

Cowpens

Administrative History

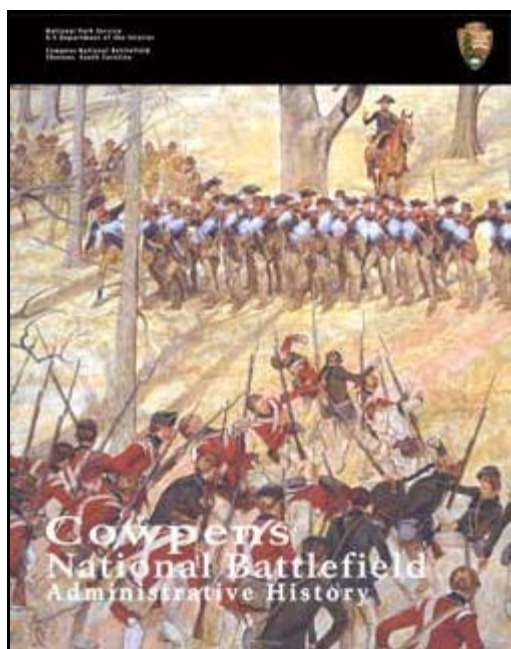


Cowpens National Battlefield An Administrative History

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February 2002

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Charles McBarron, "Battle of Cowpens," painting located in Cowpens National Battlefield visitor's center; Cover design by Cameron Binkley for the National Park Service.

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FOREWORD

We are pleased to make available this administrative history, part of our ongoing effort to provide a comprehensive account of the development of each National Park Service unit in the Southeast Region. This narrative was written by Cameron Binkley and Steven Davis, historians under the supervision of Chief of Planning and Compliance John Barrett, all three of Cultural Resources Stewardship, Southeast Regional Office (SERO). Several other individuals and institutions contributed to the successful completion of this work. We would particularly like to thank Cowpens National Battlefield Superintendent Farrell Saunders and Chief Ranger Pat Ruff, as well as National Park Service Bureau Historians Barry Mackintosh and Janet McDonnell. A final thanks to SERO Historian Robert Blythe, who copy-edited the final draft. We hope that this administrative history will prove valuable to park managers and others in understanding the past development of Cowpens National Battlefield and in planning future activities.

Kirk A. Cordell
Chief, Cultural Resources Stewardship
Southeast Regional Office
February 2002

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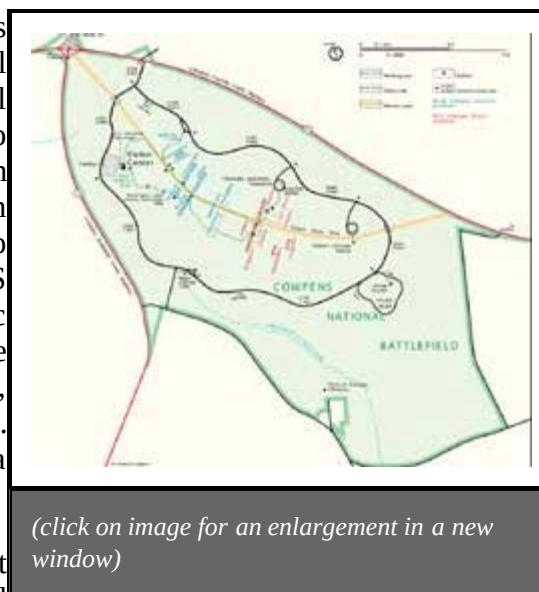
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INTRODUCTION

On the morning of January 17, 1781, a combined force of Patriot Continentals and militia commanded by Brigadier General Daniel Morgan defeated a British army under Lieutenant Colonel Banastre Tarleton during the Battle of Cowpens in South Carolina. This Patriot victory during the American Revolution was one of several British defeats in the southern colonies that eventually led to the October 1781 British surrender at Yorktown, Virginia. Commemorative efforts at the battleground began in 1856 when the Washington Light Infantry of Charleston, South Carolina, erected a monument. After numerous failed attempts, the United States Congress passed legislation in 1929 creating a one-acre national battlefield site at Cowpens. Placed in charge of the site, the War Department subsequently erected the U.S. Monument. After Cowpens was transferred to the National Park Service (NPS) in 1933, the agency maintained the property as an unmanned site and made minor improvements under the Mission 66 program. However, battleground supporters continued to seek a larger park. A major drive for such a park began in 1966, culminating with the designation of Cowpens as a national battlefield in 1972. Over the next decade, the NPS acquired over eight hundred acres, developed visitor facilities, and began restoring the battleground to its 1781 appearance. Cowpens has operated since 1981 as a full-scale unit within the national park system.

Today, the Service continues to manage Cowpens National Battlefield as an 841.56-acre historical site in Cherokee County, South Carolina. A total of 213,000 people visited the battlefield in 2000 to use the park's recreational facilities and to learn about the Battle of Cowpens and colonial life in the South Carolina backcountry. In order to preserve and interpret that history, the NPS maintains a visitor center and museum, a picnic area, an interpretive loop road, an interpretive walking trail, two monuments, a historic road trace, a historic house, and historic chimney ruins. Landscape restoration efforts continue to be a major priority.



(click on image for an enlargement in a new window)

This administrative history traces the development and management of Cowpens National Battlefield from the time of the 1781 battle to the present, especially during the years of NPS administration. Chapter One provides background on the Battle of Cowpens and its significance. Chapter Two details the early commemorative efforts undertaken by private groups as well as the federal government. Chapter Three deals with the various campaigns to obtain congressional authorization for a full-scale national battlefield at Cowpens. Chapter Four covers the development of Cowpens as a national battlefield between 1972 and 1981. Chapter Five looks at the NPS administration and continued development of Cowpens after 1981. Chapter Six examines visitor services, especially the interpretation of the site to the

public. Chapter Seven deals with resources management and protection at the park, including sections on cultural resources management, natural resources management, and law enforcement. Four appendices provide a chronology for Cowpens, a list of superintendents and staff, annual visitation statistics, and copies of relevant federal legislation. Last, a bibliography of sources for further information and an index are included.

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Chapter One:

THE BATTLE OF COWPENS

Colonial South Carolina

After earlier attempts by Spanish and French settlers, English colonists from Barbados founded Charleston as South Carolina's first permanent European settlement in 1670. Settlers gradually moved out from Charleston into other areas of the colony's coastal plain. During the 1760s, Scotch-Irish colonists traveled down wagon roads from Virginia and Pennsylvania to settle South Carolina's backcountry. [1]

An important component of colonial South Carolina's economy was cattle raising. Only ten years after the founding of Charleston, colonists had established cattle operations on the coastal plain. Cattlemen began moving into the backcountry following the Yamasee War and the growth of plantations in the coastal areas during the early 1700s. Many backcountry areas first developed as open ranges where cattle roamed freely and only houses, gardens, and crop fields were fenced in. These open ranges were known as "cowpens." [2]

The Revolutionary War Comes to the Southern Colonies

In 1763 the French and Indian War came to an end. France was largely expelled from North America by British and American forces that had spent decades pursuing that goal. Subsequently, and perhaps ironically, the removal of this French threat reduced colonial dependence and thus the need for direct Crown governance of colonial affairs. When Britain imposed a series of poorly crafted reforms of its imperial system, including several new and deeply resented colonial taxes, relations between Britain and her North American subjects rapidly deteriorated to the point of war. In the North the first battles of the American Revolution began at Lexington and Concord in April 1775, followed by Bunker Hill in May and a Patriot invasion of Canada late in the year. By early 1776, Britain was preparing to strike into the southern colonies on the belief that the region contained many Crown supporters, known as Loyalists. The primary target in the South was Charleston, the region's largest and wealthiest city. [3]

For the first southern campaign, British commander Sir Henry Clinton planned to have a British fleet meet a Loyalist army on the coast of North Carolina before proceeding to Charleston. On February 27, Patriot militia defeated the Loyalist army at the Battle of Moores Creek Bridge. When the British fleet attempted to enter Charleston's harbor, it was turned back by a Patriot force on Sullivan's Island. After this initial British failure, the Crown waited several years before launching another major campaign in the region. In the meantime, a British force captured Savannah, Georgia, in 1778 and held the city against a joint Patriot and French attack the following year. By 1780, Britain was planning its second southern campaign. [4]

The Second Southern Campaign

As the war in the northern colonies stalemated during the late 1770s, British strategy again focused upon the strong Loyalist base in the South. Military leaders hoped that these Loyalists could secure Georgia, the Carolinas, and Virginia while keeping the northern colonies blockaded until the rebellion lost momentum. On February 11, 1780, a British fleet began landing troops under Clinton on Simmons Island, thirty miles south of Charleston. By May 12 this force had marched to the outskirts of the city, cut off escape routes for the Patriot army under General Benjamin Lincoln, besieged the city, and forced its surrender. It was one of the worst Patriot losses of the entire war. Within a month, the British had established outposts at Camden, Ninety Six, and Augusta in the backcountry of South Carolina and Georgia. On August 16 a Patriot army made up of Continentals and militia under General Horatio Gates met a British army under Lord Charles Cornwallis at Camden. After the militia fled in the face of British regulars, the battle turned into a Patriot disaster. With two major victories in three months and South Carolina largely subdued, Britain's southern campaign appeared to be going well. [5]

In the wake of these Patriot defeats came the first in a series of important battles that would ultimately trigger the collapse of Britain's effort to suppress the colonial rebellion. On October 7, 1780, Patriot militia from the backcountry, including mountain men from Appalachia, surrounded and defeated a Loyalist army of over one thousand men at Kings Mountain, South Carolina. Although only one British soldier was present, the battle was a serious blow to southern Loyalists and a setback for British strategy. [6]

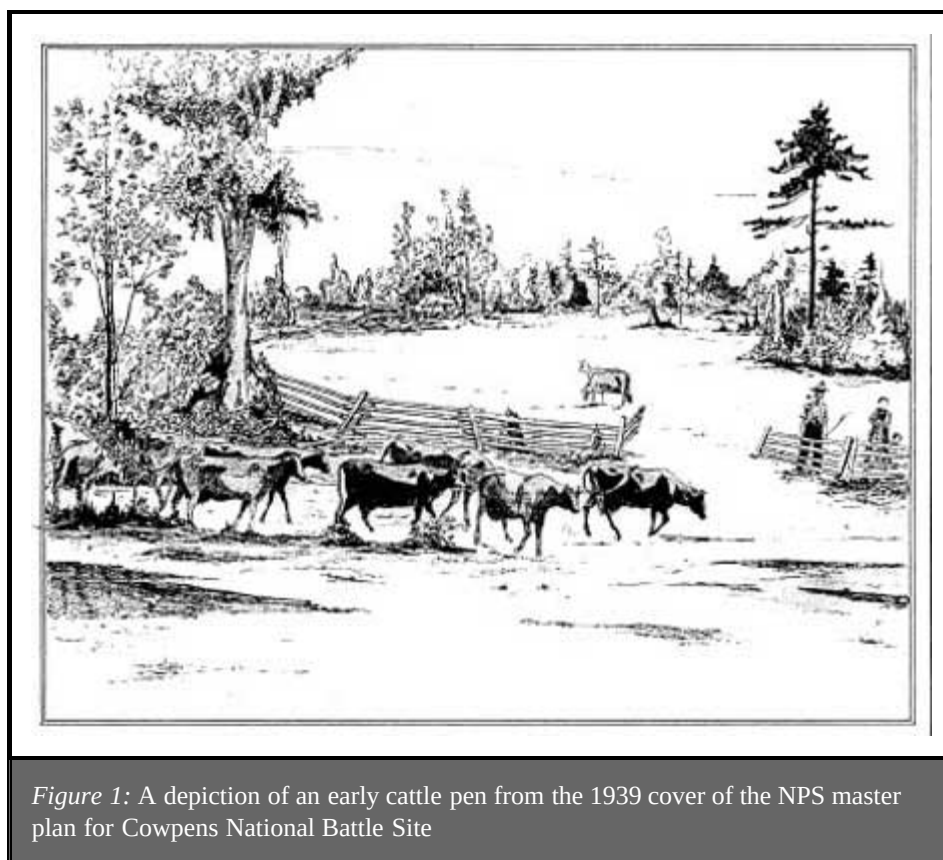


Figure 1: A depiction of an early cattle pen from the 1939 cover of the NPS master plan for Cowpens National Battle Site

In December General Nathaniel Greene took command of Patriot forces in the southern colonies. Both he and Cornwallis established winter quarters in South Carolina. Greene divided his army and sent half of it with Brigadier General Daniel Morgan to attack the rear of the British force if it entered North Carolina. Cornwallis feared that Morgan might attack

the British outpost at Ninety Six. To meet this threat, Cornwallis sent his fast-moving light troops under the command of Lieutenant Colonel Banastre Tarleton in search of Morgan. On January 17, 1781, the two armies met in the South Carolina piedmont. [7]

The Battle of Cowpens

On the evening of January 16, 1781, Morgan planned for battle with the pursuing Tarleton. At the suggestion of his militia leaders, he chose a road junction, known as "the Cowpens," as the location to fight. The place was the same spot where Patriot militia had gathered before the Battle of Kings Mountain and was a well-known landmark to local frontiersmen. To do battle against Tarleton's eleven hundred troops, Morgan had at his disposal approximately two thousand men, including six hundred experienced Continentals and long-serving Virginia militiamen, eighty cavalymen, and over a thousand militia troops from North Carolina, South Carolina, and Georgia. [8] In arranging his troops for battle, Morgan developed a three-tier, in-depth defense as was standard in eighteenth-century European warfare. The first position of his battle formation was to be a skirmish line of over a hundred militia men. After contact with British troops, this force was to fall back 150 yards to the second position, which consisted of the North Carolina, South Carolina, and Georgia militia under Colonel Andrew Pickens. After firing two volleys into the British formations at fifty yards, the entire militia force was to fall 150 yards to the rear of the Continentals to serve as a reserve. The militia was ordered to pass through the Continental line at various points as opposed to passing around a flank. The Continentals, with Maryland and Delaware regulars and long-serving Virginia militia all under the command of Colonel John Eager Howard, were posted as the main line of battle. To the rear of the Continentals was Colonel William Washington, commanding cavalry ready to defend the militia as it fell back. [9]

Morgan's battle plan involved several creative tactics. His three-tier defense reversed the usual order of battle so that his positions became progressively stronger, instead of weaker, as the enemy encountered them. This strategy had the potential to trick the enemy into believing that a breakthrough had occurred whereas, in fact, planned withdrawals from forward positions only strengthened resistance. In addition, Morgan's strategy provided for the militia to fire and then retreat to the rear. This ingenious tactic allowed him to use the firepower and marksmanship of the militiamen without expecting them to stand against a bayonet charge by British regulars an expectation that had proved devastating for Patriot forces at Camden. Besides the arrangement of his battle formations, Morgan's tactics took advantage of the terrain at Cowpens. By placing his men downhill from the advancing British lines, Morgan accentuated the British tendency to fire too high in battle. Furthermore, the downhill position of his forces allowed the British forces to be silhouetted against the morning sunlight, providing easy targets for Patriot troops. With a ravine on their right flank and a creek on their left flank, Morgan's forces were protected against British flanking maneuvers at the beginning of the battle. In developing his tactics at Cowpens, as historian John Buchanan wrote, Morgan may have been "the only general in the American Revolution, on either side, to produce a significant original tactical thought." [10]

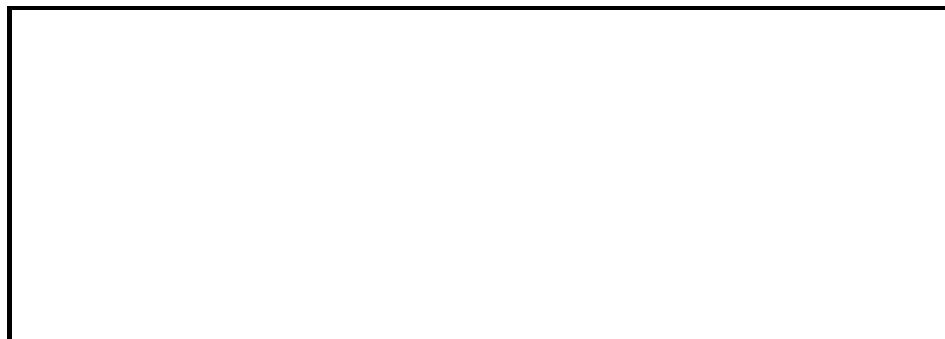




Figure 2: Painting entitled *The Battle of Cowpens*, by William Ranney (1845), from the Collection of the State of South Carolina

Just before dawn on the morning of January 17, Morgan deployed his forces for battle as planned. Upon finding Morgan ready for battle, Tarleton quickly ordered his troops into formation. His main line was formed from the 16th Foot Infantry, Fraser's Highlanders, the British Legion, and the Royal Fusiliers. In addition, Tarleton's formation included dragoons on both flanks of the main line, a battalion of Fraser's Highlanders in reserve, and two field artillery pieces. [11]

In accordance with Morgan's plan, both the skirmish and militia lines fired and fell to the rear of the Continentals. When Tarleton sent the Highlanders to outflank the right wing of the Continental line, Howard responded by ordering his Virginia troops to turn and confront the Highlanders. However, his orders were misunderstood and the troops instead began a disciplined withdrawal. Seeing this retreat, the British main line assumed that a rout was in progress and charged. Then, as Howard's Continentals withdrew, Morgan ordered them to turn and fire into the charging British line. The volley at close range proved devastating. The Continentals then began a bayonet charge into the disorganized British troops, who began to surrender or flee en masse. The British artillery position fell next. With the Highlanders still fighting, Pickens's militia and the Continentals surrounded and subdued them in a classic "double envelopment" maneuver. [12]

Seeing his army shattered, Tarleton led forty dragoons in an attempt to recapture the artillery, but Washington responded to Tarleton's challenge. After a brief cavalry engagement, Washington's horsemen dispersed Tarleton's dragoons, but only after Washington's life was saved by an African-American body servant. During the brief forty-minute engagement, Tarleton's army had lost eighty-six percent of its men, including 110 killed, two hundred wounded, and 512 additional soldiers captured. Morgan's losses included at least twenty-four killed and one hundred wounded. For the Patriots, it was an overwhelming victory that destroyed Cornwallis's light troops. After hearing of the Patriot success, Congress voted to give a gold medal to Morgan, silver medals to Howard and Washington, and a silver sword to Pickens. The medals accounted for three of the total eleven medals awarded by Congress during the American Revolution. [13]

The Aftermath and Significance of The Battle of Cowpens

Eager for revenge, Cornwallis pursued Morgan into North Carolina. Meanwhile, Greene marched from his winter headquarters to meet Morgan. After combining his divided army into one force, Greene clashed with Cornwallis at Guilford Courthouse on March 15, 1781. The British held the field after the battle but suffered heavy casualties. With the losses at Cowpens and Guilford Courthouse, Cornwallis saw his army reduced from thirty-two hundred men able to fight to fourteen hundred. He was now forced to withdraw to safety at Wilmington, North Carolina. Between April and May, Cornwallis led his army into Virginia, where it was eventually surrounded at Yorktown by a combined Patriot and French force under General George Washington. [14]

With Cornwallis out of the way, Greene focused on retaking South Carolina. While partisan groups under Francis Marion and other leaders disrupted British communication and supply lines, Greene's army fought the British at Hobkirks Hill outside Camden on April 25, 1781, and laid siege to Ninety Six in May and June. Although Greene lost both of these battles, once again, heavy losses forced British withdrawals. The last major fighting in South Carolina occurred at Eutaw Springs on September 8. After one of the war's bloodiest battles, Greene abandoned the field to a British army that subsequently retreated to Charleston. In Virginia, with no hope of reinforcements, Cornwallis surrendered his army to Washington at Yorktown on October 19, effectively ending the American Revolution. Although the British had won most of the major battles of the second southern campaign, attrition had cost them victory and, with it, thirteen of their colonial possessions in North America. [15]

The outcome of the American Revolution was ultimately determined by British failure during the second southern campaign failure due in large part to the Battle of Cowpens. Together with Kings Mountain, Guilford Courthouse, and Ninety Six, Cowpens was an important link in the chain of events that crippled British operations in the South and led to the surrender of Cornwallis. Coming in the wake of major Patriot defeats at Charleston and Camden, Cowpens boosted sagging Patriot morale. Cowpens was perhaps the greatest Patriot victory of the war. A combined force of Continentals and militia overwhelmingly defeated a British army on its own terms the formal warfare of eighteenth-century Europe. [16] As historian John Buchanan has observed, Cowpens was "the tactical masterpiece of the war." [17]

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Chapter Two:

EARLY COMMEMORATION AND PRESERVATION OF COWPENS

Neglect of the Cowpens Battleground

After the Battle of Cowpens, the battleground was largely forgotten. The first private owner of the site was Daniel McClaren, who acquired the property from the State of South Carolina in 1803. After a period of ownership by Nathan Byars, James H. Ezell purchased the property at a sheriff's auction in 1850. The battleground was within the boundaries of Craven County as of 1685, Ninety Six District as of 1769, and Spartanburg District as of 1800. During the first half of the nineteenth century, Spartanburg District flourished as both cotton cultivation, using slave labor, and small manufacturing grew. The district had two cotton mills by the late 1810s and several iron works by the 1830s. In 1811 Willson Nesbitt founded near the battleground an iron furnace that by 1850 became the South Carolina Manufacturing Company. In addition, a post office was established near Cowpens. Prior to the Civil War Richard Scruggs and Ezell served as postmasters. The intersection of the Green River Road with the Coulter's Ford-Island Ford Road near the battleground remained an important crossroads. [1]

The Washington Light Infantry Monument

The first effort to erect a monument at Cowpens was undertaken by the Washington Light Infantry of Charleston. Founded as a militia unit in 1807, this infantry group named for George Washington was called up for service during the War of 1812 and the Mexican War. The unit possessed the Eutaw Flag used during the Battle of Cowpens by William Washington, a cousin of George Washington. This link between the infantry group and William Washington was apparently the only connection between the unit and Cowpens until 1856. [2]

At the suggestion of commanding officer Captain Lewis M. Hatch, the Washington Light Infantry decided to commemorate the seventy-fifth anniversary of Cowpens with a trip to the battleground to erect a monument. During April 1856 the citizens of Spartanburg hosted the unit and sponsored various events. Between April 21 and 22, the monument was erected at the battleground. It consisted of an octagonal base with shell and sand from Sullivan's Island and an iron shaft, all capped by a ball with an eagle on top. Relics were placed inside the base, including a bottle of water from Eutaw Springs, a brick from a house near the Eutaw Springs battleground, an account of the Battle of Cowpens, and a roster of all Washington Light Infantry members who helped erect the monument. With locals and others looking on, the monument was dedicated with speeches and a cannon salute by the Cowpens Light Artillery. [3]

The monument's erection prompted a group of Spartanburg women to raise funds for the site's purchase from Ezell. Representing the women, attorney G.W.H. Legg acquired a deed in July 1856 conveying the one-acre tract to the Washington Light Infantry. A group of local men subsequently erected an iron fence around the monument. With these last improvements, the battleground's first commemorative effort was completed. [4]

Cowpens continued to play host to various patriotic events. On January 17, 1861, the battle's eightieth anniversary, a large celebration was held in connection with South Carolina's secession from the Union the previous month. A crowd of two thousand heard speeches from various individuals, including secession convention delegate J.G. Landrum. With the onset of the Civil War and its aftermath, however, attention was subsequently turned away from the Cowpens battleground. [5]



Figure 3: The Washington Light Infantry Monument at Cowpens. By the time that this 1936 photograph was taken, the monument had suffered serious vandalism and had already undergone limited restoration

The Cowpens Centennial and the Daniel Morgan Monument

During the 1870s and 1880s, the nation observed the centennial of the American Revolution through battlefield celebrations and monument drives. Sparked by these patriotic efforts, the U.S. Congress undertook its first serious attempt at battle commemoration since appropriating funds for a Bunker Hill monument before the Civil War. Congress commissioned a study of Revolutionary War battlegrounds with a view towards appropriating funds for the erection of monuments. The study was conducted by Benson J. Lossing, a noted engraver and author best known for his 1850s *Pictorial Field Book of the Revolution*. Although subsequent bills to create a matching grant program for such monuments failed, Congress managed to pass bills to partially fund eight battle monuments. Two of these eight monuments commemorated southern battles Cowpens and Yorktown. [6]

The Cowpens monument bill grew out of an effort to celebrate the battle's centennial anniversary. In January 1880 the Washington Light Infantry suggested a centennial

celebration in cooperation with the citizens of Spartanburg County. Meetings for the ninety-ninth anniversary of the battle resulted in the creation of the Cowpens Centennial Committee. The committee consisted of six members from the infantry and seven members from Spartanburg County. Charleston Mayor William A. Courtenay served as chairman. The committee resolved to hold a centennial celebration the following year and to erect a monument at the battleground. [7]

The Cowpens Centennial Committee immediately began planning for the celebration and the monument. With the backing of South Carolina Senators Matthew C. Butler and Wade Hampton, a Cowpens monument bill passed the Congress and was signed by President James A. Garfield in May 1880. The legislation authorized federal funds for a statue of Daniel Morgan after design review by the secretary of war. The City and County of Spartanburg provided funds for the base of the monument, and the original thirteen states and Tennessee paid for the shaft. The committee and the Secretary of War agreed on John Quincy Adams Ward as the sculptor. [8]

While making arrangements for the Daniel Morgan Monument, the Cowpens Centennial Committee decided to change the monument's location to a square in downtown Spartanburg. This change was suggested by W.K. Blake, the committee vice chairman and a Spartanburg resident. Several reasons account for this decision. The battleground was largely inaccessible since it was located away from any towns or railroads. Spartanburg was the county seat and the nearest town. In addition, the Washington Light Infantry Monument had suffered serious vandalism to its granite base, surrounding iron fence, and eagle on top of the monument. Last, the committee was largely made up of Spartanburg residents who may have seen the monument as a civic improvement for their town. [9]

With plans finalized, the Cowpens Centennial Committee held a cornerstone laying ceremony for the Morgan Monument on October 7, 1880, the centennial of the Battle of Kings Mountain. Due to inclement weather, the committee postponed the centennial celebration and monument dedication from January 17, the battle's anniversary, to May 11, 1881. The Morgan Monument was unveiled in front of a crowd reported to number around twenty thousand, while orators gave speeches praising the victory of the Patriots at Cowpens. [10]

The effort to erect the Morgan Monument was significant for several reasons. By involving the thirteen original states and Tennessee, the monument effort brought northern and southern states together in a common endeavor. In some ways, the celebration served as a precursor of the Civil War battle reunions of the 1890s that helped reunite the nation. In addition, the monument effort had significance for the Cowpens battleground. The appropriation for the statue was the first federal attempt to commemorate the battle. However, the decision to locate the monument in Spartanburg heightened the neglect of the battleground itself. The Morgan Monument drive was the first of many failed attempts to gain increased recognition for the Cowpens site. [11]

While the battleground continued to be forgotten, its surroundings gradually changed. In 1897 the eastern end of Spartanburg County broke away to form Cherokee County with Gaffney as the county seat. Cowpens was located within the new county only a few miles from the county line. During the late nineteenth and early twentieth centuries, the area's economy was in transition. Cotton remained a dominant cash crop, but peaches became increasingly important during the 1920s in the wake of the boll weevil. The growth of railroads and the textile industry in Spartanburg and Cherokee Counties led to new and larger towns. Spartanburg acquired nine mills between 1888 and 1909. Spartanburg County had over thirty mills by 1920, making it a cornerstone of South Carolina's piedmont textile belt. New towns sprang up near the battleground, including Cowpens in 1880 and Chesnee in 1911, both Spartanburg County railroad towns with textile mills. Despite these nearby

developments, the immediate battleground area remained rural and agricultural. James H. Ezell built a general store with a post office in the vicinity of the battlefield during the 1870s. After the Town of Cowpens was created, the name of the post office was changed from "Cowpens" to "Ezell." [12]



Figure 4: An 1884 Spartanburg Herald Journal photo of the Daniel Morgan Monument from the Willis Collection, Spartanburg County Public Libraries. The monument's placement at Spartanburg, rather than Cowpens, increased neglect of the battleground

Creation of the Cowpens National Battlefield Site

Appropriations for monuments were the only attempts by the federal government to mark and preserve the nation's battlegrounds for commemorative purposes prior to the 1890s. However, four national military parks and one national battlefield site were created between 1890 and 1899, all at Civil War battlegrounds. Congress was responsive to a growing public interest in commemorative monuments as well as the military's desire to preserve battle sites for training purposes. It became increasingly willing to preserve portions of battle sites through federal ownership and stewardship by the War Department. [13]

With the designation of the first national military parks, South Carolina's congressional delegation began to draft bills to create such a park, or at least a national monument, at Cowpens. Introduced in the U.S. House by Congressmen Stanyarne Wilson and David E. Finley in 1898 and 1899 respectively, the first two bills called for a national military park of 180 acres. When these bills failed, later efforts sought to acquire only ten or less acres. A total of twelve bills were introduced in the House between 1902 and 1924 by Finley and later by Congressman William F. Stevenson. Support for these bills came from local chapters of the National Society of the Daughters of the American Revolution (NSDAR), a national women's civic club founded to promote patriotism, education, and democratic values. Both the Daniel Morgan Chapter in Gaffney and the Battle of Cowpens Chapter in Spartanburg considered the preservation of Cowpens a top priority. NSDAR lobbying efforts were spearheaded by Edith Fort Wolfe of the Daniel Morgan Chapter. [14]

In 1925 Stevenson introduced a bill in the House that called for a ten-acre to twenty-one-acre national military park. The plan included the one-acre Washington Light Infantry Monument

tract, a five-acre tract to be donated by the owner, a five-acre tract to be purchased for donation by the local community, and a ten-acre tract to be purchased by the federal government. The bill was referred to the House Military Affairs Committee, which included South Carolina Congressman John J. McSwain from Stevenson's neighboring congressional district. [15] In unanimously recommending passage of the bill, the committee argued that the purposes of national military parks are, first, "to perpetuate the patriotic sentiment, and, second, to teach military lessons. Both great objects are preeminently accomplished by the designation of the Cowpens Battle Field to be a military park." [16] Stevenson's bill passed the House and was referred to the U.S. Senate Military Affairs Committee. In connection with this legislation, Cowpens was visited in September 1926 by Major C.L. Hall of the U.S. Army Corps of Engineers. During a meeting with McSwain and members of the Cowpens Chapter of the NSDAR in Spartanburg, Hall recommended a national military park of around twenty acres at the site with a paved road along the Patriot lines and a series of markers. Despite Hall's favorable findings, Stevenson's bill stalled in committee. [17]

The reason for the failure of the Cowpens bills was the reluctance of Congress to add to the growing list of national military parks. Inspired by the first Civil War parks, Congressional legislators introduced a total of thirty-four bills to create additional parks between 1901 and 1904. The number of proposed bills once again skyrocketed during the 1920s due to the surge in patriotism following the nation's victory in World War I, a prosperous economy, and increased automobile tourism. However, many congressmen were troubled by the number of proposals and costs associated with developing and maintaining more national military parks. By the mid-1920s Congress had passed bills to preserve several battlegrounds either as national military parks or as smaller monument sites, but many more bills were pending. In 1926 Congress recognized the need for a comprehensive approach and commissioned a War Department study of the nation's battlegrounds to rank the significance of various battlefields and recommend appropriate strategies for commemoration. [18]

To carry out the battlefield study, the secretary of war appointed Colonel C.A. Bach to head a committee of members from three sections of the War Department—the Army War College, the Corps of Engineers, and the Office of the Quartermaster General. The Army War College assessed the significance of each battle, while the Corps of Engineers conducted fieldwork at the battlegrounds. Once Congress appropriated funds for commemorative efforts at a particular site, the Quartermaster General's staff developed the site with improvements. Lasting from 1926 to 1932 with periodic reports to Congress, the War Department's battlefield study classified the battlegrounds worthy of commemoration into three categories. Class I battlefields were deemed worthy of national military park status; Class IIA battlefields were to be marked extensively; and Class IIB battlefields were recommended for a single tablet, marker, or monument on a tract of minimal size. [19]

In connection with pending legislation and the battlefield study, more War Department officials visited Cowpens. In February 1928 Major N.Y. DuHamel of the Corps of Engineers toured the site. Lieutenant Colonel H.L. Landers of the Army War College visited Cowpens in April 1928 to gather information and discuss the issue with locals. As a result of these visits and related research, the War Department designated Cowpens a Class IIB site and recommended a monument be erected on one acre of donated land. This assessment of the battleground proved influential in the legislative process. [20]

While the battlefield study was underway, Stevenson introduced House Resolution (HR) 12106 in March 1928. Like his previous bill, this one called for a national military park of between ten and twenty-one acres. The House Military Affairs Committee once again recommended approval of the bill in May, but the committee first made significant changes. Following the recommendation of the War Department's battlefield study, the committee altered the bill to create a monument instead of a national military park and set a maximum

size of ten acres. Once HR 12106 passed the House, it was referred to the Senate Military Affairs Committee, which further amended the bill. The committee limited the site to only one acre and required that the land be donated to the federal government. With these amendments, HR 12106 passed the Congress and was signed into law by President Herbert C. Hoover on March 4, 1929. Instead of the "national military park" or "national battlefield" status granted to parks having substantial acreage, Congress authorized Cowpens as a "national battlefield site," a small tract of one or two acres with a monument. [21]

As with the national military parks, the War Department was responsible for developing and maintaining the Cowpens National Battlefield Site (NBS). With Clara C. Phillips as regent, the Daniel Morgan Chapter took up the task of raising half of the money needed to acquire one acre of land for donation to the federal government; the other half was provided by Cherokee County. Community leaders in Gaffney assisted with the fund raising, including Frank W. Sossamon, N.H. Littlejohn, W.F. Smith, and Dr. W.C. Hamrick. On July 10, 1930, the chapter purchased a triangular tract of one acre at the intersection of South Carolina Highway 11 and the Cowpens-Chesnee Road. On November 18 the chapter deeded the site to the United States. Landers selected the location for the monument at the approximate spot from which Morgan directed his troops during the battle. The War Department designed the monument and received design review approval by a committee from the Daniel Morgan Chapter. Alexander S. Salley, South Carolina's state historian, wrote the inscription for the monument. Construction of the granite monument began in late 1931 under the supervision of Captain Lawrence Simpson, a construction engineer from Fort Bragg in North Carolina. Major John F. Jones of Fort Bragg planned the site and erected the flagpole. The U.S. Monument was dedicated on June 14, 1932, during a ceremony sponsored by the Daniel Morgan Chapter. [22] The souvenir program pointed out that "members of the chapter feel the memorial is the realization of a long-cherished idea, which the organization fostered and supported by efforts extending over a quarter of a century." [23]

In addition to acquiring land for donation to the federal government, the NSDAR took over the Washington Light Infantry Monument. With its owner located across the state and serious damage from vandalism, the monument required more attention. After the Battle of Cowpens Chapter of the NSDAR in Spartanburg agreed to act as the custodian for the monument, the Washington Light Infantry deeded the one-acre tract to the chapter in April 1928. Within a decade, the chapter had repaired the monument, enclosed it with another iron fence, and erected an adjacent granite marker with a bronze plaque. [24]



Figure 5: Groundbreaking ceremonies for the U.S. Monument by the Daughters of the American Revolution, 1931



Figure 6: The U.S. Monument at Cowpens NBS, July 1936

The National Park Service at the Cowpens National Battlefield Site

In June 1933 President Franklin D. Roosevelt signed Executive Order 6166, transferring national military parks and national battlefield sites from the War Department to the National Park Service in the Department of the Interior. Accordingly, the NPS managed Cowpens as a national battlefield site from 1933 until its expansion during the 1970s into a major national battlefield. [25]

Administration

With no staff based at Cowpens, the NPS assigned the site to the superintendent at nearby Kings Mountain National Military Park (NMP). Authorized by Congress in 1931, this park was developed during the Great Depression and included over four thousand acres adjacent to a state park. Additionally, the NPS placed both Cowpens and Kings Mountain in a group of southern Revolutionary War battlefields administered by a coordinating superintendent at Yorktown National Historical Park. Oswald E. Camp arrived at Kings Mountain as the park's first superintendent in December 1937. [26]

Prior to Camp's arrival, Kings Mountain Historian Rogers Young visited Cowpens and recommended the appointment of a part-time custodian to maintain the site and protect it from vandalism. As a result of Young's report, a local farmer, General V. Price, was appointed custodian in August 1936. Price served in that capacity until October 1967 when his son Henry Lee Price took over the position. During this time, the duties of the custodian included briefing the superintendent on the site's condition, maintaining the lawn and plantings, raising and lowering the flag every day, estimating visitation, tracking weather conditions, and restocking interpretive folders. The superintendent or other Kings Mountain

staff usually inspected Cowpens every month. [27]

These administrative arrangements remained in effect until the enlargement of Cowpens during the 1970s. With the arrival of the first full-time NPS staff in January 1978, the Service eliminated the custodian position. In March 1981, the fully developed national battlefield acquired its own superintendent independent of Kings Mountain. [28]

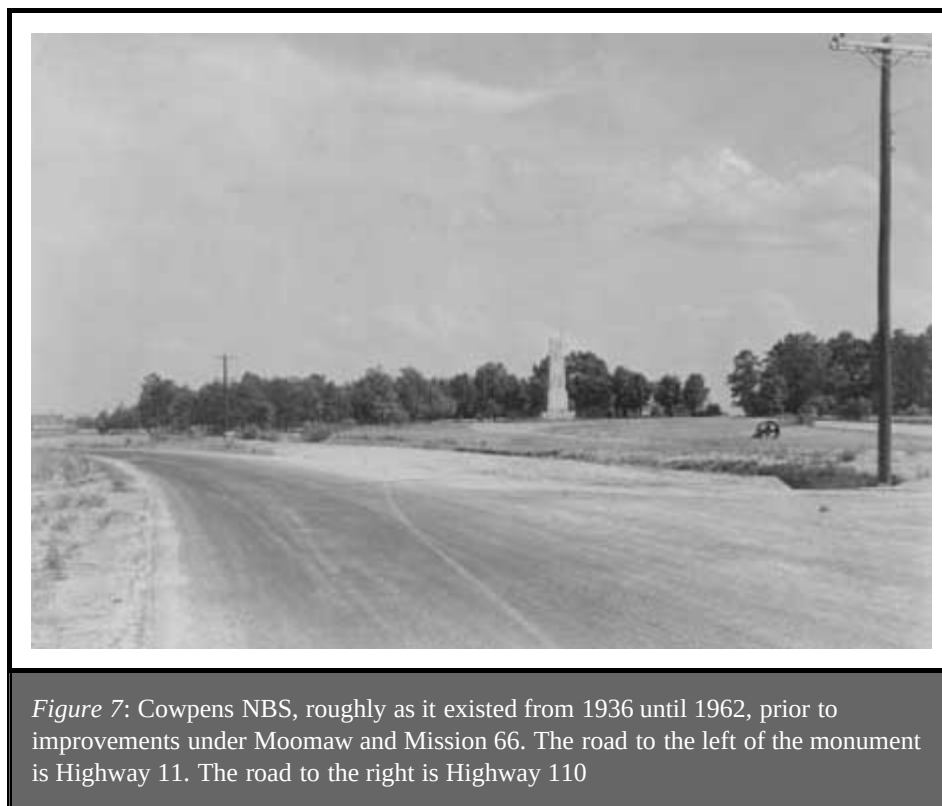


Figure 7: Cowpens NBS, roughly as it existed from 1936 until 1962, prior to improvements under Moomaw and Mission 66. The road to the left of the monument is Highway 11. The road to the right is Highway 110

Planning and Development

During the first two decades of NPS management at Cowpens, planning and development efforts were minimal due to the lack of on-site staff and limited resources. The state improved access to the site with the relocation and paving of Highway 11 during the early 1930s and the paving of the Cowpens-Chesnee Road in 1937, but the site itself remained essentially a field with a monument and name sign. The NPS prepared its first master plan for Cowpens in 1937. Revised several times, this plan called for a parking area, a walk to the U.S. Monument, site grading, and landscaping with trees and shrubs, but funding was not available for such work. The first significant NPS project was the cleaning and repointing of the monument by the Fiske-Carter Construction Company in March 1951. When Benjamin F. Moomaw became superintendent of Kings Mountain in July 1951, he made improvement of the grounds at Cowpens a priority. Between May and September 1952, the Sossamon Construction Company of Gaffney graded the site, reducing a five-foot bank to a more level rise to the monument. The tract was subsequently fertilized with lime and seeded with rye and Bermuda grasses. Moomaw sought to improve the site further, but funding was unavailable for other projects, except for the occasional planting of trees. In addition to such projects, Kings Mountain staff had to periodically repair the U.S. Monument and the site name sign after minor acts of vandalism. In January 1954 the local Cowpens Chapter of the NSDAR cleaned and repaired the Washington Light Infantry Monument and its one-acre tract, which continued to suffer from occasional vandalism. [29]





Figure 8: Cowpens NBS following Mission 66 improvements. Note the new place name sign, the two new exhibit cases on either side of the U.S. Monument, and the missing fence around the monument

Mission 66

The NPS provided funding for significant improvements at Cowpens during the late 1950s as part of Mission 66. At national parks across the nation, outdated facilities were ill-suited to meet the needs of increasing numbers of visitors following World War II. Consequently, NPS Director Conrad L. Wirth convinced the Eisenhower Administration and Congress to support a ten-year building program, which was coined Mission 66. Initiated in the mid-1950s at a cost in excess of one billion dollars, Mission 66 sought to substantially upgrade park facilities nationwide in time for the fiftieth anniversary of the NPS in 1966. [30]

The development program for Cowpens included a fifteen-automobile parking lot, a paved walk to the U.S. Monument, a flagpole, signage, removal of the iron fence around the monument, and landscaping with native trees and shrubbery. Plantings included cedar, hackberry, inkberry, and red maple trees. With two sides of the triangular NPS tract bounded by highways, Cherokee County agreed to grade a road on the third side for a visible site boundary and access to the parking lot. Kings Mountain staff prepared the Mission 66 prospectus for Cowpens in 1955 and finalized plans in 1957. Development activities took place between 1958 and 1959. During the early 1960s, the NPS prepared a master plan for the site as part of the overall Mission 66 effort. [31] Reporting on Mission 66 improvements at Cowpens, Moomaw stated that "for the first time it looks like one of our areas" [32] and that Kings Mountain staff "have heard nothing but glowing reports to date." [33] Despite the Mission 66 improvements at Cowpens, the site remained a minor unit of the national park system due to its small size and limited resources.

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Cowpens

Administrative History



Chapter Three:

DESIGNATION OF COWPENS AS A NATIONAL BATTLEFIELD

Early Attempts to Enlarge Cowpens

The 1929 designation of Cowpens as a national battlefield site did not satisfy the continuing desire of battleground supporters to have a full-scale park comparable to those at other southern Revolutionary War battlefields. In 1940 local residents stepped up their pressure on the National Park Service to further enlarge and develop the site. A February meeting of community leaders from Cherokee and Spartanburg Counties was called by Harry R. Wilkins, an insurance agent in Spartanburg and a Cowpens enthusiast. Among those attending the meeting were A.W. Askins, a Coca-Cola bottler and president of the Cherokee County Improvement Association; Frank W. Sossamon, business manager of The Gaffney Ledger and president of the South Carolina State Press Association; S.S. Wallace, Jr., publisher of The Spartanburg Herald-Journal; and Floyd W. Kay, secretary of the Spartanburg Chamber of Commerce. The meeting attendees created a steering committee and elected Askins as the chairman. Although the meeting was held in Spartanburg and included Spartanburg County leaders, the steering committee decided to give Cherokee County leaders the primary role in lobbying for Cowpens. The committee expected help from the state's congressional delegation, including Senators James F. Byrnes and "Cotton" Ed Smith; Representative James P. Richards, whose district included Cherokee County; and Representative Joseph R. Bryson, whose district included Spartanburg County. [1]

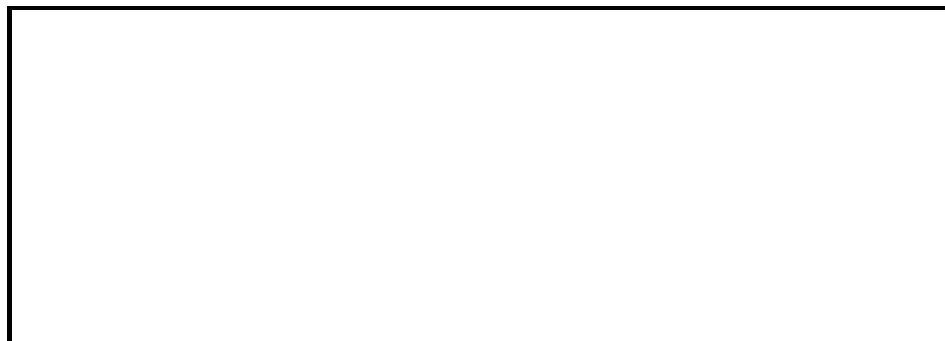
Seeking to pressure the Department of the Interior and the NPS to expand and develop Cowpens, Clara C. Phillips and Edith Fort Wolfe led a delegation of Daniel Morgan NSDAR Chapter members to Washington for a meeting with Secretary of the Interior Harold L. Ickes. In response, NPS Coordinating Superintendent Elbert Cox of Yorktown attended Gaffney and Spartanburg meetings with local leaders to discuss the issue. In addition, Mrs. Charles M. Drummond of the Cowpens NSDAR Chapter offered to donate the Washington Light Infantry Monument tract for inclusion as part of the national battlefield site. While thanking the local community for its interest in the battlefield, NPS officials responded to the requests for an expanded Cowpens site with several points. First, the federal legislation had authorized the site with a limit of one acre in size. Second, the costs of land acquisition, development, and continued maintenance were beyond the capacity of the Service at that time. Third, Cowpens lacked desirable features present at other southern Revolutionary War battlefields, such as earthworks and other battle-period remains. In short, the NPS urged local battleground supporters to focus their attention on improving Kings Mountain NMP and using its interpretive program to highlight the Cowpens story. World War II further postponed expansion efforts as the nation's attention was focused on military needs. [2]

After the war, supporters of an enlarged Cowpens site mounted another effort. Around 1947, a prospectus for a "Cowpens Battleground NMP" was prepared by a committee under the sponsorship of the Daniel Morgan Chapter, the City of Gaffney, the Gaffney Chamber of

Commerce, and other patriotic and civic organizations in that city. While preparing the prospectus, the committee received planning assistance from Albert Schellenberg, the head of plans and design for South Carolina's state parks. Based on Schellenberg's recommendations, the prospectus called for a national military park with on-site staff, a boundary including the core battlefield area, a museum, expanded parking, and a superintendent's residence. In addition, the committee planning the prospectus at some point considered proposing an observation tower at the battlefield. [3] In the absence of such developments, the prospectus warned that "the Cowpens Battleground is doomed to oblivion." [4] In conjunction with these efforts, the committee unsuccessfully sought to have Daniel Morgan's remains relocated from Winchester, Virginia, to Cowpens, and Southern Railway named one of its Pullman cars after the battle. During both 1947 and 1949, South Carolina's Senator Olin D. Johnston of Spartanburg and Congressman Richards introduced bills in Congress to create a national military park of one hundred acres. The bills died in committee. [5]

As part of this Cowpens effort, Wilkins wrote a song about the battle to provide publicity for the site. Entitled *Cowpens Battleground*, the song was composed by Geoffrey O'Hara, a prominent New York composer. O'Hara's services were paid for by Francis Pickens Bacon, a great-great-grandson of Colonel Andrew Pickens. The song was first presented before the public during a 1948 battle anniversary observance at Limestone College in Gaffney. The song was subsequently published with the proceeds being donated to four local NSDAR chapters: Cowpens in Spartanburg, Kate Barry in Spartanburg, Mary Musgrove in Woodruff, and Daniel Morgan in Gaffney. In addition, Professor Merrell Sherburn of Limestone College donated his time to compile a band arrangement for the song. With funding from the Spartanburg County Foundation, Wilkins printed and distributed one thousand copies of the band arrangement to military, school, and college bands throughout the nation. [6]

Local NSDAR chapters continued urging the NPS to enlarge Cowpens during the 1950s. In 1951, the Cowpens Chapter once again discussed donating the Washington Light Infantry Monument tract for inclusion in the site, but the NPS did not act due to concerns over increased maintenance and the lack of legislative authority for further land acquisition. Acting as regent of the Daniel Morgan Chapter, Phillips wrote a letter to the regional director in 1953 requesting improvements and expressing the complaints of visitors to the site. Specifically, she mentioned the lack of directional signage, brochures, and a paved walk to the U.S. Monument. As instructed by the regional director, Kings Mountain Superintendent Moomaw met with Phillips, Wolfe, and other Daniel Morgan Chapter members to discuss conditions at Cowpens. He pointed out the limited funding available for the site, the lack of legislative authorization for an expansion, and the high costs of land acquisition and development for a full park. Though Moomaw doubted the financial feasibility of expansion, he reported to the regional director that the NSDAR chapters would probably continue to push local community leaders and politicians for federal legislation and funding. [7] According to Moomaw's report, the Daniel Morgan Chapter representatives "admitted that all of this is being brought up because they and the Spartanburg Chapter resent the development at Kings Mountain, Guilford and Yorktown by our Service and that as far as they are concerned Cowpens is virtually ignored." [8]



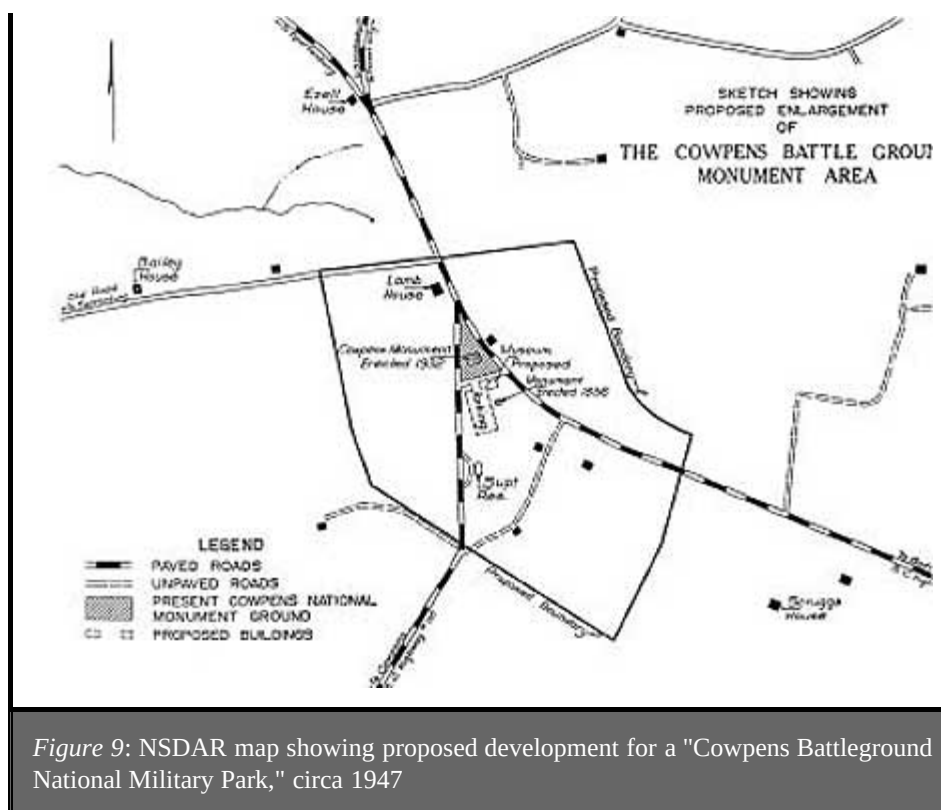


Figure 9: NSDAR map showing proposed development for a "Cowpens Battleground National Military Park," circa 1947

Moomaw hoped that Mission 66 improvements at Cowpens would lessen the pressure to expand the site. In 1956, he attended meetings of both the Daniel Morgan Chapter in Gaffney and the Cowpens Chapter in Spartanburg to present the Mission 66 plans for the site. In addition, the NPS cooperated with the Daniel Morgan Chapter to make a minor addition to the site in 1958. With the relocation of Highway 11 during the 1930s, a one-fourth-acre strip of land separated the Cowpens site from the new highway. Moomaw devised a plan where the NSDAR chapter would purchase the land for donation to the NPS. Before that could occur, however, congressional legislation authorizing an increased site boundary had to be passed. In January 1957 Johnston introduced a Senate bill to expand Cowpens by a maximum of one acre through donation. On July 18, 1958, Senate Resolution 602 was signed into law by President Dwight D. Eisenhower after passing both the Senate and the House. In late 1956 the Daniel Morgan Chapter bought the tract, and the donation was finalized by 1961. Moomaw undertook "quiet missionary work" to increase local support for closing the old Highway 11 that separated the two NPS tracts. With Cherokee County officials agreeing to close the road, the two tracts formed an enlarged Cowpens site that the Service improved under Mission 66 as discussed in the previous chapter. [9]

A Renewed Drive to Expand Cowpens

An August 1966 editorial in *The Gaffney Ledger* by editor Bill Gibbons sparked renewed interest in creating a full-scale national battlefield at Cowpens. Among other things, the editorial complained about the small size of the Cowpens NBS in comparison with Kings Mountain NMP, especially given the significance of Cowpens. Following up on the editorial, Frank W. Sossamon, the newspaper's publisher and a veteran of Cowpens expansion efforts, contacted South Carolina Senators Strom Thurmond and Donald R. Russell along with Congressman Tom S. Gettys to urge congressional action. Responding to an inquiry from Gettys, Kings Mountain Superintendent Moomaw noted a revival of local interest in Cowpens, thanks largely to the continuing efforts of Wilkins. After consulting with local property owners to gain their support, Gettys introduced a House bill to expand the site in October 1967. Senator Ernest F. Hollings, Russell's successor, introduced a companion

Senate bill in January 1968. In response to these actions by the state's congressional delegation, the NPS began assessing options for greater development at Cowpens. [10]

This renewed drive came during a period of rapid expansion in the national park system under George B. Hartzog, Jr., who served as NPS director from 1964 to 1972. During his nine years in this position, Hartzog created nearly as many new parks as had been created during the previous thirty years. Beyond the sheer number of new parks, his administration was marked by its emphasis on recreational areas, environmental education, and new interpretive techniques. Coming during the era of the Great Society, this growth in the national park system was part of the overall federal government expansion under President Lyndon B. Johnson. Hartzog funded much of the expansion in the national park system through the Land and Water Conservation Fund. Created by congressional legislation in 1965, this fund utilized park use fees for land acquisition. The prospects for the expansion of Cowpens were bright under the Hartzog administration at the NPS. [11]

Between August 1967 and February 1968, alternatives for expanding Cowpens as called for in proposed congressional legislation were studied by an NPS team that included Moomaw and staff members from the Southeast Regional Office and the Office of Resource Planning. Historian Ed Bearss researched the battle and prepared troop movement maps. Using this information, the team conducted fieldwork and determined the lands necessary to preserve the battle site. The team's report recommended two options for expansion. The primary difference between the two plans was the acreage to be acquired 785 acres versus 510 acres. Although both alternatives allowed for the protection of the battlefield and the development of interpretive facilities, only the larger acreage would provide space for recreational facilities. [12]

Following the initial NPS assessment report, the Office of Environmental Planning and Design completed a master plan for the proposed park between 1969 and 1970. The plan called for a park of 845 acres with an annual capacity of 1.8 million visitors. South Carolina State Highways 11 and 110 were to be relocated around the battlefield. The core area of 130 acres was to be restored to its battle-period landscape. Interpretation of the battle as a Revolutionary War turning point would begin in a visitor center with museum exhibits. The battlefield would be toured via a walking trail, an automobile loop road with several overlooks, and a bridle path. In recognition of the significant role of cavalry during the battle, the plan envisioned horseback riding along the bridle path with a horse rental concessioner on site. In addition, the plan included a living history farm with livestock of the eighteenth century. Further recreational and educational opportunities were to be provided at picnic and environmental study areas. Hartzog approved the master plan in June 1970. [13]

As part of the planning process, the NPS sponsored public meetings to allow citizens and organizations with economic, regulatory, or general interests in the proposal a chance to voice their support or opposition to the park expansion. A public hearing in November 1970 was followed by a petition drive against the proposal. Spearheaded by local resident J.A. Parris, the petition drive opposed the battlefield proposal "with the best interest of our community and churches in mind." [14] In a letter sent to Kings Mountain Superintendent Moomaw with the petition, Parris noted the presence of nearly ninety residences and a church in the project area along with community water district infrastructure. Writing to the regional director, Moomaw expressed his surprise at the petition since Parris and other signers had been present at the public hearing but said nothing. The petition effort failed to galvanize opposition, which remained limited. Not surprisingly, most local residents who opposed the expansion lived within or near the proposed boundary and faced the prospect of being uprooted. Another meeting at the Cherokee County Courthouse in August 1971 attracted two hundred people but no significant opposition. [15]

In the meantime, the Cowpens proposal was gaining support from local, state, and federal governmental entities. The Cherokee County Board of Commissioners unanimously voted to support an expansion of the park in October 1969. [16] Recognizing that "the Battle of Cowpens is now inadequately commemorated by a national military site consisting of only an acre and a half of land," [17] the South Carolina General Assembly passed resolutions in March 1967 and January 1968 in support of the expansion effort and Gettys's bill. In April 1969 the South Carolina State Highway Department approved the relocation of the two state highways, provided that the NPS would acquire the necessary rights-of-way on behalf of the state and cover the initial highway construction costs. Another endorsement was obtained in April 1968 from the Advisory Board on National Parks, Historic Sites, Buildings and Monuments, a federal board established to advise the secretary of the interior on additions or expansions to the national park system. These various approvals and endorsements increased the momentum leading up to the congressional process. [18]

The Congressional Process

Gettys's October 1967 House bill and Hollings's January 1968 Senate bill both died in committee. In 1969 Gettys again introduced the bill, and the House Committee on Interior and Insular Affairs held a hearing to consider it in May. During the hearing, Hartzog was questioned about the bill's lack of ceilings for the costs of the authorized acreage and for appropriations for the development of Cowpens. In addition, committee members questioned the inclusion of recreational facilities at a historical site, but Hartzog responded that the proposed recreational facilities were minor components of the overall plan. Committee members further noted that the Service supported the concept of the project but still withheld its formal recommendation for approval due to the lack of firm cost totals. The committee failed to recommend the project, perhaps due in large part to restrictions on the use of appropriations from the Land and Water Conservation Fund. The funding situation subsequently improved with the easing of these restrictions. For the third time, Gettys introduced Cowpens legislation in the House as HR 2160 in early 1971; Hollings introduced companion legislation as Senate 1552. Supporters of the bill prepared for hearings before the House and Senate Committees on Interior and Insular Affairs in November 1971 and February 1972, respectively. Backers of the proposal now had to convince Congress that the significance of Cowpens warranted spending millions of dollars and displacing eighty-four residences and six businesses. [19]

Key figures in the effort to persuade Congress to pass the Cowpens legislation were Gaffney optometrist and former mayor J.N. Lipscomb and Sam P. Manning, a Spartanburg attorney and South Carolina state legislative representative. While growing up in Spartanburg, Manning developed an appreciation of Cowpens from his father's telling about the battle and the presence of the Morgan Monument. As a member of the South Carolina General Assembly, he took a keen interest in commemorating the Revolutionary War. Manning served as Vice Chairman of the South Carolina American Revolution Bicentennial Commission and sponsored the concurrent resolutions supporting the expansion of Cowpens. In addition, he spearheaded a fund-raising effort to purchase the William Ranney painting *The Battle of Cowpens* for display in the South Carolina State House. [20] Like other Cowpens supporters, Manning was motivated by the feeling that "Cowpens deserved national recognition, but somehow, it had been getting left out." [21] Having served in the General Assembly, Manning understood the political process and the importance of utilizing personal connections and other tactics to get congressmen to identify with an issue. [22]

Once Manning became aware of Gettys's bill, he offered his assistance in gaining additional support for the upcoming congressional hearings. Manning contacted influential individuals for statements of support concerning the Cowpens legislation. Several prominent native South Carolinians wrote letters in favor of the proposal, including Louis B. Wright, former director

of the Folger Shakespeare Library; David Finley, former director of the National Gallery of Art; James R. Killian, former president of the Massachusetts Institute of Technology; Charles H. Townes, winner of the Nobel Prize in physics for laser research; Benjamin E. Mayes, former president of Morehouse College; General William C. Westmoreland, chief of staff for the U.S. Army; and E. Smythe Gambrell, former president of the American Bar Association. At Manning's urging, South Carolina Governor John C. West requested and received letters of support from the governors of the five other states with troops at the Battle of Cowpens. In addition, Manning received support from local leaders, such as Spartanburg Mayor Robert L. Stoddard, Cowpens Mayor Gordon Henry, Chesnee Mayor Cliff Edwards, and Editor Hubert Hendrix of Spartanburg's *The Herald-Journal*. Historians supporting the legislation included Henry Steele Commager, Admiral Samuel H. Morison, and Richard Morris. [23] As Manning later recalled, there "was a fantastic level of distinguished Americans that related to [Cowpens]." [24]

Manning also used his connections with both the Democratic chairman and the ranking Republican of the House Interior and Insular Affairs Committee. Manning contacted Walker Benjamin Camp, a native of South Carolina who had spent his childhood near the Cowpens battleground. Camp had moved to California in 1917, had become an agricultural leader, and had been largely responsible for the growth of cotton cultivation in that state. Prior to the introduction of the Cowpens legislation, Camp served on the federal Water Resources Committee of the West. In fact, he co-chaired the committee with Wayne Aspinall, the Colorado congressman who would chair the House Interior and Insular Affairs Committee at the time of the Cowpens hearing. Since Camp and Aspinall had developed a friendship, Camp contacted Aspinall to encourage him to support the expansion legislation. [25]

Manning's connection with the ranking Republican on the committee, John P. Saylor of Pennsylvania, was through South Carolina's poet laureate Archibald Rutledge. Saylor had attended Mercersburg Academy, a private boarding school in Pennsylvania, where he had known Rutledge as a teacher. Manning visited Rutledge before traveling to the November 1971 committee hearing in Washington. During the visit, Rutledge expressed his support for the Cowpens legislation, saying that "nothing in the world would please him more than the passage of this legislation." At the committee hearing, Saylor asked how Rutledge felt concerning the proposed development at Cowpens, and Manning was able to relay Rutledge's comments. [26]

In the Senate, the Cowpens bill had the backing of both South Carolina Senators Thurmond and Hollings as well as Mississippi Senator John Stennis, a powerful member of the body. Manning was able to gain Stennis's support thanks to a local newspaper article. According to the article, Stennis was descended from a Spartanburg area family that had participated in the Battle of Cowpens. In addition to the Stennis connection, Manning had met the last surviving pallbearer for West Virginia Senator Robert C. Byrd's mother at a Kings Mountain anniversary ceremony. Manning was able to use that connection to gain Byrd's support for the Cowpens legislation. [27]

Although the NPS had prepared preliminary field studies and plans to develop an expanded Cowpens, the Department of the Interior opposed passage of the legislation at hearings before the House and Senate Committees on Interior and Insular Affairs. With various projects competing for the limited available funds, the department requested additional time to set priorities for park projects. At the direction of the secretary of the interior, Hartzog opposed passage of the Cowpens legislation. Ironically, Hartzog was a South Carolina native and had attended Wofford College in Spartanburg. [28]

Gettys, Manning, Chairman P. Bradley Morrah, Jr., of the South Carolina American Revolution Bicentennial Commission, and other Cowpens supporters appeared before the

House Committee on Interior and Insular Affairs in November 1971 to provide information and testify in favor of HR 2160. Despite the Department of the Interior's objection, the December 1971 committee report recommended passage of HR 2160 as part of an omnibus bill, HR 10086, that dealt with appropriation ceilings and boundary changes for multiple national parks. In justifying immediate passage for the proposal, the report pointed out the years of NPS planning invested in the project. [29] The report further suggested that "the only real question involves the establishment of [funding] priorities a function which rests with the Congress and not the Executive Branch." [30] The omnibus bill passed the House in January 1972. [31]



Figure 10: A circa 1960 view of Cowpens NBS showing the residences and agricultural fields that surrounded the site prior to its development as a full-scale national battlefield

In February 1972 a hearing on HR 10086 was held before the Senate Committee on Interior and Insular Affairs. In addition to concerns detailed in previous hearings, some final reservations were expressed by the committee with regard to the displacement of two elderly residents with long-time ties to the land that would become part of the national battlefield. However, Director Hartzog easily dispelled any fear by noting that, sadly, one was near death, and the other was willing to sell. A favorable committee report was then sent to and approved by the full Senate. Finally, President Richard Nixon signed HR 10086 into law on April 11, 1972. Cowpens became a national battlefield rather than a national battlefield site. The legislation authorized over five million dollars for acquisition of approximately 845 additional acres and park development. Cowpens could at last join Kings Mountain, Guilford Courthouse, and Yorktown as full-scale NPS battlefields commemorating the South's major Revolutionary War battles. [32]

Nearly a century had passed between the initial federal commemorative effort to construct the Morgan Monument in 1880 and the authorization of the national battlefield in 1972. Many factors helped delay the end result. In 1880 congressional funds provided to commemorate the battle were used to build a monument in Spartanburg, delaying interest in preserving the actual battlefield. Following World War I, patriotic enthusiasm for establishing military parks was so intense that Congress was overwhelmed by proposals. Cowpens lost out to stiff

competition for limited funds. Later, when Congress authorized the War Department to establish a military park, it classified Cowpens as a low priority, mandating the acquisition of land through donation. Although another surge in park expansions took place after World War II, Cowpens lacked inherent landscape features to steal attention from other potential military park sites where such features existed. It took years of lobbying by local NSDAR chapters, community leaders, state politicians, and professional experts to produce the final national battlefield legislation. Lacking any substantial opposition, with mounting interest in bicentennial commemorations, park supporters finally achieved success by manipulating influential political contacts. As this long process came to a close, the Park Service accepted responsibility for developing the new national battlefield into a park worthy of the significance of the Battle of Cowpens.

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Chapter Four:

DEVELOPMENT OF COWPENS AS A NATIONAL BATTLEFIELD

Planning for Development Activities

In 1972 congressional legislation authorized Cowpens as a national battlefield of approximately 845 acres and appropriated funds for land acquisition and development. The National Park Service thus began the lengthy process necessary to devise suitable plans to govern the project's evolution. In the meantime, South Carolina's congressional delegation pushed through legislation increasing the development appropriations for Cowpens from \$3.2 million to \$5.1 million. By the late 1970s, the NPS was ready to begin work under the supervision of Kings Mountain Superintendent Mike Loveless, following plans devised during the mid-1970s. [1]

Unlike many NPS battlefields that were developed as parks by private organizations or the War Department before World War II, Cowpens presented NPS planners with a relatively clean slate for development according to the agency's post-Mission 66 design policies. Under the leadership of Director Hartzog in 1964, the NPS divided its parks into three categories: natural areas, historical areas, and recreational areas. Administrative policies were published for each of the three categories. As revised in 1968, the administrative policies for historical areas like Cowpens spelled out various park design principles, including land management classifications, preservation of historic structures, unobtrusive visitor centers away from historic features, roads that follow the natural contours, and one-way tour roads around the historic area's core. [2]

NPS planners at the Denver Service Center (DSC) produced the plans for Cowpens. The DSC plans divided the battlefield lands into three areas based on the categories in the 1968 NPS guidelines. The Class VI category for historic and cultural area lands included approximately 150 acres at the battlefield core, while Class II for general outdoor recreation lands included ninety acres. The plans classified the remaining 580 acres as Class III for natural environment area lands. The DSC plans called for an entrance road with a parking lot, a visitor center separated from the battlefield core, a walking tour trail, a one-way automobile loop tour road, a picnic area, an environmental study area, a bridle path, restoration of the Robert Scruggs House, preservation of the Richard Scruggs House Ruin, and a battlefield landscape restored to its 1781 appearance. Although planners had initially called for an observation deck or tower at the visitor center, cost considerations forced the abandonment of that idea. Before these facilities could be developed, the NPS had to remove post-battle manmade improvements and relocate Highways 11 and 110. The DSC finalized these plans in 1975. [3]



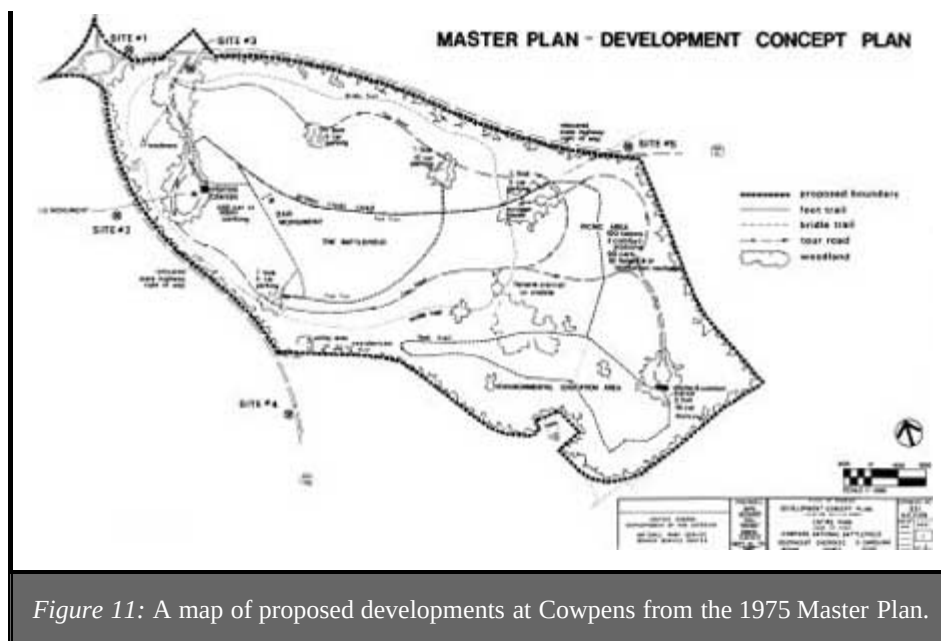


Figure 11: A map of proposed developments at Cowpens from the 1975 Master Plan.

Land Acquisition and Project Staffing

Even though the NPS planning delayed development at Cowpens, the land acquisition program proceeded. The Service ironed out the details of relocating residents from the area, including schedules, compensatory payments, relocation allowances, arrangements for relocating houses, and condemnation procedures. Stationed at Cowpens, Realty Specialist Henry Hilliard oversaw land acquisition until September 1974 when the Southeast Regional Office took over the process. By October 1979 all land within the authorized boundary except for two acres had been acquired by the NPS. Most residents cooperated with the NPS in the land acquisition and relocation process, although some did so grudgingly. [4] As one local stated, "What are you gonna [sic] do when the government says move?" [5] Two more serious controversies arose, however, with owners of tracts included within the authorized park boundary.

One dispute involved thirty-five acres owned by the Daniel Morgan Rural Community Water District. The district argued that the property was necessary for a future water tower. In addition, the Farmers Home Administration within the U.S. Department of Agriculture held bonds that had financed the construction of the water district's infrastructure. The district expressed concern that it would be unable to repay the bonds because of the revenue loss created by the park's displacement of customers. Facing lengthy condemnation procedures and a negative image in the community, NPS officials sought a compromise solution to the dispute. After a March 1976 meeting between Kings Mountain Superintendent Moomaw, a representative of the regional solicitor's office, and attorneys for the water district, a compromise solution began to take shape. As part of the deal, the district agreed to exchange its thirty-five acres for a small NPS tract appropriate for use as a water tower site. An August meeting determined the location of the property to be deeded to the water district. In February 1977 the property exchange took place with the district acquiring half an acre on the southern perimeter of the park near the relocated Highway 110. [6]

Another problematic land acquisition effort involved a two-acre tract belonging to New Pleasant Baptist Church. The congregation voted against selling the property on several occasions. Although the NPS had originally viewed the land as a necessary buffer for the Richard Scruggs House Ruin, Loveless decided that the property was not essential and designated it as an inholding in 1979. The church property, the water district tract, and the

highway rights-of-way remain the only non-NPS holdings within the authorized park boundary. [7]

With the Service ready to begin developing Cowpens, the first full-time staff members on site reported for duty in January 1978. Administrative offices were located in a house near the original NPS site. To head up the on-site staff, the NPS stationed Patricia Stanek at Cowpens as the unit manager reporting directly to Superintendent Loveless. Stanek held degrees in communications and psychology, and her early background was in the development of a school curriculum media and environmental education. Stanek had also served in the Southeast Regional Office as an environmental education specialist and interpretive planner. During the development process, she oversaw park operations and later served as the first superintendent of an independent Cowpens NB. [8]

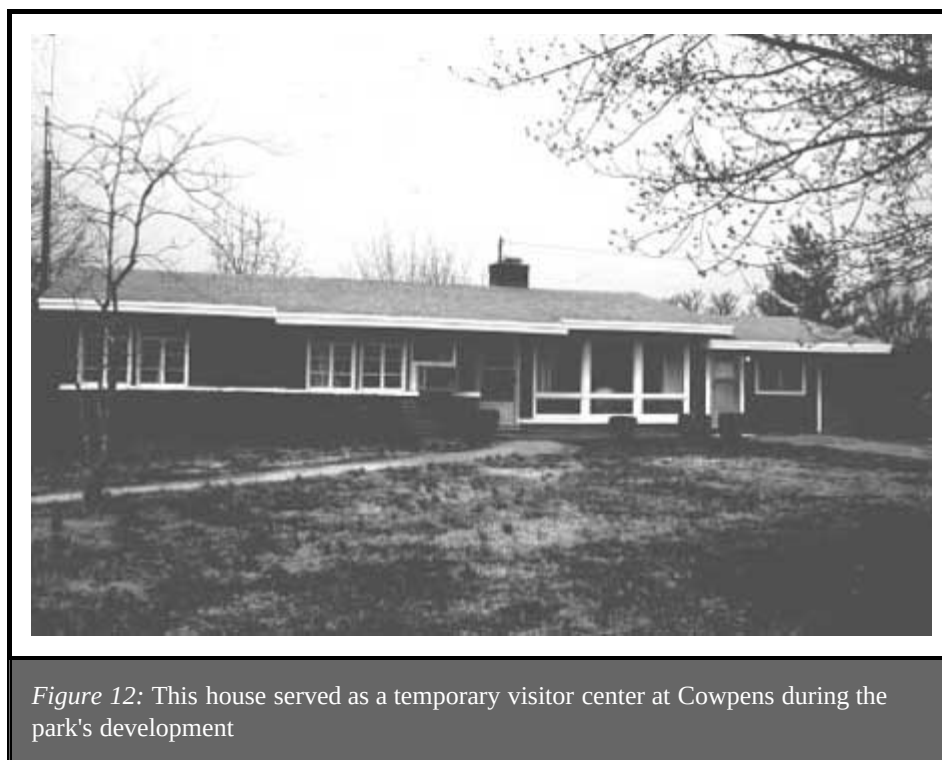


Figure 12: This house served as a temporary visitor center at Cowpens during the park's development

Physical Development of the National Battlefield

Between 1978 and 1981, the NPS developed the national battlefield at Cowpens in three phases. The first phase involved relocation of Highways 11 and 110, clearance of all intrusions from the battlefield, relocation of the U.S. Monument, construction of an entrance road and parking lot, and installation of an automobile tour road and a walking tour trail. The contract for this phase was awarded to Champion Landscaping and Excavating Company of nearby Kings Mountain, North Carolina. [9]

Between October 1978 and September 1979, the first development phase was gradually completed. After relocating Highways 11 and 110 around the park, Champion removed manmade intrusions on the battlefield, including the old highway beds, water mains, buildings, and other structural remains. Workers relocated three houses to the periphery of the battlefield for park use. Under subcontract to Champion, the firm of Trotino and Brown disassembled the U.S. Monument piece-by-piece and reassembled it at the site of the planned visitor center. The contractor constructed a parking lot at the visitor center site and an entrance road connecting the parking lot to the new Highway 11. Workers built and paved the one-mile interpretive walking trail through the battlefield core area. The trail included ten

wayside exhibits and seven audio units with recorded messages. In addition, Champion completed the interpretive loop road around the core area with overlooks and exhibits at the Robert Scruggs House and two areas of the battlefield. With the completion of the first phase, the NPS had removed the post-battle developments and established the layout of the new park. [10]



Figure 14: The U.S. Monument being disassembled in preparation for relocation to the new visitor center site



Figure 15: The groundbreaking ceremony for the visitor center, October 29, 1979. The woman with the shovel is Edith Fort Wolfe, a NSDAR supporter of Cowpens since the 1930s. To her left holding shovels are South Carolina Representatives Bryan Dun and Sam Manning and Congressmen James Mann and Ken Holland

The second development phase involved the construction of a visitor center to house the park's museum, visitor facilities, and administrative offices. Initial DSC plans were rejected by the regional director as too large, expensive, and wasteful of energy. The revised plans called for a smaller visitor center with a price tag of \$425,000 rather than the original \$950,000. The building was to include museum exhibit space, a meeting room for presentations, and administrative offices. The DSC designed the low profile building to blend in with the landscape and conserve energy. This design reflected both the NPS planning emphasis on unobtrusive visitor centers and the federal government's energy concerns in the wake of the 1970s energy crisis. With plans finalized, the NPS awarded the visitor center contract to the Spartanburg firm of Christman and Parsons Construction Company. The final cost of the visitor center was \$457,855, or less than half of the amount assessed for the original plan. [11]

The NPS held a groundbreaking ceremony for the new visitor center on October 29, 1979. The brief event attracted South Carolina politicians, including Manning and Congressmen William J. Bryan, Kenneth L. Holland, and James Mann. In addition, the list of participants included Edith Fort Wolfe, the local NSDAR member who had been lobbying for the Cowpens expansion since the 1930s. The NPS performed its final inspection of the completed visitor center on October 21, 1980, nearly a year after ground was broken. [12]

The third development phase at Cowpens involved the construction of picnic and maintenance areas. Located off the interpretive loop road, the new picnic area had one covered shelter. The NPS completed the maintenance building and surrounding parking lot on the periphery of the park near the relocated Highway 110. Last, workers placed the utility lines underground to remove the visually intrusive above-ground lines. By the beginning of 1981, the development program at Cowpens was essentially complete. [13]

The Youth Conservation Corps

As part of the Cowpens development process, the NPS undertook projects through the Youth Conservation Corps (YCC). Created by congressional legislation during the Nixon Administration in 1970, the YCC was a program that employed teenagers during the summer to work on outdoor projects at properties administered by the Departments of the Interior and Agriculture. Reminiscent of the Civilian Conservation Corps that contributed greatly to the development of national parks during the Great Depression, the YCC allowed various national parks, national forests, and national wildlife refuges to undertake physical improvements. [14]

During each summer from 1978 to 1980, around two dozen YCC enrollees worked at Cowpens. The participants were local teenagers hired to work on park projects for thirty hours a week. In addition, enrollees spent ten hours a week engaged in environmental education through classes and field trips. The park's YCC projects included removing fences, clearing peach orchards, filling wells, laying gravel, planting, cleaning dump areas, digging drainage ditches, and constructing nature trails. Park staff estimated that the cost of these projects would have doubled without the YCC program. [15]

Besides the economic benefits, Cowpens staff recognized the value of the YCC program as a public relations tool. The park recruited participants each spring through schools, churches, and libraries in nearby Cherokee and Spartanburg Counties. After seeing the battlefield's operations first hand, the enrollees usually became strong supporters of the park's mission as well as potential future seasonal staff. According to Stanek, the public relations impact of the YCC was "its greatest achievement over 24 per annum newly created ambassadors opening doors that previously had been shut." [16]

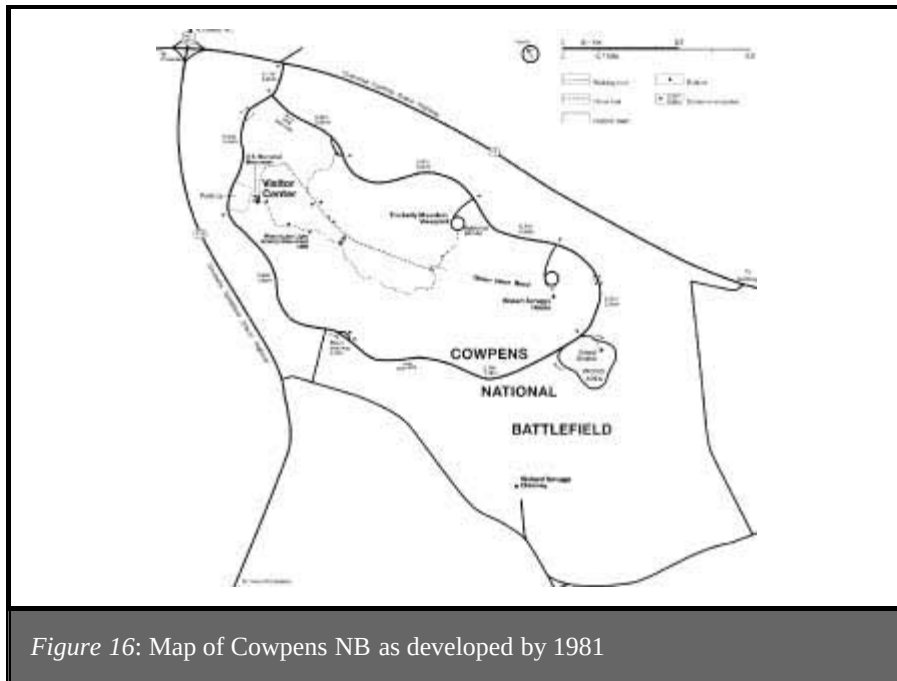


Figure 16: Map of Cowpens NB as developed by 1981

Plans for an Environmental Study Area and A Living History Farm

When the development of Cowpens was completed in 1981, the park still lacked two interpretive facilities originally called for by park planners in the 1970s: an environmental study area and a living history farm. Both of these planned areas resulted from new

directions in NPS interpretation during the 1960s. Across the land environmental issues had begun to receive significant attention, especially after passage of the National Environmental Policy Act in 1969, a landmark in federal legislation. Within the NPS, policy leaders showed an increased interest in developing environmental study areas at parks to educate the public on the environment. Between 1968 and 1975, the Service took up the cause of environmental education by creating an office of environmental education at the Washington headquarters, developing environmental study areas at eighty parks, and initiating programs for schools, interpreter training, and urban outreach. The establishment of environmental study areas extended beyond the natural parks to include historical parks like battlefields. [17]

An environmental study area was envisioned as an important interpretive facility at Cowpens from the earliest planning stages. Furthermore, Stanek had an extensive background and interest in environmental education. DSC planners envisioned an environmental study site near the park's picnic area. This facility was to include a parking lot, a shelter, restrooms, and trails through the surrounding wooded areas. School groups were to be the primary users of the site, and the main interpretive focus was to be the natural environment of the South Carolina backcountry at the time of the battle. [18]

In the end, however, the environmental study area failed to materialize. The primary obstacle was funding; the park could not afford the facility and the accompanying interpretive staff to support it. In addition, environmental education within the NPS lost momentum. The notion of historical parks educating the public on environmental issues had always been controversial. By the early 1980s, NPS Director Russell E. Dickenson was steering interpretive programs away from environmental education, especially at the historical parks. In the end, the interpretive programs and visitor facilities at Cowpens focused on the 1781 battle, colonial life in the backcountry, and general recreation. [19]

The second planned interpretive facility that failed to develop was a living history farm. Like environmental education, living history first became popular during the mid-1960s under Director Hartzog. In addition to military weapon demonstrations and encampments, NPS living history programs involved operating farms. By 1968 over forty parks included living history components in their interpretive programs. Within this context the 1970 master plan and the 1973 interpretive prospectus recommended a living history farm to emphasize the fact that the site was a "cowpens" at the time of the battle. Unfortunately, cost considerations forced the DSC to drop the farm concept from its development plans in 1975. Likewise, the bridle path and the horse rental concession appeared in both planning documents but were not developed due to limited congressional appropriations. Nevertheless, living history programs involving military demonstrations have been a constant part of the park's interpretive program. [20]

National Battlefield Dedication and Independence from Kings Mountain

The new park facilities at Cowpens were dedicated during the two hundredth anniversary of the battle on Saturday, January 17, 1981. NPS Director Russell E. Dickenson attended the formal dedication ceremony. Nearly a decade after Congress authorized the national battlefield, the NPS had developed Cowpens into a full-scale unit of the national park system. Recognizing this fact, as of March 22 the regional director removed Cowpens from the administration of Kings Mountain and placed Stanek in the superintendent's position. With development of the battlefield completed, the NPS focused on managing the park's resources and interpreting the story of Cowpens to the public. [21]





Figure 17: The stage during the dedication ceremony for Cowpens NB, January 17, 1981. Among the many political dignitaries are NPS Director Russell Dickinson, fourth from the left, and Kings Mountain Superintendent Andrew M. Loveless, in uniform

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Chapter Five:

ADMINISTRATION AND DEVELOPMENT AT COWPENS

Administration

Independence from Kings Mountain presented Pat Stanek a full range of issues with which to contend: administration, financial management, staffing, visitor services, interpretation, community relations, resources management, and park protection. To carry out these responsibilities, Stanek supervised a permanent staff that usually consisted of an administrative officer, a clerk, several rangers, and two or three maintenance workers. This staff was supplemented by seasonal employees and the YCC program, which continued in 1982 after skipping a year due to lack of funding. In managing park operations, Stanek oversaw park-level implementation of different NPS initiatives. The oil crisis of the 1970s and subsequent programs of the Carter Administration sparked an NPS energy conservation program during the late 1970s and early 1980s. At Cowpens this resulted in reduced park vehicle use, increased recycling, and energy efficiency improvements to existing facilities. Another NPS initiative involved programs to provide equal employment opportunities for minorities. At Cowpens the initiative resulted in outreach efforts aimed at African-Americans. In 1984 Stanek created the park's first equal opportunity program complete with an affirmative action plan, a policy statement, and a staff committee to oversee the process. The most immediate result of this program was a racially balanced YCC team in 1984. [\[1\]](#)

By the mid-1980s, Stanek was faced with serious financial constraints as the park's base funding proved inadequate to meet basic operation needs. The 1984 fiscal budget forced the park to institute further energy conservation measures, give up two park vehicles, leave a vacated clerical position unfilled, and hire only one seasonal employee. The presence of eight YCC enrollees during the summer eased the staffing situation as the enrollees performed landscaping, maintenance, clerical, and visitor survey tasks. Although the administrative staff was limited in 1984 with the unfilled clerical position, the park was able to begin computerizing much of its administrative paperwork with the purchase of its first computer. [\[2\]](#)

After Stanek transferred to the Southeast Regional Office in September 1984, William T. Springer was appointed superintendent. An NPS employee since 1977, Springer had been educated in resources management. His previous assignments were as a planner in the Denver Service Center, environmental coordinator in the Southeast Regional Office, and chief ranger at Cape Lookout National Seashore in North Carolina. At Cowpens, Springer's immediate concerns included preparing and updating park management documents, dealing with the tight budgetary situation, and reviewing the park's organization and operation. [\[3\]](#)

Surprised by the lack of "necessary basic guidance documents" as mandated by the NPS operations manual, Springer immediately assigned his staff to write the required documents.

Between 1984 and 1985, the park produced a statement for management, a resources management plan, a land protection plan, a documented safety management and loss control program, and purchasing guidelines. The park's statement for management identified several key management issues, including landscape restoration, resources management, and a needed updating of the 1975 master plan that had guided the park's development. [4] Specifically, the statement for management recommended that the living history farm, bridle path, and environmental study area envisioned in the original master plan be "reevaluated in light of present-day fiscal realities." [5]

Even with the earlier cutbacks under Stanek, Springer's budget for fiscal year 1985 devoted ninety percent of operating funds to permanent staff costs, leaving little or no funding for expenses such as seasonal employees, staff training, and park supplies. [6] In making his case to the regional office for an increase in the park's base funding, Springer warned that "the bottom line is that we are in a desperate situation." [7]

With no budgetary relief in sight, Springer proposed a major change in the park's administration clustering Cowpens with Ninety Six National Historic Site, which was nearby. Like Cowpens, Ninety Six was a smaller park unit associated with the American Revolution. The park was the site of a fort during the French and Indian War, a village during the 1760s, and three Revolutionary War battles. The South Carolina General Assembly had created the Star Fort Historical Commission in 1963 to establish a park at Ninety Six, and the site had come under NPS management in 1976. Ninety Six was slightly larger than Cowpens in authorized acreage 989 acres and 847 acres respectively. On the other hand, Cowpens usually attracted more visitors than the more isolated Ninety Six. [8]

When Ninety Six Superintendent Robert S. Armstrong transferred to the Southeast Regional Office in February 1985, Springer was appointed acting superintendent in addition to his position as superintendent at Cowpens. Under this new arrangement, both parks shared an administrative staff consisting of a superintendent and an administrative officer, but all other staff positions were assigned strictly to one park or the other. The superintendent and administrative officer were stationed at Cowpens. Although the two parks were ninety miles apart, the new arrangement proved feasible since most staff positions were not shared. In addition to savings in administrative costs, the clustering of the two parks provided Springer and future superintendents with increased resources and influence with the Southeast Regional Office. [9]

During Springer's administration, the issue of entrance fees arose. A new NPS policy in 1985 required parks to start charging fees for the use of recreational facilities by groups. At Cowpens, this new policy affected only the park's picnic area. Two years later, however, the Southeast Regional Office directed some twenty Southeast Region parks, including Cowpens, to charge all park visitors an entrance fee. Effective from May through October, the fee proceeds were earmarked to fund park projects. Cowpens was thus temporarily forced to suspend its charge for the interpretive audiovisual program *Daybreak at the Cowpens*. The new policy presented a problem because the park produced the film in cooperation with businessman Arthur Magill who had an agreement with the Eastern National Parks and Monument Association to share proceeds. Springer also believed that entrance fee proceeds would be too little to justify disgruntling some visitors. In 1988 entrance fees were charged for a second and final season. Thereafter, the regional office, probably in response to concerned superintendents like Springer, removed Cowpens and other small parks from the entrance fee program. The park then resumed charging for its audiovisual program. [10]

In July 1987 Springer transferred to the regional office and was replaced by Armstrong. An NPS employee since 1972, Armstrong had worked as chief of interpretation and resources management at the Castillo de San Marcos National Monument in Florida, northern district

ranger for the Natchez Trace Parkway, first superintendent of Ninety Six, and a regional office staff member. Armstrong continued the management direction of previous superintendents. Like Springer, he served as superintendent of both parks. In addition to the shared administrative staff, Cowpens had two park rangers, two maintenance workers, and four seasonal positions; Ninety Six had a historian, a park ranger, two maintenance workers, and five seasonal positions. In 1991 Armstrong oversaw the revision of several park management documents, including the statement for management, the land protection plan, and the resources management plan. He continued the park's equal employment opportunity program with recruitment efforts at local colleges. Armstrong was able to recruit an African-American Limestone College student as a seasonal employee in 1991 thanks to help from a history professor at the college. The position was terminated due to lack of funds several years later. The YCC program also continued sporadically; for example, half a dozen enrollees worked at the park during the summer of 1993. [[11](#)]

In 1993 Armstrong was replaced as superintendent by Sibbald Smith, who had served as superintendent of Ocmulgee National Monument in Georgia and Canaveral National Seashore in Florida. Although Smith's superintendency was cut short by his retirement in April 1994, he still managed to alter the cluster arrangement between Cowpens and Ninety Six. Smith stationed his office at Ninety Six, while the administrative officer continued to be stationed at Cowpens. More importantly, he reorganized the staff so that the two parks shared a historian, the first nonadministrative staff position to be divided between the two parks. Smith was replaced by Farrell Saunders, who had previously served as superintendent of the clustered Russell Cave National Monument and Little River Canyon National Preserve. Although Saunders restationed his office back at Cowpens, he continued Smith's expansion of the shared staff by splitting a law enforcement ranger and an interpretive ranger between the two parks. Having served as superintendent since 1994, Saunders has been able to provide stability after several relatively short-term park administrations and associated reorganizations. [[12](#)]

The 1990s continued to present Cowpens with the major dilemma of the 1980s—limited funding and staff to deal with rising visitation levels. Total visitation for the park increased from 125,000 in 1990 to 179,000 in 1998; however, the park's budget and staffing stagnated and, in some cases, even decreased during that time period. The budgetary situation was affected by the park's status as a small park competing for base funding each year against large parks within the Southeast Region. However, in 1998 the park's base budget was increased by \$75,000. With this funding it increased seasonal hires and added a full-time employee. Staffing changes also occurred in the late 1990s when all split positions between Cowpens and Ninety Six were returned to the individual parks. Only the superintendent and administrative positions are now shared. In 1997, the NPS began a park-by-park strategic planning process mandated by the Government Performance and Results Act (GPRA). Working with park and regional staffs, Saunders and Chief Ranger Patricia Ruff developed a GPRA plan for Cowpens that included five-year goals. Among the plan's priorities were battlefield landscape restoration, resources management, interpretation, and safety. Using public service workers from county and federal probation programs, the park was able to boost its manpower for maintenance projects during the late 1990s. [[13](#)]

Park Development Activities

Because Cowpens is a young park, only minor development activities have occurred since the completion of its facilities. Park staff, YCC help, and local Boy Scout troops have provided the main source of labor. In 1984 a joint sealant was applied and a drain field was installed at the visitor center to fix a leaking foundation. The picnic shelter received a new roof in 1991. Two years later, a bridge on the environmental trail was replaced with a new structure using

steel instead of telephone poles. Improvements to the maintenance area in 1995 involved removal of two underground storage tanks, installation of above-ground storage tanks, and paving of the parking area. In addition, the administrative office at one of the park's houses received more parking spaces. [14]

Between 1997 and 1999, the park undertook several major upgrades to visitor facilities. Allsteel Products Company completed rehabilitation work on the park's asphalt walking trails, including removal of existing asphalt, rebuilding of shoulders, and placing of aggregate base and asphalt. The comfort stations at the visitor center and the picnic area were rehabilitated by Sossamon Construction Company in 1998 with new automated fixtures installed. In addition, the visitor center itself was improved with a new roof, gutters, and downspouts; new carpeting; and repainting. Last, wheelchair access ramps were installed at the park in compliance with the Americans with Disabilities Act. [15]

Not all pre-park structures were removed during the development of Cowpens. Three modern ranch houses on the road along the southern park boundary were retained. To supplement its income, the park rented these houses to locals under rental rates and procedures established by the federal government for its properties. By the mid-1990s, however, these rates proved too high for the local housing market. With the houses sitting vacant for lack of tenants, the park utilized them for other purposes. In 1995 one house became the new administrative office for the superintendent and administrative staff of Cowpens and Ninety Six. To acquire more space, this office was relocated to another of the three houses in 1999. A second house became a guest residence for visiting researchers and others. One house continues to sit vacant. [16]

With regard to land ownership at Cowpens, as with facility development, little has changed since the park's creation. In 1984 Superintendent Stanek provided a few acres of park property to the South Carolina State Highway Department in return for turn lanes on Highway 11 at the park entrance. Superintendent Springer's 1985 land protection plan outlined the overall management situation. The federal government owned 788.71 acres within the authorized park boundary with the remaining 52.85 acres consisting of the state-owned highway rights-of-way and inholdings belonging to the New Pleasant Baptist Church and the Daniel Morgan Rural Community Water District. Anticipating no negative developments with the inholdings or adjacent properties, the plan recommended no further land acquisition efforts. On the contrary, it even recommended selling 2.95 acres of federal property located outside the authorized boundary, representing remnant tracts acquired during park development. By the time the land protection plan was revised in 1987, however, this situation had changed. Superintendent Armstrong feared the encroachment of developments in areas surrounding the park, especially given Cherokee County's lack of zoning. The upgrading of utilities in the community raised the possibility of industrial growth. Furthermore, the surrounding area was becoming more residential, especially with the proliferation of mobile homes. The park had already planted pine trees to screen two mobile homes on Highway 110. Given these trends, the revised plan and subsequent updates recommended that the NPS maintain possession of the tracts outside of the park boundary. An additional 2.19 acres was acquired from the South Carolina Department of Transportation by Superintendent Saunders in 2000. This property was needed for a trailhead by the Overmountain Victory Trail Committee, a local organization developing a multi-use trail from Cowpens to Kings Mountain. The property will also be used as a parking area to replace the existing one outside the park's entrance gate, which has been declared unsafe by regional engineers. [17]

Community Relations

A key responsibility of the staff at Cowpens has been maintaining a positive relationship with the surrounding community and the public in general. A coordinated public relations strategy was especially critical during the first years of the battlefield's operation. As Superintendent Stanek explained in 1982, "We are in the process of going through 'the new kid on the block' stage. A great deal of time is spent in explaining 'who we are' and 'why we do as we do.' It is a somewhat sensitive period." [18] Cowpens has undertaken a number of proactive efforts over the years to maintain positive public relations. For example, in 1987 the park provided annual passes to local residents who frequently visited the battlefield. The park has also been active in local organizations. Chief Ranger Ruff served on the board of the local council of the Spartanburg Area Chamber of Commerce during the late 1990s. There have been occasions when the park has suffered public relations setbacks due to factors beyond its control. In both 1990 and 1996, the park was closed for brief periods of time during government shutdowns caused by congressional budget battles; most people did not blame the park, however. [19]



Figure 18: Park staff photograph, 1991. Women from left: Michelle Lester, Linda Parks, Rhonda Gossett, Pat Ruff, Virginia Fowler. Men from left: Bill Kianas, Superintendent Bob Armstrong, Billy Greenway, Marvin Shards, and Fred Seelow

One of the most important public relations issues at Cowpens has been the park's rapport with the Daniel Morgan Rural Community Water District concerning the district's half-acre lot within the park's boundary. When the water district presented plans to construct an elevated water tank on the property in 1987, the park cautioned that such a structure could be an intrusive development. The district eventually built the tank at another site closer to Chesnee. With that in mind, Superintendent Armstrong unsuccessfully sought to purchase the half-acre lot from the water district in 1991. Relations between the park and the district were strained during the mid-1990s when the water district announced its intentions to use its lot within the park as an office site. Alarmed by the water district's plans to place a mobile home on the tract in 1994, park and district officials met to find a compromise solution. With the "bad feelings brought about through condemnation of property by the park in recent years," Superintendent Saunders believed that "working with this group would improve relations in the community." [20] The final agreement granted the water district space in the park's administrative office in exchange for providing water at no cost for park operations and fire protection. The agreement has proved so successful that it has been continued. The water

district has also indicated its willingness to grant a scenic easement on its half-acre property to protect the park from visual intrusion by any elevated water tower or other construction. [21]

As another way to improve relations with surrounding communities, the park has sought to recruit local citizens as volunteers. Much of the volunteer work at Cowpens has been sponsored through the Volunteer in the Parks (VIP) program. Under the authorizing congressional act in 1969, the NPS can distribute funds to parks for volunteer-related expenses such as supplies, travel, and other incidental costs. Over the years, volunteers have assisted with various clerical, maintenance, and interpretive tasks, including living history programs. [22]

Volunteers that Cowpens has nurtured over the years include military reenactors. These volunteers have been essential to the park's effort to have living history military demonstrations for both the regular interpretive program as well as special events. The reenactors have included locals who regularly volunteered for small interpretive demonstrations such as musket firings or cannon firings. In accordance with NPS regulations, each of these volunteers has had to be certified in the safe use of black powder. The park has also seen participation by various reenactment groups from across the nation in special events, such as the annual battle anniversaries. Park staff coordinated these events with the reenactment groups and provided overnight housing at facilities like the Chesnee Community Center. In addition, the park has allowed area groups to use the site to practice for reenactments at other parks, including the Yorktown reenactment in 1981. Occasional conflicts have arisen over the years between the park and reenactment groups. For example, the Second Continental Light Dragoons, a group from Connecticut, refused to participate in future Cowpens special events after the 1985 battle anniversary celebration. The group was upset over NPS regulations forbidding reenactments that portray opposing forces in battle action. [23] NPS policy views such reenactments as "inconsistent with the memorial qualities of the battlefields." [24]

In 1983 local battlefield supporters led by Dr. J.N. Lipscomb received a charter from the state for the Cowpens Battlefield Association as a private group to assist with "the educational, historical and interpretive activities of the Cowpens National Battlefield." [25] The organization grew out of the Cowpens Celebration Committee, a group of volunteers that assisted with the annual battle anniversaries. The association's initial board of directors included Arthur Magill, Professor Bobby Moss of Limestone College, and Wilhelmina Dearybury. After sagging attendance at its monthly meetings, the association decided to switch to quarterly meetings in 1985. [26] After only two people attended the April meeting, Superintendent Springer voiced his "concern about the health of and interest in the Association." [27] After a couple of years of inactivity, Springer recommended that the association be disbanded in 1987. Although the association had provided significant support in the early years, Springer believed that the present lack of interest indicated that the park should work with supporters without a formal organization. In 1993 the association was reorganized, and the next year the organization was recreated as the Friends of Cowpens in an effort spearheaded by Chief Ranger Ruff. The park has suffered the deaths of key supporters over the past two decades, including Lipscomb in 1987 and Manning in 1999. However, Cowpens has continued to build community support through its VIP program, Friends of Cowpens, and other efforts. [28]

Indeed, after his tenure at Cowpens began, Superintendent Saunders set out to revitalize community interest in and support for the park by speaking to local groups about the importance of the Battle of Cowpens. From this time also, the park began to develop partnerships with local, county, and state organizations working to improve understanding of the Southern Campaign in the Revolutionary War, a theme many park superintendents

believe is under-appreciated by most Americans. For example, in 1995 the park became involved with the Carolinas Backcountry Alliance, a group of local, county, state, and federal parks and sites and other parties dedicated to promoting tourism and interest in the American Revolution in a geographic area running roughly from Camden, South Carolina, to Hillsborough, North Carolina. More recently, the park has worked with the "Cradle of Democracy" campaign, an effort developed in late 2000 by the Palmetto Conservation Foundation. In conjunction with South Carolina's Parks, Recreation and Tourism Department and all state sites relating to the American Revolution, the campaign is designed to combine resources and expertise to educate the public on the significance of the contributions of South Carolina in the Revolutionary War. By spring 2001, Cowpens was developing a memorandum of understanding with various parties interested in the effort. Finally, the park is participating in the development of the 225th Committee for the American Revolution. The committee, composed of NPS sites in the Southeast Region, along with the Southeast Regional and Northeast Regional Offices, has produced a brochure, "The American Revolution at a Glance"; a web site; a logo with motto honoring the 225th anniversary of the war; and many other projects. The park has helped insure that Cowpens is a featured site in all these efforts.

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Administrative History



Chapter Six:

VISITOR SERVICES AND INTERPRETATION AT COWPENS

Interpretation at Cowpens NBS before Expansion

During the early years at Cowpens NBS, visitors included passing motorists and various school groups. Although some visitors used the area for picnics or other recreational activities, after the Mission 66 improvements the National Park Service began discouraging such uses in an attempt to focus on the historical significance of the site. Wofford College students used the battleground to study battle tactics and to conduct metal detector searches for musket balls. In addition, staff from Kings Mountain manned the site for two annual events. The first event occurred each January 17 when the NSDAR held battle anniversary ceremonies that usually attracted between one and three hundred locals. During the 1950s and 1960s, an open house was held every May 4 to celebrate the anniversary of the federal legislation establishing the national battlefield site at Cowpens. Annual visitation estimates for the site grew from a few hundred during the 1940s to nearly two thousand by the late 1950s. Following Mission 66 improvements, the estimates increased dramatically and reached over forty thousand by the late 1960s. By contrast, Kings Mountain, a full-scale park, had annual visitation estimates ranging between three and four hundred thousand. [1]

Once at Cowpens, visitors received little interpretive assistance. Except for special occasions, the site was without staff or interpretive devices. Information about Cowpens could be obtained at Kings Mountain, but the only interpretation at Cowpens was the inscription on the U.S. Monument. In 1955 the NPS produced a free interpretive folder, but the site had no dispenser. Instead, folders were distributed at Kings Mountain or through the mail in response to requests. The mayors of nearby Chesnee and Cowpens handled many such requests. [2]

Mission 66 improvements at Cowpens provided the first significant attempt at on-site interpretation. The Mission 66 plan recognized that in the absence of "the rewarding benefits of personal service available at other historical parks, it is that much more necessary that interpretive devices effectively substitute." [3] Between 1958 and 1959, the NPS installed two Petersburg exhibit cases near the U.S. Monument overlooking the battlefield. The sealed cases housed texts, illustrations, maps, and diagrams related to the battle. Topics covered included the military situation in the southern colonies, biographical information on Morgan and Tarleton, descriptions of the Patriot and British troops involved, battle tactics, and the victory of the Patriots. [4] The exhibits avoided "any controversy of subject matter." [5] In addition, the NPS installed a Mohawk message repeater in one of the cases with an audio recording using a second person dialogue to encourage visitors to imagine themselves as Morgan watching the battle unfold. Despite frequent mechanical problems with the message repeater, the device was a valuable interpretive addition. The information for the exhibits and the audio message resulted from a 1958 research project by Kings Mountain Historian

Sherman W. Perry. The NPS provided the site with a free folder dispenser as well. While visitors still received information about Cowpens through interpretive programs at Kings Mountain, they could now get detailed interpretation at Cowpens itself. [6]



Figure 19: Visitors reading the Mission 66 interpretive displays at Cowpens NBS, December 1958

Interpretation during the Development of Cowpens NB

While the development program at Cowpens was underway, the park provided interpretation and visitor services with a temporary visitor center located in the administration building, a house adjacent to the original NPS tract. Opened to the public in 1978, this temporary facility provided visitors an audiovisual room for a fifteen-minute slide show and a twenty-eight-minute film *Private Yankee Doodle*, which focused on eighteenth-century military life. Museum exhibits utilized artwork, artifacts, a reproduction British cannon, and audio message repeaters. The artwork included portraits of Morgan and Tarleton painted by South Carolina artist Robert W. Wilson. In addition, the facility housed an outlet for the Eastern National Parks and Monuments Association (ENPMA), a private organization that donated a percentage of sales revenue to the NPS for park projects. ENPMA provided the film for the park. Its sales items included books and reproduction artifacts. [7]

As the development program progressed, Cowpens gradually completed interpretive facilities, although its temporary visitor center was still used. Both the walking tour trail and the automobile tour loop were opened to the public. [8] Kings Mountain Superintendent Benjamin Moomaw made occasional modifications to NPS guidelines, as when an exhibit-planning document called for the display of modern artwork in the new visitor center. According to Moomaw, "the local community is not quite ready for an abstract painting." [9] The final exhibit plan for the visitor center was completed in December 1979. It advised the display of eighteenth-century military artifacts and reproductions, paintings and portraits, reproductions of the Cowpens medals, and an audiovisual map presentation showing the troop movements during the battle. The Recreation and Park Administration Program at Clemson University compiled a 1980 interpretive prospectus for the Robert Scruggs House that called for the structure to be furnished and used to interpret colonial life in the

backcountry. To increase public interest in Cowpens, park staff sponsored special interpretive events. Summer programs included weekend concerts and a children's nature workshop that focused on environmental education. [10]



Figure 20: A program on snakes in front of the temporary visitor center, 1979

Interpretive Programs

Interpretive efforts at Cowpens have primarily involved visitor center orientation through exhibits and programs, staff-guided and self-guided battlefield tours, and special programs like living history demonstrations. The park gradually expanded the exhibits in the visitor center during the 1980s. The exhibits continued to consist of original and reproduction artwork and military artifacts, although the park possessed no artifacts directly linked to the Battle of Cowpens. The park expanded and upgraded ENPMA's sales area in 1984. Donations by ENPMA to the park funded various research activities, including a study of battle participants by Professor Bobby Moss from nearby Limestone College. Besides the battlefield tours and living history demonstrations, the park began a new program in 1981. Reenactors portrayed Morgan and Tarleton through first person interpretation. This program was offered off-site at events such as the South Carolina Peach Festival in Gaffney. [11]

A major addition to the park's interpretative program was *Daybreak at the Cowpens*, an audiovisual slide show for the visitor center. Completed in 1983, the show was the result of a cooperative endeavor between the park and businessman Arthur Magill of nearby Greenville, South Carolina. Magill financed the program, which was based on a poem of the same title he had written and published. In both the poem and slide show, a fictitious veteran of the battle tells his great-grandson about the event. Produced by Spectrum South, Inc., of Greenville, the program primarily presented slides of reenactment scenes. Working with ENPMA, the park negotiated a memorandum of understanding with Magill. The agreement allowed ENPMA to use *Daybreak at the Cowpens* at the visitor center and charge admission fees, which would be split between the association and Magill. The slide show was premiered at a hotel in Greenville and subsequently put into use at the visitor center. The interpretive potential of *Daybreak at the Cowpens* was further enhanced by the inclusion of a VHS tape, a soundtrack tape, and sets of slides from the program as sales items at the park around 1990. Magill funded an equipment upgrade for the presentation in 1994. [12]

During the summer of 1984, following the production of the main audiovisual program, park staff embarked on a major expansion of the interpretive program. Superintendent Stanek's expectation of this effort was "a big summer season at Cowpens with increased visitation." [13] The expanded program included two guided battlefield walking tours and one British three-pounder cannon demonstration each day. The weekend schedule added interpretation at the Scruggs House and evening programs at the picnic shelter. The evening programs featured films and speakers on topics as varied as eighteenth-century cooking, women in the Revolutionary War, landscape restoration at the battlefield, snakes, stars, and other national parks. Despite the park's efforts, the expanded interpretive program failed to attract more visitors. With limited community participation and the park's increasingly tight budget, Stanek decided to terminate the program, [14] noting that "the interpretation programs have been streamlined to get back to the basics and concentrate on the park's story in a more timely and cost effective manner." [15] Thereafter, park efforts to educate visitors through audiovisual programs stagnated because of the lack of visitor participation a lack due in part to the growing amount and variety of television programming available in visitors' homes. [16]



Figure 21: A living history demonstration by Park Ranger Bob Kirch, 1981

Despite these cutbacks, the park continued outreach efforts for local schools. During the 1980s, park rangers visited schools to discuss the battle and display some living history reproductions. For school groups that visited the battlefield, the park offered tours and followup efforts like Park Historian Karen G. Rehm's 1985 essay contest. However, as staffing and funding levels stagnated or decreased, the park became unable to offer guided tours to every school group. Realizing the need to rely on teachers to guide the students

around the battlefield, the park produced a teacher guide for use in preparing class visits to the park. The guide was prepared by Dr. Anita P. Davis of Converse College in Spartanburg and funded by ENPMA percentage donations. Completed in 1993, the guide included historical information on the Battle of Cowpens as well as exercises and games intended to help teach students about colonial life and the Revolutionary War. In addition to the teacher guide, Davis prepared a children's book on the American Revolution in the South as an ENPMA sales item. These efforts were further enhanced in 1993 with the purchase of eighteenth-century reproduction clothes sized to fit children and used in the park's interpretive program for schools. Other programs have highlighted certain topics. For example, four hundred school students attended Earth Day activities at the park in 1998. [17]

Following up on its school efforts, the park initiated a junior ranger program in 1994 thanks to a grant from Kraft Food, Lite and Lively. The program brought children to the battlefield for a couple of hours to work through four of seven activities in the park's junior ranger booklet. After these activities and picking up litter or recycling, each child pledged to protect resources and received a certificate and badge. Polaroids of participating children were included in a visitor center display about the junior ranger program. [18] Ruff stated that the staff "feel the Junior Ranger program is one of the most important activities we have attempted for children." [19]

During the 1990s, the park has made numerous additions to its interpretive publications and programs. With the park situated on the fringe of the Greenville-Spartanburg metropolitan area, a region with a significant number of international manufacturing firms, staff had the park brochure translated into German in 1984 by a student from the University of South Carolina and again in 1992 by Wilfred and Heinz Thiele. A volunteer prepared a Japanese translation of the park brochure in 1998. In 1996, the park prepared a bird checklist and a tree booklet, the latter being particularly useful to visitors seeking fall colors in October. Special programs were sponsored by the park, like a living history show with Howard Burnham of Great Britain portraying Cornwallis in 1993. [20]

The park also stepped up its efforts to interpret early nineteenth-century life at the Scruggs House. Living history programs were offered at the house on spring and summer weekends in 1993. Staff and volunteers in period costume demonstrated eighteenth-century cooking techniques and other processes. Since the Scruggs House was not staffed except during the living history programs, the park took steps to allow unmanned interpretation for visitors at the structure. In 1993, metal security gates were placed at the house's doorways to allow visitors to view the furnishings inside. Postcards of the house were included as ENPMA sales items, and a brochure on the house was produced in 1996. [21]

Changing visitation patterns sparked new interpretive programs at Cowpens. One such pattern was that the average visitor was spending less time at the battlefield. Over the 1990s, park visitation increased by half and receipts for ENPMA sales items more than doubled, but admission fees for *Daybreak at the Cowpens* stagnated. Not only were fewer visitors viewing the audiovisual program, but fewer were walking the interpretive battlefield trail. Recognizing that many visitors were lacking the orientation provided by *Daybreak at the Cowpens* and the wayside exhibits on the battlefield trail, park staff developed an audio tape tour of the battlefield as a sales item meant to be used by visitors driving the automobile tour road. The script for the audio tape was written by Chief Ranger Ruff and included a version for the walking trail. Using ENPMA donations, the audio tape was produced by the Finley Holiday Film Corporation and made available for sale at the park by the end of 1996. [22]





Figure 22: Living history interpretation at the Scruggs House, 1995

Another interpretive initiative at Cowpens during the late 1990s was the incorporation of African-American history in the park's programs. The earliest such efforts were inspired by the creation of the park's first equal opportunity program in 1984. As part of that program in subsequent years, the park included an appropriate exhibit in the visitor center and sent information packets to local schools during Black History Month. However, these efforts generally focused on NPS sites that commemorate African-American heritage as opposed to specific information on blacks at Cowpens. [23] In 1993 the park began stocking postcards of William Ranney's 1845 painting of the cavalry fight after the battle that depicts an African-American servant saving Colonel William Washington's life (see *Figure 2*). At the time, the park viewed the painting as "the only interpretive medium that shows an African-American participating in this battle." [24] New research during the mid-1990s provided solid information for the interpretation of black participation in the Battle of Cowpens. Dr. Donald Williams of the University of Southern Mississippi discovered the names of over a dozen African-American battle participants in Revolutionary War pension records. The discoveries by Williams came unexpectedly from his research for the park's GIS database project. Between 1997 and 1999, the park followed up on this research with additions to its interpretive programs. New displays in the visitor center included a manikin of a black militiaman in the First Spartan Regiment and a painting of two African-American militiamen by Lisa Price with appropriate interpretive text panels. In addition, information on black participation in the battle was included in the park's interpretive talks at the battlefield. [25]

Technological developments like the internet have presented additional opportunities to the park's outreach efforts. In 1999, going beyond a standard NPS park web page, Cowpens developed an expanded web page with the assistance of volunteer John Robertson. A current internet project is a Revolutionary War database to be housed by the Amercian Battlefield Protection Program at NPS's Washington office and accessed via a web site. The database will include information on battle participants, military campaigns, and NPS sites related to the Revolutionary War. The planning stage of the project received a boost in 1997 with a donation of funds by the Magill family of Greenville. [26]

In addition to interpretation through visitor center exhibits and the battlefield itself, the park has sought to further educate the public on the Battle of Cowpens by upgrading its ENPMA

sales outlet. During the 1990s, staff worked to expand the number of items offered and the volume of sales. Between 1992 and 1996, the space used for the ENPMA displays was expanded with more shelving several times. This expansion allowed the park to offer more books as well as other items like VHS videos, audio tapes, and reproductions of period items. In 1996, the park worked with Overmountain Press to reprint *Battle of Cowpens: A Documented Narrative and Troop Movement Maps*, by retired NPS Historian Ed Bearss, as a sales item. This attention to the ENPMA outlet at Cowpens appeared to pay off as sales increased from \$20,003 in fiscal year 1990 to \$52,695 in fiscal year 1999. Besides providing educational materials for sale to visitors, the relationship with ENPMA allowed the park to receive partial funding for a staff position as well as percentage donations to fund special events and interpretive programs. [27]

Over the past two decades of NPS management at Cowpens, visitation patterns have evolved. Most importantly, there was a general increase in total visitation from 64,614 in 1981 to 179,108 in 1998. This large increase is consistent with the Service-wide trend of increasing visitation. Cowpens visitors can be separated into several groups: standard visitors, school groups, annual event attendees, special groups, and locals using the park's roads and trails for walking, running, bicycling, horseback riding, rollerblading, and skateboarding. As visitation increased during the 1990s, the park had to address certain problems, especially the competition between automobiles and other recreational users for right of way on roads and trails. One interesting group of occasional visitors has been the military. Throughout the 1980s and 1990s, visits to the park have been conducted by the U.S. Army out of Fort Jackson in South Carolina, the U.S. Marine Corps out of Camp Lejeune in North Carolina, local National Guard units, and other military groups. The primary purpose of these visits is to educate service personnel on the tactics used during the Battle of Cowpens. [28]



Figure 23: A bicycler using the park's roads, 1999

Annual Events

In addition to its interpretive programs, Cowpens has sponsored various annual events. The park continued hosting battle anniversary observances each January. Until the completion of park facilities in 1981, these events usually consisted of an afternoon program with a wreath-laying at the U.S. Monument, speeches, music, and eighteenth-century military demonstrations by living history reenactors. During the 1970s, similar activities were coordinated by the Cherokee County American Revolution Bicentennial Committee chaired by Dr. J.N. Lipscomb, a staunch park supporter. The bicentennial celebrations were sponsored by state and local officials, community leaders, and the NPS. As the first battle anniversary in the nation during the bicentennial year 1976, the Cowpens observance featured a parade and a reenactment of the battle before a crowd of eight thousand spectators. Between 1978 and 1980, the park held a historical seminar dinner on the evening prior to the battlefield anniversary ceremony. The speakers were noted historians like Hugh F. Rankin in 1979 and Thomas Fleming in 1980. In addition, the park invited Manning, Gettys, and other local supporters who had led the fight to enlarge the battlefield site. [\[29\]](#)

Marking the two hundredth anniversary of the battle and the formal dedication of the new park facilities, the 1981 anniversary observance at Cowpens was more elaborate than any previous one. The event was planned by the Cowpens Bicentennial Celebration Committee with Lipscomb and Wilhelmina Dearybury serving as co-chairpersons. On Saturday, January 17, the celebration began with a wreath-laying at the Morgan Monument in Spartanburg, a parade in the Town of Cowpens, and a ceremony at a local junior high school to cancel commemorative Cowpens U.S. Postal Service postcards. Twice on Saturday and once on Sunday, five hundred reenactors staged scenes at Cowpens to demonstrate the military tactics used during the battle. Noted historian Richard B. Morris spoke Saturday evening at a dinner in Spartanburg's Memorial Auditorium. During the celebration, the park gave its first Daniel Morgan Memorial Awards to three individuals for their contributions to Cowpens history, including Magill for the poem *Battle at the Cowpens*, University of South Carolina history professor Henry Lumpkin, and artist Wilson. Unlike earlier anniversary programs lasting only a few hours, the 1981 anniversary marked the beginning of weekend-long celebrations with numerous activities. [\[30\]](#)

In addition to the anniversary of the Battle of Cowpens, the park observed the anniversary of the patriot militiamen's march to the Battle of Kings Mountain. This event began in 1975 when a group of reenactors marched the route of the mountainmen from the mountains of Tennessee to Kings Mountain. Subsequently, the participants organized the Overmountain Victory Trail Association to coordinate future anniversary marches. In 1980 congressional legislation was signed into law designating the Overmountain Victory Trail as a national historic trail. The 220-mile tour route followed highways from Abingdon, Virginia, to Kings Mountain NMP and highlighted various points of interest. [\[31\]](#) Like the original militiamen in 1780, the reenactors camped at Cowpens for a night during their annual October marches along the Overmountain Victory Trail. Over the years, the two to three dozen reenactors have provided various interpretive opportunities for the local community and visitors at the battlefield, including living history demonstrations, school visits, and special exhibits. [\[32\]](#)





Figure 24: Spectators watching the two hundredth anniversary reenactment scenes at Cowpens, January 1981



Figure 25: Overmountain Victory Trail marchers at Cowpens, 1982



Figure 26: A musket demonstration at the 1990 battle anniversary celebration



Figure 27: A cannon demonstration at the 1999 Fourth of July celebration

After the 1981 battle anniversary celebration, the park continued to add new activities, such as a candlelight walking tour of the battlefield that quickly became a tradition in the early 1980s. A contingent of Washington Light Infantry members from Charleston placed a wreath at the unit's monument in 1987. In 1990 U.S. Army troops and equipment from Fort Bragg in North Carolina participated in the celebration to demonstrate the changes in military technology since 1781. A living history program with a park ranger and volunteer portraying Morgan and Tarleton was added in 1996. Total visitation to the anniversary observances varied. For example, attendance numbers fluctuated from five thousand in 1993 to thirteen thousand in 1994 to only fifteen hundred at a rain-hampered program in 1995. [33]

Anniversary celebrations remained the primary focus of the park, but they generated spin-off activities. For example, a competitive run known as the "Race for the Grasshopper" was

started with the 1986 anniversary. The name was inspired by the Patriot effort to seize the British cannon position at the end of the Battle of Cowpens. The Spartanburg YMCA sponsored this race along the automobile tour road. The annual event attracted between two and three hundred participants for both five-kilometer and ten-kilometer runs as well as a one-mile walk. By 1994 the "Race for the Grasshopper" was occurring on another weekend in January apart from the battle anniversary celebration. [34]

Another important program begun in the mid-1980s was a park effort to focus visitor attention on the Patriot and British armies that fought at Cowpens. First held during a weekend in May 1984, the "Rebels and Redcoats of Cowpens" included eighteenth-century living history military camps and weapon demonstrations along with a ceremony recognizing battle participants and their descendants. In addition, the park hosted sessions to provide visitors with genealogical research techniques and related information. Professor Bobby Moss, author of *The Patriots at the Cowpens*, presented a lecture. After a second program in 1985, the event was suspended due to low turnout. One reason for the failure of the "Rebels and Redcoats" program was declining interest in military reenactments sparked by a controversial change in NPS policy related to so-called "opposing line" battle recreations. In 1979 the Park Service had issued a directive banning such events. Various reasons inspired the directive, including a desire to preserve the memorial quality of national battlefields and to avoid resource damage. Safety was also a chief concern. The major Cowpens battle reenactment in 1981, re-classified as an "interpretive" or a "tactical" demonstration and orchestrated on NPS property not officially part of the battle site, allowed park managers to grandfather the event through bicentennial celebrations despite the policy change. Afterwards, however, such activities were strictly prevented. As a result, some re-enactor groups chose not to participate in NPS-sponsored recreated history demonstrations, including those at Cowpens. Less dramatic living history events did continue, however; for example, a military encampment was held at the park in May 1995. [35]

In 1993 another annual tradition began with the park's first Fourth of July celebration. Funded by the Spartanburg Convention and Visitors Bureau, local businesses, and Magill, the evening program included patriotic music, speeches, and a fireworks show. After the first event proved a success, the park decided to continue the Fourth of July celebration. Funded by the local community, the celebration's attendance grew from three thousand in 1993 to twenty thousand by the mid-1990s. [36]

Commemorating the USS *Cowpens*

In addition to interpreting the Battle of Cowpens, park staff developed a tangential theme focused upon U.S. Navy ships named after the battle. The first USS *Cowpens*, CVL-25, was an Independence class aircraft carrier commissioned in May 1943. During two years of service in World War II, the ship's crew earned twelve battle stars and a Navy unit citation. Nicknamed "The Mighty Moo," the aircraft carrier was decommissioned in January 1947. After four decades without a ship named after the battle, in March 1991 the Navy commissioned the second USS *Cowpens*, CG-63, a Ticonderoga class Aegis guided missile cruiser. [37]

As early as October 1976, the connection between the battlefield and the World War II carrier was recognized at Cowpens when the Greenville-Spartanburg Chapter of the Naval Reserves Association donated a photograph of the carrier for use at the developing park. [38] However, the park's interest in the USS *Cowpens* grew out of annual reunions of former crewmembers sponsored by the nearby town of Cowpens. While encouraging the use of the park's new picnic area for the 1982 reunion, Superintendent Stanek stated, "[W]e feel a close affinity to the USS *Cowpens* and look forward to meeting her men." [39] The June reunion included a picnic at the battlefield with nearly two hundred people in attendance. By the early

1990s, the annual event had grown into the Mighty Moo Festival, a weekend-long event complete with a parade, entertainment, sports, rides, craft shows, and other activities. Though the festival was based in the town, a Saturday picnic and reception were held at the battlefield with walking tours and temporary exhibits. During the 1990 festival, the U.S. Navy presented the park with a model of the second USS *Cowpens*, which was under construction at the time by the Bath Iron Works in Maine. The presentation ceremony included former crewmembers of the World War II carrier, future crewmembers of the Aegis cruiser, and South Carolina dignitaries like General William C. Westmoreland, the commander of American forces during the Vietnam War. In March 1991, six park staff members were present at the commissioning ceremony for the second USS *Cowpens* held in Charleston. During a cocktail party before the ceremony, the park delegation presented the cruiser's crew a bronze plaque with an inscription by Magill. [40]



Figure 28: Superintendent Armstrong presenting a bronze plaque during ceremonies to honor the USS *Cowpens*, March 1991

Beyond participating in USS *Cowpens* events, park staff developed a permanent exhibit on the two ships for the visitor center. The initial aim of the project was to build a database of men who had served on the two USS *Cowpens* ships. The 1990 donation of the model of the second USS *Cowpens* sparked the development of an interpretive display in the visitor center. In 1995 the park issued a contract for a model of the World War II carrier, but later rejected it due to inaccuracies by the contractor. The park issued a second contract in 1996 for a one-sixteenth scale model of the ship. Funded by donations from the former crewmembers, the model was on display in time for that year's reunion. Al Kalbfleisch of Connecticut created and donated a one-sixteenth scale model of the Aegis cruiser for display in the visitor center two years later. Using funds from the U.S. Navy's Legacy Resource Management Program, the park completed a more permanent display on the ships. It consisted of new display cases funded by ENPMA percentage donations from *Daybreak at the Cowpens* proceeds, a touch screen exhibit with videos produced by local television studios WSPA and WRET, a display with historic photographs and interpretive text panels, and a brochure on the ships. The touch screen exhibit provided access to the database of men who served on the two vessels. [41]

Navy ships are not within the park's core interpretive mission. Similarly, the park's

sponsorship of running marathons and Fourth of July celebrations might seem beyond its formal mandate. Yet, such commemorative activities have helped Cowpens officials to strengthen the relationship between the NPS and the local community even despite declining interest in history and competition for visitor leisure time from a growing variety of other attractions. At the very least, these events inspire local park visitors to return year after year, deepening their affection and helping to integrate the park into the life of the community.

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Chapter Seven:

RESOURCES MANAGEMENT AND PROTECTION AT COWPENS

Cultural Resources Management

The NPS has undertaken several inventory and planning efforts for cultural resources at Cowpens. In the 1970s, the Southeast Regional Office established an inventory of historic structures at the park through the List of Classified Structures (LCS) program. Park cultural resources on the LCS included the Robert Scruggs House, the Richard Scruggs House Ruin, the Green River Road, the U.S. Monument, and the Washington Light Infantry Monument. National Register of Historic Places documentation for Cowpens was prepared by the Southeast Regional Office in 1976 and approved by the National Register two years later. Contributing features included the Robert Scruggs House, the Green River Road, the U.S. Monument, and the Washington Light Infantry Monument. [1] A 1987 National Register of Historic Places amendment added the Richard Scruggs House Ruin as a contributing feature. The park prepared a resources management plan in 1984, finalized it the following year, and revised it in 1991. The University of Southern Mississippi began developing a geographical information system (GIS) in the mid-1990s as a management tool for the park's cultural and natural resources. The Southeast Regional Office supported this project as a GIS demonstration project for small parks in the region. [2]

Historic Structures

Of the eight historic residential structures identified during the planning process prior to the development of Cowpens, only two remained as part of the developed park: the Robert Scruggs House and the Richard Scruggs House Ruin. The Robert Scruggs House was a log cabin built around 1830 and later enlarged with frame additions. NPS Historian Edwin C. Bearss documented the history of the structure and its significance in a 1974 historic structure report. As part of the park's development, the Scruggs House was restored to its original appearance between 1979 and 1980 by Moretti Construction, Inc., of Charlotte, North Carolina. [3] A local Boy Scout troop helped re-chink the Scruggs House in 1984, and park staff later performed other periodic re-chinking. In 1985 rotted elements of the rear porch were replaced with nonhistoric fabric in order to stabilize the structure adequately. By the early 1990s, significant deterioration threatened the Scruggs House. A 1991 historic structure assessment report by the Center for Architectural Conservation at the Georgia Institute of Technology detailed various structural problems. Two years later, park staff and the Historic Architecture Division in the Southeast Regional Office undertook a stabilization project that included replacing the roof, re-chinking with perma-chinking instead of the previous clay, and repairing deteriorated logs. [4] In addition to the Robert Scruggs House, the NPS preserved the Richard Scruggs House Ruin, the remains of a stone chimney from a historic house that burned during the 1950s. Stabilization of the chimney occurred around 1979. A

local Boy Scout troop repaired the chimney's deteriorated mortar in 1984 and 1991, and the park filled in a well to the rear of the ruin in 1991. [5]



Figure 29: The Scruggs House before restoration, 1977



Figure 30: The Scruggs House during restoration, 1979

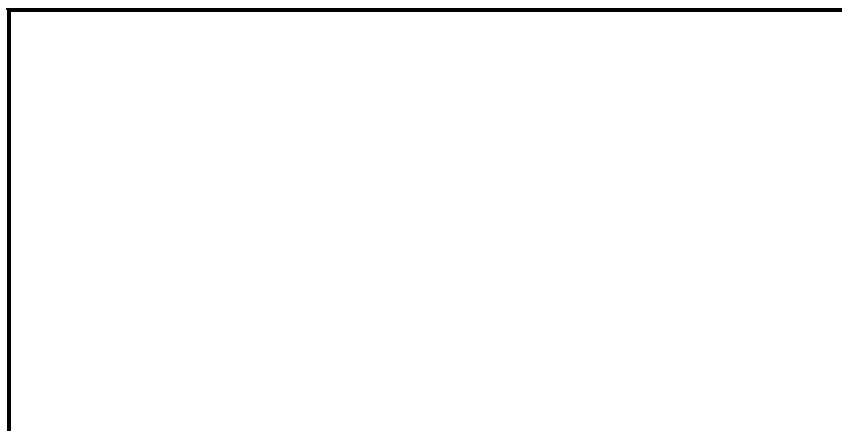




Figure 31: The Scruggs House after restoration, 1999



Figure 32: The Washington Light Infantry Monument in a deteriorated condition, 1975

Besides historic residences, the park manages two monuments. By the mid-1980s, the U.S. Monument had substantial leaching around the mortar joints, and its bronze plaques showed signs of oxidation. A 1986 cyclic maintenance funding request to address these problems was turned down. Lacking funds, the park cleaned the leaching stains with high-pressure water in 1985, 1987, and 1990. In addition, the plaques were cleaned and waxed. Staff from the Historic Architecture Division undertook limited mortar repairs in 1988, but the leaching continued. Using cyclic maintenance funds, the park contracted Masonry Stabilization Services Corporation to assess the condition of the U.S. Monument in 1992. The assessment report blamed the relocation of the monument, which had been cut into smaller pieces for the move, for creating the moisture problem that caused the leaching. Since the park lacked information on the monument's assembly and interior, the report recommended further research on the monument's construction before determining a final course of action. Two

years later, staff from Vicksburg National Military Park assisted Cowpens with cleaning the monument and repairing its deteriorated mortar. However, leaching remains a serious problem awaiting a solution. [6]

As part of the development of Cowpens, the NPS restored the Washington Light Infantry Monument in 1980. The restoration involved a plaster coat over the concrete octagonal base. [7] By the mid-1980s, the park noted deterioration in the plaster and concrete at the monument's base. Although no work was undertaken on the monument at the time, park staff repaired the surrounding iron fence. The 1992 condition assessment for the U.S. Monument included the Washington Light Infantry Monument; restoration work was completed the following year. [8]

Another park resource that has required sensitive management is the Byars-Ezell Cemetery, the burial site of prominent locals like Nathan Byars and James H. Ezell. Containing several headstones and numerous unmarked graves, the small cemetery was cited by Bearss in his 1974 historic grounds and resource study for its significance to the local community. [9] Management of the cemetery has mostly involved reducing overgrowth with periodic maintenance. Due to fears of vandalism, the park placed the loose Nathan Byars headstone in museum storage after consultation with the regional curator in 1987. Four years later, Superintendent Armstrong met with Byars-Ezell descendants to discuss cooperative efforts to improve the cemetery's condition. Armstrong agreed to work towards having the park secure the Nathan Byars headstone in the cemetery and discussed other possible improvements. With little progress made on the cemetery by the late 1990s, the park was once again asked by descendants to improve the appearance of the cemetery and allow the placement of a new grave marker at the Nathan Byars grave. Superintendent Saunders made improvement of the Byars-Ezell Cemetery part of the park's five-year GPRA planning process and requested a two-year project for the cemetery. The first year would include a study of the historic appearance of the site, while the second year would involve restoration work. Besides suggesting that a new grave marker would harm the historic appearance of the cemetery, Saunders recommended waiting until a study was conducted before placing the headstone of Nathan Byars back at his grave. [10]

The Cultural Landscape

Besides historic structures, the initial development program at Cowpens focused on the restoration of the battlefield landscape to its 1781 appearance. Due to tree-growth rates, planners in the 1970s predicted that it would take ninety years to accomplish that process. The historic grounds and resource study by Bearss provided guidance on the elements that the restored landscape should incorporate. However, the only significant progress made on the issue during the 1970s was the removal of post-battle manmade features from the battlefield core. [11]

Throughout the 1980s and 1990s, sporadic landscape restoration work included the removal of exotic plants and other historically inappropriate vegetation. As trees and undergrowth were removed, the park planted hardwood seedlings in accordance with the recommendations in the 1974 historic grounds and resource study. However, the park lacked the funding to do any major landscape restoration. By the 1990s, the NPS was systematically surveying its historic landscapes with the Cultural Landscape Inventory (CLI) program. The CLI for Cowpens is currently underway along with a cultural landscape report, which will provide detailed information and management recommendations. [12]

An agricultural leasing program was another park initiative begun at Cowpens in March 1995. Due to the time and expensive equipment required to maintain the battlefield core area,

the park began searching for alternatives. One such alternative was provided under the NPS's 1982 historic property leasing program. This program allowed Cowpens to lease around eighty acres at the battlefield to a local farmer for the production of hay. At first glance, the policy seems to contradict the basic notion of returning the park to its 1781 state, which was, after all, a grazing range. However, in the absence of cattle to control vegetation growth, and given the need to meet other park objectives, some active management of the landscape has been required. [13] For example, left to grow naturally, heavy underbrush interferes with visitor access and ease of interpretation. Among the issues that this policy raises are how to balance visitor expectations with park goals, how to meet park goals with funding limitations, and what landscape management methods are better or worse in light of these other issues. The current arrangement frees park maintenance staff from some mowing responsibilities and brings a few extra dollars for park projects. Because mechanical techniques used to control landscapes create their own problems, such as noise, spilled oil, and dust, the park may be funded in the future to use fire-management techniques to control underbrush and to reintroduce natural flora. [14]

Archeology

In addition to preserving above-ground cultural resources, Cowpens has undertaken a number of archeological investigations. For two main reasons these efforts have yielded only limited information on the battle. First, the brief event occurred in an open wooded area and left little in terms of physical remains. Second, the battlefield was heavily disturbed by post-battle developments, including farms, residences, and roads. [15]

Before the NPS began its archeological efforts at the battlefield, local farmers and souvenir hunters occasionally discovered minor artifacts like musket balls. For example, an ROTC class from nearby Wofford College combed the area with metal detectors in 1968, turning up five musket balls. Once the battlefield was acquired by the federal government, souvenir hunting was strictly forbidden. Park development activities sparked the first serious attempt by the NPS to deal with archeological issues at the battlefield. In compliance with national preservation laws regarding the use of federal property, much of this work coincided with the clearance of land for construction projects. For example, Southeast Archeological Center (SEAC) Archeologist John W. Walker undertook an investigation in 1974 of the sites for the proposed visitor center, parking lot, and entrance road. This effort resulted in no significant findings. [16]

The NPS also recognized the need for proactive investigations to uncover information for use in the park's interpretive programs. Both Bearss, in his 1974 historic grounds and resource study, and SEAC Chief Richard Faust, in a 1976 report, pointed out several archeological research topics. These included the "wolf pits" where British casualties were reportedly buried, Revolutionary War-era roads, the Richard Scruggs House Ruin, and the Byars-Ezell Cemetery. In 1979 Walker investigated the area around the chimney ruin of the Richard Scruggs House in order to ensure that proposed stabilization efforts would not harm archeological resources. In addition to concluding that the stabilization posed no harm, he recommended extensive test pit excavations at the house site. [17]

The archeological research issue that has been the primary focus at Cowpens is the location of the wolf pits, holes dug by Carolinian farmers to trap predators that were reportedly used as mass graves for American and British military casualties after the battle. [18] In his 1974 historic grounds and resource study, Bearss pointed out that an 1898 plat (an original U.S. Government-issued deed) included the location of the pits, but he was unable to locate the plat. Bearss recommended that further research be undertaken to discover the wolf pits for interpretive purposes. Although the tactics and events surrounding the battle are well

understood, discovery of the graves would allow a more precise explanation of the battle and its participants and might possibly yield artifacts of significance to the park's interpretive program. British military historians would also benefit from an accounting of the fate of British troops lost during the battle. In 1987, with funding from ENPMA, the park used aerial photography in an attempt to locate the pits, but this effort proved unsuccessful. A major concern of Superintendent Saunders, efforts to locate the wolf pits intensified between 1995 and 1996. Donald Williams of the University of Southern Mississippi researched the pits and conducted metal detector surveys while compiling a geographic information system database for the park, but again, no new information was revealed. In late 1996, Jim Doolittle of the U.S. Department of Agriculture conducted ground penetrating radar testing in another inconclusive effort to locate the wolf pits. [19]



Figure 33: A pit excavation during 1990s archeological work at Cowpens

Collections Management

As evidenced by park interest in repeated failed efforts to find the wolf pits, physical remains tied to the Battle of Cowpens are scarce. The battle was fought without the creation of significant earthworks and was of short duration. Years of intense farming around the battle site before it became a national park have left little in the way of recoverable artifacts. Most items on display in the Cowpens visitor center are reproductions or period pieces related to the American Revolution, but not to the actual battle. Similarly, Scruggs House furnishings are reproductions or period pieces related to early nineteenth-century farm life. Even the portraits of battle commanders are reproductions of historical paintings obtained by other institutions long before the creation of the park.

The small curatorial collection at Cowpens was largely acquired to accompany the opening of the visitor center in 1981. The collection contains items such as musket balls, horseshoes, finials (flag pole ornaments), canteens, swords, and firearms. Typical items on display include a complete set of eighteenth-century American infantryman accoutrements and a British-made tin canteen acquired from the Harpers Ferry Center in August 1981. [20] Most

of the park's archeological artifacts are stored at the Southeast Archeological Center; the rest of the museum objects are displayed or stored on site. A few items were collected from various archeological and natural resource surveys completed since the visitor center was commissioned and the most recent exhibits were designed in 1984, but these are not available for public viewing because of limited space and a lack of funds for new displays. Consequently, the park has occasionally sought ENPMA proceeds to fund new exhibits.

As suggested above, Cowpens has not had reason to focus upon collections oversight. Nevertheless, it still uses an original Scope of Collections Statement (1984), the baseline managerial plan that defines the scope of present and future museum collections and the relationship that objects must have to the site before they can be accessioned. The document provides basic guidance but needs updating to reflect revised legal mandates. The park also lacks a comprehensive collections management plan to guide day-to-day acquisitions and dispositions decision-making. However, in June 2000, a site visit was conducted by regional museum management staff to begin development of such a plan. [21]

One of the pitfalls in managing the park's museum collection, including its archival materials, is illustrated by a dispute in early 2001. The issue concerned the park's right to use the main painting commissioned for the visitor center, Charles McBarron's *The Battle of Cowpens*. After years of display and use of the painting on postcards and for other tasks, the park placed an image of the painting on its website and was promptly challenged by heirs to the artist's estate for copyright infringement. The McBarron painting was commissioned by the Harpers Ferry Center while Cowpens was administered under the jurisdiction of Kings Mountain, but neither of these organizations nor the park itself could produce original ownership documents for the painting. Apparently, these documents were purged by Harpers Ferry in accordance with National Records and Archives Administration disposition rules (as set forth in NPS-19, Appendix B). Under advice from the southeast regional solicitor's office, Cowpens then ceased use of the image until the issue was resolved. Eventually, Harpers Ferry did turn over sufficient documentation to establish clear NPS rights to the painting. As a result, Cowpens resumed use of the image, which is included on the cover of this report. Guidelines outlined in the forthcoming collections management plan should help park managers avoid similar future incidents. [22]

Natural Resources Management

Many of the natural resources management efforts at Cowpens have been focused on restoring the battlefield landscape to its 1781 appearance, with particular emphasis on the eradication of exotic plants, primarily Japanese honeysuckle and kudzu. During the early 1980s, the park's YCC enrollees removed various exotic species. In 1982 Uplands Field Research Laboratory of Gatlinburg, Tennessee, conducted a survey of exotic plants within the park and recommended several eradication options. In the years following the report, the park utilized local Boy Scout troops for exotic plant removal as part of merit badge projects. A 1994 project included spraying to control the growth of exotics. [23]

Besides exotics, the park occasionally removed dead or historically inappropriate trees. In the early 1980s, the park permitted locals to remove hay in areas on the periphery of the battlefield. During the mid-1980s, a peach orchard was cleared as were several dead trees, including numerous pine trees. The removal of these trees allowed for improved sunlight and moisture in wooded areas, which improved the health of the remaining trees. A mid-1990s pine bark beetle infestation resulted in numerous dead pine trees in the park. A January 1996 ice storm killed additional pines. Later that year, Foothills Forest Products of Union, South Carolina, salvaged the trees and paid fees direct to the federal government rather than the park, thereby leaving the park without funds for additional cleanup. [24]

Due to a lack of funding, the natural resources management program at Cowpens has undertaken only one inventory effort. Funded by ENPMA donations, a botanical survey was undertaken in 1997 by University of Southern Mississippi graduate student Cindy W. King. The survey inventoried 343 plant species within the park boundary and resulted in specimen collections at both the park and the university (although, as noted above, this collection has not been accessioned in park records). In addition, the Spartanburg Chapter of the Audubon Society conducted bird counts during 1996, but the park itself has not prepared a wildlife inventory. [25]

By the late 1990s, the air quality at Cowpens had become a potentially serious issue. Around 1990 the park allowed the South Carolina Department of Health and Environmental Control to place air quality monitoring equipment on park property. Information collected from the equipment by the state was reported to the NPS's Air Resources Division in Denver as part of the agency's gaseous air pollutant monitoring network. By 1998 this program included thirty-five parks across the nation that had the necessary equipment to monitor gaseous air pollutants like ozone and sulfur dioxide. According to the 1998 statistics, Cowpens had the eighth highest average ozone levels for both one-hour and eight-hour periods among the thirty-five parks. Probable reasons for the high ozone level at the Cowpens included a coal-burning power plant seven miles away and the traffic pollution from the I-85 corridor in the nearby Greenville-Spartanburg area. As a result of these statistics, park staff have become increasingly concerned about the impact of air pollution on the park's natural and cultural resources. [26]

Law Enforcement and Fire Protection

Law enforcement was an early concern at Cowpens. During the years of park development, most law enforcement incidents involved vehicles trespassing on park property after operating hours or vandalism to park property, including the abandoned dwellings awaiting removal. For example, ten incidents were reported by park staff during 1978, including five for trespassing vehicles damaging park property, three for the burglar alarm at the temporary visitor center, one for thefts at two abandoned mobile homes, and one for an abandoned vehicle. To combat such vandalism, Robert E. Gentry became the park's first commissioned law enforcement ranger in 1978. [27]

Over the years, law enforcement incidents at Cowpens have generally been minor. The situation was summed up by Superintendent Stanek in 1982 when she stated that "all law enforcement activities at Cowpens will be a 'low key' type of enforcement situation where the officer maintains a firm but polite presence." [28] From the early 1980s through the late 1990s, the primary law enforcement problem at the park remained vandalism and thefts from vehicles. Just before the park's observance of the seventy-fifth anniversary of the NPS in 1991, one of the worst cases occurred when vandals damaged interpretive and traffic signs, a Scruggs House door and windows, and restrooms. Other incidents have involved such offenses as hunting on park property. Besides responding to such incidents, the park has undertaken proactive measures, such as a 1984 survey of park lands for cannabis by the University of Georgia School of Environmental Design. None was found. [29]

The law enforcement program at Cowpens has evolved over the past two decades. Since the 1970s, Cowpens has received assistance from the Cherokee County and Spartanburg County Sheriff's Departments. The jurisdiction issue was clarified in September 1983 when the NPS established concurrent jurisdiction allowing federal, state, and local authorities to share law enforcement duties as necessary at all five NPS units in South Carolina. As part of Superintendent Springer's effort to produce necessary park documents, a written policy statement for the law enforcement program was prepared in 1985. In 1991 the park's

arrangement with the Cherokee County Sheriff's Department was formalized with the signing of a cooperative agreement. Since then, the county has provided general law enforcement needs at the park. Certain violations, however, such as archeological disturbances, still require specially certified NPS rangers. In such cases, Kings Mountain NMP provides support. [[30](#)]

In addition to cooperating with local law enforcement agencies, the park has built relationships with several volunteer fire departments and rescue squads. In 1984 the park and the Macedonia Volunteer Fire Department reached an understanding that the department would assist the park with any fires. In order to protect archeological resources, the fire department agreed to notify the park before bringing in heavy equipment to fight forest fires. This understanding was formalized in a 1991 cooperative agreement that included the Cherokee County EMS. In order to familiarize local firefighters with the battlefield, the park provided an orientation tour for local departments. Throughout its history, the park has also received special events assistance from other local fire and rescue agencies, including the Antioch Volunteer Fire Department, the Cherokee Creek Volunteer Fire Department, the Chesnee Fire Department, and the Chesnee Rescue Squad. [[31](#)]

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CONCLUSION

During the Battle of Cowpens on January 17, 1781, a Patriot force of Continentals and militia under Brigadier General Daniel Morgan defeated a British army under Lieutenant Colonel Banastre Tarleton. The battle was the most decisive of several key engagements that led to the surrender of British General Lord Charles Cornwallis at Yorktown in October 1781. While the battle itself lasted for less than an hour, efforts to preserve and commemorate the battlefield have continued for nearly a century and a half. The first commemorative effort took place in 1856 when the Washington Light Infantry, a military unit from Charleston, South Carolina, erected a monument at the battle site. The first action by the federal government to commemorate Cowpens came in 1880 when Congress authorized the use of federal funds for a monument to Morgan in nearby Spartanburg. In 1929, after numerous efforts by South Carolina NSDAR chapters and the state's political leadership, Congress authorized the establishment of Cowpens NBS under the War Department. The site consisted of one acre with the U.S. Monument; the NPS began managing the site in 1933. Dissatisfied with such a small site, battlefield supporters lobbied the federal government for a full-scale national park for many years. Success finally came in 1972 when Congress passed legislation authorizing an 847-acre Cowpens NB that was fully developed by 1981.

During seven decades of management at Cowpens, the National Park Service has dramatically transformed the site from a one-acre roadside park with nothing more than a commemorative monument to an 841.56-acre battlefield park with full visitor facilities. In doing so, the Service has confronted a number of complex challenges. Management issues of the past battlefield planning and development, natural and cultural resources protection (including collections and archival management), landscape restoration, limited budget and staff, and competition for diminishing agency resources as a relatively small park will undoubtedly resurface in the future. New challenges will arise as well, such as the use of new interpretive technologies and the management of air quality issues. One challenge likely to become more imposing in the future is the pressure resulting from the growth of nearby communities. Increasingly, visitors are brought to the park in search of "green space" that is diminishing elsewhere. If visitor expectations change greatly with regard to the guiding principles that have governed Cowpens' management as a historical park, there will be repercussions on the disposition of budgets, law enforcement requirements, and on interpretive or resource management activities.

A major park goal for the future is to emphasize educational programs. One effort with much potential is the park's use of modern internet-based technologies for educational outreach. Another effort, however, is designed to improve school programs by developing a learning facility for resource study programs at the picnic area, as was originally envisioned for the park years ago. Managers at Cowpens may look to such past decisions to help them formulate creative solutions for current and future challenges. The research and perspective provided by this administrative history are intended to help make that possible.

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Appendix One:

A CHRONOLOGY

- 1781 On the morning of January 17, a Patriot force under Brigadier General Daniel Morgan defeated a British army under Lieutenant Colonel Banastre Tarleton at the Battle of Cowpens in South Carolina. This Patriot victory was a major link in the chain of events that led to the British surrender at Yorktown, Virginia, the following October.
- 1803 Daniel McClaren became the first private owner of the Cowpens battleground when he acquired the property from the State of South Carolina.
- 1856 In April the Washington Light Infantry of Charleston, South Carolina, visited Spartanburg District and erected a monument at the Cowpens battleground. Three months later, a group of Spartanburg ladies raised funds and purchased the one-acre tract with the monument on behalf of the Washington Light Infantry.
- 1861 On the battle's anniversary, a crowd of two thousand gathered to hear speeches by local leaders to show support for South Carolina's secession from the Union the previous month.
- 1881 On May 11 the Daniel Morgan Monument was unveiled in Spartanburg during a centennial celebration sponsored by the Washington Light Infantry and the citizens of Spartanburg County. The statue of Morgan was partially funded through an 1880 federal appropriation, one of eight monument appropriations during the centennial of the American Revolution.
- 1928 In April the Washington Light Infantry deeded its one-acre monument tract to the Cowpens Chapter of the National Society of the Daughters of the American Revolution (NSDAR), which had agreed to act as custodian of the property.
- 1929 President Herbert C. Hoover signed House Resolution 12106 into law on March 4, creating a national battlefield site at Cowpens under the administration of the War Department.
- 1930 The Daniel Morgan Chapter, NSDAR, raised funds and purchased a one-acre tract of land on July 10. The chapter donated the property to the federal government for the national battlefield site on November 18.
- 1932 Designed and erected by the War Department, the U.S. Monument at Cowpens was dedicated during a NSDAR-sponsored ceremony on June 14.
- 1933 In June President Franklin D. Roosevelt signed Executive Order 6166, which transferred all national military parks and national battlefield sites from the War Department to the National Park Service.
- 1936 General V. Price, a local farmer, was appointed the first custodian of Cowpens in August.

- 1937 The first master plan for Cowpens was prepared by the National Park Service.
- Oswald E. Camp became the first superintendent of Kings Mountain National Military Park and Cowpens in December. Cowpens was administered by the Kings Mountain superintendent until 1981.
- 1938 The Cowpens Chapter, NSDAR, completed repairs on the Washington Light Infantry Monument and placed a new marker with a bronze plaque nearby.
- 1940 Harry R. Wilkins called a meeting of Cherokee and Spartanburg County leaders with the purpose of forming a committee to lobby the federal government for an expanded Cowpens site.
- 1947 A committee of prominent Gaffney residents created a prospectus for a proposed national military park at Cowpens. Harry R. Wilkins wrote a song about the battle in order to publicize the battleground.
- 1951 During March, the Fiske-Carter Construction Company cleaned and repointed the U.S. Monument.
- 1952 Between May and September, the Sossamon Construction Company graded the Cowpens site to reduce steep banks on the property.
- 1954 The Cowpens Chapter, NSDAR, cleaned and repaired the Washington Light Infantry Monument.
- 1955 The first free interpretive folder for Cowpens was produced.
- 1958 On July 18 President Dwight D. Eisenhower signed into law a bill increasing the site's authorized size from one to two acres. The Daniel Morgan Chapter, NSDAR, purchased a one-fourth-acre tract in 1956 and donated it to the site in 1961.
- 1959 Mission 66 improvements at Cowpens were completed, including a parking lot, a paved walk, a flagpole, interpretative display cases, an audio interpretive device, signage, removal of the iron fence around the U.S. Monument, and landscaping.
- 1966 An August article in *The Gaffney Ledger* increased support for an expanded Cowpens and led to action by South Carolina's congressional delegation.
- 1967 General V. Price's son Henry Lee Price took over the custodian position at Cowpens in October.
- 1968 An initial assessment of Cowpens by the National Park Service presented two options for expansion. The park's acreage could be increased to 785 or 510 acres. Both options would preserve the battlefield core, but only the larger acreage would allow for the development of recreational facilities.
- 1970 Field studies and a preliminary development plan for the proposed enlargement of Cowpens were completed and approved by the National Park Service.
- 1971 Congressman Tom S. Gettys introduced House Resolution 2160 to create a full-scale national battlefield at Cowpens. Senator Ernest F. Hollings introduced companion legislation in the Senate.
- 1972 Authorization of an enlarged Cowpens was included in an omnibus bill that passed the Congress and was signed into law by President Richard M. Nixon on April 11. Cowpens became a national battlefield instead of a national battlefield site. Over five million dollars was authorized to acquire approximately 845 acres and develop

the park.

- 1974 A historic grounds and resource study for Cowpens and an historic structure report for the Robert Scruggs House were completed by National Park Service Historian Edwin C. Bearss.
- 1975 The Denver Service Center of the National Park Service completed a master plan and development concept plan for Cowpens.
- 1978 The first full-time National Park Service personnel at Cowpens came on duty in January. Development of the park began.

Cowpens initiated its first Youth Conservation Corps program.

The U.S. Monument was relocated to the new visitor center as part of the development of the national battlefield.

- 1979 Stabilization work was undertaken on the Richard Scruggs House Ruin.
- 1980 The restoration of the Robert Scruggs House was completed by Moretti Construction, Inc., of Charlotte, North Carolina.

The Washington Light Infantry Monument was restored.

- 1981 The park's new facilities were dedicated during the annual battle anniversary observance in January. This year's observance was the most elaborate yet and marked the beginning of weekend-long celebrations of the anniversary.

Cowpens became a free-standing unit of the national park system in March. The Kings Mountain superintendent no longer administered the site. Pat Stanek was the first superintendent of an independent Cowpens.

- 1983 The park began showing *Daybreak at the Cowpens*. This audiovisual presentation was a cooperative venture between the park and Arthur Magill.
- 1984 The park implemented its first equal opportunity program with outreach efforts aimed at African-Americans.

In May the "Rebels and Redcoats of Cowpens" interpretive program was held for the first time.

- 1985 The National Park Service clustered Cowpens and Ninety Six National Historic Site under the administration of one superintendent.

The park completed its first resource management plan.

- 1986 The park held its first road race, an event that developed into the "Race for the Grasshopper."
- 1991 A historic structure assessment report was produced for the Robert Scruggs House by the Center for Architectural Conservation at the Georgia Institute of Technology.

The park signed a cooperative agreement with the Cherokee County Sheriff's Department, the Macedonia Volunteer Fire Department, and the Cherokee County EMS.

- 1992 Masonry Stabilization Services Corporation prepared a conditions assessment for

the park's two monuments.

- 1993 The Robert Scruggs House was stabilized with the installation of a new roof, the re-chinking of the walls, and the replacement of certain log features with nonhistoric fabric.

The first annual Fourth of July celebration was held at the park.

The park offered living history demonstrations at the Scruggs House.

A teacher guide for Cowpens was completed by Dr. Anita P. Davis of Converse College.

- 1994 The park initiated a junior ranger program.

- 1995 The administrative office was relocated from the visitor center to one of the park's three houses. The park had rented out these three houses until the federal rates proved too high for the local market.

After the Daniel Morgan Water District announced its plans to place a mobile home office on its tract within the park, Superintendent Farrell Saunders worked out a compromise that provided office space for the district in the park's administrative office.

- 1996 An audio tape tour of the battlefield was produced as a sales item for visitors touring the site via the automobile tour road.

- 1997 A project to rehabilitate the park's trails was completed.

The park began using information on African-American participation during the battle in its interpretive exhibits and programs.

- 1998 The park installed exhibit cases to house its USS *Cowpens* exhibits.

Restrooms at the visitor center and the picnic area were rehabilitated by Sossamon Construction Company.

- 1999 The visitor center rehabilitation project was finished.

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Appendix Two:

SUPERINTENDENTS AND STAFF

Through most of the 1930s, Cowpens NBS was managed by the War Department and the NPS without a superintendent or other staff. In August 1936, a custodian was appointed to maintain the site. Lacking the facilities of a full park, Cowpens was administered by the superintendent at Kings Mountain NMP from December 1937 until March 1981. During the development of a full park between February 12, 1978, and March 21, 1981, Cowpens was administered by an on-site unit manager under the Kings Mountain NMP superintendent.

Kings Mountain NMP Superintendents:

Oswald E. Camp	December 1, 1937 to January 14, 1942
James B. Felton	January 15, 1942 to October 23, 1942
V. Aubrey Neasham	October 24, 1942 to March 31, 1944
Ivan J. Ellsworth	April 1, 1944 to April 18, 1946
James B. Felton	April 19, 1946 to July 21, 1951
Benjamin F. Moomaw	July 22, 1951 to March 27, 1976
Andrew M. Loveless	April 11, 1976 to March 21, 1981

Cowpens NBS/NB Custodians:

General V. Price	August 19, 1936 to September 30, 1967
Henry Lee Price	October 1, 1967 to February 11, 1978

Cowpens NB Unit Manager:

Patricia M. Stanek	February 12, 1978 to March 21, 1981
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With the completion of park facilities during the late 1970s and early 1980s, Cowpens was designated an independent NPS unit with its own superintendent as of March 22, 1981.

Cowpens NB Superintendents:

Patricia M. Stanek	March 22, 1981 to September 15, 1984
William T. Springer	September 16, 1984 to February 2, 1985

Since February 3, 1985, Cowpens and Ninety Six National Historic Site have been jointly administered by one superintendent.

Cowpens NB/Ninety Six NHS Superintendents:

William T. Springer	February 3, 1985 to July 18, 1987
Robert S. Armstrong	July 19, 1987 to November 25, 1994
J. Farrell Saunders	November 26, 1994 to present

Cowpens NB Staff

Anderson, Patricia A. Seasonal Park Aide	April 4, 1982 to April 3, 1983
Blackwell, Roger T.	June 1, 1979 to August 31, 1979
Blair, Mary Ann Clerk Typist	April 3, 1983 to January 27, 1984
Bostic, Dan Seasonal Park Ranger	June 17, 1990 to September 19, 1992
Bynum, William B. Seasonal Park Aide	May 3, 1981 to May 3, 1982
Byrd, Leon O. Maintenance Worker	October 24, 1983 to October 24, 1984
Camp, James C. Maintenance Worker	September 29, 1981 to October 31, 1981
Cash, Janet L. Student Worker	January 28, 1979 to May 26, 1979
Cash, Susan Harriet Seasonal Worker Seasonal Park Aide	May 20, 1979 to August 10, 1979 May 18, 1980 to August 2, 1980
Chan, Becky Coop Park Technician	October 4, 1981 to March 12, 1982
Clark, Edward (Ted) Seasonal Worker	May 29, 1985 to September 30, 1985
Davis, Donna L.	

Administrative Clerk	December 13, 1992 to present
Davis, Joseph H. Maintenance Worker	December 18, 1977 to December 20, 1984
Davis, William Samuel Tractor Operator	June 1, 1982 to May 10, 1984
Dawkins, Shirley J. Seasonal Park Aide	June 15, 1980 to August 23, 1980
Dood, Christine Seasonal Worker	May 18, 1980 to June 10, 1980
Evans, Ramona L. Seasonal Park Ranger	March 2, 1986 to March 1, 1987
Fowler, Virginia G. Park Ranger	September 24, 1990 to present
Gentry, Robert G. Park Technician	December 18, 1977 to April 19, 1980
Gerow, Benjamin R. Maintenance Worker	July 24, 1983 to October 13, 1985
Gibson, Virginia C. Seasonal Park Aide	June 3, 1979 to September 6, 1980
Given, Peter S. Supervisory Ranger	August 21, 1983 to June 1989
Good, William Carl Maintenance Worker	October 24, 1983 to June 18, 1984
Gossett, Rhonda H. Seasonal Park Ranger Park Ranger Visitor Use Assistant	March 2, 1986 to January 13, 1994 February 6, 1994 to May 25, 1996 May 26, 1996 to present
Greenway, Billy E. Maintenance Worker	November 12, 1985 to present
Hammett, John M., Jr. Seasonal Park Aide	May 18, 1980 to May 17, 1981
Hemphill, Pamela B. Seasonal Park Aide	June 15, 1980 to June 18, 1984
Henderson, Maynard T. Seasonal Park Ranger	June 22, 1986 to March 1, 1987
Henderson, Nathan D. Seasonal Painter Seasonal Painter	June 5, 1988 to July 4, 1988 June 3, 1991 to July 2, 1991

Hicklin, Ira Kell Seasonal Worker	May 18, 1980 to August 16, 1980
Holland, Diane S. Seasonal Park Aide	August 8, 1982 to September 30, 1982
Hudgins, Robert L., Jr. Seasonal Painter	June 3, 1991 to July 2, 1991
Kianos, Bill N. Seasonal Park Ranger	December 7, 1986 to August 9, 1994
Kirch, Robert J. Park Technician	July 27, 1980 to February 7, 1982
Kordack, Vincent Seasonal Technician	June 14, 1981 to September 26, 1981
Lancaster, Phyllis Seasonal Park Aide Seasonal Park Aide	April 6, 1980 to April 4, 1981 April 18, 1982 to April 17, 1983
Lanning, Harry L. Maintenance Worker	August 8, 1982 to January 19, 1983
Lester, Michelle P. YCC & Volunteer Seasonal Park Ranger Park Ranger Administrative Clerk Administrative Officer	June 1982 to June 1984 March 2, 1986 to October 31, 1987 November 1, 1987 to July 14, 1990 July 15, 1990 to August 8, 1992 August 9, 1992 to present
Littlejohn, Carrie M. Seasonal Worker	May 18, 1980 to February 14, 1981
Mahaffey, Michael C. Maintenance Worker	May 15, 1983 to January 27, 1984
McCall, Robert Andrew Seasonal Worker Seasonal Technician	May 20, 1979 to August 17, 1979 April 6, 1980 to June 14, 1980
McLean, Robert M. Park Ranger	June 8, 1986 to present
Mitchell, Terry H. Park Ranger	November 13, 1983 to August 19, 1984
Powell, William C. Seasonal Park Aid	February 6, 1983 to October 17, 1983
Price, Henry Lee Park Technician	October 1, 1967 to September 30, 1983

Price, Patton W., Jr. Tractor Operator	June 4, 1989 to August 20, 1989
Rehm, Karen G. Historian	July 24, 1983 to May 10, 1986
Ripple, Rick David Seasonal Park Aide Seasonal Park Aide	May 15, 1983 to October 30, 1983 August 19, 1984 to May 8, 1985
Ruff, Patricia A. Seasonal Park Aide Seasonal Park Aide Park Aide Administrative Clerk Technician Administrative Assistant Park Ranger Supervising Park Ranger Chief Park Ranger	June 4, 1978 to February 7, 1979 June 3, 1979 to April 19, 1980 May 18, 1980 to February 20, 1982 February 21, 1982 to August 18, 1984 August 19, 1984 to October 7, 1989 October 8, 1989 to October 21, 1989 October 22, 1989 to March 20, 1993 March 21, 1993 to July 9, 1994 September 13, 1994 to present
Seelow, Frederick W. Seasonal Park Ranger Seasonal Assistant	August 28, 1988 to June 17, 1990 December 1, 1996 to October 16, 1997
Shands, Cynthia N. Seasonal Receptionist	May 11, 1997 to May 9, 1999
Shands, Marvin Temporary Laborer Tractor Operator	April 17, 1983 to July 24, 1983 May 13, 1984 to present
Smith, Kimberly C. Seasonal Park Aide	May 20, 1979 to August 18, 1979
Starnes, Timothy J. Maintenance Worker	June 4, 1980 to September 26, 1981
Turner, Wayne W. Maintenance Worker	September 8, 1977 to July 23, 1982
Vickers, Cecil Ray Maintenance Worker	July 2, 1978 to July 1, 1979
Williams, Aaron Ethan Maintenance Worker	June 29, 1980 to November 1, 1980
Williams, Eric K. Seasonal Technician	March 18, 1979 to November 18, 1979
Withrow, Glenn Scott Seasonal Park Ranger	May 9, 1999 to present
Wood, Larry Doug	

Maintenance Worker

January 6, 1982 to June 13, 1983

Wright, Tommy R.
Seasonal Park Ranger
Seasonal Park Ranger

March 6, 1983 to March 6, 1984
March 2, 1986 to June 8, 1986

Cowpens NB YCC Participants

1978

Attal, Charles A. (Work Leader)
Blackwell, Michael P.
Blanton, Michael D.
Blanton, Pam E.
Cash, Janet L.
Cash, Keith W.
Coiffi, Patricia J. (Environmental Specialist)
Dyke, Barbara J.
Edge, Gloria Lynn
Edge, Michael W.
Gibson, Virginia C.
Greene, Joe C.
Hayes, Theodore R. (Maintenance)
Howington, Hal (Group Leader)
Jenkins, Victor
Jolley, Buddy B. (Work Leader)
Jolley, Deborah C.
Lancaster, Phyllis
Littlejohn, Donnie M.
McCraw, Sandra J.
Oglesby, Bobby P.
Parris, Tracy C.
Pintoff, Darryl E.
Price, Emily D.
Starnes, Timothy J.
Thorne, Susan D.
Watkins, Cheryl D.
Wells, Duke E.
Whitfield, Clifton R. (Work Leader)

1979

Bradley, Karen
Copeland, Debra R.
Cosby, Vicki J.
Davenport, Patti S.
Gaffney, James N.
Hall, David J.
Hall, Gary D.
Hayes, Kathy
Hines, James L.

1982

Carmack, Brian
Lancaster, Paige
Petty, Patricia Michelle
Quick, Victoria L.
Warden, Steve D.
Wood, Mark Daniel

1983

Berry, Fredrick A.
Blackwell, James David
Bond, David S.
Brown, Crystal Lynn
Chandler, Cindy J.
Clary, Paul Bryant
Evans, Ramona Lea
Foster, Oral Robert
Goforth, Joseph Todd
Goode, Patricia G.
Hickey, Patrick D.
Mullinax, Scotty R.
Petty, Patricia Michelle (Youth Leader)
Ridings, S. Reggie
Scruggs, William Dale
Smith, Anthony R.
Smith, Gerald L.
Stanford, Gary W.
Swofford, Brandon
Wilson, Robert L.

1984

Cash, Cynthia Ann
Ellis, Kendra P.
Evans, Ramona Lea (Youth Leader)
Petty, Patricia Michelle (Youth Leader)
Tate, Darryl Eugene
Teaster, David Wayne
Waters, Corey S.

Jackson, Willie
McKinney, Susan K.
Oglesby, Veronica A.
Pintoff, Kale
Quinn, Morris D.
Rudisill, Lori A.
Spake, Regina C.
Stephens, Chris
Twitty, Joann
Waddell, Tammy R.
Wade, Steve C.
Wright, Tommy R. (Work Leader)

1980

Blanton, Bryan
Davis, Amy
Davis, Nordy
Edge, Tim
Effard, Annette
Gregg, Michael
Hall, Cary
Hardy, Sherry
Hayes, Kathy (Youth Leader)
Hill, Sherry
Hines, Lisa
Hubbard, Nancy
Littlejohn, Terry
Oglesby, Leslie Kay
Peeler, Edward Danny
Redish, Carlotta
Steel, Frankie
Thomas, Kennedy
Wright, Tommy R. (Work Leader)

1985

Adams, Thomas L.
Fletcher, Christopher D.
Ivey, Susan E.
Milwood, Elizabeth L.
Ruff, Daniel L.
Smith, Cindy

1993

Bishop, William C.
Cash, Charlie M.
Hill, Matthew Lee
Hutchins, Karla R.
Lawter, Kelly C.
Thompson, Toya L.

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Appendix Three:

ANNUAL VISITATION STATISTICS

<i>statistics for October-September year</i>		<i>1968-1980 statistics missing</i>	
1933-1945 statistics missing		1981	64,614
1946	336	1982	52,502
1947	243	1983	57,817
1948	242	1984	65,511
1949	347	1985	79,732
1950	342	1986	94,513
1951	625	1987	90,787
1952	709	1988	93,603
<i>change to January-December year</i>		1989	95,049
1953	655	1990	124,858
1954	770	1991	148,045
1955	1,385	1992	179,543
1956	1,525	1993	159,553
1957	1,705	1994	166,977
1958	1,639	1995	158,175
1959	8,751	1996	189,434
1960	8,755	1997	188,369
1961	8,800	1998	179,108
1962	9,602	1999	186,373
1963	17,250	2000	212,876
1964	15,500		
1965	31,400		
1966	23,300		

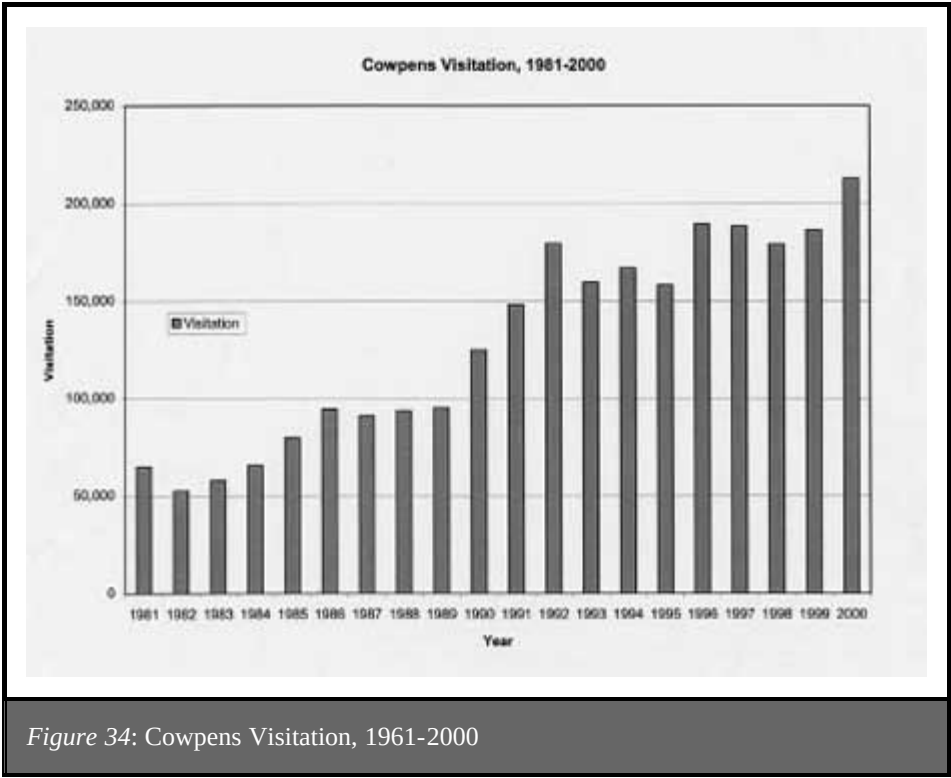


Figure 34: Cowpens Visitation, 1961-2000

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Appendix Four:

FEDERAL LEGISLATION

21 Stat. 306, Approved May 26, 1880

A Joint Resolution To furnish a bronze statue of General Daniel Morgan to the Cowpens centennial committee of Spartanburg, South Carolina.

Whereas the Washington Light Infantry of Charleston and the citizens of Spartanburg County, South Carolina, propose on the seventeenth day of January, eighteen hundred and eighty-one, to celebrate the centennial anniversary of the battle of Cowpens, fought near Cherokee Ford, in Spartanburg County, in said State, and to have completed before that day an imposing memorial column in honor of the victors in that important and decisive engagement; and

Whereas the governors and peoples of the "old thirteen States" are to be identified with the observances of this centennial event; Therefore

Resolved by the Senate and House of Representatives of the United States of America in Congress assembled, That as a mark of the appreciation of the whole country for this patriotic undertaking, and as a token of recognition by the American people of the signal service rendered to the cause of independence by the heroic men who took part in this battle, the Secretary of War be, and he is hereby, authorized and directed to have made a bronze statue (heroic size and in the uniform of the rifleman of the period) of General Daniel Morgan, the commander of the American forces in said battle, and cause the same to be delivered through the governor of South Carolina to the Cowpens centennial committee in time to be placed upon said memorial column before the proposed commemoration; and the Secretary of the Treasury is hereby authorized and directed to pay, upon the warrant of the Secretary of War, out of any money in the Treasury not otherwise appropriated, the sum of twenty thousand dollars, or so much of said sum as may be necessary, to carry into effect the purpose of this resolution.

45 Stat. 1558, Approved March 4, 1929

An Act To erect a national monument at Cowpens battle ground.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That in order to preserve that part of the Cowpens battle grounds near Ezell, Cherokee County, South Carolina, where General Daniel Morgan, commanding, participated in the Battle of Cowpens on the 17th day of January, 1781, the Secretary of War be, and he is hereby, authorized and directed to acquire, by gift, not more than one acre of land on which he shall erect or cause to be erected a suitable monument to commemorate the battle.

SEC. 2. To enable the Secretary of War to carry out the provisions of this Act, to accept a deed for the necessary lands, to make necessary surveys, maps, markers, pointers, or signs marking boundaries, for opening, constructing, or repairing necessary roads and streets and constructing markers and a suitable monument, for salaries for labor and services, for traveling expenses, supplies, and materials, the sum of \$25,000, or so much thereof as may be necessary, is hereby authorized to be appropriated, out of any money in the Treasury not otherwise appropriated, to remain available until expended, and the disbursements under this Act shall be reported by the Secretary of War to Congress.

72 Stat. 368, Approved July 18, 1958

An Act To provide for the acquisition of additional land to be used in connection with the Cowpens National Battleground site.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That, in addition to the land heretofore acquired by the United States by gift pursuant to the Act entitled "An Act to erect a national monument at Cowpens battleground," approved March 4, 1929 (45 Stat. 1558), for the purpose of erecting a monument on the site of the Cowpens battleground, the Secretary of the Interior is authorized, in his discretion, to accept, on behalf of the United States, donations of land not to exceed one acre, situated adjacent to and between the present battlefield site and relocated Highway 11.

86 Stat. 120, Approved April 11, 1972

An Act to provide for increases in appropriation ceilings and boundary changes in certain units of the national park system, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

TITLE III—BOUNDARY CHANGES

SEC. 301. The Secretary of the Interior is authorized to revise the boundaries of the following units of the national park system:

(2) Cowpens National Battlefield Site, South Carolina: to add approximately 845 acres;

SEC. 302. The boundary revisions authorized in section 301 shall become effective upon publication in the Federal Register of a map or other description of the lands added or excluded by the Secretary of the Interior.

SEC. 303. Within the boundaries of the areas as revised in accordance with section 301, the Secretary of the Interior is authorized to acquire lands and interest therein by donation, purchase with donated or appropriated funds, exchange, or transfer from any other Federal agency. Lands and interests therein so acquired shall become part of the area to which they are added, and shall be subject to all laws, rules, regulations applicable thereto. When acquiring any land pursuant to this Act, the Secretary (i) may tender, to the owner or owners of record on the date of enactment of this Act, a revocable permit for the continued use and occupancy of such land or any portion thereof subject to such terms and conditions as he deems necessary or (ii) may acquire any land pursuant to this Act subject to the retention of a right of use and occupancy for a term not to exceed 25 years or the life of the owner or

owners. Lands in interests therein excluded from the areas pursuant to section 301 may be exchanged for non-Federal lands within the boundaries as revised, or they may be transferred to the jurisdiction of any other Federal agency or to a State or political subdivision thereof, without monetary considerations, as the Secretary of the Interior may deem appropriate. In exercising the authority in this section with respect to lands and interests therein excluded from the areas, the Secretary of the Interior may, on behalf of the United States, retrocede to the appropriate State exclusive or concurrent legislation jurisdiction subject to such terms and conditions as he may deem appropriate, over such lands, to be effective upon acceptance thereof by the State. Any such lands not so exchanged or transferred may be disposed of in accordance with the Federal Property and Administrative Services Act of 1949, as amended.

SEC. 305. The authorities in this title are supplementary to any other authorities available to the Secretary of the Interior with respect to the acquisition, development, and administration of the areas referred to in section 301.

TITLE IV—MISCELLANEOUS CHANGES

SEC. 402. For the purposes of the Cowpens National Battlefield Site, which is hereby redesignated as the Cowpens National Battlefield, there are authorized to be appropriated not more than \$2,363,900 for the acquisition of lands and interests in lands and not more than \$3,108,000 for development.

92 Stat. 3467, Approved November 10, 1978

An Act to authorize additional appropriations for the acquisition of lands and interests in lands within the Sawtooth National Recreational Area in Idaho.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

TITLE I—DEVELOPMENT CEILING INCREASES

SEC. 101. The limitations on funds for development within certain units of the National Park System and affiliated areas are amended as follows:

(7) Cowpens National Battlefield Site, South Carolina: Section 402 of the Act of April 11, 1972 (86 Stat. 120), is amended by changing "\$3,108,000" to "\$5,108,000".

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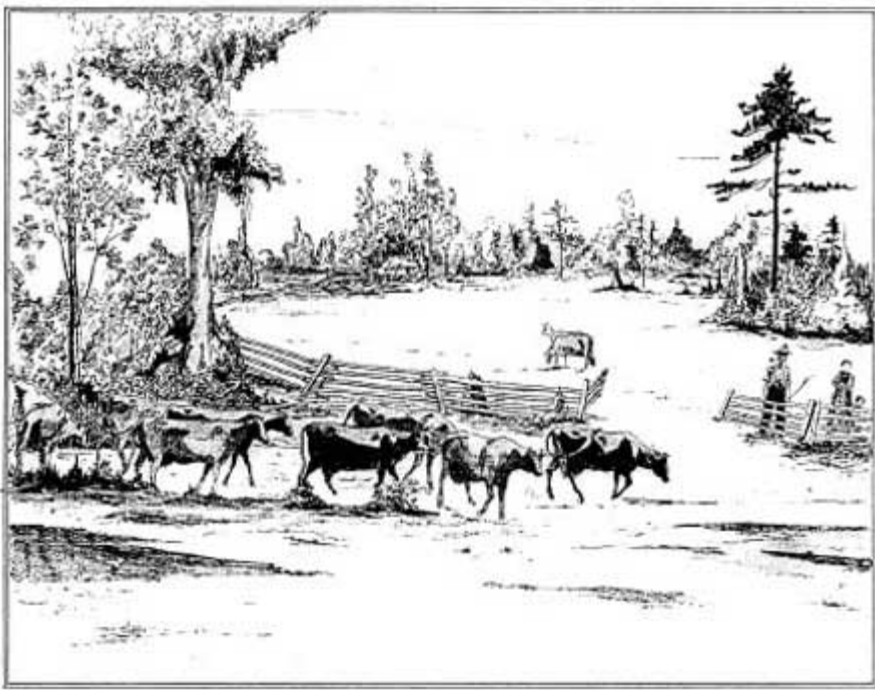
Lee, Ronald F. *Family Tree of the National Park System: A Chart with Accompanying Text Designed to Illustrate the Growth of the National Park System, 1872-1972.* Philadelphia: Eastern National Parks and Monument Association, 1972.

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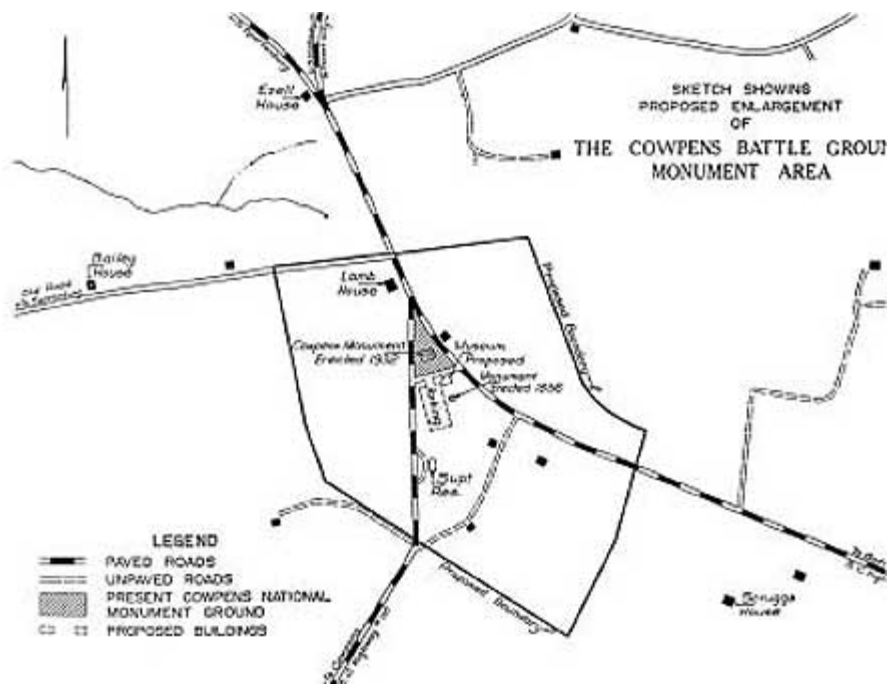


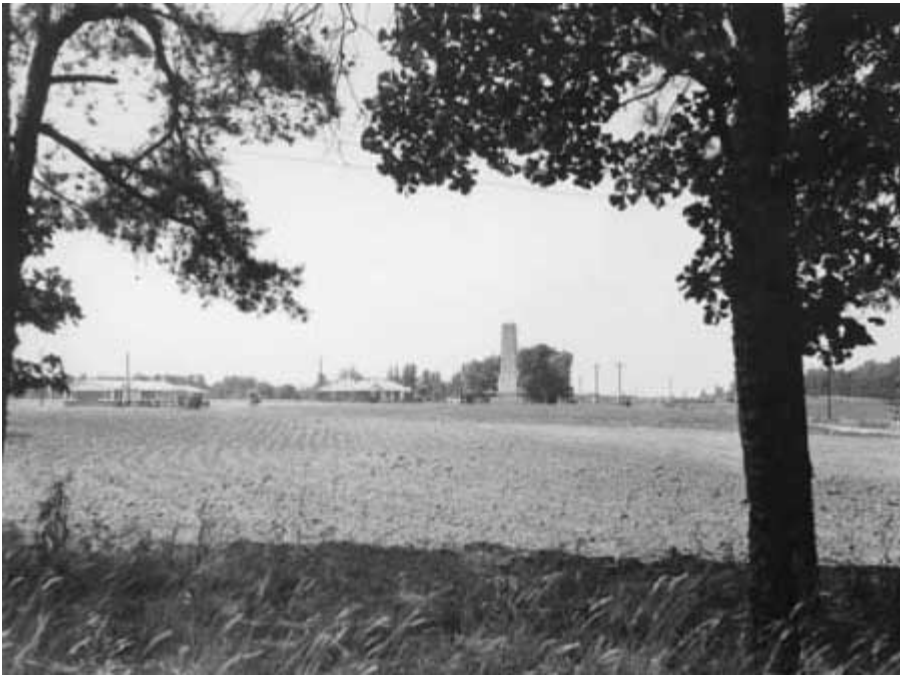












MASTER PLAN - DEVELOPMENT CONCEPT PLAN





































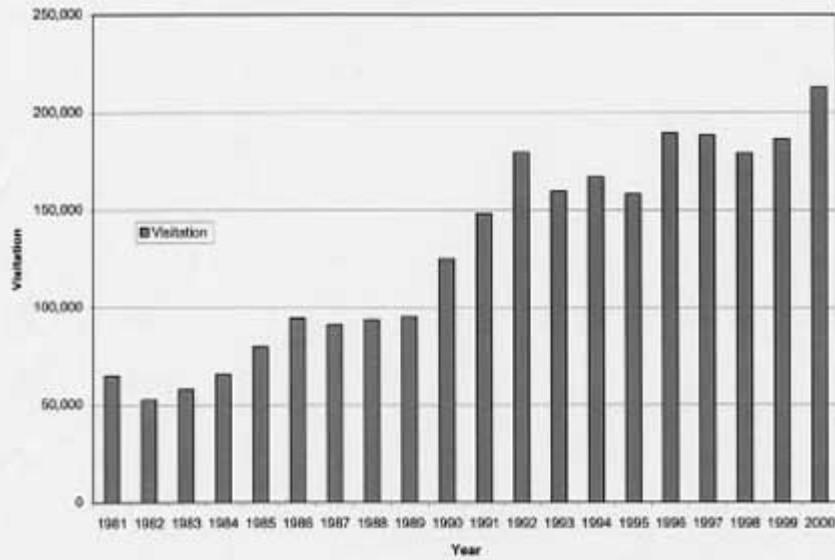


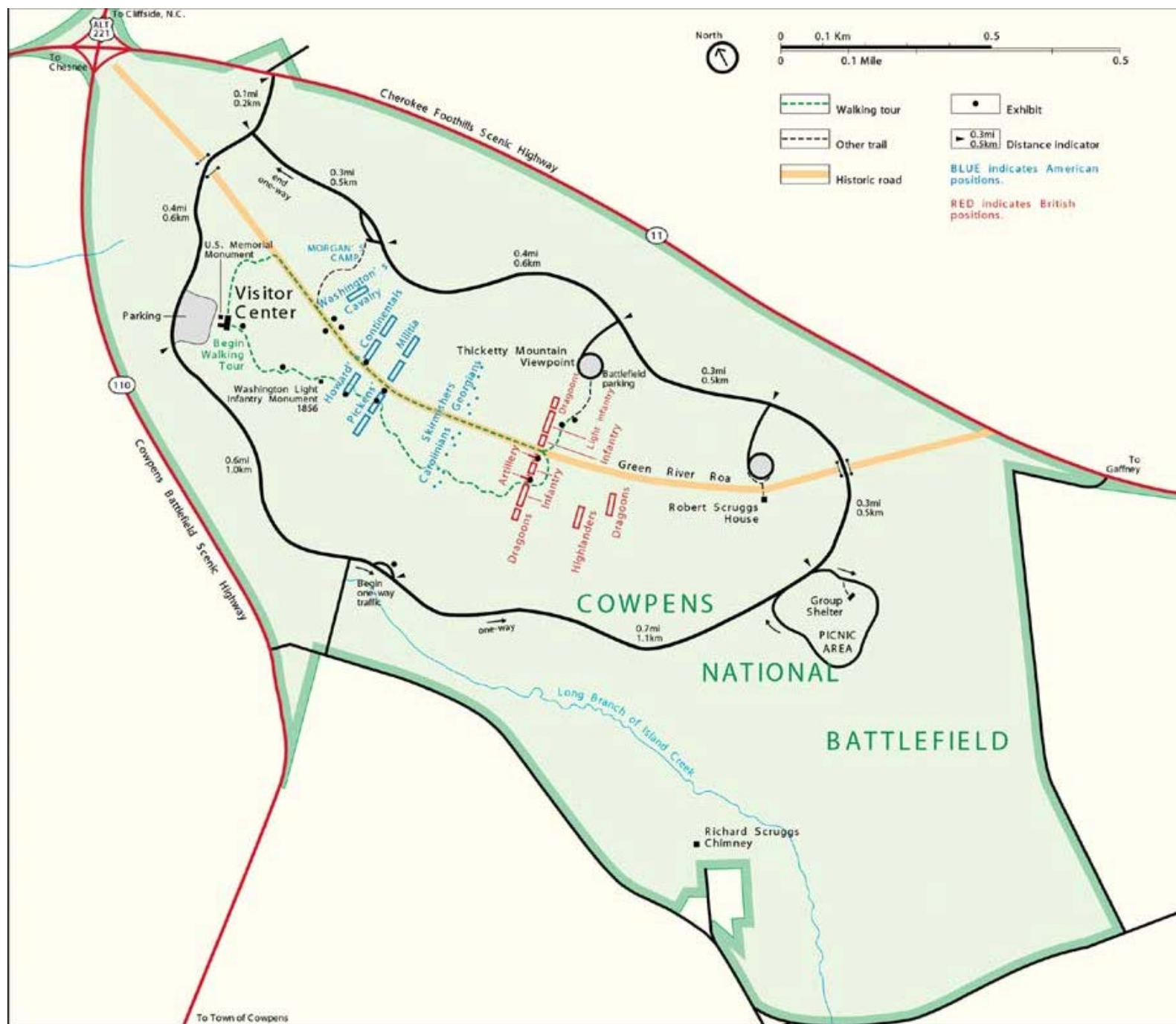






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Chapter One:

NOTES

¹ Work Projects Administration, *A History of Spartanburg County* (Columbia: South Carolina Department of Education, 1940; reprint, Spartanburg, SC: The Reprint Company, Publishers, 1976), 11-20.

² Edwin C. Bearss, *Historic Grounds and Resource Study, Cowpens National Battlefield, South Carolina* (Denver: National Park Service, 1974), 129-143; *A History of Spartanburg County*, 11-20.

³ John Buchanan, *The Road to Guilford Courthouse: The American Revolution in the Carolinas* (New York: John Wiley and Sons, Inc., 1997), 3-4.

⁴ *Ibid.*, 4-16, 25-27.

⁵ *Ibid.*, 25-26, 34-72, 80, 157-172; Thomas J. Fleming, *"Downright Fighting": The Story of Cowpens* (Washington: National Park Service, 1988), 18-19.

⁶ Buchanan, 225-241; Fleming, 22.

⁷ Buchanan, 275-318; Fleming, 21-46.

⁸ Traditionally, accounts of the battle have placed Morgan's troop strength at around one thousand. However, recent research into pension records by Historian Lawrence E. Babits has indicated that Morgan had a troop strength of around two thousand, which agrees with the estimate provided by Tarleton after the battle. Babits's hypothesis is that Morgan did not include the militiamen in his official counts in an effort to portray Cowpens as a victory by regular troops. Morgan was one of a number of military commanders who wished to rely exclusively on a standing army in the colonies' struggle against Great Britain.

⁹ Lawrence E. Babits, *A Devil of a Whipping: The Battle of Cowpens* (Chapel Hill: University of North Carolina Press, 1998), 150-160; Buchanan, 315-318; Fleming, 42-46.

¹⁰ Babits, 150-160; Buchanan, 316.

¹¹ Buchanan, 321; Fleming, 63-64.

¹² Buchanan, 320-326; Fleming, 63-77; Babits, 150-160. The quick collapse of these well-disciplined British troops is attributed, in part, to inadequate food and lack of rest.

¹³ Buchanan, 326; Fleming, 72-76, 78-80, 83; Babits, 150-160.

Buchanan, 334-383; Fleming, 16-17, 84-85.

¹⁵ Buchanan, 397-399; Fleming, 16-17, 84-85.

¹⁶ Buchanan, 319-333; Fleming, 83-85.

¹⁷ Buchanan, 328.

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Chapter Two:

NOTES

¹ *A History of Spartanburg County*, 33-42, 54-56, 66-81, 130, 171; Bearss, *Historic Grounds and Resource Study*, 1-3, 13-14, 153-158. The South Carolina Manufacturing Co. closed its operations soon after the Civil War ended.

² *The Washington Light Infantry: A Volunteer Corps of Citizen Soldiers Serving City, State and Nation*, undated brochure, Washington Light Infantry Monument Vertical File, Cowpens Park Archives, Cowpens National Battlefield Visitor Center, Chesnee, South Carolina, hereinafter cited as COWP; *Unveiling of the Cowpens Battleground Monument*, souvenir program, COWP; Bearss, *Historic Grounds and Resource Study*, 163.

³ Bearss, *Historic Grounds and Resource Study*, 163-167; *A History of Spartanburg County*, 106-107; *Unveiling of the Cowpens Battleground Monument*, COWP.

⁴ Bearss, *Historic Grounds and Resource Study*, 13-14, 167-168; Deed of Conveyance, James H. Ezell to G.W.H. Legg, July 9, 1856, Cowpens Files, Kings Mountain National Military Park Headquarters, South Carolina, hereinafter cited as KIMO.

⁵ *A History of Spartanburg County*, 125-126.

⁶ Ronald F. Lee, *The Origin and Evolution of the National Military Park Idea* (Washington: National Park Service, 1973), 7-12; Dumas Malone, editor, *Dictionary of American Biography*, Volume XI (New York: Scribner's Sons, 1946), 421-422. Besides Yorktown and Cowpens, Congress funded monuments at Bennington, Groton, Monmouth, Newburg, Oriskany, and Saratoga. A number of bills for other battlefield monuments failed.

⁷ *A History of Spartanburg County*, 206-207; *Charleston News and Courier*, January 19, 1880, January 23, 1880, Cowpens Centennial Vertical File, COWP. The thirteen members of the Cowpens Centennial Committee were J.C. Anderson, W.D. Blake, George D. Bryan, William A. Courtenay, George B. Edwards, T. Stobo Farrow, H.E. Heinitsh, J. Lamb Johnston, J.B.O. Landrum, Alexander M. Marshall, Charles Petty, S.S. Ross, and W. Lucas Simons.

⁸ Edmund B. Rogers, compiler, *History of Legislation Relating to The National Park System Through the 82d Congress* (Washington: National Park Service, 1958), Part I, 1; U.S. Congress, Senate, Military Affairs Committee, Senate Resolution 84, 46th Congress, 2d Session, reprinted in Rogers; *A History of Spartanburg County*, 206-207; *Charleston News and Courier*, May 19, 1880, May 22, 1880, June 15, 1880, August 20, 1880, September 23, 1880, Cowpens Centennial Vertical File, COWP.

⁹ *A History of Spartanburg County*, 206-207; Bearss, *Historic Grounds and Resource Study*, 168-169.

¹⁰ *A History of Spartanburg County*, 206-207; *Charleston News and Courier*, October 5, 1880, October 11, 1880, February 9, 1881, Cowpens Centennial Vertical File, COWP; Cowpens Centennial Committee, monument unveiling invitation, Cowpens Files, KIMO. Reports of the crowd's size are probably over-estimated.

¹¹ *A History of Spartanburg County*, 206-207.

¹² *Ibid.*, 104, 217-218, 275-278; Bearss, *Historic Grounds and Resource Study*, 153-158; Lewis Jones, *Chesnee*, manuscript dated May 18, 1991, COWP.

¹³ Lee, *Origin and Evolution*, 12-13; Ronald F. Lee, *Family Tree of the National Park System: A Chart with Accompanying Text Designed to Illustrate the Growth of the National Park System, 1872-1972* (Philadelphia: Eastern National Parks and Monument Association, 1972), 27-30.

¹⁴ Rogers, Part I, 1-5; *Biographical Directory of the American Congress, 1774-1949* (Washington: Government Printing Office, 1950), 1157, 1864, 2030; *Unveiling of the Cowpens Battleground Monument*, COWP; "Daniel Morgan NSDAR celebrates 75-year membership of Edith Fort Wolfe," *Gaffney Ledger*, February 14, 1992, Newspaper Clipping Files, COWP.

¹⁵ Rogers, Part I, 1-5; U.S. Congress, House Military Affairs Committee, House Resolution Report Number 669, 69th Congress, 1st Session, reprinted in Rogers; *Biographical Directory of the American Congress*, 1551.

¹⁶ U.S. Congress, House Military Affairs Committee, Report Number 669, 69th Congress, 1st Session, reprinted in Rogers.

¹⁷ Rogers, Part I, 1-5; U.S. Congress, House Military Affairs Committee, House Resolution Report Number 669, 69th Congress, 1st Session, reprinted in Rogers; Bearss, *Historic Grounds and Resource Study*, 80-84.

¹⁸ Lee, *Origin and Evolution*, 38-51; Lee, *Family Tree*, 27-30.

¹⁹ Lee, *Origin and Evolution*, 46-50; Lee, *Family Tree*, 27-30; U.S. Congress, Senate, 70th Congress, 2nd Session, Senate Document Number 187, *Study of Battle Fields in the United States for Commemorative Purposes* (1928), 1-4, reprinted in Rogers.

²⁰ Bearss, *Historic Grounds and Resource Study*, 80-84, 169-170; *Study of Battle Fields*, 6.

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Cowpens

Administrative History



Chapter Seven:

NOTES

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