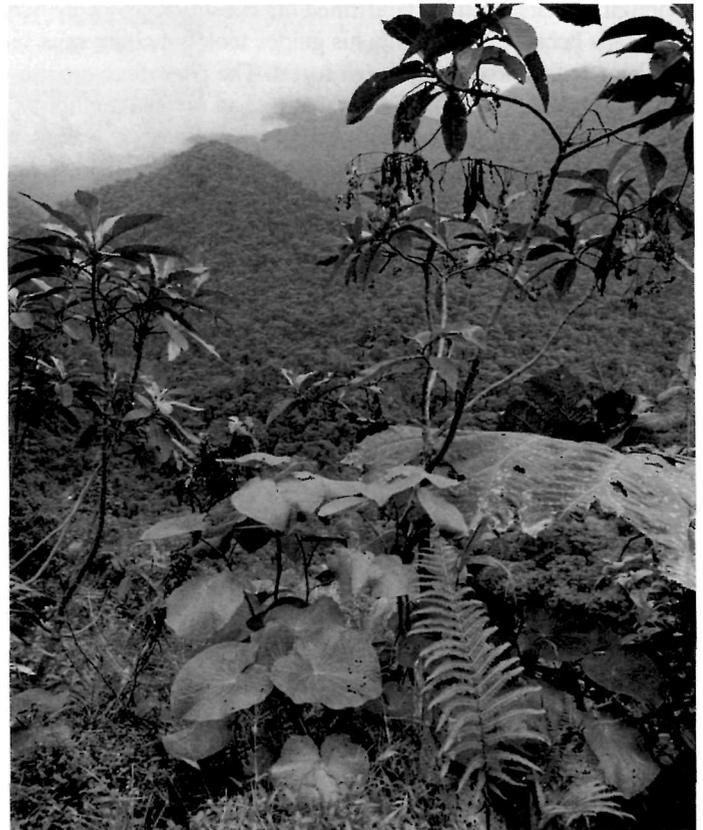
Today, I can proudly report that in only 22 years, we have established a park system that includes 12 percent of the national territory, and that keeps growing. According to biologists, our national parks are home to 4 percent of the world's biological diversity. Compared to the size of your system, ours is very tiny, but from a biological perspective, we have become a superpower. As biologists, we tried to create a system that represented all important ecosystems, as well as places of unique scenic beauty. At the beginning, and during the first decade, we even tried to model the management of our parks on yours, a mechanism that we are changing given the present challenges.

I want to call attention here that, back then, I perceived a very clear international commitment on the part of the U.S. Park Service. In the early seventies there were NPS employees collaborating with us via the Peace Corps, FAO, AID and other means. But I have been sensing diminished global participation. Even the international seminar that had inspired me so much has been

eliminated. If you allow me to express my opinion about your present and future role in the world park community, I want to tell you that you should not only go beyond your former level of participation, but that the time has come for you to consider very seriously your part in the global arena. Deteriorating ecosystems and ecological processes is distinctively international in scope and will affect us all.

The planet has grown much smaller in the last twenty years, and so has the United States. Earth is now perceived as a living organism, and some of us like to call it Gaia, the living planet. But Gaia will not survive, unless we, as its stewards, take care of all its vital organs, not just those located in the north.

By far the greatest variety of life occurs in the developing tropical countries, where population growth, environmental degradation and ecosystem and species extinction, have definitely reached crisis levels. David Western says that park management has to grow from the local and reactive, to the global and anticipatory. What good would it be to humanity if only a few countries succeeded in having an excellent park system? From our own perspective in Costa Rica, there will be no success unless the whole of Central America and North and South America accomplish their conservation goals. While we are meeting here, a seminar, similar to the one you used to have, is going on in Costa Rica involving park rangers from all of Central America. We feel that our success in establishing a park system gives us a



Braulio Carrillo National Park, just north of San Jose, Costa Rica. This classic, wet tropical forest is just one of five different types of forest found within the park boundaries. Photo by Tony Bonanno.

BY ALVARO UGALDE

very serious responsibility with other nations, especially if they belong to the same biological corridor from North to South America which was so basic to the biodiversity that we have today.

All of us here admire our ancestors to whom we owe the existence of present national parks. I strongly agree with those who think that the future generations will admire those of this generation who implement the policy changes needed for the conservation of biological diversity and the nature and diversity of ecosystem processes—but on a global scale, not just in the first class section of the spaceship.

Today, Gaia's protected areas, many of which are nothing but paper parks, cover about three percent of its surface. But if we must include a section of all major ecosystems in a planetary system of protected areas, we need to go from 4.2 million square kilometers to 13 million, or roughly 10 percent of the planet's land surface. You can be sure that this will not happen unless an institution like the NPS becomes key to provoking global action.

I want to make sure you understand that I am speaking to all the members of the NPS and their friends. If every park and protected area in this country became the sister or partner of an equivalent area in another nation, you could accomplish miracles in a very short time. Maybe a great many of you can take vacations, sabbaticals or special assignments in different parks of the world. With all the admiration I have for you, and humbly, feeling myself one of you, I strongly urge and challenge you, as regions, as areas, and as individuals, to multiply many times your international efforts. Honestly, I don't think this is a matter of funds; it is more a matter of vision, of attitude and of global commitment—because if you think you have financial problems, please visit the national parks in the rest of the world, and see how they are doing compared to you.

As I said a while ago, we are in the process of transforming the management mechanism of our national parks. In many respects, we have to depart from the central government as the

only player in the management of the system. Economically, our governments are practically broke and undergoing a shrinking process which began 8 to 10 years ago. Our decision as park managers was to begin to create local non-profit private organizations; and then to tell the rest of the world that Costa Rica had done its homework in conservation, pretty much with its own resources; and that we now needed some help. Our call prompted a tremendous response from several organizations like World Wildlife Fund, The Nature Conservancy, the McArthur Foundation and others from this country, from European nations, and from governments like Holland and Sweden.

As director of the Costa Rican Park Service, sometimes I feel overwhelmed by circumstances which make it difficult to see the light at the end of the tunnel. Nevertheless, we took the economic crisis as a challenge, and decided to change the role of the Park Service. We used to say that we were the direct administrators of the national parks. Today we say that our role is to make sure that the Costa Rican society, as a whole, administers, properly and efficiently, its unique system of protected areas. We took the opportunity of this crisis to evolve and to make other changes besides the ones I mentioned.

At the central level we are creating a national council of protected areas to work with the parks director. At the local level we are creating regional committees to work next to the park superintendents. But we are also turning park superintendents into directors and coordinators of our efforts in much bigger regional units called conservation areas, which include several parks or equivalent reserves and their zones of influence...

As you can see, my friends, in this period of evolution, we can use the help and advice of our 75- or 128-year-old brother depending on when you start counting. If I, as director of a 20-year-old brother of yours, need your advice, don't you think other nations also need you?

Besides sharing some reasons why I think you should strongly participate globally, it would be easy to give you a

A World Gathering

The IV World Congress on National Parks and Protected Areas will be held in Caracas, Venezuela, in February, where we will be very pleased to host about 1500 participants from all around the world. It should be noted that the NPS hosted the very first such Congress in 1962 in Seattle and it was a major step toward international cooperation leading to meetings on a regular basis.

In 1972, the Congress was once again held in the United States in Yellowstone and Grand Teton NPs to celebrate the centennial of Yellowstone, the world's first national park. Both meetings, hosted by the NPS, lay the foundation of the World National Park Congress. Later in 1982 it was in Bali, Indonesia, and now back to the Americas and for the first time in a Spanish-speaking country.

In the years since Seattle, there have been great changes that

are pressing park professionals to address larger audiences and to deal with a vastly wider range of national park issues in a rapidly changing global scene. As we move toward the 21st century, the challenge of the Congress is to enhance the role of national parks and protected areas in sustaining society.

In the opening ceremony of the Congress, the hard work and the outcome of your effort [75th Anniversary Symposium] will be presented by the Director of the NPS, James Ridenour. And the results of this effort together with a synthesis of the information provided at the World Park Congress will be transmitted to the World Environmental Conference in Brazil in June 1992.

Cristina Pardo
Director General
Institute of National Parks of Venezuela

What Canada Is Doing

•The Canadian House of Commons recently passed a motion adopting the Brundtland Commission recommendation to set aside 12 percent of Canada's landbase as protected lands.

•More recently, the Canadian Environmental Advisory Committee to the Minister of the Environment, has published a precedent setting report on "A Protected Areas Vision for Canada," and the Department of Environment is responding with development of a strategy to pursue the 12 percent protected landbase.

•The Canadian Parks Service just released its first State of the Parks Report, which will result in greater information and public accountability with respect to parks.

•The government recently released Canada's "Green Plan," funded at three billion dollars over six years. In addition to many broad environmental initiatives, the plan provides specifically for national parks: a confirmation that ecological integrity is the most important measure of the effectiveness of national park management with funding to enhance levels of understanding and management skills; enhancement of the role of government and particularly the parks system in fostering environmental awareness and environmental citizenship; a national environmental assessment and review process to be entrenched in legislation and adequately resourced; and an enhanced environmental legislation enforcement program.

•The Canadian Parks Service is now a full player in the broad environmental agenda of the country, and will be a significant contributor to the broader goal of sustainable development, a philosophy of environment which Canada espouses in its Green Plan. The Canadian Parks Service mandate will now shift from the formerly polarized view of protect and present, to "environmental sustainability of heritage resources"; managed on an ecosystem basis, with the objective of preserving or restoring ecological integrity, and with a principal thrust of promoting environmental stewardship. The importance of establishing the boundaries of parks based on ecological considerations will be

emphasized in new park establishment. More importantly, new models for the involvement of stakeholders and inter-jurisdictional cooperation to protect and manage ecosystems, are being pursued.

•The various players in the Department of Environment, including CPS are working together to further integrate their environmental activities. CPS is pursuing "better science" through partnerships with other park organizations, academic and environmental organizations and other research institutions. New and expanding roles for park managers as environmental advocates are evolving.

•In order to contribute to Canada's environmental agenda, interpretive and educational priorities of the Service are shifting, to promote broader understanding of the land-man relationship and environmentally sustainable behavior, in an attempt to develop good environmental citizenship. Greater linkages with the educational system are being fostered and parks will receive greater use as environmental laboratories.

•Within the recreational opportunity spectrum, the Canadian Parks Service will focus on ecotourism as the national park experience of the future. Limits of acceptable change are being applied in park management practices. Through a series of national and regional, strategic and business planning exercises and a major policy review, the CPS is plotting a course for the future. Perhaps the most important theme for this session is related to our new pursuit of partnerships. Activities are being undertaken to build positive relations with a variety of stakeholders—industry, business, volunteers, environmental, and other government organizations at all levels, to ultimately involve all Canadians, through enhanced consultation processes, in the planning and management of parks.

Sandra Davis
Director General, Western Region
Canadian Parks Service

specific list of needs. If you don't know what paper parks are, I can tell you that they are parks that exist only in the legal documents that supposedly created them. In the real world they are not managed; they are usually invaded by human activities, and many do not exist any more. Many parks of the world are only paper parks, but many of them still can be rescued with proper management.

In the case of Costa Rica, and I'm sure in several countries, our parks are very real; you can and should come to see them. But we are young and immature. Policies and management mechanisms are either too weak or non-existent; training lacks the quality and force it really needs; public use and administrative facilities are barely there, and pressures from the outside like banana plantations, deforestation and tourism are growing constantly. But the numbers of people and institutions concerned for the parks and the environment are also growing every day. Twenty years ago we were only a handful. Today, there are thousands of Costa Ricans working, fighting and making a living

from conservation and related activities. The country is literally vibrating in search of its environmental health. Don't you think that in this scenario, there are plenty of needs, of room, and of opportunities for the NPS and for each one of you, to make very significant contributions to the health of Gaia? As E. O. Wilson says, "To avoid the conquest of nature from becoming the destruction of nature, we need the most delicate, knowing stewardship of the living world that can be devised."

Alvaro Ugalde is director of the national park system of Costa Rica. He was an early participant in the Service's former International Seminar program and a graduate of the ranger intake program at Albright Training Center when Denny Galvin was on the staff. His statement here is excerpted from the paper he delivered in Vail, CO. Director Ridenour and Ugalde signed a Memorandum of Understanding during the 75th Anniversary Symposium.

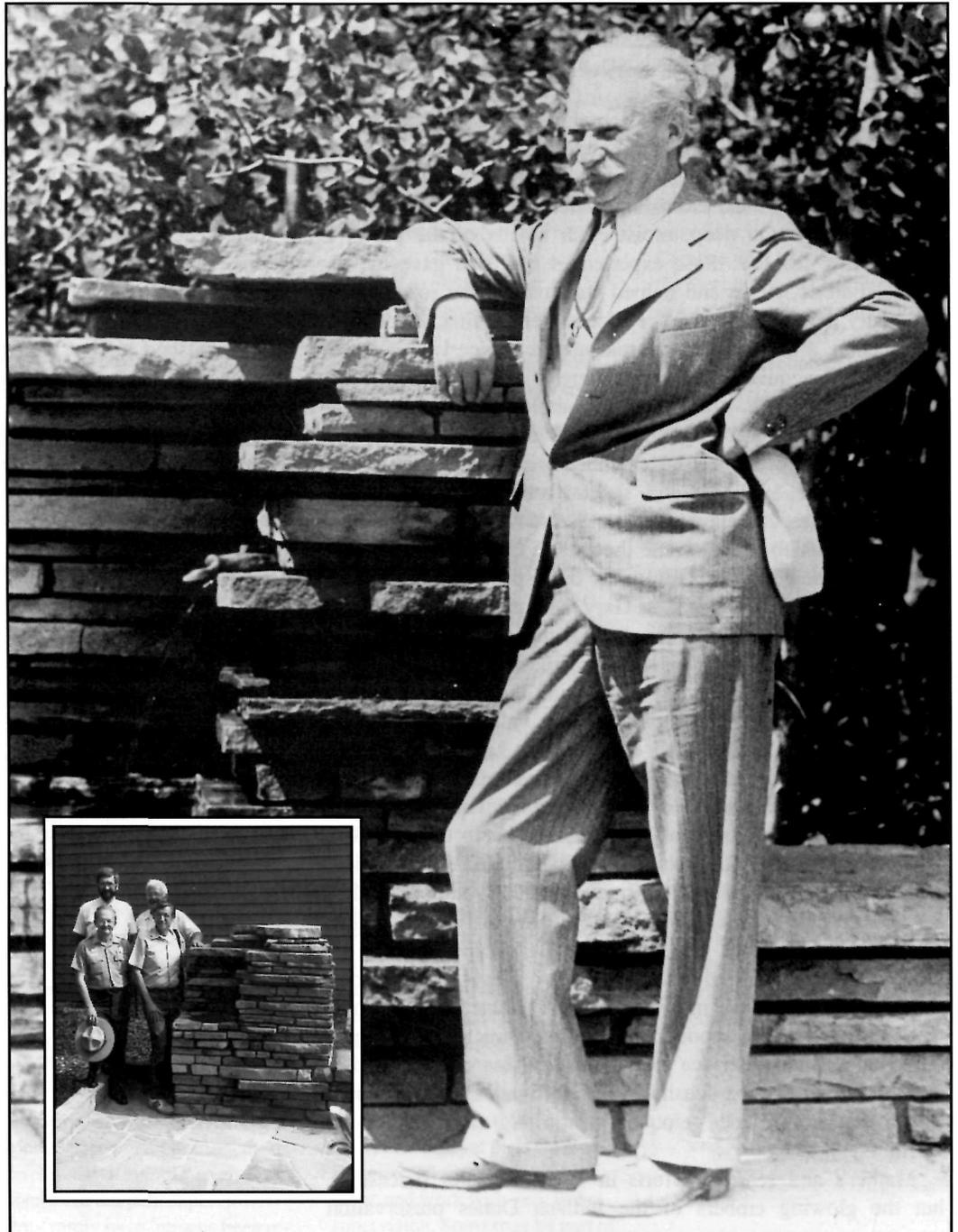
INDIANA DUNES PIONEER HONORED

The day signaled a new landmark in the cooperative relationship between Indiana Dunes NL and its counterpart, Indiana Dunes State Park. It was also a special day for the Save the Dunes Council, the Friends of the Indiana Dunes, and Chicago's venerable Prairie Club. For Indiana Dunes Superintendent Dale B. Engquist it was a nostalgic trip back to his boyhood days in Chicago. It was an atypical day for mid-September, hot and very humid, as a small crowd gathered before the nature center at Indiana Dunes State Park to rededicate a curiously styled fountain placed in the nearby dunes by the nature-loving Prairie Club nearly sixty years before. The fountain had been designed by one of the club's founders, the noted landscape architect, Jens Jensen.

Born to a prosperous farming family in southern Denmark, Jens Jensen emigrated to the United States in 1884 at the age of 24. He soon found himself in Chicago employed by the West Park District. During the next forty years, Jensen's vision, energy and endless determination played a profound role in shaping of not only the scenic and recreation areas of Chicago, but the precious lands around it.

Landscape architect Jens Jensen and the fountain he designed for the Prairie Club's presentation to Indiana Dunes State Park, 1932. Inset, from left to right, Indiana Dept of Natural Resources representative Mark Young, Indiana Dunes NL Superintendent Dale Engquist, Prairie Club Director John Lonk, and Herbert Read of Save the Dunes Council.

Starting in the propagation and potting sheds of Chicago's West Park District (managing most of the city's park lands west of the Chicago River), Jensen rose through the bureaucracy, serving as superintendent for several district parks before



achieving the superintendency of the West Park District itself. Jensen undertook to revive and renovate west Chicago's tattered parks. Drawing from Frank Lloyd Wright's Prairie Architecture, he applied the look and sense of the prairie to landscape architecture. His designs and redesigns of park areas that included Humboldt, Garfield and Douglas reinforced the naturalistic approach of an earlier predecessor, Frederick Law Olmstead, Sr., and introduced the Prairie movement to the design of Chicago's park system.

It was in two of these parks, Humboldt and Garfield, that young Engquist unknowingly incurred his debt to Jensen. "The two Chicago parks were equidistant from my home...I walked or rode my bike to them, often along the wide boulevards which connected them. I and my friends swam there, fished in the park lagoons, rented rowboats in the building called the 'refectory,' and walked the paths. I grew particularly fond of spending quiet time in a large greenhouse open to the public for a small fee. My friends didn't care much for it but I liked to see the tropical plants, cacti, and magnificent flowers. I loved the sound of the cascading waterfalls built into the botanical displays and deep, moist earth smells of the place. I think to this day that those experiences are what gave me an appreciation of nature and helped start me on the road which eventually led me to my choice of a career as, first, a botanist, and, second, a park ranger and manager, a choice I have never regretted." [Engquist's recollection here is of the Garfield Park Conservatory which, along with Humboldt Park's Rose Garden, has been listed among ten treasures in Chicago parks.]

Jensen's interest in nature extended well beyond the parks of Chicago. In 1908, he and several other members of the Playground Association, formed a "Saturday Afternoon Walk" committee (which later became the Prairie Club) to lead excursions to the nearby woods and hills, but especially the extraordinary area of sand dunes near Gary, Indiana. One of the participants was Stephen Mather. Jensen recognized the Indiana Dunes for their obvious scenic and recreational qualities (they are "our mountains, the only mountains that we of Chicago will ever have"), and their extraordinary value to natural science. The dynamic formation of the Great Lakes had created at the southern tip of Lake Michigan a series of long dune ridges separated by wooded ravines and wetlands, in which had evolved a confluence of vegetation endemic to the arctic, as well as plants native to the arid southwest and tropical southeast. In 1913, Jensen and several other outdoor enthusiasts, including Mather and pioneer ecologist Henry Cowles, organized the "Friends of Our Native Landscape," a form of literary lobbying group endeavoring to preserve the many "beauty spots" of the midwest. When Mather, a few short weeks following his appointment as first Director of the nascent National Park Service journeyed to Chicago to conduct a public hearing on the feasibility of a "Sand Dunes National Park," Jensen provided eloquent testimony to their unique worth.

Mather's and Jensen's efforts in 1916 were not successful, but the glowing embers of the Indiana Dunes preservation

movement continued to flicker, fanned by the efforts of the Prairie Club and others. Indiana Dunes State Park was established in 1927. In 1932, in recognition of their love for the dunes and to show their continuing support, the Prairie Club directors presented a grateful state park staff with Jensen's sandstone fountain.

During his assignment to Indiana Dunes NL, first as assistant superintendent, then as superintendent, Engquist became aware of Jensen's strong ties to the area, and that it was he who had designed the parks in which a young boy had spent so many happy hours. In 1988, learning of the deteriorated condition of Jensen's long-forgotten fountain, Engquist determined to repay his debt. He sought the counsel of Midwest regional historical architect Al O'Bright, enlisted the cooperation of the Indiana Department of Natural Resources, and relied on the expertise of his staff, notably maintenance chief Pete Amodei, foreman Dwight Lange, landscape architect Eric Ehn, plumbers Keith Weiser and Rick Schaefer, and mason Mickey Estrada (of Big Bend NP) to complete the job during the lakeshore's anniversary year.

The benevolent coincidences of twin anniversaries (the Park Service's 75th and the national lakeshore's 25th) and a superintendent reared in Jens Jensen's Chicago playgrounds culminated in cooperative efforts by federal and state agencies to honor a distinguished pioneer conservationist whose vision and perseverance helped preserve a unique piece of our national heritage.

Jack Arnold is Indiana Dunes NL chief of interpretation.

PARK BRIEFS



FROM THE OKEFENOKEE TO THE CONGAREE, WITH BEST WISHES FOR A HAPPY BIRTHDAY — Neal Sternecky

Thanks to a good idea, Congaree Swamp

NM (SC) celebrated a very special 15th anniversary in October. Resource Management Specialist Rick Clark acted on the "Pogo" comic strip's popularity with park staff, and contacted the Los Angeles Syndicate, the strip distributor,

about mentioning the park's name.

"I am a fan of Pogo, and because the background of the strip is similar to what we have here...a little bit of moss here and there and lily ponds, I thought it would be a neat idea," Clark said. Los Angeles Syndicate passed the request on to Neal Sternecky, the

artist, who decided Clark's request was worth honoring. He deviated from his standard practice of not placing names on Pogo's boat. "The park provides a service," he explained, "and we swamp folks have to stick together."

As part of the park's anniversary ceremony, reproductions of

the original "Pogo" artwork were framed and presented to Senator Strom Thurmond, Dr. Wade Batson of the University of South Carolina, and Richard Watkins of the Sierra Club, all instrumental in establishing the monument and providing continued support for resource protection programs.

While touring the park in 1990,

Oklahoma Governor Henry Bellman asked if Chickasaw NRA could use some inmate labor. As it turned out, the Oklahoma Department of Corrections was developing a community work program, complete with an inmate resident camp about 20 miles from the park. The match seemed natural. A positive response, a letter, several meetings, a cooperative agreement, and arrangements were made. Inmates started work in August 1990.

Fondly referred to as part of a Prisoners in Park (PIP) program, inmates work on almost all maintenance activities—from mowing grass and picking up litter to trimming trees, maintaining trails, and assisting with masonry, plumbing and electrical work. Along with volunteers and American Indian youth, they make up a significant part of the park work force.

Although local community resistance was anticipated when the program started, community

members were kept well informed, and public reaction was positive. Park employees also responded positively, thanks to a two-hour orientation from Oklahoma Department of Corrections personnel before the first inmates arrived. The inmates quickly demonstrated they were good workers. Roads and Trails Foreman Wayne Pero, the work program coordinator, assumed responsibility for communicating with the Department of Corrections, making arrangements for new inmates, completing evaluations and other paperwork, and orienting new employees to the program.

With approximately 30 percent of the prison population considered suitable for the program, plans were made to include ten inmates eventually, but to start with four. The number now holds at seven.

Responsive to supervision and appreciative of recognition, these seven receive monthly evaluations from the park supervisor. Only rarely have inmates been re-

turned to prison, and then under conditions that have not affected the park's work program. Inmates receive a day off at the end of their sentence for each day of satisfactory work. Program cost is minimal. The park reimburses the Oklahoma Department of Corrections \$12 a month for each inmate's salary, and provides transportation to and from the inmates' residence camp. Part-time employee Mose Smith transports the inmates who work the same shifts as the maintenance personnel.

At the beginning of the program, park staff planned to give the inmates special projects such as boundary fencing, campground rehabilitation, and trail construction; but staff shortages made it necessary for them to help with routine maintenance work. Now they are fully integrated into the park maintenance workforce. Some, particularly those doing grounds work, get their work assignment, pick up their equipment, and work with very little supervision. Some may be part of

a specific work crew. Others are assigned to a park employee as a helper.

After more than a year of operation, it's clear that the program has resulted in better maintenance of park facilities. But perhaps most importantly the program has helped rehabilitate inmates. Through their relationships with park employees and the performance of meaningful work, they have functioned on the outside prior to their release. This is a program that benefits everyone: inmates have been helped toward rehabilitation; park employees have been helped with their work; the park is better maintained; and the public has better facilities to use without large expenditures of government funds.

Bob Peters

NEWS

Western Regional Director Stanley T. Albright has named **David E. Moore** superintendent of Joshua Tree National Monument (CA). During his 23-year NPS career, Moore has served as superintendent of Chiricahua NM (AZ), Kenai Fjords NP (AK), and the former Lehman Caves NM (NV).

Jon Jarvis is the new superintendent of Craters of the Moon NM (ID). He comes to the position from that of Chief of Resource Management at North Cascades National Park Service Complex (WA). Jarvis replaces Bob Scott, now the new superintendent of San Juan Island NHP.

James Tilmant is the new chief scientist at Glacier NP (MT). He comes to this assignment through the Interior Manager Development Program. Previously he served as Everglades' marine resource program manager.

Howard O. Ness, U.S. State Department Attache for Fisheries, Wildlife and Natural Resources for Mexico and Latin America has been named chief of the newly established Mexican Affairs Office for the National Park Service. Ness has more than 20 years of experience in conservation and resources management.

Ben Ladd, formerly superintendent of John Day Fossil Beds NM (OR), is serving as acting superintendent at Crater Lake NP (OR) while a permanent replacement for retired superintendent Bob Benton is sought. Ladd has been superintendent of John Day Fossil Beds since September 1975.

Patrick H. Reed has been appointed superintendent of Chickmauga and Chattanooga NMP (GA, TN). Formerly the chief ranger at Natchez Trace Parkway (MS, AL, TN), Reed comes from a diverse background, having served as a seasonal maintenance worker at Mount Rushmore NM (SD), then at Grand Teton NP (WY), and Jefferson NEM (MO) in trainee positions. He has also served at Death Valley NM (CA), Sequoia and Kings Canyon NP (CA), Wilson's Creek NB (MO), Cape Hatteras NS (NC), and Rocky Mountain NP (CO).

AWARDS

Leslie Soldo, ranger at El Morro NM (NM) was recognized at the recent New Mexico Governor's Conference on Tourism as the recipient of the first annual "Employee of the Year" Hospitality Award, sponsored by the Gallup Convention and Visitors Bureau. Judi Snow, the



Bureau's executive director, said the fourth-generation New Mexican's personality, knowledge and references far exceeded the award's criteria. Soldo has been with the NPS ten years, three of them as a park ranger at El Morro, where, according to Superintendent Reed Detring, she "constantly goes out of her way to give the park visitor a positive experience, and puts the visitors first in her day-to-day performance of her duties."

Jean Donnell, secretary to the Wind Cave NP superintendents for 33 years, was named a Woman of Achievement by the Hot Springs, SD, Business and Professional Women's Association, in recognition of her professional and civic work. Jean volunteers for the United Way and the local blood drive. She also organizes the Hot Springs Concert Series and the South Dakota beauty pageant. She is an active member of the International Secretaries Association. (Jean's first boss was Earl M. "Tiny" Semingsen, who was honored posthumously at the 1991 E&AA Reunion in the Smokies for his role in creating the association. A certificate was presented to Flora Semingsen by E&AA Chair John Reynolds.)

The winners of the 1992 **Lincoln Boyhood NMem** photograph contest, part of the park's observance of the Service's 75th anniversary, recently were announced by the park. Area

photographers snapped pictures of the memorial's scenic beauty, historic sites and buildings. Sixty-one entries were received and judged. The first place winner was **Robert Maxey** with a \$50 award; The second place award for \$30 went to **Una Lee Thorndell**, as did the \$20 third place award. An exhibit of the entries will run through February. Prize money was provided by Eastern National Park & Monument Association.

Great Sand Dunes NM Superintendent **William E. Wellman**, Colorado NM Superintendent **Jimmy Taylor**, and Black Canyon of the Gunnison Superintendent **John E. Welch** received NPS Superior Service Awards for their contributions and innovations at the various parks where they have served.

RETIREMENTS

Pea Ridge NMP (AR) superintendent **Jim Gott** retired after 25 years of service to assume a new career in November. A native of Lubbock, TX, he joined the NPS in 1966 as Castillo de San Marcos NM (FL) historian. From 1969-1972 he held the same position at Golden Spike NHS (UT), transferring in 1972 to Colonial NHP (VA) as assistant chief of interpretation and visitor services. He was appointed to his first superintendency in 1975 at Saugus Iron Works NHS (MA), a position he held until his appointment to Pea Ridge

Morris Blanton, maintenance general foreman at Mammoth Cave NP (KY), is retiring after 29 years at the park.

Frank Smith, the first superintendent of Chamizal NMem (TX), has announced his retirement after almost 42 years of federal service. About his departure, SW RD John Cook observed, "We're losing one of, if not the last of, the renaissance men in the federal government...I have known Frank for more than half of his career and I can truly say he has made a difference."

During his 20-year tenure at Chamizal, Smith was involved in planning and developing an area authorized to commemorate the harmonious settlement of a boundary dispute between the United States and Mexico. He inaugurated interpretative programs at the park that have generated the goodwill of the local communities.

Smith began as a seasonal archeologist at

Mesa Verde NP (CO). His long NPS career has included a variety of positions in such parks as Grand Canyon and Carlsbad Caverns NPs, Tumacacori NHP (AZ), and El Morro NM (NM). He also served as the Southwest Region's museum curator during the Mission 66 period. In 1965 Smith was named to his first superintendency at Fort Davis NHS (TX), followed by the superintendency of Chamizal.

E&AA Life member **Tom Wilson**, presently the senior public affairs officer for the Department of the Interior, is retiring after 31 years of federal service.

DEATHS

Ralph M. Paiewonsky, 84, who served as governor of the Virgin Islands from 1961 to 1969, died of heart and respiratory ailments on November 9. A native of St. Thomas, he graduated from New York University. He helped found the West Indies Bank and Trust Company in 1954. During his years as governor, he was a good friend of the Department of the Interior and the Park Service.

James Wallace Hatfield, 62, a Carlsbad Caverns NP (NM) mechanic since 1982, died October 23 while working in an elevator shaft at the park. He apparently was killed when a counterweight from another elevator struck him. His was the first job-related fatality at the park in more than 40 years. Survivors include five daughters, one son, a sister, and nine grandchildren.

Clarence P. Montgomery, 76, a retired NPS assistant director of administration, died October 30 of complications following gallbladder surgery. He worked for the Service from 1933 until he retired in 1970, having started as a clerk at Colonial NHP (VA), then following that with various field assignments. Montgomery was named assistant director in 1964. Survivors include his wife, Anne, two sons, a daughter, a brother, and five grandchildren. He was a Life member of E&AA.

Thomas J. Somerville, Jr., 82, died September 12, at his home following a long illness. He joined the NPS in 1949, working in administration at various parks, including Yellowstone, Rocky Mountain, Yosemite and Mount Rainier NPs and the Western Regional Office.

He retired to Livingston, MT, in 1967 where he enjoyed the out-of-doors. Survivors include his wife, a daughter, a brother, and several nieces and nephews.

Knife River Indian Villages NHS (ND) Superintendent **Michael O. Holm** and his staff remembered **Marshall Grosz** with a memorial donation to the Education Trust Fund. Marshall, a seasonal maintenance worker, died September 14. He is survived by his parents, Mr. and Mrs. Archie Grosz, 409 2nd Avenue, NW, Hazen, ND 58545.

Arvel M. Koehler passed away October 21, following a bout with pneumonia. A resident of Santa Fe since 1950, Arv was born in Wheeling, WV, and retired from the NPS in the mid-70s, following a 25-year career, during which time he served in the Southwest Region as chief of the programming office. Survivors include a son, a sister, and a sister-in-law. Messages of condolence may be sent to the family c/o Charles Koehler, P.O. Box 2940, Kalispell, MT 59903.

George F. Baggley, 92, died May 28, 1991, in a Boise hospital, following a stroke. He was born in 1898 in Mercer, CO, and attended Colorado State University at Fort Collins, where he studied forestry, a feat that made him one of the first college-trained rangers in Yellowstone when he entered on duty in 1928.

On November 26, 1931, he married Herma Albertson, who had been one of the first to take the Civil Service examination for park naturalist and had become the first permanent female naturalist in 1930. After resigning in 1933, she became an NPS volunteer, spending much of her time collecting material for the book, *The Plants of Yellowstone*, published in 1936. She died in 1981.

George Baggley worked in Yellowstone until his appointment to the Washington Office in 1935 as a wildlife supervisor and then, the following year, his transfer to the CCC District Office in Denver. He was superintendent at Isle Royale from June 1940 to November 1946, then superintendent at Lake Mead NRA until 1954. He also served as Midwest Associate Regional Director, and headed a team of specialists who assisted Jordan with park planning in the 1960s. He retired as special assistant to the director in 1968.

In 1961 he and Herma established the Baggley Graduate Fellowship (\$2,500) at Colorado State, which recognized a student's achievements based on professional experience, career

goals, and other factors. The first recipient was Frank Fiala of Rocky Mountain NP. The fellowship's 1989/1990 awardee was Fred Armstrong, a park ranger from Carlsbad Caverns NP. The University of Idaho also administers a botany fellowship in Herma Baggley's name.

George received the Department of the Interior's Distinguished Service Award in recognition of his outstanding achievements in the fields of conservation, park management and international cooperation. He was also awarded Forester of the Year in 1973 by the Society of American Foresters. He was a Life member of E&AA.

Survivors include his wife, Gwendolyn Deal Baggley, whom he married in 1983, a daughter, step children, step grandchildren, two great-grandchildren, nieces and nephews, and a host of admirers and friends. Paul Broyles, son of Rothwell and Phyllis Freeland Broyles and grandson of Bea Freeland and the late Edward Dixon Freeland, served as a pall bearer, representing his grandmother, his parents, and the NPS.

The family suggests that memorials may be made to the Boise Parks System Heritage Trail for further development of Baggley Park, dedicated to George.

Lucille Pearson died in October at age 82. She was employed in the Midwest Regional Office in the 1960s where she served as assistant to the safety officer and also handled E&AA recordkeeping for Howard Baker, chairman of the Board of Directors at the time. Lucille retired in 1969. She is survived by her husband, Chester Pearson (9315 Western Ave., No. 12C, Omaha, NE 68114), a daughter, a son, grandchildren, and great-grandchildren. Memorial gifts may be sent to the E&AA Trust Fund, P.O. Box 1490, Falls Church, VA 22041.

Donald Purse, former DSC team manager for the Midwest/Rocky Mountain Regions died from heart disease on November 1.

Anthony Apodaca, son of Henry Apodaca, died November 14 after a lengthy illness and a courageous battle. Henry recently retired from the Southwest Regional Office.

Earl Maholland, husband of Virginia Maholland, a former program assistant for DSC's Western Team, died November 8 of a heart attack.

BUSINESS NEWS

Dennis K. (Denny) Huffman, who has been serving as Dinosaur NM (CO) superintendent since April 1987, has been appointed by Rocky Mountain Regional Director Bob Baker to serve as E&AA's employee rep for that region. Denny is filling Dave Morris' unexpired term which runs through December 1992. Dave is now serving as Crater Lake NP (OR) superintendent. Baker said that because of Denny's upbeat attitude and personality, he could think of no one better to take over as employee rep.

E&AA welcomes Denny to the Board. He is a Life Member of E&AA.

■

The Denver offices of the National Park Service employ about 700 people, but not until the creation of NPSRec (NPS Employees Association) did most of these people have a good chance to really get to know each other. Now the club is in its third year, with a number of good deeds to its credit, among them setting aside the proceeds from a hamburger fry for the E&AA Education Trust Fund. Many thanks to these innovative, caring employees.

■

E&AA is pleased to offer its members the 75th Anniversary Edition of the *Historic Listing of National Park Service Officials*, revised as of May 1, 1991, by Rocky Mountain Region's Harold Danz. The historic listing was first compiled by Hillory A. Tolson in January 1964, with subsequent revisions by Howard Baker in July 1969 and March 1972, and by Harold Danz in May 1986 and 1991. This "Who's Who" of the National Park Service is in limited supply, so order now by sending \$5 to cover handling and mailing to E&AA, Box 1490, Falls Church, VA 22041.

MEMBER NEWS

Judge Charles Edward Shannon, whose obituary appeared in the November/December 1990 *Courier*, was remembered fondly by Bob and Adelaide Haraden. Bob served as superintendent of Big Bend NP from 1978 to 1981 during part of the time Charley served as U.S. Magistrate at the park. What follows is his tribute to Judge Shannon:

Quiet and unassuming in his official capacity, he [Shannon] was always available for counsel, and his knowledge of what was go-

ing on behind the scenes and around the edges was invaluable. He was highly respected beyond the park as well as across the river in the neighboring Mexican villages.

Charlie had a zest for life. He never missed a chance to participate in employee get-togethers, whether it be a pot-luck dinner, a dance or a going-away party. We always enjoyed having him as a guest in our home and looked forward to lunch with him every Wednesday. We'll always remember going across the river into Mexico with Charley in his Santa Claus outfit to hand out gifts at Christmastime to the school children at Boquillas. He was 80 at the time....

As the U.S. Magistrate, he administered "the Law West of the Pecos" with firmness when necessary but with compassion when called for, always with a gentle voice and in their native tongue if Hispanic.

We are thankful for the years we had with Charley. He was one of the best reasons to be at Big Bend. Charley Shannon was a member of the Park Service family in every sense of the word, and just about the best friend a superintendent could have had.

■

George and Helen Fry love the Smokies. Although living in Wilmington, NC, for the past few years, they haven't been able to forget the mountains. So this will be a Smoky Mountain Christmas for the Frys in their new home at 346 Robin Lane, Gatlinburg, TN 37738. George said that when he was a youngster in the Boy Scouts and knew that he wished to make the Park Service his career, his two goals were to work in the Rocky Mountains and the Great Smoky Mountains. He reached both goals and much more during his stellar career in the Service.

■

Former Olympic NP assistant superintendent Don Jackson is now a graduate student at the University of Florida in Gainesville, where he is studying for a PhD in park management. Don never missed an opportunity during his federal career to serve as an educator, and even in retirement he's refining his skills. So is his wife, Johnna who is seeking additional degrees in nursing and counseling. The couple can be reached at 6438 NW 37th Terrace, Gainesville, FL 32606.

Roger Rudolph & Hank Warren

■

Helen Butts retired in 1978 from International Affairs, and writes that she now lives in a "luxury retirement home in Rich-

mond." She would love visits from old friends and requests that "someone come to see me and give a talk on the Department of the Interior and the National Park Service." During her years in Washington she was chosen as the best secretary in the Department of Interior, an honor she received while working for the Advisory Board under Secretary Udall. For Helen the "honors, awards and big responsibilities" all meant lots of hard work. Today her hobbies consist of walking, archery, reading and writing poetry.

■

Helyn Searls (701 Elm #83, Boulder City, NV 89005) upgraded her E&AA membership by making the first of four annual payments toward Life membership, and received a K. C. Den Dooven calendar as a premium. In her letter to E&AA, she reported that her husband, Clarence Lee Searls, passed away on January 17, 1991. He had retired in 1974 from Lake Mead NRA.

■

Ray Rundell had bypass surgery on October 22. Although he had some rough times, he is recuperating nicely. Get-well wishes may be sent to 4930 Pinkney St., Omaha, NE 68104.

■

E&AA Life member Henry J. (Hank) Pratt, who retired in 1984 as Rocky Mountain Region's chief of program evaluation and employee relations, continues to be a prolific freelance writer in retirement. A recent article, "Preserving the 'Vast Legacy' of Natural, Historical Sites" appeared in the November 20 issue of *Federal Times*. It was a tribute to the Service on its 75th anniversary.

■

A recent college graduate who was the recipient of four interest-free Education Trust loans sent E&AA a check paying the indebtedness in full and on time, and also generously including a \$200 donation to the Trust Fund. In remitting the funds, she thanked E&AA for making these funds available to her and to other Park Service children, adding that because the loans were interest-free, it made financing her college education easier. She said she hoped her donation would make another student's aspirations for higher education easier to realize because during this time of budget cuts to student assistance programs it is important that programs such as the Education Trust Fund continue. E&AA assured

her that in no time at all her funds would be recycled and on their way to four more Park Service families who requested assistance for the 1991 fall semester.

Castillo de San Marcos NM historian

Luis Arana wrote E&AA to announce proudly that the little city of St. Augustine is one of three ports of call for the Quincentennial replicas of Columbus' three sailing vessels. The other two ports are Miami and New York. St. Augustine expects the ships in April 1992. Proud St. Augustinians Terry Wood and Jim Loach (recently transferred from the Assistant Secretary's Office for Fish and Wildlife and Parks to Midwest Associate Regional Director for Operations) are pleased that their home town is so honored.

Ro Wauer retired from the NPS after 32

years of service, the last three in the Virgin Islands, where he developed the initial plan for a Salt River national/territorial park that would include the Columbus landing site. The Wauers retired after completion of this phase of the project because Ro always had wanted to write full time. *Naturalist's Mexico*, his first book after retirement, will be released by Texas A&M University Press in late winter and will include 21 chapters on his travels south of the border. *Naturalist's West Indies* is half completed but will be put on hold as he undertakes a new and extensive project: four volumes on *Birds of the National Parks, U.S. and Canada*. The four volumes will be published by John Muir Publishers of Santa Fe, NM.

Upon retirement from MWRO in 1987,

life members Stuart (Mike) and Margaret "Maggie" Maule moved to: 11 East Wildflower Drive, Santa Fe, NM 87501. Since then, they have been serving as "judging chairmen" for Indian Market, a volunteer job requiring about 850 hours of work a year. They are now retiring from that job also.

Mike is president of his homeowner's association, preserving the quality of their subdivision and fighting unwanted development in Santa Fe.

Maggie was active in the SWRO Women's Organization when they first arrived in Santa Fe. Now she helps manage a Canyon Road gallery specializing in Indian pottery and funky folk art. She is also director of the Southwestern Association on Indian Affairs, and makes coats and vests from Indian motif

fabrics which she sells as fast as she can produce them.

Gail Horton Olson, daughter of Richard and Joy Horton of Vernal, Utah, received her Bachelor of Science degree in the College of Humanities, Arts and Social Sciences during graduation exercises at Utah State in June 1990. Gail majored in history and was a member of Phi Alpha Theta. Her parents received financial support from the Education Trust Fund as Gail strove to reach her academic goals. Their loan was repaid on time and in full.

Gail lived in Dinosaur NM (CO), Big Bend NP (TX), and Chiricahua NM (AZ) during her elementary school years. In Big Bend she attended a one-room school, then a high school in Wilcox, Arizona, and Salt Lake City, Utah. She lives with her husband, Douglas Olson, and their two-year-old son, Daniel. While they are making their home in Vernal, Gail is working on her teaching certification for secondary education.

Gail's parents, Dick and Joy, are enjoying retirement, if you can call it that, as they are working part-time indexing the historical issues of the local newspaper by name and subject matter. Joy said if they weren't already history buffs, this would make them so.

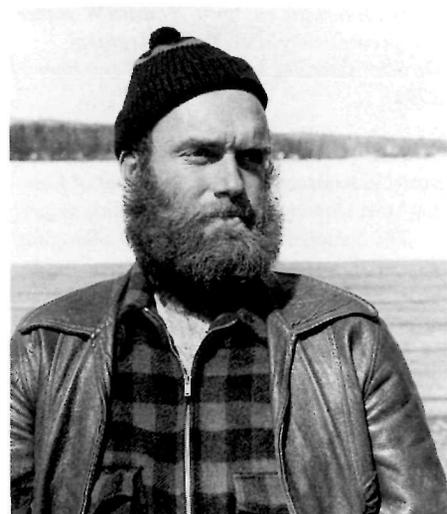
A study of the evolution of the park

ranger is very interesting, from Harry Yount, the first Yellowstone Ranger, through the "ranger factory" graduates, the All-College class, the result of the 1933 Junior Park Naturalist exam, and then the mish-mash of OPM exams, and the Civil Rights quota appointees.

But I do think the more glamorous times to have been a ranger was that period from the end of the depression to the start of WWII. I recently ran across a photograph of Karl Gilbert when he was a ranger at Isle Royale NP during the pioneering days of the 1940s. I was reminded of the rugged life some of us had to put up with in the "good old days." It got me to thinking that if I were to select an individual who represented the kind of career so many rangers went through, I would nominate Karl.

A native of Colorado, his father was an old time forest ranger with the U.S. Forest Service, making it only natural for Karl to study forestry at the old Colorado "Aggie" campus, better known as the "ranger factory" to the large number of NPS alumni who matriculated there also.

He had four years of temporary work with the U.S. Forest Service, but beginning in March 1941 he started a typical climb up the NPS ladder. His glamorous and rugged ranger-times extended into the mid-1950s. He was a GS-5 park ranger for eleven years, working



at Mammoth Cave, Isle Royale, and Rocky Mountain NPs. Then Karl did something unheard of: he transferred to Yellowstone NP as a GS-7 district ranger. Things were rough because he was the first district ranger to transfer into the park. The old Yellowstone Clique was hard to crack.

Then came promotions to Everglades as assistant chief ranger—this was rough also because the family had to buy a house—Shenandoah as chief ranger, Blue Ridge Parkway as chief ranger, and passage into management (the old-fashioned way) as assistant superintendent at Carlsbad Caverns, assistant superintendent at Natchez Trace, and superintendent at Cape Hatteras National Seashore. For a change of pace, Karl worked as chief of the Division of Resources Management and Visitor Protection in the Washington Office, returning to the field as superintendent of Zion, general superintendent of Southern Utah Group, and general superintendent for the Western Colorado Group (Curricanti NRA, Black Canyon of the Gunnison, and Colorado NM).

Moving around was rough—sometimes clear across the country—in excess of 30 times. Through it all, his wife, Ruth, remained loyal, raising two children, putting up with the hardships of low salaries, poor housing, mediocre schools, and isolation, all part of ranger life.

Karl retired January 1, 1975, and has made Montrose, CO, his and Ruth's retirement home. He still makes annual hunting and fishing trips to the Northern Rockies. He spends time on his woodworking. He and his wife are getting older, like other NPS retirees, but "still enjoying life and doing what we can to help neighbors and friends, sometimes we can't find time to help ourselves."

That's the way to go.

George Fry

The following eulogy to Howard W. Baker was presented by Mid-atlantic Regional Director Lorraine Mintzmyer on November 11, 1991.

In 1930, Howard W. Baker was a 25-year-old landscape architect, just out of Kansas State University, and looking for a career.

The National Park Service was a fledgling bureau of the Department of the Interior, 14 years old, and struggling to protect the 54 areas of the national park system in its charge.

The young architect and the young bureau, under the direction of the legendary Horace Marden Albright, the bureau's co-founder, teamed up in that autumn of 1930 on a glorious journey and love affair that continued until 1991, the 75th anniversary year of the National Park Service.

Most of us are satisfied with one career in the National Park Service. Howard Baker had three. First he was a landscape architect, leaving a gentle imprint on the nation's most precious natural and historical resources. He was proud of his legacy as a landscape architect. In 1988 he revisited Scotts Bluff to see once again the road to the top of the monument that he laid out in 1932. He designed the road with three tunnels and a bench section so that the road could not be seen from the bottom. "It has stood the test of time after 50 years," he said proudly.

Secondly, he was a manager at the highest levels of the National Park Service. He served as regional director for far-flung Region II, which in those days included not only the present Midwest Region, but those spectacular parks of the Rocky Mountains such as Yellowstone, Grand Teton, Glacier, and Mesa Verde. But before he was regional director, he also served that office as associate regional director for operations. In those days, that was the *number-two position in the region*. He served in the MWRO longer than anyone in its history from 1937-1964 (27 years), almost a whole career for some NPSers.

It was in Omaha in 1959 that I began my career with the NPS at 16th and Dodge. I never will forget the imposing figure Howard made when I was a fledgling. In those days I would not have thought of calling him "Howard"; it was always "Mr. Baker," until he retired and *insisted* on me referring to him as Howard. He and Olive made an impressive team in that front office in those days. And I was frankly in awe of him to the point that I shook in my boots (so to speak) when I was summoned to his office where he asked me to join the front office as the second secretary. He became a mentor to me throughout my career. Howard may not have envisioned that I would ascend to a regional directorship when I started out in the NPS, but he very much sup-



One of the last photos taken of Howard Baker shows him at the E&AA Smokies Reunion in the company of George B. Hartzog, Jr.

ported me in my efforts. When I returned to Omaha occasionally, we always made it a point to have dinner at Gorat's or Mr. C's, and my mentoring from Howard continued during those sessions. It was a great source of pride to me that Howard would say how proud he was of my career and that he felt I stood for the ideals of the NPS that were so much a part of his life.

In 1964 he was called to Washington by Director George Hartzog to serve as assistant director of operations for the entire national park system. I recall we were all very proud of him, but there were many tears shed upon his departure from his beloved Midwest Region.

It was in the nation's capital that he was given the Department of the Interior's highest honor, the Distinguished Service Award, by Secretary of the Interior Stewart Udall. In Secretary Udall's words, the award was for "Mr. Baker's understanding of the professional aspects of design and construction, his ability to handle field operations, and his inspired leadership in preserving the natural values of parks, particularly during the multi-million dollar development of the expanded Grand Teton National Park and the elk reduction program at Yellowstone."

Finally, his third career was as the elder statesman and founding father and chairman of the Employees and Alumni Association, a man who worked untiringly until this very 75th anniversary year. He was not E&AA chairman during all those years of retirement, of course. He stepped down from that job in 1975. At the time, then Director Gary Everhardt wrote: "...your shoes will be hard to fill, but I will do everything possible to see the programs you initiated are continued and expanded."

Those programs are continuing today. Among them: the E&AA Education Trust

Fund which has provided interest-free money for hundreds of NPS children to go to college; the Alumni Directory, which keeps the thousands of NPS alumni across the country in touch, and the Historic Listing of NPS Officials, another reference book that bonds NPS employees and alumni.

Harold Danz, my associate in the Rocky Mountain Region for ten years, who has helped carry on the Historic Listing in recent years, told me in Denver before I came here that "if ever there was a person whose only thought was what kind of impact he could make to benefit the National Park Service, it was Howard Baker."

Howard was in the Great Smoky Mountains earlier this year at the 36th anniversary reunion of the E&AA—held at the park where it started. At that gathering, he robustly urged his fellow alumni to work to double the membership in E&AA.

Howard Baker was the link between the old National Park Service, that was on display during the 1991 75th anniversary year. Because of his efforts, the NPS family and the great resources of the national park system, will endure—as Gutzon Borglum said of the faces on Mount Rushmore, "they will endure until the wind and rain shall wear them away."

OOPS!

Apologies to Larry Sutphin (Falls Church Branch of DSC's Eastern Team). His time and talent went into the layout of the NPS 75th Anniversary Picnic program and map, but were not acknowledged in the fall Courier reporting on that event. Many thanks to Larry and apologies for the oversight.

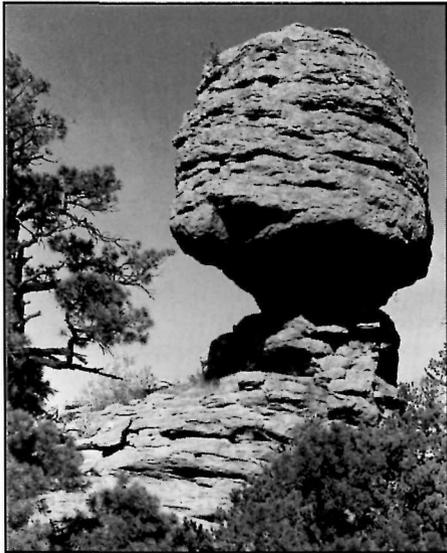
YOU'LL NEVER BREAK THIS HEART OF STONE

Dixie

Ahh, t-those Arizona d-d-desert mornings! In N-November it's d-d-darn n-nippy at 7 a.m.

Because of the height of the Chiricahua Mountains east of us, our campsite was still in shadow and chilly at 8. But when the sun finally popped above the V-shaped crevice at 8:06, warm air flooded the valley immediately. Barry, my college friend and I each gratefully shed our jackets and quickly traded sweatpants for hiking shorts.

Breakfast was filling, the kind of good nourishment you need to take a day-long hike. Granted our chosen route would not be much of a challenge to the average ranger, but it was to office desk-sitters—and we looked ahead to

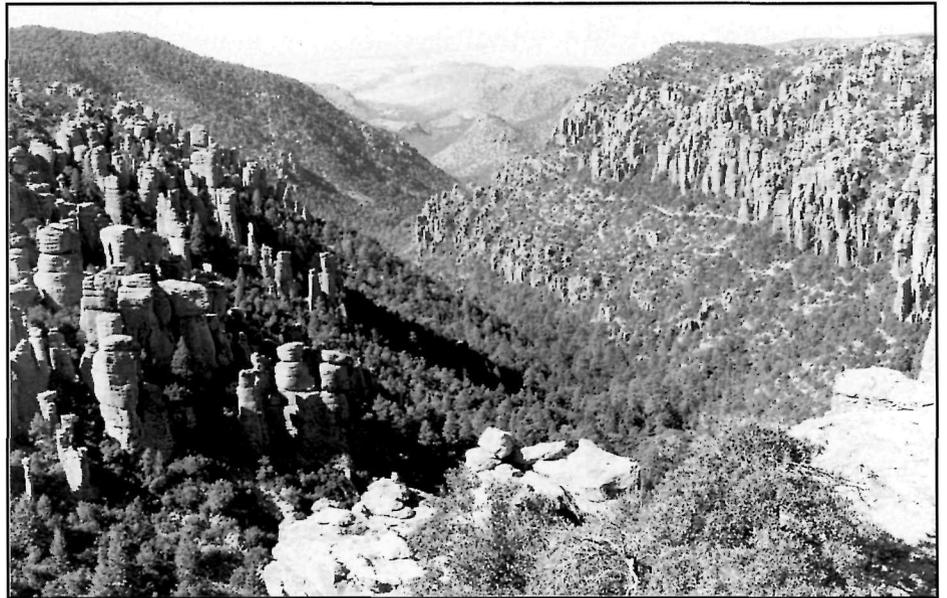


nine-plus miles of unknown, but expectedly scenic terrain.

Of course, if you want "pik-chas of the vistas," you've gotta take the necessary equipment. Since I take more pix than most folks, I also joyously lug more stuff. By the time all our essentials were found, packed, re-packed, and those mistakes rectified, we left Chiricahua's Massai Point at 9:30 a.m. We headed down one trail toward the "Heart of Rocks" area about three roller-coaster miles away.

Too bad that we had to watch our steps so carefully because the rock-strewn scenery was in full splendor. We stopped often to stare at the weird majesty of it all and to try to capture some small portion of it on film for those back home. "Down" we shuffled.

Only great inner restraint (and a finite



number of film rolls that had to last all day) kept me from taking a picture of every odd-shaped boulder. We trudged "up."

Two miles later we turned on to the Inspiration Point Trail. The Point is at the end of a half-mile long ridge and from it there is an impressive view of most of the park and the vast flatlands stretching west toward the next mountain range where Indian Chief Cochise's Stronghold is located. We rested, slugged some water, and "clicked." Returning to the main trail, we strolled another mile before reaching our "Heart of Rocks" destination.

After another short break we were off along the nearly-a-mile, heart-shaped loop trail around some of Chiricahua's most imaginative natural sculptures. Some had names: "Duck on a Rock," "Camel's Head," "The Kiss" and "Punch and Judy," but most are left for onlookers to title. A strong afternoon sun gave each rock a sparkling surface and provided interesting shadows and silhouettes for some innovative photography.

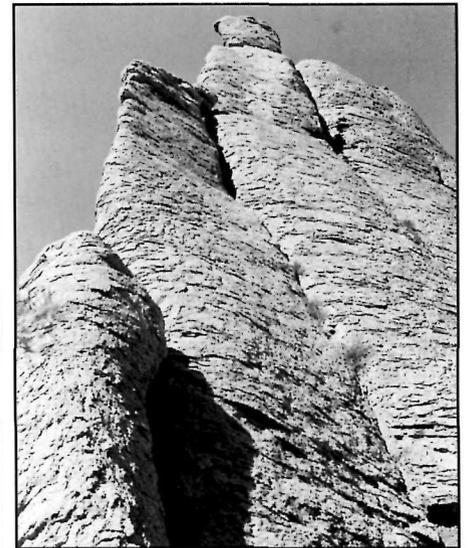
We lunched and then started "down" Sara Deming Canyon. This hike was not anti-climactic because with the sun behind the ridge we were on, we were in shade (good for hiking) while the canyons across the way were in sharp sunlight.

In another hour we had gone all the way down to the valley and up again to a high ridge connecting with the "Hailstone Trail." It was the last link to complete the circle back to the trail we began on that morning.

By 5 p.m. the sun was playing "hide and peek" behind Chiri's highest ridges and we moved from warmth to chilly shadow and

back again with every few strides. There were a few last pictures not to be missed.

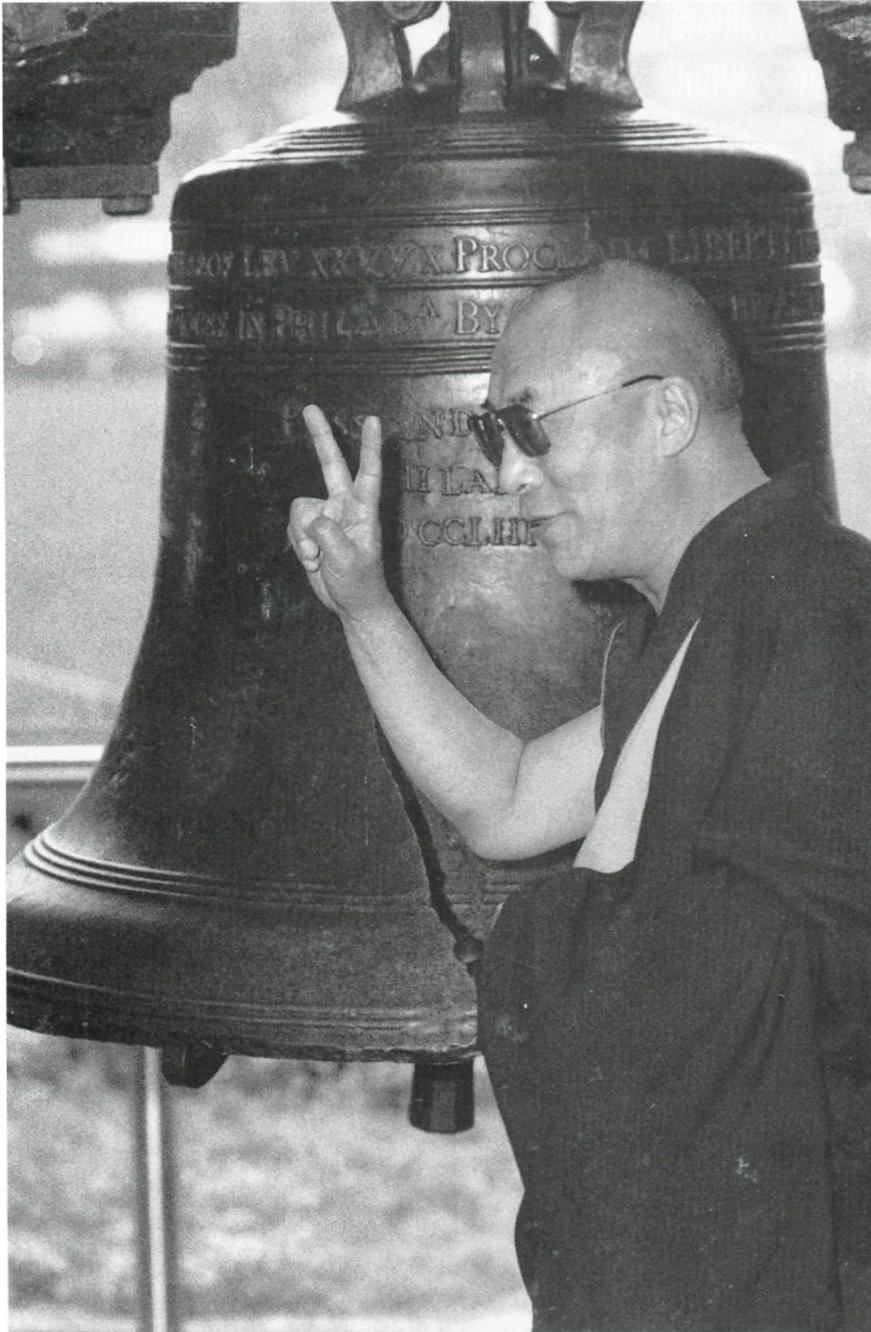
We finished the nine-and-a-half miles stronger (especially in spirit) than we thought we would; our over-40 legs and knees held out, despite the extra weight of camera equipment. After showing Barry a panoramic



Massai Point vista he had missed in the morning, we headed for campground comfort.

Though only at this southeast Arizona gem for about 40 hours we thought our "walk-about" had been a solid attempt at seeing Chiricahua NM at its extraordinary best.

Dixie's "much too short" Chiricahua visit was part of his November 1989 trip to southern Arizona where he visited the eight parks there in 10 days.



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